

Ashleigh Dalmau

Tel: 0448 460 673 | LinkedIn | www.linkedin.com/in/AshleighDalmau

Career summary and objectives

| C-Suite Executive | MBA | Member Services Professional |

Experienced senior leader with a proven track record in operational excellence, financial stewardship, and transformative leadership. Extensive expertise in driving organisational strategy, building high-performing teams, and delivering measurable results in highly regulated environments. Recognised for enhancing operational efficiency, implementing innovative solutions, and creating a culture of collaboration to achieve long-term growth.

My leadership statement

My leadership style is characterised by collaboration, energy, a focus on team, and strong construction industry knowledge. My approach emphasises team development, coaching, capability building and clear link of actions to outcomes. I drive business growth and performance through innovative strategies, process enhancements and a focus on people, to deliver positive member outcomes. I keep a keen eye on the horizon and the bigger picture for the wider industry whilst delivering outcomes for my association. I ensure my personal values, and those of the organisation I work for, are in alignment. My values of integrity, courage, endeavour, and transparency are my "North Star" in decision making.

Professional Experience

Chief Executive Officer

Master Plumbers and Mechanical Services Association of Australia

September 2025 - Current

Master Plumbers and Mechanical Services Association of Australia is the peak industry body representing the plumbing and mechanical services sector. As Chief Executive Officer, I lead the Association's strategy, operations and external voice, representing members across government, industry and the broader built environment. I oversee the delivery of membership, training, employment, events, technical, industrial relations and advocacy services, while working closely with the Board to strengthen long-term sustainability and member value.

- Strategic Leadership: Lead enterprise strategy, business planning and organisational performance to deliver strong member outcomes and long-term sustainability.
- Advocacy and External Affairs: Represent the Association with ministers, regulators, industry bodies, the media and key stakeholders to strengthen the voice of the plumbing industry.
- Member Services and Growth: Oversee the member value proposition across advice, support, events, communications and engagement, with a focus on retention, relevance and growth.
- Training and Workforce: Lead the Association's training, apprentice and workforce development activities to support industry capability and future workforce needs.
- Governance and Financial Stewardship: Work in partnership with the Board and National Council, with accountability for governance, financial performance, risk and organisational integrity.
- Industry Leadership: Drive policy positions and strategic partnerships that reinforce plumbing's role in public health, safety, sustainability and housing delivery.

Key Achievements:

- Led the development and launch of the FY27 to FY31 strategic plan, setting a clear direction for growth, advocacy and member value.
- Strengthened the Association's public profile through increased media, government and stakeholder engagement on issues affecting the plumbing and construction sectors.
- Progressed work to sharpen the member value proposition, with a stronger focus on community, connection, advocacy, training and practical business support.
- Provided strategic leadership across organisational reset priorities, including governance uplift, financial sustainability and clearer enterprise-wide accountability.

Chief Operating Officer and Company Secretary

Clean Energy Council

August 2023 - August 2025

The Clean Energy Council (CEC) is Australia's leading clean energy industry body. As Chief Operating Officer, I was responsible for all facets of the organisation's operations and financial performance, excluding our public policy positions. This included managing finance, investments, IT, digital transformation, risk, governance, membership, regulatory services and CPD and education. I also served as Company Secretary, supporting the Board and ensuring compliance with corporate governance and legal obligations.

- Operational Leadership: Oversaw the end-to-end management of the organisation's operational functions, ensuring efficiency, sustainability, and alignment with strategic goals.
- Financial Stewardship: Developed and managed the annual budget, oversaw a multi-million-dollar investment portfolio, and ensured accurate forecasting and reporting for long-term financial health.
- IT and Cybersecurity: Managed IT services and led the organisation's cybersecurity strategy, achieving substantial improvements in resilience. Progressed from Level 0 to Level 1 of the ASD Essential 8 framework with a roadmap to reach Level 2 by May 2025.
- Digital Transformation: Spearheaded the implementation of technology upgrades, including finance and HR systems, workflow automation, and cloud migration, enhancing operational efficiency and reducing costs.
- Education and Accreditation: Led the education division, launching a new LMS and expanding the suite of CPD-accredited courses available to industry.
- Governance and Risk Management: Oversaw development of the risk and compliance framework and implemented robust governance policies to support sustainable growth.
- Stakeholder Engagement: Built strong relationships with government, industry leaders and regulators to support the Council's strategic goals.

Chief Operating Officer/Deputy CEO

Incolink

August 2018 - June 2023

Incolink is Australia's largest redundancy fund, managing \$1.2 billion in funds and distributing over \$100 million in redundancy payments to 37,000 workers annually.

- Led stakeholder, government and industry engagement to position Incolink as a strategic partner in the sector.
- Responsible for budgeting, P&L, and compliance across my business units.
- Oversaw \$100M in claims transactions and \$300M in contributions annually.
- Delivered a technology transformation program including migration to cloud-based infrastructure, implementation of CRM and member experience platform.
- Developed risk management and compliance frameworks to ensure regulatory compliance.
- Led the migration of IT systems to the cloud, improving security and reducing cost.
- Introduced automation of cash receipting, reducing member processing time by 34%.
- Introduced digital member card, achieving 85% uptake in 18 months.
- Implemented payment compliance program to increase revenue collection efficiency by 50%.
- Diversified revenue streams to reduce reliance on government funding.
- White labelled outsourcing of key business unit reducing cost and risk.

NAB Wealth - Various Leadership Roles

November 2012 - August 2018

Manager, Platinum Banking

- Led a team of Business Relationship Developers supporting high-net-worth clients.
- Achieved NPS of +84 with zero compliance breaches.
- Developed a strategic customer relationship plan.
- Managed enterprise operations teams and exceeded all strategic objectives.
- Reduced error rates by 71% through process redesign and training.
- Delivered industry-leading cultural and leadership engagement scores of 89%.

Education

Executive MBA - Melbourne Business School - 2020