

**Welcome to the latest edition of our eNewsletter  
Edition 10**

[www.emberin.com](http://www.emberin.com)

**Frankly Speaking**

It was certainly a proud moment for me to be at the Catalyst Awards in New York in March, to witness Australia's first company, Telstra, winning the Award. I was also proud to have been associated with that win and the learning curve we all went through over the last 3 years which led to the well deserved award for Telstra.

Andrea Grant, Group Managing Director, Human Resources, addressed the conference to present the list of initiatives at Telstra. She wowed the room with her honesty and conviction on the subject – and the brave steps she has been personally responsible for driving through Telstra. Andrea spoke of the culture in Australia, our statistics and the impact of working heavily with men and women at Telstra through the *My Mentor* programs. Certainly from Andrea's perspective, Telstra still has a long way to go, but they have been able to demonstrate that an Australian company can get results, and get results quickly. Amongst other statistical movements, the number of women in the senior leadership team moved from 6% to 31% in just 3 years.



A big congratulations once again to Andrea and the other person who was key to the success of the overall strategy – Troy Roderick, Head of Diversity at Telstra.

Having worked with Telstra, for the last 3 years I can see that they have really developed a system that works. To me, although there may indeed be a way to go for Telstra – what is apparent to me is that they are making a gigantic effort, and are genuine about their commitment, all the way to the top.

This year I was asked to speak at the Catalyst Award's conference, which was indeed an honour. The process enabled me to also glean an insight into the initiatives of the other three winners – Campbells Soup, Royal Bank of Canada and Deloitte US. We will be issuing a Gender Diversity Best Practice White Paper shortly which will give you more insights on these initiatives. Please contact us if you would like a copy.

What is clear to me, with Telstra's win, given the new ASX Recommendations, in my opinion they will be in a good position to shout loud and proud in their annual report and easily comply with the Recommendations. But will most ASX companies be in a position to do this?

Just two weeks ago, the ASX released more detail of the proposed Recommendations, to come into effect on 1 January 2011. We have been embroiled with clients around the question of what this means for them. This is a landmark change to the gender diversity position in Australia and companies will need to gear themselves up quickly. The starting point is to know where you are right now. So we are working with a number of companies around auditing this position (with a lens on global best practice) and establishing the base line. Once we have a base line we are working with companies to develop their own unique approach. What is clear, what you have done and what you intend to do will be very much in the public eye in the annual report. The work done to comply with EOWA will not be enough.

The good news is that companies are getting competitive about the issue. They want to meet and exceed their competitors – and also come up with their own unique spin on solutions. What's happening in your company? If senior management is not already engaged –

there is a huge risk of an exposure.

In a climate of rapid change and the need for actions that achieve results fast – we are positive that corporate Australia will rise to the challenge. Please feel free to contact us if we can give you some guidance on the journey that may be before you.



## My Mentor Update

### Some of our recent testimonials:

An anonymous email to her My Mentor peer group:

*Afternoon Ladies,*

*Many of you have taken the challenge of new roles (some new jobs), returning to study and HAVING BABIES!!! I was hoping I could take an opportunity to update you all on one of my goals that I set myself at the beginning of our My Mentor Journey. I set myself what I thought was going to be an unrealistic but possibly achievable long term which has now become a reality.*

*Later this year I will be joining a group of 12 women from across Australia (not much unlike ourselves) and raising money for The National Breast Cancer Foundation by completing the 2010 Kokoda Chicks Challenge, a nine day trek across the Kokoda Trail in Papua New Guinea.*

*I wanted to share this with you, because I felt that without having completed the My Mentor Program, I'm sure that by now I would have come up with a million reasons NOT to do it. I also wanted to thank you all for the support you showed me during such a tough time. Again, thank you so much for your support throughout last year. I look forward to hearing about more my mentor goals reached around the office!*

### And from another lady whose husband passed away whilst she was doing the program:

*In 2009, I became aware of a leadership program for women - I was very interested in participating. As a female middle manager working in a secondary high school, very little is available for women in the non-teaching area for advancement or even for extra learning opportunities.*

*I initially sought approval from my Principal and was so surprised and excited when a positive reply came back. My husband had been very ill for 5 years and I was constantly taking time off work to travel with him to attend medical care some 4-5 hours drive away from our home town of Mackay, travelling to Brisbane and even Melbourne for testing. I felt I needed to do this to achieve something for myself and to "inspire" me to keep going through a very difficult period in our lives. I knew I was capable of better things - I wanted to give this a go - my intention was to start and finish the program.*

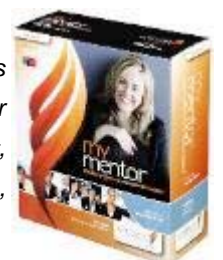
*After some delay in receiving the program, I started the study in Townsville whilst staying in the Red Cross centre. My husband had been admitted to the hospital seriously ill. At this time, I was already behind in the study but I was doing something for me. During the six weeks which followed whilst my husband remained in hospital undergoing repetitive testing and unflinching care by medical and nursing staff, I enquired as to how I might participate in the teleconferences. Through the Social Workers' office, I was given a quiet room for 3 fortnights and allowed to participate.*

