

OUTSTANDING

50

LGBTI

EXECUTIVES

STORIES JOANNE GRAY PHOTOS LOUIE DOUVIS, NIC WALKER, BLOOMBERG

IN THE WORKPLACE, WHERE EVERYDAY INTERACTIONS AFFECT CAREERS, HALF OF LGBTI EMPLOYEES FEEL THEY HAVE TO MASK THEIR SEXUALITY. MEET FIVE OF THE 50 BUSINESS LEADERS WHO ARE PROMOTING DIVERSITY AND INCLUSION AT WORK AND WHOSE STORIES REVEAL THE IMPORTANCE OF ROLE MODELS. THE LIST WAS COMPILED BY DELOITTE IN PARTNERSHIP WITH *THE AUSTRALIAN FINANCIAL REVIEW'S* *BOSS* MAGAZINE.



JENNIFER WESTACOTT

Chief executive, Business Council of Australia

Jennifer Westacott, chief executive of the Business Council of Australia, remembers the first time a fellow executive responded matter-of-factly to the news that she has a female partner.

Westacott was in her 30s and working for the New South Wales state government when Gabrielle Kibble, John Kerr's daughter, became the director of the Department of Housing.

"One day she just asked me: 'Is your partner a man or a woman?' And I said, 'A woman, Tess.' She said, 'I'd like to meet her one day.' It was like kind of normal and it was really empowering when she did that."

Westacott has been with her partner, Tess Shannon, for nearly 30 years. "I would have picked Tess a million times, because she has been the most important thing that has ever happened to me," she says. "Tess has been my friend and my soul mate."

It incenses Westacott that people talk about sexuality as a lifestyle choice. "I would not have chosen this like I was taking up tennis or chess or something. When I was a young person, this was the most confronting thing that could ever happen to you. It was just crippling loneliness and isolation because you couldn't talk to anyone."

"People would be talking about their boyfriends and their lives, and you were in this kind of world of your own thinking, 'How am I going come to terms with this?'"

"When I hear someone say, 'People have made these choices,' nothing can be more insulting, more insensitive, more demeaning, more kind of ignorant of actually what this is about."

“ You felt like you were never quite treated like everyone else, and that’s been a very, very strange thing. ”

Westacott knew in her teens she was lesbian but she didn’t discuss it with her family.

Luckily, her uncle worked it out and helped give her the confidence to come out to her family. “I remember him saying to my mother, within my earshot, ‘I saw this program about a young girl. Did you know her family threw her out of the house because she said she was a lesbian?’”

“And he said, ‘Can you believe someone would throw their child out of the house?’ He was saying this to my mother, and I often wonder whether he was trying to condition my mother, in a bizarre kind of way.

“We were great friends, and he said to me, ‘Now, the most important thing is to be who you want to be, to love who you want to love, and to be happy in the world.’ It started getting me thinking really deeply about it.

“My mother was very good about it. She just said, ‘Look, you’ve got to do what you’ve got to do. You’ve got to be yourself, love people you want to love, as long as you’re happy.’ Her big concern was that people would be horrible [to me].”

Not everyone in Westacott’s life has been so accepting.

“I had university friends just walk away,” she says.

Being gay hasn’t held her back in her career, but there were times when she felt she couldn’t talk openly about her personal life to colleagues.

“You felt like you were never quite treated like everyone else, and that’s been a very, very strange thing,” Westacott says.

Since she became more open about her sexuality, for the most part, she says, the business community has been welcoming. When she worked at KPMG, chairman Chris Jordan invited Westacott and Shannon to dinner and other business contacts made sure that Shannon was included whenever partners were invited to events. When Westacott was on the Wesfarmers board, chairman Bob Every publicly welcomed the couple to their first company Christmas dinner.

She says it’s important to encourage an open culture in organisations so LGBTI staff can feel supported.

