

BlueScope Australian Steel Products

# Gender Equity Our journey and our commitment

2024-2025



# Our Purpose

**We create and inspire smart solutions in steel, to strengthen our communities for the future.**

## Our Bond

Our Bond outlines the guiding principles strengthening our business.

It identifies our key stakeholders, guides how we work together and conduct ourselves and continues to be our benchmark for success and choosing to do what is right.

### Our Customers are our partners

Our success depends on our customers and suppliers choosing us. Our strength lies in working closely with them to create value and trust, together with superior products, service and ideas.

### Our People are our strength

Our success comes from our people. We work in a safe and satisfying environment. We choose to treat each other with trust and respect and maintain a healthy balance between work and family life. Our experience, teamwork and ability to deliver steel inspired solutions are our most valued and rewarded strengths.

### Our Shareholders are our foundations

Our success is made possible by the shareholders and lenders who choose to invest in us. In return, we commit to continuing profitability and growth in value, which together make us all stronger.

### Our Local Communities are our homes

Our success relies on communities supporting our business and products. In turn, we care for the environment, create wealth, respect local values, and encourage involvement. Our strength is in choosing to do what is right.

## Acknowledgement of Country

**BlueScope honours and pays respect to Ancestors, Elders, and their future leaders as the Custodians of this Country.**

We acknowledge that the First Nations people have inhabited Australia for millennia, and their cultures, lore's, ceremonies, and connection to Country are sacred and continuing. As a business that makes steel and many value-added products from steel, we respect that there is a very real connection between the "earth" of this Country, its people, and the products that we make.

We are committed to ensuring our operations and supply chains respect this connection, and to creating products

that underpin sustainable development. Our products can be infinitely recycled for future generations.

We acknowledge the many different Nations across this ancient continent, from rural and remote communities to our cities and suburban areas. It is through the Ancestral knowledge and stories of local Peoples that we can more fully know and understand Country and the unique ways in which Country connects us all.



# A message from our Chief Executive, Australian Steel Products

**At BlueScope, Our People are our Strength, and we are made even stronger by continuing to better reflect the communities in which we operate by enhancing the diversity of our workplaces. This belief underpins our commitment and continued effort to create safe, healthy, respectful and inclusive workplaces, where everyone feels valued, has a sense of belonging and can operate at their best.**



Accelerating the representation of women across all levels of our business remains a top priority and it is one of the core elements of our Inclusion and Diversity Strategy.

We have been working on this for some time and have seen representation of women in our Australian Steel Products (ASP) business grow from 13.5 per cent in 2017 to 24 per cent in 2023. In our operational sites, 1 in 5 operator roles are now held by women, a remarkable shift from just over 3 per cent in 2017.

Whilst this represents great progress, there is still work to be done to increase the representation of women in our workforce,

particularly across executive, leadership and salaried roles. Accountability is core to driving this change. Championed by senior leaders, our achievements are driven by leaders being accountable for meeting agreed gender equity targets. I see this as both an opportunity and a challenge to strengthen our capability to attract, hire and retain a wide range of people, now and for the future.

We are progressing a suite of initiatives aimed at accelerating representation of women in leadership whilst at the same time embedding a culture that supports and enables all our people to contribute their best at work and in life. This includes; changes to our Parental Leave Policy to ensure it is more inclusive and gender neutral, including payment of superannuation; supporting flexibility through our B-flex approach; growing our pipeline of women in STEM positions through our Cadetship and Apprenticeship Programs; and growing forums for women to connect within and across businesses and functions.

This report features our progress and outlines our approach to continuing our work to increase the representation of women at all levels in our business, which will be critical in achieving Our Purpose of “creating smart solutions in steel, to strengthen our communities for the future”.

**Tania Archibald**  
Chief Executive, Australian Steel Products

## About BlueScope: Australian Steel Products

**BlueScope is a provider of innovative steel materials, products, systems and technologies and is headquartered in Australia. As a business with more than 160 sites worldwide, we are built on the foundations of local communities across 16 countries.**

As a global leader in the metal coating and painting of steel solutions for the building and construction industries, our focus in the Asia-Pacific region is manufacturing and marketing a wide range of branded products, including pre-painted COLORBOND® steel, zinc/aluminium alloy-coated ZINCALUME® steel, and the LYSAGHT® range of building products.

The Australian Steel Products (ASP) business is the largest steel manufacturer in Australia and employs more than

7,000 people at approximately 100 sites. Our operations are a mix of large manufacturing plants, roll-forming facilities and distribution centres to support our quality brands.

