



# Board Pack

Good360 Australia  
Chair

August 2024



## Context

Good360 Australia is a for-purpose organisation dedicated to connecting the surplus goods of businesses to people and communities in need. Established in 2015, Good360 Australia was inspired by its American counterpart, Good360 USA, which has been operating since 1983 and is recognised as a leader in product philanthropy and purposeful giving. Good360 uses digital marketplace technology to facilitate the donation of new, unsold items from retailers and consumer good businesses to an extensive network of charities, schools, and disaster recovery agencies. This model provides essential goods to help people including clothing, toys, computers, homewares, household electrical, personal hygiene, cleaning products and educational supplies while also preventing product from going to landfill thus helping our planet.

Through their efforts, Good360 fosters a powerful "Circle of Good," wherein surplus goods are repurposed to address pressing social needs and reduce environmental waste. This approach not only alleviates the needs of vulnerable communities but also minimises the environmental impact that comes from discarding excess goods. By promoting a model of corporate social responsibility, Good360 enhances the quality of life for many while advancing sustainable practices that benefit our planet. Their work exemplifies how the strategic redistribution of resources can create meaningful, positive outcomes for both people and the environment.

Good360 has established a full digital marketplace infrastructure and operates an efficient supply chain that includes a redistribution centre located in Western Sydney. Good360 operates at scale delivering almost \$100 million in new goods to a network of over 4,500 charities and schools in FY23. The organisation is well-prepared for continued growth, aiming to increase its positive social and environmental impact.





# Good360 Australia - Context

---

## Good360 Australia

Good360 Australia has built Australia's largest online marketplace for businesses to donate goods to people in need. Charities can shop 24/7 online for what they need. This ensures the right goods get to the right people at the right time. They offer a bespoke marketplace where goods can be distributed from partners warehouses, stores or delivered to the Good360 warehouse for redistribution nationally. Charities have the options to receive goods in quantities suitable for their needs by the cartons, pallets or truckloads. There is no marketplace that offers this level of customisation that meets the needs of the businesses or charity and distributes items at scale – solving the complex issue of reducing need and waste that is technology first.

---

## Mission

Good360 Australia's mission is to connect surplus goods from businesses with Australians in need. They aim to create a positive social and environmental impact by helping vulnerable communities and reducing waste. The organisation strives to ensure that nothing useful goes to waste and that people have access to the products they need to improve their lives. They work closely with corporate donors, nonprofits, and community groups to achieve these goal

---

## Values

- **Kindness:** We bring kindness to every interaction. "Tempering every interaction with kindness allows people and possibilities to flourish.
- **Integrity:** We build open and honest relationships through communication. "Building trusting relationships makes us more productive and effective."
- **Collaboration:** We collaborate - not replicate. "We know that the sum is greater than the parts, we share knowledge and support other NFPs to maximise impact."
- **Innovation:** We embrace and drive change and aren't afraid to pivot. "We believe in making a positive impact on people and the planet, and it starts with ourselves.

---

## Growth

Having scalable digital marketplace and logistics operating capabilities in place allows Good360 Australia to achieve significant further growth. Increasing recurring funding is the key ingredient needed to enable growth. Accordingly increasing brand awareness, improving the emotive resonance of our "help people and our planet" impact and growing relationships with key funders in Philanthropy, Corporate, Government and fee for service (Charities) are key enablers of growth.

Good360 aspires to significantly increase its already substantial social impact. There is huge unmet need for essential goods in communities across Australia. A recent study by Deloitte Access Economics estimated \$2.5Bn of brand-new goods go to waste each year. Good360 now has scalable digital and physical infrastructure in place. With greater funding linked to improved brand awareness amongst donors and funders (including Governments) Good360 has a near term goal of connecting \$250Mpa of goods.



# IMPACT TO DATE

As of July 2024



**4.33M**  
People in need supported



**7,324T**  
Goods prevented from going to waste



**\$466M**  
Goods back into the circular economy



**Education**  
**\$63.3M**  
worth of goods



**Home**  
**\$162.1M**  
worth of goods



**Hygiene**  
**\$164.7M**  
worth of goods



**Play**  
**\$43.3M**  
worth of goods

0.9% Cleaning Supplies 0.8% Sporting Equipment  
0.7% Infant Supplies 0.4% Electronics & Whitegoods

Proudly supporting **4,265 charities and disadvantage schools** Australia-wide.

# Current Board

---



## Matt Barnett, Outgoing Chair

Experienced board director overseeing businesses with revenues from \$6M to \$3.7B and 30 to 1,500 staff. Matt's experience spans industries like digital/eCommerce, performing arts, and medical devices.

