



Opal.

**THE POWER
MOVE:
INVESTING
IN WOMEN
LEADERS**



ABOUT THE COMPANY

Opal is an innovative and solutions-led paper and packaging group striving for excellence in everything we do. A member of NIPPON PAPER GROUP, Opal has operations across Australia and New Zealand, making it one of Australasia's leading packaging companies.

Like many organisations Opal has undergone transformation, strategic development and restructuring for future growth and stability. And a critical component of the pathway to growth is building its talent pipeline, succession, retention and organisational culture.

One key challenge that remains is the **gender imbalance**, with 82% of the workforce being male. Opal is committed to addressing this imbalance as part of its transformation.

In July 2024, Opal committed to a **pilot of the Peepcoach Women's Leaders of the Future Program**, which has already shown very positive results.

THE OBJECTIVES



Creating a more profitable and inclusive environment

Research shows that culturally and gender diverse organisations are up to 39% more profitable. And belonging is identified as a key driver to engagement and retention.



Long-Term Career Development

Supporting high-potential women leaders to develop comprehensive career and succession plans within the organisation, ensuring sustainable leadership pipeline development.



Building Team Collaboration

Fostering strong cohort relationships and collaborative networks that create a more diverse and profitable environment while establishing the company as an employer of choice for talented women.



THE SOLUTION

The Peepcoach Women Future Leaders coaching program was implemented for ten high-potential women in middle management positions across Opal. This carefully structured initiative was designed to elevate leadership competency and confidence while fostering a performance-oriented mindset.

Program Components

A
comprehensive
360° assessment
to uncover
leadership
strengths and
blind spots

12 months
one-on-one
coaching session
and customised
content tailored to
individual
development
goals

Group coaching
sessions to foster
collaboration,
shared learning
& peer support

The program's methodology combined practical skill-building with customised 1:1 coaching, ensuring a balance between individual growth and collective leadership advancement.

PROGRAM FOCUS AREAS



Develop leadership
behaviour action plan –
grounded in 360°
assessment insights



Define and develop
the attributes and
behaviours of strong
leaders



Develop skills to give and
receive feedback and have
courageous conversations.



Complete a career
audit and develop
actionable career plan



Build communication and
leadership confidence
ensuring leaders can
contribute and are heard

"Karin really helped me to see the importance of focusing on myself. She was particularly helpful when I was going through a busy and overwhelming period at guiding me through the modules."

THE OUTCOMES SO FAR

100%
Retention

20%
promoted within
3 months

**Empowered
Future
Leaders**

INCREASED LOYALTY

Participants showed so much gratitude to Opal for investing in them and they were so proud to be working for an organisation that invests in women.

INCREASED COMMUNITY AND BELONGING

Participants were from diverse backgrounds, but all had similar challenges.

CHANGE ENABLERS

Whether they were leaders or not, participants were passing on their learnings, taking it home and role modelling.

EMPOWERMENT

Left feeling empowered after the group sessions.

BETTER EQUIPPED

Participants noted that they are better equipped to:

- Have difficult conversations with greater confidence
- Embrace change and build resilience
- Develop commercial and strategic thinking
- Focus on high value activities versus staying in the weeds
- Understand the role of networking and sponsorship

INCREASED INVESTMENT

Cohort 2 commenced May 2025!



WHAT THE PARTICIPANTS ARE SAYING



"Dianne gave me a framework to assist in conversation and to build relationships with my team and manager. To set expectations and goals together – develop "ways of working" – guard rails for working together..."

"The 360-degree feedback was hugely insightful, and the perspective given by Karin was excellent. It has reinforced many elements for me and given me areas to explore. On the whole I am proud that my authentic self is visible, valuable, and valued."

"I've gained insight into how others see me in the workplace, which has helped me to understand where my strengths and my weaknesses are. The coaching session was really positive and supportive."

"Dianne listens with intent and after I have discussed a topic, stops and promotes reflection or asks questions that encourages me to reflect on why I said what I did. This challenges the way I think, and I appreciate a differing point of view."

"Karin challenged me to think about my leadership style and brand in ways I hadn't considered before. The session on impostor syndrome really resonated with me, especially the case study we reviewed. It reminded me not to dwell on the skills I don't have, but to recognise and build on the strengths I do — and to acknowledge that others often see value in me that I may overlook myself"



PARTICIPANT RESULTS

The program demonstrated exceptional engagement metrics, significantly outperforming the Peeplcoach norm. These strong engagement scores directly correlate with improved leadership performance and confidence among participants.

RESULTS – THE SNAPSHOT

**% Participants with > 9
Engagement Score**

94%

PARTICIPANT SATISFACTION RATINGS

8.8

**Module Exercise
Usefulness**

Participants found the program exercises highly valuable for their professional development

9.5

**Coach and
Coaching Session
Rating**

Near-perfect satisfaction with the quality of coaches and individual sessions

9.1

**Skills and
Leadership
Insights**

Strong agreement that the program provided valuable insights for performance improvement

These exceptional ratings (on a scale from 1-10) demonstrate the program's effectiveness across all dimensions. The particularly high score for coaching quality (9.5) highlights the critical importance of skilled coaches in creating transformative leadership development experiences.

"I used the ideas I learnt from this module in a meeting with my manager. We had a really constructive discussion about my performance and my future career plan."

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LEADERSHIP PERSPECTIVE: HEAR FROM THE CPO HIMSELF



In 2024, we proudly launched the Peepcoach Women Leaders of the Future Program, designed to empower our talented women and help them achieve their career aspirations. At Opal, we believe that business success and personal growth go hand in hand. Our cultural ambition is to create a workplace where both thrive, and diversifying participation at all levels, particularly in management and leadership roles, is central to that vision.

The success of our pilot program in 2024 demonstrated the impact of this initiative, with **participants reporting significant gains in confidence, leadership, communication skills, and job performance**. More importantly, **the program opens up real leadership opportunities, not just within but outside of our organisation, showing that career advancement and personal life choices can go hand in hand**. The strategies learned have empowered participants to optimise both. For us, this is only the beginning of a longer-term strategy to nurture personal growth and leverage the incredible talent within our organisation.

Thanks to the overwhelming support from our leadership and the specialists at Peepcoach, we were excited to announce the launch of our second cohort in May 2025. Opal remains committed to empowering and elevating women leaders within our organisation and beyond.

ROB TANTI
CHIEF PEOPLE OFFICER
OPAL GROUP



IT'S TIME TO INVEST IN THE KIND OF LEADERSHIP YOUR PEOPLE AND YOUR CULTURE DESERVE.

Discover how Peepcoach can help you embed high-impact, scalable leadership development across your entire workforce.



Opal Women Leaders
of the Future 2024 Cohort

Visit us online at peepcoach.com, Call 1800 PEEPLC
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