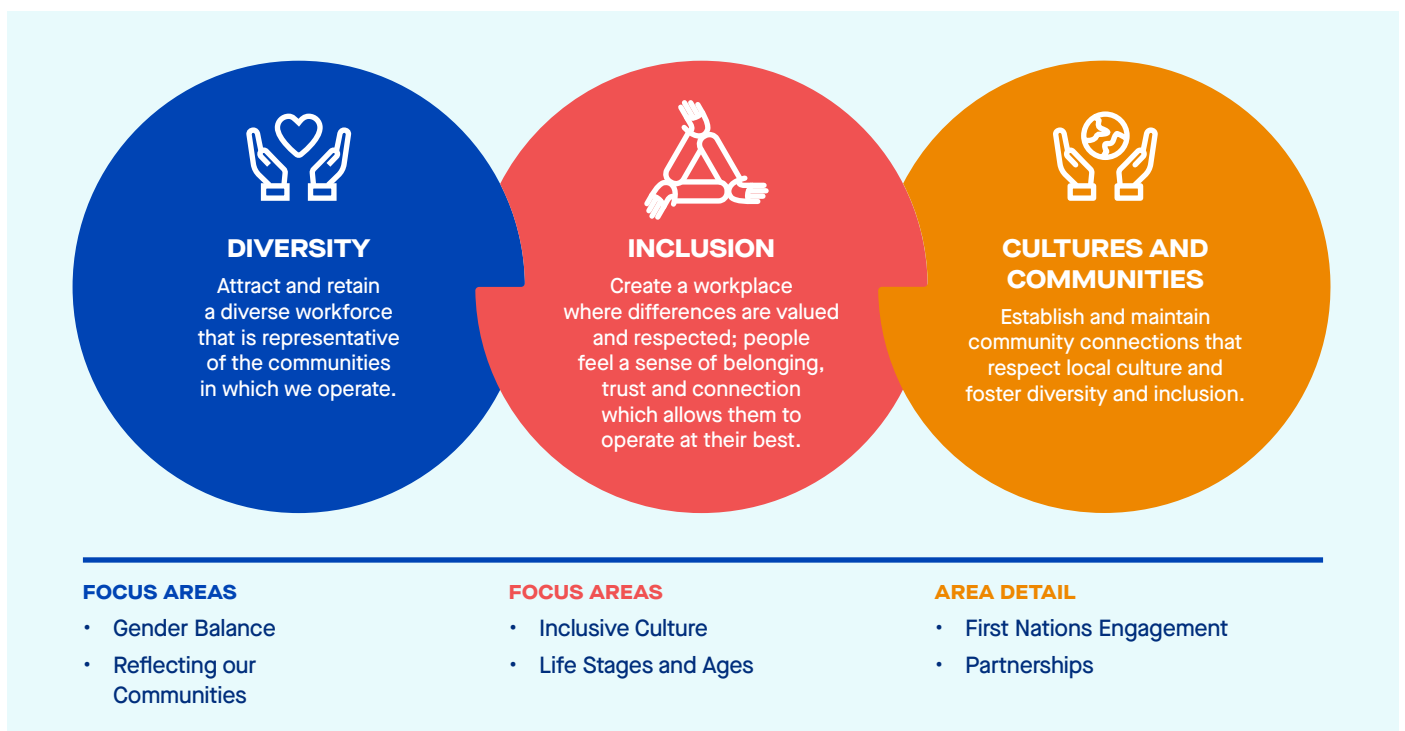
Our steelworks at Port Kembla in New South Wales' Illawarra region is the largest steel production facility in Australia. With an annual production capacity of approximately 3.0 million tonnes of steel, it manufactures slab, hot rolled coil and plate products.

# Creating strength through a diverse and inclusive workplace

We recognise the unique value that different skills, experiences, perspectives and backgrounds bring to our organisation. We have a strong commitment to a safe, inclusive and respectful culture and see this as a key strategic business driver.

We take a broad approach, acknowledging that the foundation for a thriving and inclusive workplace culture is one where our people are valued, respected, safe and feel a sense of belonging. This is further strengthened by the richness that diverse cultures, experiences, perspectives and identities bring to our teams.

We embrace difference, and are committed to ensuring all employees are given the opportunity to contribute and reach their full potential. Our Inclusion and Diversity Strategy and its underpinning initiatives are key to driving change. We have three key pillars - Diversity, Inclusion, and Culture and Communities - supported by six focus areas.



## Inclusive Employer Status

For the third year, BlueScope ASP has been named an Inclusive Employer by the Diversity Council of Australia (DCA). This follows BlueScope's participation in the DCA *Inclusion@WorkIndex* which gathers data to understand the State of Inclusion in Australian Workplaces. Inclusive Employer status is granted to employers who demonstrate a higher level of inclusivity and dedication to Diversity and Inclusion compared to the average Australian workforce.



# A safe, inclusive and respectful workplace

## An inclusive workplace is a key element of both our business and People Strategy.

To drive this, we are investing in our *Respect is How We Work Cultural Program*, a proactive approach which enables teams to operate at their best by embracing diversity, instilling an inclusive culture and maintaining a safe and respectful workplace.

Three core elements of the program proactively support a culture of respect at team, organisation and leadership levels. It comprises multiple layers of knowledge, education, reporting and analysis to ensure we're reaching every part of our Australian business.