“It’s not just being gay, it’s about all sorts of things,” she says. “We want people to feel like they can come to work and talk about their lives, feel in a safe place to say, ‘I’m not very well’; ‘I’m in a very difficult situation’; ‘My relationship’s ending’; ‘I’m feeling depressed’.

“That’s the problem of big cultures, big organisations, you can’t know that someone’s having a very difficult time. So, what can you do? You can create a culture of openness, of disclosure. You can absolutely train the middle managers.

“We clearly have to accommodate diversity, accommodate difference. This is my big message to employers, diversity in its proper form – not just gender, albeit that’s hugely important – to me, it’s actually the best protection against disruption.”



RICHARD BOOTLE + IAN PERKINS

Founders and directors, Lawlab, Rundl, Bogan Farms

A young Ian Perkins (pictured below left) was walking through Brisbane market feeling particularly miserable. “I heard someone laughing and I remember thinking, ‘If only my life was like that person’s.’”

“I turned around and it was a guy in a wheelchair with no arms or legs, laughing with his friends. And I went, ‘Oh, get over yourself’. That was my personal moment. I realised I should start doing stuff.

“I focused on my career and university and was open to having a partner.”

For Perkins’ partner, Richard Bootle, his epiphany came just after he won an international moot (simulated court proceeding) competition in Montreal, when he found himself unable to enjoy the moment. “I was kind of angsty about stuff. It was my 25th birthday and my present to myself was to stop wanting approval for everything.”

Several years later the two met, fell in love and decided to move to Nyngan in rural NSW. Bootle ditched his law career to run the 8000-hectare family farm and Perkins left Corrs. They bought two local legal practices but hostility from some clients

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persuaded them to change their strategy. “When it became known we were a couple, people took their files away,” Perkins says. “They wouldn’t have a gay doing their law.”

While it was only a small part of the local community that showed such hostility, it forced Perkins and Bootle to rethink how they would earn a living.

“We sat down and analysed what this business does, this is its strength, what the future with technology holds and how do we get to markets that are big enough for us to grow significantly?” Bootle says.

They built Rundl, an online and telephone legal service for retail consumers but it was ahead of its time and didn’t take off. So they started Lawlab, which served government and enterprises, in particular the Murray Darling Basin Authority.

A few years later, they revived Rundl, which is now the largest national consumer conveyancing provider. The service is also used by broker groups and real estate franchises and is expanding to include medical and government services.

When they worked as lawyers in big city firms in the 1990s, neither man was open about their sexuality to begin with.

“In some way, if I’d have been straight, maybe I would

have followed a more traditional legal path, become a partner and a barrister,” Perkins says. “But the freedom I got because I thought that was not available to me made me think, if I can do that differently then I can do anything differently.

“The reason why we’re doing this to some extent is that we want young people to know that you can pick an adventure,” Perkins says. “It doesn’t even have to be a traditional corporate adventure; it can be having the courage to step out and start a new business, be entrepreneurial, try something; use that creativity and that freedom to do something new.”

They believe the environment has changed and the community is largely supportive of LGBTI people, says Bootle.

“There is now a sense that it’s right to support equality and equitable access to promotions and to a career,” Perkins says. “I think a lot of the work that has been done, women have done in talking about glass ceilings, in talking about the hidden language of sexism and bias. That discourse around those subtleties has made people more conscious of how that applies to everybody, be it on a religious basis or any other kind of basis, gay or lesbian.

“Whilst there’s not necessarily whole-hearted approval, there is an understanding that these things exist and that someone’s gender or race or sexuality is just completely immaterial to how good they are at their job or how good a leader they make. That is for the most part accepted.”

ALAN JOYCE

Chief executive, Qantas

A Ian Joyce never wanted to be known as the gay chief executive. “When I first had this job, I was a little bit paranoid: I don’t mind being a CEO who happens to be gay, but you didn’t want to be the gay CEO.”

But the Qantas boss has embraced role-model status because he’s seen the impact he can have by speaking out.

