

KATHRYN FAGG

Major Career Roles

Chair, CSIRO
Chair, Boral Limited
Non-Executive Director, National Australia Bank
Non-Executive Director, Incitec Pivot
Board Member, Reserve Bank of Australia
President Corporate Development, Fast Moving Consumer Goods – Linfox Pty Ltd
President Asia, Australian Building & Logistics Solutions, BlueScope Steel

Other Career Highlights

Chair, Watertrust Australia
Chair, Breast Cancer Network Australia
Chair, Melbourne Recital Centre
Board Member, Grattan Institute

Kathryn is an experienced Chair and Non-Executive Director whose career spans resources, manufacturing, logistics, banking and professional services.
Kathryn began her career as a petroleum engineer with Esso Australia (now ExxonMobil). She then moved into management consulting with McKinsey & Company, working on strategy and change engagements, before embarking on an executive career in financial services and industry. At ANZ she held a number of senior roles, including GM of the Retail Bank in New Zealand and Managing Director of Banking Products. She later joined BlueScope Steel and was President, Australian Building and Logistics Solutions, and then President, Asia, based in Singapore, before moving to Linfox as President, Fast Moving Consumer Goods.

She has held senior executive roles leading large, complex businesses and now serves on the boards of National Australia Bank, Medibank Private Limited and Djerriwarrh Investments Limited. She recently completed her term as Chair of CSIRO (2021–2025), having joined its board in 2018, and previously served on the board of the Reserve Bank of Australia (2013–2018), as Chair of Boral Limited (2018–2021) and as a director of Incitec Pivot Limited (2014–2019). In all of these roles she is known for combining sharp strategic thinking with a deep interest in people, culture and organisational performance.

Kathryn chairs Breast Cancer Network Australia (BCNA) and Watertrust Australia Ltd, and sits on the boards of the Grattan Institute, The Myer Foundation and the Champions of Change Coalition. She has previously served as President of Chief Executive Women, Chair of Melbourne Recital Centre and Chair of Parks Victoria. She is a Fellow of the Australian Institute of Company Directors and of the Australian Academy of Technological Sciences and Engineering.

Kathryn was awarded her Companion of the Order of Australia (AC) in June 2025 in the 2025 King's Birthday Honours, in recognition of her eminent service to business governance, to the banking, finance and investment industry, to public administration, to the not-for-profit sector, and to women.

Throughout her professional life, Kathryn has been motivated by how strategy and people come together to deliver sustained results. Her executive career was focused on bringing about change and improving performance, and she now draws on that experience to help others build on their strengths and achieve ambitious outcomes. She works with senior leaders and boards to clarify purpose, make disciplined strategic choices and shape organisations where people can do their best work.

Kathryn brings deep cross-sector expertise in:

• Board leadership, governance & central banking – serving on and chairing major public, listed and statutory boards, including the RBA, CSIRO and leading ASX companies.
• Industrial, resources & logistics – leading and governing complex operational businesses in steel, manufacturing and supply chain-intensive sectors across Australia and Asia.
• Financial services & strategy execution – holding senior roles in retail and products at ANZ and shaping strategy and performance at major financial institutions.
• People, culture & gender equity – championing organisational development and women's leadership through roles with Chief Executive Women, BCNA, Parks Victoria and other civic institutions.

Alongside her chemical engineering degree at the University of Queensland, she holds a Master of Commerce (Organisational Behaviour, Honours) from the University of New South Wales, which has also awarded her an Honorary Doctor of Business and the Ada Lovelace Medal, recognising an outstanding woman engineer. The University of Queensland has honoured her with an Inaugural Vice-Chancellor's Alumni Excellence Award and an Honorary Doctor of Chemical Engineering.