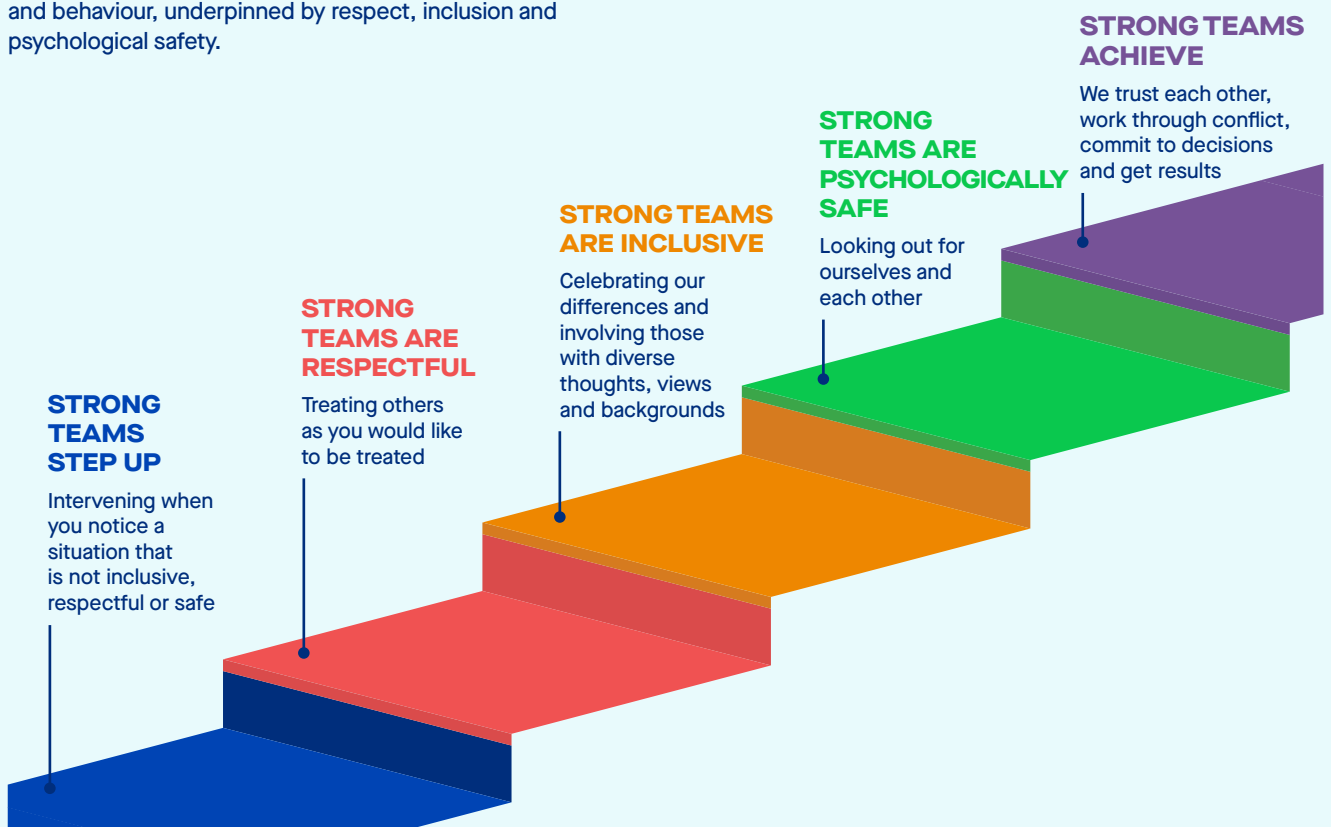


## Step Up – Building a culture of Inclusion through conversation

In 2023 we introduced *Step Up*, a program of leader-led, team-based conversations designed to equip individuals and teams with the confidence to intervene when they notice a situation that is not safe, inclusive or respectful.

The conversations form part of the *How We Work Cultural Program* and aim to encourage a cultural shift in attitude and behaviour, underpinned by respect, inclusion and psychological safety.

The program aims to ensure that as we grow the diversity of our workforce, we have a culture to strengthen our teams and bring out the best in everyone.



# Our gender journey

**Our focus on increasing gender representation is not a new one. As a manufacturer with a historically male dominated workforce, we have been working on this for many years.**

We also know we are not alone, and that gender representation remains a challenge for businesses globally and nationally. The World Economic Forum's Global Gender Gap Report 2023 pointed to a slowdown in the hiring rate of women into leadership positions, and the ongoing lower representation of women in leadership positions compared to entry-level positions in all industries (a). In Australia, women continue

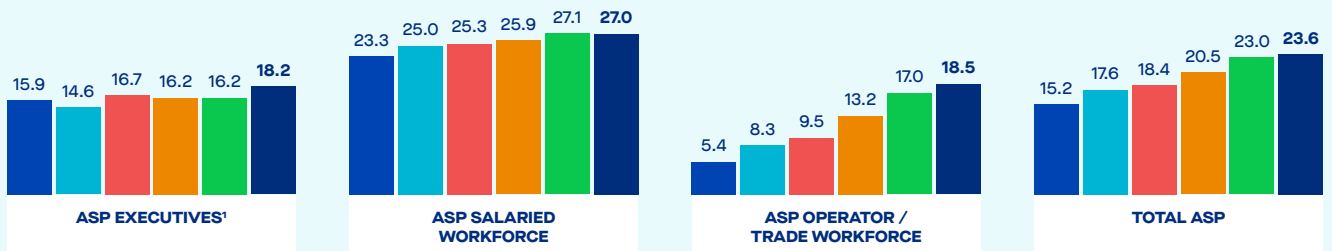
to be underrepresented in key decision-making roles across almost all Industries (b).