“Even though you think we’ve made great progress in this country, generally around the globe, there are a lot of young people who have come up to me and talked about the problems that they are experiencing in their careers.”

Joyce recently discussed the importance of being openly gay as the CEO of a big company at an event in Queensland.

“At the very end of it, this young kid who was an aspiring pilot came up and talked about how inspirational it was to see that, how it made his life a lot better.

“I’ve had another person come up to me who told me they were pretty close to committing suicide, that they were looking for inspiration. They found my story and that made a huge difference for them and they felt there was hope, that you could have a career, you could have a life, and that was, to me, very inspirational.

“I didn’t know you could have that type of impact on people’s lives.

“These initiatives [such as the Outstanding 50 list] are very important because I think it will save somebody’s life and make somebody a little bit more comfortable with who they are, and coming out to their family or to work colleagues. That’s the only reason I do this.”

Joyce is horrified by surveys which show that 50 per cent of LGBTI people hide their sexuality at work. “If you’re coming to work and hiding who you are, it is a lot of energy and attention focused to that, rather than given to who you are and the fullness of who you are.”

It is also causing mental health issues, he says. “That’s something companies should be trying to address.” Depression in the gay community is twice that of



the heterosexual population and suicide rates for young gay males are seven times higher than for the heterosexual community.

Joyce says the list of 50 LGBTI executive leaders is a great initiative. "It shows people that there are so many different careers you can go into. There is light at the end of the tunnel and life will get better, and you just have to be comfortable with who you are."

When Joyce was growing up in Ireland, it was illegal to be homosexual. When he came to Australia in 1996 to work for Ansett, it was also still illegal in Tasmania. He says that he's not faced discrimination in the aviation industry, and his partner Shane Lloyd has been included in corporate and board events.

But he remembers seeing his personal assistant in tears with some of the hate mail he received in 2011 when he grounded the Qantas fleet and locked out striking workers.

"During that dispute, there were a lot of very homophobic emails that came in. I told my PA not to read them, just delete them and get rid of them."

He is still taking flak, most recently for urging corporate Australia to support marriage equality. Joyce was giving "a pretty good impersonation of an authoritarian dictator", wrote columnist Miranda Devine in Sydney's *The Daily Telegraph* in April.

"What upsets me a little bit is some of the right-wing commentators who

were out there making commentary about same-sex marriage advocates being a bit like the Nazis," says Joyce. Such aggressive negative language is particularly hurtful, he says, because in Nazi Germany, gay people had to wear a pink triangle and as many as 100,000 died in concentration camps.

"Some of this language is extremely hurtful and that's one of the reasons why I came out very strongly against the plebiscite." He believes most Australians want an open and honest debate about marriage equality, but extreme views can damage those who are already struggling to come to terms with their situation.

Joyce wrote back to people who said they didn't understand why Qantas supported same-sex marriage, to say that the airline took a stand for its employees, who include a large LGBTI community, and for its customers.

"I believe we should be saying on all forums that we want equality and we want them to be accepted for who they are. And it was the right thing for us to do, not only, I think, morally, but also commercially.

"After all, I'm a businessman, and I do believe that the right thing for our company is to get behind this because it makes our people more engaged, it makes our customers more engaged."

Studies show the companies that embrace diversity and inclusion are better at formulating strategy, identifying risks and implementing strategies, and that they financially outperform the organisations that don't.

In fact, Joyce says, the diversity of the executive leadership

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team of 12, which includes three women, two of whom lead business units, and three gay men, who have worked as management consultants, flight attendants, mathematicians and accountants, has been crucial to the airline's successful transformation.

"It allows us to have unbelievable debates and discussions about what's the right thing to do, identify the right strategy and then implement it. That's one of the things that helped us in the transformation in getting the business to turn around."

By 2020 in Australia, about half the workforce will be Generation Y and Z and research shows they will pick a company to work for that they believe has a social conscience.

"You can never be complacent on that, and making sure that you're appealing to that group from a workforce point of view," Joyce says.