---



## Brendon Cook, Non- Executive Director

Founder of oOh!media, a leader in digital Out of Home advertising in Australia and New Zealand, overseeing significant growth and acquisitions

---



## David Walker, Non-Executive Director

Former Chief Risk Officer at Woolworths Group and former Managing Director of BIG W, David helped to return the business to profitability amid managing challenges like the pandemic and successive years of natural disasters.

---



## Lauren Williams, Non-Executive Director

ASX Non-Executive Director with a track record in digital strategy and high-growth technology businesses. Former CEO of Australia's second largest digital automotive marketplace, Carsguide/Autotrader, and currently serving on the boards of Altium and Constructiv Technologies Group

---



## Peter Birtles, Non- Executive Director

Former CEO of Super Retail Group (2006-19), increasing group sales from \$500M to \$2.7B by developing Supercheap Auto and BCF, and acquiring Rebel and Macpac.

---



## Current Board continued



---

**Kieran Harbrow, Non-Executive Director**

General manager, Operations – Goodman, Senior executive with 17 years' experience in procurement, facilities management, project management, and systems support, delivering key outcomes for Australian businesses.



---

**Helen Hamilton-James, Non-Executive Director**

Managing Partner at Deloitte, Western Sydney, with over 28 years' experience in assurance and advisory services across retail, not-for-profit entities, and real estate



---

**Camilla Collins, Non-Executive Director**

Principal at Deloitte, Experienced advisor to state governments on infrastructure, property, and commercial projects, with over 10 years' experience in consulting and public service



---

**Peter Knock, Non-Executive Director**

CEO and senior retailer with more than 20 years' experience in online retailing, serving on advisory boards, NGOs, start-ups, and public and privately owned companies.



---

**Jessica Cameron, General Manager and Company Secretary**

---



# Good360 Australia – Founder & Managing Director

## Alison Covington AM

---



Alison Covington founded Good360 Australia in 2015, drawing inspiration from the innovative Good360 model to create a significant impact. As the Founder & Managing Director, she has expertly led the organisation's growth by establishing crucial partnerships, securing substantial funding from various sources, and building a highly engaged team supported by a diverse board. Her efforts have made Good360 Australia a leading force in reducing waste and standing out in the nonprofit sector.

With a background in retail, IT, and public transport, including a role as Director at Transdev, Alison has leveraged her commercial expertise to create a financially sustainable and award-winning charity.

Alison is a passionate leader who prides herself on delivering substantial social impact through the creation and growth of Good360 Australia. She is focused on continuing the substantial growth the organisation has already achieved extending the circle of good to help more people.

She values the collaborative relationships with Good360 in the US and In Kind Direct in the UK and is keen on expanding Good360's revenue streams through global corporate partnerships to enhance charitable giving worldwide.

In 2023 Alison's dedication to helping others was formally recognised when she became a Member of the Order to Australia (AM)



# Governance

---

## The Opportunity

This is a unique opportunity for a passionate and experienced Director to Chair an innovative NFP delivering high impact helping people and our planet. Anchor a dynamic high participation Board and working with the Founder and Managing Director to navigate the next phase of significant growth in impact as the organisation enters its second 10 years.

---

## Composition

The Board currently consists of 10 members, including the Company Secretary. The minimum number of Directors is three (3). The maximum number of Directors is to be fixed by the Directors, but may not be more than twelve (12) unless the company in general meeting resolves otherwise.

---

## Tenure

Directors are asked to commit to a minimum of two (2) years but with the expectation they will renew for a further two (2). If they are making a good contribution and want to continue extending to six (6) years is encouraged.

---

## Board Meetings

There are six (6) Board meetings held every year. Five of these meetings are held by a combination of in-person and online and the remaining final meeting of each year is held in person at the organisation's headquarters in Smithfield.

---

## Meeting Dates

Meetings are currently on the third Thursday of the month, starting at 9:00am and going to 11:00am. Dates for the remainder of 2024 are 19 September and 21 November. The AGM is on 10 December.

Proposed dates for 2025 are not yet set.

---

## Remuneration

---

Board directors govern in a voluntary capacity





# The opportunity – Chair

---

## Key activities and duties:

- Chair Board meetings (2 hours x 6 per year). Agenda setting. Apportion time in meetings and setting intra meeting inputs.
- Chair AGM. Members are the Directors so usually takes 10 mins.
- Intra Board meeting interactions with Founder (currently weekly) and other Directors on selected engagement areas/projects.
- Chair the Nominations Committee. In addition to recruiting new Directors this committee has input into the Managing Director's performance evaluation and remuneration.
- Day and half day events. Strategy, major program debrief session, etc – usually one or two a year.
- Engage with key stakeholders on an as needed basis, especially in conjunction with Founder. Meetings with Government Ministers (State and Federal), large Philanthropic organisations and large Corporate partners.
- Establish and maintain Board level relationships with Good360 USA and In Kind Direct (UK) to support collaboration and learning transfer between organisations.