Whilst BlueScope globally has achieved gender balance at Board and ELT (CEO-1) level, there is the opportunity to draw on the learnings from the growth we have achieved in our Operator and Trade workforce and apply this in our Executive and Salaried ranks.

## Women in Australian Steel Products (ASP) Workforce (%)

40:40:20 TARGET

FY18 FY19 FY20 FY21 FY22 FY23



**We have a record of working to ensure our workplace reflects the communities in which we operate, and women are supported and respected. Whilst proud of these activities and achievements, we equally acknowledge that to drive further change, our efforts must continue.**

2016	2017	2019	2019
BlueScope Australia & NZ Diversity Council established	Recruitment transformation: Pilot of <i>Blue Boots</i> campaign targeting women in operations	Gender recruitment targets set for the first time	ASP named a Diversity Council of Australia Inclusive Employer for the first time
		B-flex approach to flexible work launched	SISP STEM Industry School Partnership NSW Illawarra established
2021	2022	2023	
Overall female representation surpasses 20% and women in operator / trade roles surpasses 10%	LIFT+ Women's Network, 2022 Women in Steel Network Distribution	ASPIre Women's Network and Step Up program for safe inclusive and respectful teams	1 in 5 Operators in our Manufacturing business are Women
			Diversity Council Australia Inclusive Employer
			First female Chair of BlueScope Ltd and first female Chief Executive of ASP

<sup>1</sup> Includes all Australian Steel Products (ASP) employees that have an executive contract

<sup>a</sup> Drop in women in leadership - Global Gender Gap Report 2023 finds | World Economic Forum (weforum.org)  
<sup>b</sup> Women in leadership | WGEA

# Gender pay equity

## What is the gender pay gap and why does it matter?

The Workplace Gender Equality Agency (WGEA) gender pay gap is the difference in actual earnings between women and men in the workforce expressed as a percentage of men's pay.

The calculation is based on total remuneration which includes salary, superannuation, overtime and bonuses and annualised part time and casual worker earnings.

It is not the same as equal pay. Equal pay is a measure of 'same job, same pay' for both men and women and is protected by anti-discrimination legislation.

The rationale for WGEA's calculation is to highlight gender inequities across occupational groups which may be driven by the concentration of women in particular roles, levels, hours or patterns of work. The more equally women are represented across all roles and levels within an occupational group, the less likely a gender-based pay gap will emerge.

From 2024 WGEA will be publishing the gender pay gaps of organisations with more than 100 employees.



Find out more at  
WGEA's [website](#)

## Why is there a pay gap?

Here is what we found when we looked further at what is driving our gender pay gaps across our top three occupational categories with the largest gender pay gaps in our ASP business:

- Technicians and Trades, Sales workers, and Machinery Drivers and Operators were the occupational groups with the biggest gender pay gaps
- Women are underrepresented in more senior, higher paying roles which also attract higher bonus payments
- Women are overrepresented in lower paying roles. Sales is a good example, where more women hold Customer Service roles compared to Account Manager, Business Development or Supervisory roles, which attract higher pay and bonuses
- Women have on average much shorter tenure than men in similar roles, and as a result are at the lower end of salary scales.

## Does BlueScope ASP have a gender pay gap?

We have a very minimal pay gap when it comes to like-for-like roles (base salary payments) which are reviewed through our annual salary review and job evaluation processes.

As we continue on our path to increase the representation of women at all levels in our business, the reality is we currently still have an over-representation of men in more senior higher paying roles. This is the primary driver for our median total remuneration gender pay gap, together with men having longer tenure and these senior roles attracting higher bonus payments.



## What are we doing about it?

We have identified 6 focus areas to accelerate gender balance and equity. We see these as critical drivers to increasing the representation of women at all levels, particularly in our senior professional and leadership roles, which we know underpin our gender pay gap.



These focus areas are explained on the following page.



**Growing the representation of women at all levels across our organisation, particularly in senior professional and leadership roles, is key to closing the gender pay gap.**



# Our commitment and our plan

At BlueScope Australian Steel Products we've committed to accelerating the representation of women at all levels in our business, with a particular focus on women in professional and leadership levels.