Qantas is seen as a highly desirable place to work, he says, "because we're out there on things like diversity". And at 50 per cent of the workforce by 2020, those generations have purchasing power, so you want to appeal to them as a customer base as well.

PIPPA DOWNES

Non-executive director, Goldman Sachs, Sydney Olympic Park Authority, ASX Clearing and Settlement companies, ALE Property Group and the Infotrack Group

"For most successful gay women the gender issue is a lot more to deal with than being gay," says Pippa Downes, a non-executive director at Goldman Sachs. "It's harder to be a woman. Being gay is a second order issue." The reason, she says, is that unconscious gender bias occurs with greater frequency than homophobia.

Downes began her career in trading rooms, where she was always the only woman. That was hard enough. "There was no incentive to come out and say you're gay. I didn't have any visible gay role models."

But she got to the point in her career where she was senior enough and wealthy enough not to care. Downes came out to her workplace in an in-house video in which she mentioned she was gay.

When a female worker expressed amazement that anyone who worked for the bank would own up to being gay, Downes realised how important it is to be open. As a result, she co-founded Gays, Lesbians and Mates (GLAM), a support network for Goldman Sachs employees.

"You're not defined by your sexuality but it is a significant part of who you are. It's very isolating and debilitating to have to hide a part of yourself, particularly for the women," she says.

Despite the rise of LGBTI networks in businesses, Downes says older women still find it hard to be open about their sexuality. "I think it's generational. I still have conversations with women who say to me, 'It's fantastic, I think it's great you're being visible,' but they still don't want to take on the gay thing. A lot of them still bear the scars where their sexuality has been used against them."

"I say to these women, if we don't stand up and become visible it's not going to change for the next generation."

One way the LGBTI community is helping is through the Pinnacle Foundation, which helps vulnerable young people.

"It's very hard to be successful without a strong education," says Downes. "A lot of these young kids have been thrown out of home. I say to successful people in our community, 'If we don't support these young people, who will?'"

"That's really resonated and that's why the Pinnacle Foundation has been really successful. There are so many successful gay people in our community who want to give back."

"The reality is every gay person knows what it's like to feel you're different and you have to hide things."

"Everybody's been there and hopefully for the next generation it's not going to be the same."



“ If we don't stand up and become visible it's not going to change for the next generation. ”

Downes is hopeful that business is becoming more inclusive. She says Commonwealth Bank and PricewaterhouseCoopers are also doing great work. She notes that while the situation in Australia's cities is improving, regional and rural areas are still grim.

The solution is for all gay people to become visible, says Downes.

"If you're visible, people see there's nothing to fear. Things like this list are a fantastic way to raise awareness."

Downes says there are many successful women who are still reluctant to publicly talk about their sexuality and while she understands their reticence, she thinks they should reconsider.

"There are so many women on the list who have children, which brings it to the fore because you can't hide in the shadows. Being hidden implies shame. It's really important for our children to see that we're just like everybody else."

Theo Chapman

PROFILE



How one young man's vision led to the Outstanding 50 list.

STORY JOANNE GRAY PHOTO DOMINIC LORRIMER

Imagine the pain of holding in a personal secret; something you fear would make even those closest to you turn away. For many people, that burden is lifted by telling their friends and family, and often, to their great surprise, it can be a liberation. Now imagine going to work on Monday and having to pull it all back inside. For many lesbian, gay, bisexual, transgender or intersex Australians, this scenario is not hypothetical. It is their daily existence and the core reason a young gay professional working for Deloitte set out to create a list of LGBTI business leaders in Australia.

Twenty-five-year-old Andrew Cumberlidge is a transfer tax pricing specialist, a highly

sought after expertise among global operators. He was born in Britain and college-educated in the United States. Cumberlidge began working with Deloitte in California before moving to Australia. He neither hid his sexuality nor proclaimed it. But Australia, he says, surprised him: while quite progressive in some ways, in others, it lagged behind Britain and the US.

