

Cindy Carpenter – Curriculum Vitae

Address: 28 Bathurst Street
Woollahra NSW 2025
Mobile: + 61 419 237 541
Date of Birth: 27 May 1965
Nationality: Australian

Employment and Engagement:

Oct 2010 – present

Founder and Managing Director, Cast Professional Services

Cast is a top tier management consultancy, providing outstanding quality consultants from a top-tier consulting background to assist in strategy development, operational effectiveness and transformational change. Cast has over 50 consultants in its network, working with blue chip corporates and large private companies across Australia - www.castprofessionals.com

December 2023 – present

Chair, Global Refugee Academy (GRA)

Founder and Chair since the launch of GRA, providing training and support to refugees to increase their opportunity to access complementary pathways to safety; such as via skilled visas into areas of labour shortage, university scholarships or community sponsorship. GRA is now training over 200 refugees across 7 countries and is establishing a pilot to train refugees in aged care support and secure them employment via skilled visas to Australia – www.globalrefugeeacademy.org

December 2020 – present

Non-Executive Director, Community Refugee Sponsorship Australia (CRSA)

Board member since the launch of CRSA, an organisation that coordinates the community refugee sponsorship program in Australia. The initiative was inspired by the successful Canadian program that has operated since the late 1970s and a similar program that operated in Australia in the 1980s and 1990s. To date CRSA has launched more than 150 neighbourhood support groups across Australia for newly arrived refugees and will grow to 1500 community support groups in the next three years - www.refugeesponsorship.org.au

May 2017 – 2024

Chair, The Bread & Butter Project (TBBP)

Founded in 2013 by renowned bakers Paul Allam and David McGuinness of Bourke Street Bakery, TBBP is Australia's first social enterprise artisan bakery, investing 100% of profits to provide training and employment pathways for refugees and asylum seekers. Awarded Best Employer at Parliament House in 2019 at the Migration and Settlement Awards, TBBP supports up to 30 refugee baker trainees each year, generating more than \$6m in bread and pastry sales pa across more than 260 retailers, cafes, restaurants, and hotels, including instore bakeries in Woolworths and Harris Farm NSW – www.thebreadandbutterproject.com

2020 - present

Various roles in refugee and social enterprise sectors

- 2024+ - **Founder of social enterprise aggregator**; spearheading the launch of an aggregator entity for smaller social enterprises to collectively access government support
- 2023+ - **Member of Social Impact Investment global governing group**, in the Social Enterprise World Forum. Guest speaker at the [2023 Social Enterprise World Forum](#) in Amsterdam
- 2022+ - **Member of governing group for Settlement Council of Australia's [Road to Belonging Strategy](#)**
- 2021+ - **Co-founder of the [Work Integration Social Enterprise Hub](#)**; an organisation to foster sustainable funding mechanisms for social enterprises focused on disadvantaged job seekers
- 2019+ - **National Judge [Westpac Social Change Scholarship program](#)**, awarding 10 national scholarships annual of up to \$50,000 per scholarship

- 2020+ - **Convenor of 15 refugee-focused social enterprises.** This group was successful in advocating with Dept of Home Affairs for a \$24.6m [grant program](#) to compensate work-integrated-social enterprises for employment outcomes
- 2020+ - **Advisory group member for Brandkind.** Catalysed the launch of Brandkind, as a community of brand, marketing, design experts to provide lo and pro bono support to social enterprise: www.brandkindcommunity.com
- 2021-2023 - **Founder of X-Files** initiative to rescue more than 200 Afghan career women and immediate family members via skilled refugee visas and employment in Australia. In collaboration with members of Chief Executive Women and leaders of Minter Ellison, BCG, Culture Amp, Talent Beyond Boundaries and Refugee Talent
- 2021-2023 - **Chair of Aunty's Ginger Tonic Advisory Group**, a refugee-led social enterprise beverage company: www.auntysgingertonic.com.au
- 2020-2024 - **Chair of CommUnity Construction Advisory Group**, a refugee-led social enterprise construction company: www.communityconstruction.com.au
- 2020-2022 - **Steering Committee member of RISE program**, a pro bono mentoring program supported by Westpac Foundation and led by the Social Impact Hub, for social enterprises impacted by the pandemic.