## Key attributes and experience:

The following skills and experience will be needed for this role:

- Passion for G360's purpose and profile core values is essential.
- Profile of recognisable credibility to Government or Corporate Partners. The new Chair will ideally have a strong presence and possess excellent verbal communications skills. Good360 want to lift the profile and understanding of what they do – helping people and the planet - reducing need and waste of non-food goods. The objective is to match the level of awareness of the food waste charity sector.
- Experience with and/or advocacy to providers of additional funding – Governments, Corporate Partners, Philanthropy. Funding is a key area where the board assists the organisation and incremental funding is expected to come from these sources. All directors to use their personal contacts to assist the organisation develop.
- Experience with a high growth small organisation would be beneficial. Working knowledge of resource allocation decisions and growing a high-performance team from a small base are central to Good360.
- Experience with a public facing Event/Day campaign would be very useful and highly regarded.
- Exposure to an industry, business or service delivery impacted by new digital business models would be highly desirable.
- Possess an authentic communication style. The new Chair will need to be authentic in order to purposefully advocate to stakeholders and Government.
- Personal style to support the Managing Director. The new Chair will use his/her profile to complement the current Managing Director's existing profile (not replace it).



# Key selection criteria – Chair

---

## Required Competencies:

- **Strategic thinking** that will allow the Chair to work supporting the Managing Director to map out a clear vision and strategy in three to five years' timeframe. The ability to understand and integrate a variety of complex information to frame strategic options and support decision making. They will be a visionary, lateral and disruptive thinker with a high intellectual curiosity and sound judgment. Importantly they will also be practical in executing strategy especially in prioritising the steps required in implementing.
  - **Passion for Social impact** with an orientation towards helping people and the planet. This is almost certain to be a high intrinsic motivation. An ability to think from the perspective of diverse charities across all serviced cause areas is required. Good360 are cause agnostic. An understanding of better environmental outcomes available from appropriate use of unsold goods.
  - **Results focus** striving to continually improve operations and increasing scale to achieve more social impact. Operating within available cash resources while also growing those resources through measures to improve funding
  - **Commercial acumen** seen through the generation of greater impact delivering while applying well considered financial and non-financial risk and return criteria. Given the large digital data sets available within the organisation, analytical and quantitative thinking will be very useful, yet it must be matched with pragmatism and "street-smarts."
  - **Coaching and Mentoring** style and a proven ability to work cohesively with a CEO and support them through transformational growth, leadership evolution, operational scale and political influence.
  - **Collaboration & influencing** skills will allow the Chair to establish rapport quickly inside and outside an organisation, and to demonstrate credibility and enthuse others over the long term. The Chair will be someone who uses the informal structure, dynamics and culture of an organisation to get things done. They will build trust, respect and a cohesive spirit by eliciting diverse views; utilising open and frank communications, and ably handling conflict situations if/as they arise. This will exhibit empathy and active listening.
  - **Culture leadership.** The Chair will display the values of the organisation, possessing an inclusive and inspiring personal style which creates commitment, psychological safety and sustainable engagement within the Board, ELT and wider organisation. The Chair will appropriately coach, stretch and challenge the Board, Managing Director and ELT to build upon an already strong culture.
  - **Change orientation** in the form of a personal willingness to accept and embrace ambiguity and change as well as an ability to role model and champion change with others, especially in fund raising and growing brand awareness. In bringing people along on the change journey, the Chair will engage others in the case for change, explaining their role in it, and support them through the change.
  - **Self-management.** The Chair will be comfortable in their own skin and be able to flex their style to suit the context and individuals involved. They will also have a positive disposition that rubs off on peers and other stakeholders. It is critical that they have a high level of integrity in all professional and personal dealings.
- 



## Further information

---

Website

[www.good360.org.au](http://www.good360.org.au)

---

Annual Report

[2023 Annual Report](#)

---

Financial report

[2023 Financial Report](#)

---

Governance Charter

[Good360 Governance Charter](#)

---

Constitution

[Good360 Constiution](#)

---

News & Publications

[Ian Potter Foundation grant](#)

[Channel Nine\\_Critical Issue of Hygiene Poverty and its effects on vulnerable communities](#)

---

Reports

---

[Good360 Reports](#)



For more information



**For all enquiries please contact**  
Grace Atkinson | Director  
[grace@peopleforpurpose.com.au](mailto:grace@peopleforpurpose.com.au)