"I was puzzled that for a country seen as ahead of the curve in terms of LGBTI rights, in many ways it was the opposite – most notably in the workplace," says Cumberlidge. "What I've seen in Australia among friends and colleagues, are people who are often out and proud in their personal lives, but who choose to adopt a neutral or even heterosexual persona

Deloitte CEO Cindy Hook and Andrew Cumberlidge, the force behind the compilation of the list of LGBTI Australian business leaders.

in their professional lives." While recognising that it is a complex issue, Cumberlidge points to the lack of LGBTI role models in leadership positions in Australia – in sport, film or television and, notably, in business.

It was this realisation that ignited the spark to create a list of LGBTI Australian business leaders. Working in his own time, Cumberlidge started cold calling business leaders. A meeting with one senior executive led to further introductions and referrals, and slowly the list started coming together.

Cumberlidge also needed assistance and support at work to progress the project. Deloitte chief executive Cindy Hook was

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”

impressed by his resourcefulness and seconded him to work full time on his own project.

"Deloitte proudly fosters an environment of diversity and inclusion; we are building a culture where all our employees can come to work with their authentic selves and not have to worry about whether they won't be accepted due to their race, gender, sexual orientation or gender identity," says Hook.

There was also a likely payoff. "By creating a workplace where everyone feels the psychological safety that allows them to be who they are, with ease, it increases employee engagement, drives creativity and innovation, and ultimately gives us the edge to deliver more for our clients," she says.

When Cumberlidge had about 25 names, we met and I was immediately on board with the idea and wanted to publish the list. For BOSS, it is a key aspect of the diversity and inclusion agenda that isn't getting the attention it deserves. Cumberlidge hopes LGBTI students and graduates coming into the workplace will see the list as an emphatic demonstration that they can be themselves at work and that being LGBTI will not hold back their careers.

THE LIST

Deloitte has compiled a directory of corporate leaders who are out, proud, and keen to inspire a new generation to fulfil their potential.



JOHN ALLAN

Chief executive officer, Sensis
John Allan joined Sensis in 2012. He previously held senior leadership roles in publishing and media at *The Australian*, News Corp and Fairfax Media.



CRAIG ANDRADE

Head of equity capital markets for Australia, Baker & McKenzie
Craig Andrade, an equity capital markets and private equity lawyer, has practised in New York, London and South Africa.



SALLY AULD

Chief economist and head, AUS-NZ fixed income and FX strategy, JP Morgan
Sally Auld joined JP Morgan in 2008 and is a senior sponsor of its Pride group. She was formerly at ANZ and Credit Suisse.



STEPHEN BARROW

Executive general manager, people, culture and capability, NAB
Stephen Barrow coaches and mentors extensively, and is the executive sponsor of Pride@NAB, the bank's LGBTI network.



MARCY BEITLE

Asia Pacific leader, organisation and transformation practice, AT Kearney
Marcy Beitle works with global and local executives to achieve transformation. She is a member of AT Kearney's global board.



RICHARD BOOTLE + IAN PERKINS

Founders and directors, Lawlab, Rundl Solicitors
Richard Bootle and Ian Perkins founded Lawlab, an online conveyancing service for governments and enterprise, and Rundl, a service for consumers.



ADAM BOYTON

Chief economist, Australia and managing director, Deutsche Bank
Adam Boyton is also a trustee of the Centennial Park and Moore Park Trust and a member of the NSW Skills Board.



LIAM BUCKLEY

Group head of internal audit, QBE Insurance Group
Liam Buckley leads a team across five continents, following roles at CommBank, Macquarie Group, Vodafone and PwC.



JAMES COLLINS

Chief of staff, PricewaterhouseCoopers
James Collins joined PwC in 2005, where he is chief of staff and a member of the executive board. He was previously at Merrill Lynch and the ASX.