We have identified six focus areas to drive change, aimed at women in professional and leadership roles. These are underpinned by a suite of initiatives and actions including:

FOCUS AREA	DESCRIPTION	INITIATIVES
 <b>LEADERSHIP AND ACCOUNTABILITY</b>	Gender equity is a business priority championed by senior leaders, underpinned by agreed targets and regularly monitored	A reset of our gender targets for recruitment, representation and promotion with a focus on professional and leadership pipelines as well as leadership teams. We hold our leaders accountable to these on a monthly basis.
 <b>RECRUITMENT, PROMOTION AND INTERNAL MOBILITY</b>	Transparent and Innovative recruitment and promotion standards which drive diversity	A heightened focus on transferable skills, hiring for potential, exploration of innovative job design, enhancing internal visibility of opportunities, mobilising talent through internal sourcing, external sourcing for senior roles in key underrepresented occupational groups, as well as executive sign off on diverse shortlists.
 <b>TALENT IDENTIFICATION AND DEVELOPMENT</b>	Heightened visibility and advancement of ASP female talent through a robust identification, development and review process	Extension of our Sponsorship pilot to accelerate advancement of female talent, regular reviews of female talent, targeted development plans and growing the pipeline of female talent for critical roles.
 <b>CONNECTION AND GROWTH</b>	Enable, support and drive accessible growth opportunities and forums for all women	Connecting and supporting women's networks across the business and enabling self-development opportunities and resources.
 <b>CULTURE AND TRANSITIONS</b>	Embed a culture that supports our people through major life and work transitions and challenges	Parental leave enhancements, normalising flexible work, domestic violence support, new starter check-ins.
 <b>PARTNERSHIPS FOR FUTURE PIPELINE GROWTH</b>	Accelerate the growth of external female talent in STEM and non-traditional careers by partnering with key bodies and stakeholders	Building on existing STEM partnerships and initiatives and exploring other opportunities for collaboration with industry and government.

Our Australian Leadership Team have committed to accelerate change through these initiatives. Progress will be reviewed via monthly and quarterly business reviews as well as our Inclusion and Diversity Council.

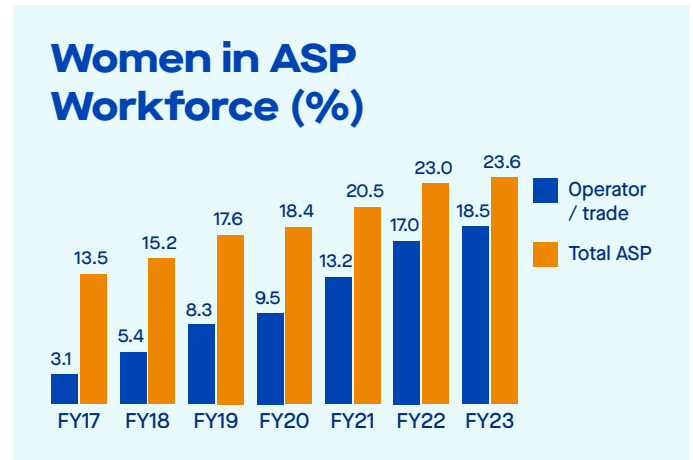


# Rethinking recruitment

Since 2016, we've seen a sixfold increase in the representation of women in our entry level Operator/Trade roles.

This has been driven by leadership commitment at all levels, transformational approaches to sourcing and recruitment, and a focus on transferable skills.

It has meant a complete re-think of how we attract, source and recruit for a diverse workforce. Below is one of several examples of how we have been able to achieve this.



## “Blue Boots” Recruitment: Women in Operations – Novar Gardens, South Australia

When one of our newest sites, Novar Gardens, was scheduled to commence operations in January 2023, it adopted a recruitment approach specifically aimed at attracting women to the operation.

The team was committed to training up the right team members from scratch. With no prior experience necessary, there was a strong focus on candidates' willingness to learn, transferable skills and the right attitudes and behaviours.

Through what we now term our “Blue Boots” campaign, the process involved a holistic approach, from inclusive language, making it clear that no prior experience was necessary, spelling out a willingness to explore flexibility and anything from enabling school drop off or pick up, to part time arrangements.

Tapping into non-traditional advertising channels, making the recruitment timeline and process clear from the start, and information nights to allow candidates the opportunity to connect in person with female team members gave the site the ability to attract a record number of women.

And it doesn't stop with entry level roles. Women are also well represented in the site's leadership ranks as Production Managers and Operations Supervisors. The opportunity to progress from the shop floor into Team Leader roles was recently taken up by one of the site's Blue Boots recruits within three months of joining us.



**The outcome? A gender balanced operations workforce with 48% of entry level Operator roles filled by women.**

# Growing our pipeline

## Growing Engineering capability through our Cadet Program

Our Cadetship Program offers the opportunity to gain experience and paid on-the-job training whilst completing a degree in electrical, materials and mechanical engineering or chemistry. Cadets are rotated through various departments at our Port Kembla Steelworks and Springhill site to gain exposure to different operations processes, maintenance, and engineering teams, as well as projects related to their degree. The Cadetship Program is key to building our pipeline of professionals and leaders in operations, engineering and technical roles. Since 2018 the Cadetship intake has averaged 40% female year-on-year, an increase from 24% in prior years.