June 2006 – Sept 2010

Executive Director, HR and Marketing and 2010 Program Director, Corrs Chambers Westgarth

Corrs is a leading Australian law firm with over 800 employees and partners, and revenue of \$235m in 2010. Member of Corrs Executive Team and Director of organization-wide transformation programs, Corrs 2010 and Corrs 2015. Leader of HR function (31 HR staff) and Marketing function (30 Marketing staff)

Major achievements:

- Strategy: led the development of a five-year strategy for Corrs, aimed at securing a more sustainable position and incorporating fundamental organisational and operational redesign
- Management structure: launch of five industry divisions to create a matrix structure with dual focus on technical specialisation and industry expertise. Redesign of top to bottom management structure, including accountabilities, KPIs and performance reporting
- People: significant redesign of capability statements, performance and career development processes, people policies, learning and development curriculum, internal communication channels and processes and reward/recognition/remuneration structures. Successful launch of National Recruiting team, Diversity Council, Giving Back pro bono program, Partnership and Senior Lawyer Admission Committees, and Professional Excellence Program. In terms of results, total staff attrition reduced by a third within two years, employee satisfaction improved from bottom quartile to close to top quartile against international benchmarks, attendance at and satisfaction with training programs significantly improved, capacity was reduced by 5% in response to the recent economic downturn, and the firm has been awarded four employer of choice wins in the past three years
- Clients: development and execution of client portfolio strategy including categorisation of clients by value and service model, launch of key account management processes and structures, significant redesign of tender and pricing processes, launch of Client Listening program, and significant upgrade of media relations and public relations capabilities and activities. In terms of results: total key client revenue has grown on average by over 20% pa, tender win rate improved within two years from 50% to over 70%, client satisfaction improved significantly within two years with the gap to the closest competitor closed by over 50% in the first year, and presence in media and awards/directories has more than doubled within three years

Jan 2004 – June 2006

General Manager Australia/New Zealand, The Boston Consulting Group (BCG)

BCG is a leading strategy consulting firm with a global headcount of 6000, and turnover of US\$1.8bn in 2006

- Overall responsibility for strategic and operational management of key support areas (HR, IT, Knowledge Group, Marketing and Operational areas) across Australia and New Zealand
- Line management of 7 support services managers and overall responsibility for 52 support services staff

- Manager of Marketing, including development of strategy and coordination of all marketing, conference and media activities across Australia and New Zealand
- Co-leader of the BCG Women's Initiative in Australia/New Zealand

Major achievements:

- Strong contribution to firm achieving record results for 2004 with 12% decrease in administration and other costs, and 30% increase in profitability
- Staff satisfaction results in the top 10% of 59 BCG offices world-wide
- Managed \$3.9m fit-out of Sydney office on-time and below budget
- Successfully stabilised and energised a previously dissatisfied team of support services managers
- Launched the Future Business Leaders' Master Class; an executive development program for 100 high potential client executives which was considered BCG Australia's most successful marketing program launch

Oct 2002 to Dec 2003

Maternity leave for third child – project manager of home renovation during this time

Oct 2001 to Oct 2002

Director of HR, Australia/New Zealand, The Boston Consulting Group (BCG)

Sept 2000 to Oct 2001

Maternity leave for second child – lived in Italy during this time

Feb 2000 to Sept 2000

Director of Recruiting Australia/New Zealand, The Boston Consulting Group (BCG)

April 1998 to Feb 1999

Maternity leave for first child

1993 to 2000

Strategy Consultant, The Boston Consulting Group (BCG) – progressing from Consultant to Principal

Examples of client projects delivered:

- Development of distribution strategy for a pharmaceutical company, Wyeth Australia, making a very successful but at the time controversial recommendation to extend distribution of their over-the-counter infant nutrition products into grocery chains
- Reorganisation of the marketing department and development of best practice marketing processes for Telstra
- Development of sales and distribution strategy and processes for finance company Esanda (subsidiary of ANZ Bank), including the recommendation to adopt newly available portable technology to create a mobile sales force
- Managed a team advising Qantas on the launch of the Qantas/Telstra/ANZ co-branded credit card loyalty scheme
- Managed a team responsible for providing global profit improvement, growth and divestment strategies for Burns Philp & Company
- Re-engineering all major processes in Bonds Industries to reduce the time to market for new products and turn-around time on orders
- Mergers, sales and acquisitions advice to Boral Limited, Burns Philp & Company, Philips Electronics Australia, and Glaxo Smith Kline
- Led a review of the performance measurement system for vocational education and training in Australia
- Managed a team working with the Business Council of Australia to develop strategies to reduce long term unemployment in Australia

Major achievements:

- Ranked 1 or 2 in annual upward feedback in final years as a Principal, relative to all Principals and Project Leaders in Australia/New Zealand
- Author of an article with high downloads from BCG's world-wide database, 'Best Practice Product Management'

1990 to 1991

Brand Manager, L&K:Rexona Pty Ltd, Unilever Australia

1988 to 1990

NSW Pharmacy Sales Manager, L&K:Rexona Pty Ltd, Unilever Australia

Education:

1991 to 1992 MBA Australian Graduate School of Management and Wharton Business School in the University of Pennsylvania
Awarded Commonwealth Scholarship

1985 to 1990 Bachelor of Business (Marketing and Accounting)
University of Western Sydney
Graduation with distinction, ranked first in class
IBM Award for Marketing
A C Nielsen Award for Consumer Marketing

Other interests:

- Part owner of Pendolino fine dining restaurant in Strand Arcade, Sydney
 - Establishing an artist residency program as of 2025, based in Italy
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