FRANK COSTIGAN

Deputy CEO, Youi Insurance
Frank Costigan previously held executive roles at Australia and New Zealand Berkshire Hathaway Specialty Insurance, and Insurance Australia Group.



LOUISE DALEY

Executive vice-president and chief financial officer, Accor Asia Pacific
Louise Daley has worked across Accor's hotel portfolio and sits on all Accor Asia Pacific joint-venture boards.



SUSAN DARROCH

Senior managing director, State Street Global Advisors
Susan Darroch has worked in finance in Australia and the UK and currently runs a team managing more than \$150 billion.



MOYA DODD

Partner, Gilbert + Tobin
Moya Dodd, an official at Football Federation Australia and the International Council of Arbitration for Sport, was one of the first women on FIFA's executive body.



PIPPA DOWNES

Non-executive director, Goldman Sachs, ASX Clearing and Settlement, and others
Former athlete Pippa Downes has worked in international banking and finance for more than 25 years.



MICHAEL EBEID

CEO and managing director, SBS
Michael Ebeid has held key roles in technology and media in Australia and abroad. He was formerly marketing and strategy director at the ABC.



WARWICK EVANS

Chairman, NAOS Asset Management
Warwick Evans is a former managing director of Macquarie Equities, executive director at Macquarie Group, and chair of the Newcastle Stock Exchange.



GEORGE FRAZIS

CEO, consumer bank, Westpac
George Frazis was previously CEO, St George Banking Group and CEO of Westpac New Zealand, and held key positions at NAB and CommBank.



BRENDAN FRENCH

Executive general manager, Commonwealth Bank
Brendan French has worked as an ombudsman, lecturer, board director, author and consultant and is a founding member of CommBank's LGBTI network.



ANDREW HALL

Executive general manager, corporate affairs, Commonwealth Bank
Andrew Hall joined CommBank in 2013, prior to which he worked at Woolworths and was National Party federal director.



GEORGIE HARMAN

CEO, beyondblue
Georgie Harman leads a team providing support to help Australians achieve optimal mental health, while working to reduce discrimination and prevent suicide.



MARK HASSELL

Chief customer officer, Virgin Australia
Mark Hassell has worked in senior executive positions at both major Australian airlines, recently contributing to building the new premium Virgin Australia.



MARK HENRY

Chairman of partners, Maddocks
Mark Henry practises in administrative law and statutory interpretation and has been involved in five Royal Commissions for government agencies.



SAVANNAH JACKSON

CEO, Trading Pursuits and Simulated Trading Systems
Savannah Jackson has been a financial markets educator for 22 years and is a director of SLCM Funds Management.

**ALAN JOYCE**

CEO, Qantas

Alan Joyce has been Group CEO since 2008, prior to which he was founding CEO at Jetstar. He previously had key roles at Aer Lingus, Ansett and Qantas.

**AMANDA LAMPE**

Former group executive, corporate and public affairs and marketing, Cochlear
Amanda Lampe was corporate affairs manager at ASX prior to Cochlear, and chief of staff in the Gillard government.

**MARK LEDSHAM**

Chief financial officer, OzForex Group
Mark Ledsham has been CFO at OFX since 2008 and actively supports AIDS/HIV organisation ACON and Australian Marriage Equality.

**ANDREW MAIDEN**

CEO, Australian Subscription Television and Radio Association
Andrew Maiden has advised senior political figures, held a key role at Telstra, and was treasurer, AIDS Council of NSW.

**ROBERT MCGRORY**

General counsel, institutional and regulatory, Westpac Banking Corporation
Robert McGrory, one of three general counsels at Westpac Group, manages regulatory investigations and litigation.

**ROSS MILLER**

General manager, St George Bank
Ross Miller has 20 years' experience in retail and financial services in Australia and overseas.

**PAUL O'SULLIVAN**

Chairman, Optus
Paul O'Sullivan, chairman since 2014, was previously CEO from 2004-2012, during which time Optus recorded 18 consecutive quarters of EBITDA growth.