Find out more about our Cadetship Program [here](#) or visit BlueScopeTV on YouTube

## Our Apprenticeship Program

Our Apprenticeship Program at our Port Kembla Manufacturing facility provides employment and development opportunities across electrical and mechanical trade pathways. In efforts to contribute to building a female pipeline within the trade discipline across industries, we leveraged a female recruitment exemption from the NSW Anti-Discrimination Board as well as targeted video content for female students about career pathways. Since 2020 we have been able to achieve 44% female representation in our Apprenticeship intake, which will contribute to our future trades and maintenance roles.



Find out more about our Apprenticeship Program [here](#) or visit BlueScopeTV on YouTube

## Spotlight On: Lauren Blasi

Lauren (Automation Engineer) challenges traditional norms by excelling in a field that few women have historically pursued. Lauren embarked on her journey with BlueScope as an Electrical Engineering Cadet in 2020, completing her Cadetship alongside a double degree in Engineering and Commerce. Lauren's academic achievements and dedication have paved the way for her success. Recently, she led crucial maintenance campaigns within her department, showcasing her leadership and technical acumen. Lauren's remarkable achievements were recognised recently when she participated as a panel member in an externally facilitated International Women's Day (IWD) Event in 2023, where her experiences and insights inspired students to pursue careers beyond traditional gender stereotypes. Lauren's story alongside the stories of other female Cadets and Engineers serve as a beacon and illustrate the transformative impact of women in our industry.



Find out more about more about Lauren's Cadetship experience [here](#) or visit BlueScopeTV on YouTube



## Spotlight on: Naomi Alves

We highlight the remarkable journey of Naomi, a true trailblazer in the realm of non-traditional roles. Naomi embarked on her career as an Electrical Apprentice, boldly stepping into a domain where she was the sole female amid her male counterparts in the Electrical Services department in 2017. Fast forward to 2023 and Naomi's impact is palpable. The department now boasts 21 talented females in apprentice and trades roles with more in Maintenance departments around the Port Kembla Steelworks. Naomi's commitment to excellence was evident early on when she secured a coveted scholarship for a Diploma of Engineering in 2018. Her exceptional dedication was further recognized when she was named Apprentice of the Year in 2018, a testament to her outstanding skills and contributions. Today, Naomi is as a High Voltage Team Leader, playing a major role in the mentoring and development of a new generation of women set to pursue and excel in traditionally male-dominated fields. Her journey is a testament to the power of perseverance, skill, and breaking through barriers.



## Leadership Accelerator Program (LAP)

At our manufacturing facility in Western Port in Victoria, our Leadership Accelerator Program provides a pathway for Process Operators to develop into Team Leaders.

Aspiring Operators can express an interest to participate in the program which equips successful applicants with the necessary leadership skills to progress to Team Leader vacancies as they arise.

Development focuses on active supervision, safety leadership, mentoring by leaders in operations and maintenance, regular networking with other program participants, and the opportunity to step into temporary frontline leader secondments to gain hands-on learning.

Close to 50% of Western Port's current program participants are women.

The program is being piloted at our Manufacturing operations in Port Kembla, providing a pathway for our growing cohort of future leaders in operations.

## Ready to take up the leadership challenge

Belinda McNamara, Senior Process Operator at Western Port Pickle Line, is poised to take on her next career opportunity.

Following a career break as a stay-at-home Mum and having worked previously in childcare and Banking, Belinda joined our Western Port Operations as a Process Operator in 2017.

As a participant in the Leadership Accelerator Program, Belinda has had the opportunity to step up into Supervisory roles, providing her with hands-on experience.

*"It's a very practical program. I've stepped into two supervisory roles over the last 12 months and had the opportunity to work on everything from solving operational challenges with the process team and managing during a shutdown, to dealing with people issues."*

*One of the program highlights has been participating in the Leader Essentials Program and the opportunity to meet other BlueScope Leaders across Australia.*

*I'm really lucky to be surrounded by so many experienced colleagues who I have learnt so much from and to be supported by the supervisory team in my area. I feel like everyone has my back.*

*I'm really looking forward to having my own crew who I can develop and support in the same way."*



## STEM

As we seek to represent the communities that we operate in, a key focus is to increase female participation within STEM careers.

To assist with increasing the pipeline of females enrolling in Engineering and STEM related careers, we have been working on increasing the awareness of careers in STEM to females. This has involved sponsoring University of Wollongong's Empower HER (Women in STEM Summit) for a number of years, sponsoring Engineering and Information Sciences student awards, increasing career connections with female specific schools (St Mary's Star of the Sea College), and participating in targeted programs run by Regional Industry Employment Partnerships (REIP) that aim to increase the awareness of Careers in STEM among school students. Our Cadets and Apprentices are also actively involved in these initiatives, often speaking at schools to share their experiences and inspire youth into STEM pathways. Australian Steel Products has partnered with the NSW Department of Education to establish a STEM Academy in the Illawarra region, as part of the STEM Industry School Partnership (SISP) Program. Designed to give students practical and real-world insights into their classroom learning, the partnership is an opportunity for our employees to inspire and support the next generation of technical experts, industry leaders and product innovators.

As part of our partnership, we provide real-world insights into the application of classroom learning experiences for The Illawarra Academy of STEM Excellence in the form of video content and specially curated Inside Industry Tours in our Manufacturing Facilities at Port Kembla.



## Accelerating opportunity through Sponsorship

In 2023 our ASP Executive Leadership team piloted a Sponsorship program to accelerate the progression of female talent in their businesses. Partnering with women two levels below, our senior leaders:

- Act as advocates to help identify and secure high-profile projects, stretch assignments and promotional opportunities
- Provide action-oriented advice and access to influential networks, development opportunities or increased visibility
- Ensure that they champion the Sponsee during talent conversations.

More than half of the Sponsorship pilot participants were promoted or took up a new opportunity during the 12-month pilot.



# Supporting ASP parents



## Becoming a parent is a key milestone and one of those moments that truly matter in our employees' lives.

To better support parents at this time, we have reviewed and updated our Parental Leave Policy to ensure it is more inclusive and gender neutral.

From **1 November 2023** we provide:

1. **12 weeks paid parental leave to both parents** whatever the make-up of the family unit over a **24-month period from the birth/adoption of a child,**
2. **4 weeks of the Parental Leave entitlement** can be taken **concurrently with their partner** at the time of the birth/adoption of a child
3. **Superannuation** to parents on extended **unpaid parental leave (up to 40 weeks).**

Additional support is available through our *Supporting Parents* site where parents can access:

- Confidential access to health advice during pregnancy
- Health and wellbeing support
- A parents networking forum
- Parental leave handbooks and help guides
- Stay in touch agreements
- Return to work plans
- Government support.

## Victorian Parents Network – Connecting working parents

A committed and active group of BlueScope parents from across our sites in Victoria have come together to create a network of ASP parents. The group provides a forum for shared experience and allyship on managing work and caring responsibilities.

The network has hosted webinars with subject matter experts and initiated a communication campaign sharing parental experiences called *#managingtheblend*

*“Working parenthood is a gigantic challenge for individuals, the mums and dads living it day-to-day. This also makes it a major challenge for organisations who want to get it right by creating a supportive environment for parents to thrive at work and at home. I am so incredibly proud of the Victorian Parents Network committee for the passion and creativity that they have brought to work to provide such a rich forum for BlueScope parents and carers”.*

**Andrew Watson**

Head of Group Procurement and  
Sponsor Victorian Parents Network





# B-flex – enabling workplace flexibility

Introduced in 2019, we continue to build on B-flex as our team-based approach to normalising flexible work.

We know a one size fits all approach doesn't work so we have taken a principles-based approach to flexibility where teams work together to identify what works best for all stakeholders.

A core principle of B-flex is that all roles have some degree of flexibility, whilst at the same time acknowledging that some roles have greater opportunity for flexibility than others. Our Framework provides guidance based on whether roles are "basic, moderate or high flex".

From office-based roles to our 24/7 operations we encourage teams and leaders to work together to explore arrangements that make sense for the team, the business and our customers.

We acknowledge that a blend of onsite and remote work is a new reality. So, there's no need for paperwork if teams and managers agree on a minimum of three days in the office.

In the past year, over 50% of our formal, documented flexible arrangements have been taken up by men.



## Job Sharing in continuous shift operations

When Jessica Lundgaard returned from parental leave after working full time as a Process Operator at our Western Port Plant in Victoria, she was keen to explore flexible work options.

As a continuous shift worker, Jess wasn't sure about the options available. After talking with her local Human Resources team she was able to explore the possibility of working in a job share role under BlueScope's B-Flex: Flexible Workplace Guideline. With a colleague also looking for a partner in a job share arrangement, Jess was able to move into a job share role taking up the night shifts. Her job share partner now works the day shift, and both split the full-time hours to share the one role, working different schedules that suit them both.

"The business is very supportive and they are constantly checking to make sure it is working for us"



## Our B-flex Principles

- It starts with **trust** and **mutual respect**
- **All roles** have some flexibility
- **Explore** what's possible before saying no
- Ask '**how**', not '**why**'
- Consider the **team**
- Meet **customer** needs

**B-FLEX**  
*It's how we work*

# Transforming finance through technology, people and culture

When Top 50 Women in Accounting winner Stephannie Jonovska established her new team in 2023 to deliver transformation opportunities for finance she knew had to start with a culture of trust, courage and diverse thinking.

As **Head of Finance Operations and Transformation** for ASP, Stephannie's challenge is to deliver exceptional day to day finance services, whilst at the same time creating the capacity and capability to transform the work that finance does.