**ANDREW PARKER**

Group executive, government, industry and international affairs, Qantas
Andrew Parker joined Qantas in 2013 after six years in a similar role at Emirates Airline, and was previously a journalist.

**ROBBIE ROBERTSON**

Partner, Deloitte
Robbie Robertson has worked for 20 years in customer experience and spatial design, with experience in London, New York and Sydney.

**TANYA SALE**

Founder and CEO, Outsource Financial
Tanya Sale has extensive banking and finance experience and is the only female CEO of a mortgage aggregator in Australia.

**GEOFF SELIG**

Executive chairman, IVE Group
Geoff Selig is also a director of the Selig family's investment company, Caxton Group, and sits on the board of the National Heart Foundation (NSW).

**PAUL SHETLER**

Australian government chief digital officer, Digital Transformation Agency
Paul Shetler has 20 years' experience in financial and digital services, including at the UK Ministry of Justice from 2014-15.

**FIONA SMITH**

Chief operating officer, Devondale
Murray Goulburn
Fiona Smith was formerly company secretary at MG and Gasnet Australia, and deputy company secretary at BHP Billiton.

**TOM SNOW**

Founding shareholder and executive director, Whitehelm Capital
Tom Snow has previously held senior positions at infrastructure assets including Perth and Canberra Airports.

**JOHN STEEDMAN**

Director, executive chairman, WPP AUNZ
John Steedman's advertising career spans 45 years, including being instrumental in establishing Mindshare in the Asia Pacific and GroupM Asia Pacific.

**VICTORIA TAVENDALE**

Global head of portfolio management, Campus Living Villages
Victoria Tavendale oversees a \$1.8 billion global investment portfolio of purpose-built student accommodation.

**LEONARD VARY**

CEO, The Myer Foundation and Sidney Myer Fund
Leonard Vary oversees two of Australia's largest philanthropic groups, following roles at Fox Private Group and Linfox.

**MICHAEL VAVAKIS**

Head, human resources, Lendlease
Michael Vavakis has 25 years' experience in human resources, including at Hewlett Packard. He is a member of the Global Leadership Team at Lendlease.

**JEFF WEEDEN**

CEO, Forager Funds Management
Jeff Weeden was formerly at Macquarie Group and Bankers Trust Investment Bank, and was appointed executive director, Equity Markets Group in his early 30s.

**JENNIFER WESTACOTT**

CEO, Business Council of Australia
Jennifer Westacott has been CEO of the BCA since 2011. Her career includes key leadership roles in the NSW and Victorian governments and senior partner at KPMG.

**KATE WICKETT**

NSW advisory leader, Aurecon
Kate Wickett sits on Aurecon's global risk and opportunity committee and in 2013 became one of the company's youngest technical directors.

**SKIPP WILLIAMSON**

CEO, Partners in Performance
Skipp Williamson founded Partners in Performance, which, in the last four years, has helped its clients achieve \$10 billion of EBIT improvements.

**PETER WILSON**

Managing director, Greenhill & Co
At NYSE-listed Greenhill, Peter Wilson advises corporations and governments, including on some of Australia's largest completed mergers and acquisitions.

**ANDREW WOOD**

Associate director, Macquarie
Andrew Wood has more than 20 years' experience in financial services, mostly at Macquarie. He is interim consultant at IMF Bentham.

**ANTHONY WOOD**

Partner, Herbert Smith Freehills
Anthony Wood's practice is centred around industrial relations, employment and workplace discrimination and bullying. His clients include Ford, Holden and Toyota.

**MICHAEL WOODBURY**

Partner, Bain & Company
Michael Woodbury is a global expert in customer strategy and service delivery. Before Bain, he was a principal at Trident Partners, a US-based private equity firm.

**PAUL ZAHRA**

Global retail adviser and diversity advisory board member, PricewaterhouseCoopers
Paul Zahra's career spans 30 years in retail, including as CEO at David Jones and key roles at Target Australia and Officeworks.