*"We want to be awesome commercial business partners for our customers – by leveraging technology, we can create capacity but even more importantly, augment our people's insight capability."*

Stephannie's team brings with them a diversity of capability and experience. *"I needed a team that had the courage to be bold with a high level of psychological safety to challenge and leverage each other's thinking."* From recent graduates to those with over 35 years' commercial experience, the team is a powerful blend of deep business knowledge and out of the box innovative thinking.

*"We've achieved a 25% improvement in customer satisfaction with the services we have delivered in partnership with the Operations team over the past six months"* says Stephannie. *"There's no way we could have achieved this without my whole*

*team being able to bring their whole selves to work and apply their exceptional capability and commitment."*

*"I think it's also important to support my teams' aspirations when it comes to 'Lifestyle, Learning and Legacy,' which involves considering how our people want to blend work with life, how they want to grow personally, and the impact they want to make."* shares Stephannie.



**Stephannie Jonovska**  
Head of Finance  
Operations and  
Transformation

A key role is that of **Kate Wadwell, Manager Finance Operations and Director of Business Process Outsourcing.**

Kate is managing both business-as-usual finance, and improving customer experience and at the same time, digitally transforming manual back-office processes. *"After many years in Procurement, this role has provided me with an opportunity to use my skills and experience in a different function. I love that I am able to craft and execute strategy, deliver real change, and witness firsthand how my decisions impact our customers and the employee experience. This is a newly created position, so I have the freedom to be creative and bold to shape this into a role which leverages my skillset but also challenges me everyday. I work flexibly which ensures I can bring my best to work, but also meet the needs of my family, give back to my community through volunteer work and have the work life balance that is important to me."*



**Kate Wadwell**  
Manager Finance  
Operations and  
Director of Business  
Process Outsourcing

As the team's **Finance Transformation Program Manager** **Kate O'Dwyer** plays a critical role in ensuring the team's ideas become a reality.

*"What I love about my role is the direct impact I have through the delivery of initiatives that improve the way we work across our Finance function, which free up people's time and headspace to do the work that matters most – this is something that I've been able to do at a stage in my life where I am also a mum to two young children. By working flexibly (3 days a week), I can make a meaningful contribution at work, as well as enjoying time with my children. Working part time doesn't mean I miss out on anything – I am part of the leadership team of our high energy, high performing team, have taken part in the Women Rising Program as well as being a committee member for both the Victorian Parents Network and LIF+T Network (Ladies in Finance Time)."*



**Kate O'Dwyer**  
Finance  
Transformation  
Program Manager

# CONNECT – LEARN – INSPIRE

## women’s networks

**Australian Steel Products has seen the organic, bottom-up growth of Women’s Networks across several functions, driven by the desire of our female employees to connect, share and grow.**

As our first Women’s Network, **Ladies in Finance Time + (LIFT+)** was established by a group of likeminded women. Their objective was to inspire the next generation of women in finance through connecting and actively sharing real life experiences, ideas and supporting each other. Since its inception, the network has grown beyond the realm of finance and now provides a blueprint for similar networks to support women from other disciplines.

**Women in Steel**, led by a team of passionate volunteers, strives to champion and empower women across a number of our businesses and operational sites to reach their full potential.

**ASpire Women’s Network** has now been established as the overarching umbrella to inspire our growing workforce of women and support them to operate at their best and lead courageously. The Network also exists to connect and support the organic growth of existing and new women’s networks across our business.

ASpire aims to provide accessible development for all women across ASP to support them in their career growth, aspirations and build confidence in their abilities. Guided by the three principles of Connect, Learn and Inspire, the network provides accessible learning and development opportunities and self-development resources, shares success stories to inspire, encourages mentoring relationships, and fosters ‘networking with a purpose’ connections.



**ASpire panel event in Port Kembla featuring:**  
Left to right: Michael Reay, Head of Corporate Affairs; Maria Zouros, Engineering Manager; Tania Archibald, Chief Executive ASP; Kylie McKenzie, General Manager Building Components; Ritika Ramaswamy, Customer Service Manager NSW. Over 100 women from across our NSW operations participated in the event.

“ASpire is about accessible development for women across ASP.

As someone who started as a Civil Engineer and has worked across construction, resources and manufacturing sectors now leading a large P&L business, I recognise the value of building new skills and connections across businesses and functions.

It’s great to see ASpire connecting the growing number of women’s networks across our business so our women can learn, connect and inspire each other to grow in their careers.”



**Kylie MacKenzie**  
General Manager  
BlueScope Building  
Components and  
ASpire Sponsor

## Partnering to drive change

We know we can’t drive change on our own, which is why BlueScope has been an active corporate member of NAWO (National Association of Women in Operations) for over a decade. Working with a multi-industry community, NAWO is the national, multi-industry network supporting women and organisations to achieve gender diversity that is valued and balanced at every level in operations.







Read our reports at  
[bluescope.com](https://bluescope.com)

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