*During this time, my husband was diagnosed as terminal, transferred to Palliative Care in Townsville and whilst still caring for him, I pursued my study with the encouragement of my daughters, especially my eldest. On my return to Mackay, after my husband's passing, my daughter's encouragement inspired me to keep going, completing 4 modules in a fortnight at one stage. I persisted completing the programme determined to attend the Graduation in Brisbane for more reasons than my own.*

*The programme required me to set some life term goals which I am endeavouring to achieve. I am so determined to see these through – I returned to work after 4 months leave with commitment to see my goals become reality.*

*Having completed this course, I would strongly recommend the programme. I was so inspired by the speakers both in the teleconferences and in the DVD's. It confirmed for me that Women can achieve anything they set their mind to throughout the course of adversity, difficulty and personal hardship. It takes courage, support, commitment and determination but you can achieve what I have been able to do. Take control, pursue your goals, become inspired, and achieve your dreams.*

Mrs Catherine Searle



## Launches

We have had many organisations launch with us in the last couple of months. Commonwealth Bank Retail Banking Services is doing another rollout with ladies from their Sydney area. The NSW Department of Services, Technology and Administration are doing their first pilot with ladies from all across regional NSW. Swinburne TAFE students are doing their first pilot which is a great grounding for the ladies to kick-start their careers. New Zealand Post has also commenced its first pilot in New Zealand. The Department of Innovation, Industry and Regional Development in Victoria also launched earlier this year with ladies doing the *My Mentor* program and joint studies at Swinburne University.



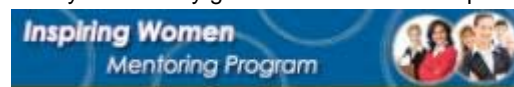
Over the next month Queensland Ambulance will embark on their fourth rollout of the program and RACQ will also launch their second rollout. Good luck to all of the ladies participating.



---

## Graduations

The Queensland Public Service Commission recently graduated their latest round of Inspiring Women from all over Queensland. The Hon. Minister for Women, Karen Struthers, spoke at the graduation and under the direction of Trish Baird and Sally Campbell, the ladies had a fun and unique graduation ceremony where they got to share stories and practice their networking skills!



Bluescope Steel recently undertook a final workshop for their male senior leaders who completed *My Mentor – Mastering Gender Leadership*. The group consisted of leaders from across Australia, south east Asia and America and worked towards taking actions from some of the key areas they've identified to make progress – Maureen has said that she was really happy to see the senior level commitment to gender diversity within the company. Karen Lowe, Vice President of Shared Services at Bluescope sent us the following: *“Many thanks for everything that you guidance and help with the Mastering Gender Leadership Program. It has been an interesting journey where we have all learnt something that we didn't know. We have challenged our thinking, had many discussions and most importantly talked about a key business imperative - diversity particularly gender diversity. Thanks for your guidance and insights!”*



Fosters will also be graduating their first pilot group of women shortly. Sascha Piggott from Fosters has done a great internal job of facilitating their *My Mentor* program.

---

## Gender Diversity News

*In emberin . . .*

### ASX announcement on gender diversity reporting

As most of you are aware by now the ASX made a landmark announcement late last year that it would be making recommendations for

ASX companies to commence reporting around gender diversity by January 2011.

In brief, the ASX recommendations will require listed companies to:

- establish a "diversity policy" that include measurable objectives relating to gender diversity as set by the board
- disclose in their annual report measurable objectives for achieving gender diversity as set by the board in accordance with the gender diversity policy; and
- disclose in the annual report the proportion of women employees in the whole organisation, in senior executive positions and on the board.

So what should companies be doing now? These new recommendations take effect from 1 January 2011. This gives companies just over six months to prepare. The sorts of things that organizations need to be looking at are:

- preparing for the introduction of the new ASX Recommendations by putting into place a 'diversity policy' for their board and considering the implementation of a diversity strategy to support the policy;
- considering whether they can point to some other tangible initiatives that they have introduced or will introduce which facilitate opportunities for women in particular to gain experience that will equip them for board roles and senior roles within the business. (for example mentoring or board 'intern' programs); and
- considering in advance the need to persuasively deal with the likely increase in questions (both on the floor of the AGM and on an ongoing basis) from shareholders and the media regarding the composition of the board and senior executive team.

In addition, as a matter of priority, all employers should consider reviewing existing diversity policies, or putting these policies and procedures in place where nothing currently exists.

**Recently emberin released a statement on this to help provide some context around it and give some suggested initial strategies. If you missed seeing this statement and would like another copy, please contact [leisa@emberin.com](mailto:leisa@emberin.com)**

\*\*\*\*\*

#### **Successful gender balance – what works around the world? Best Practices unveiled.**

Within the next week, **emberin** will be releasing a white paper "Gender Diversity Best Practice – what works around the world". This white paper will provide an overview of successful gender diversity initiatives by the 2010 Catalyst Award Winners and other leading global organisations who have demonstrated best practice in gender diversity throughout their organizations. We take a look at best practice and how it can be applied to actions which need to be taken by the leadership team, the HR team, men and women alike. **If you would like to obtain a copy of this exclusive white paper please reserve your copy at [leisa@emberin.com](mailto:leisa@emberin.com).**

We are pleased to have engaged Cleo Thompson, former global lead on gender diversity for Pricewaterhouse Coopers, to collaborate with Maureen in creating this report.

\*\*\*\*\*

#### **Emberin provides organisations with My Mentor Parental Leave kit rollout plan**

Late in 2009, Emberin released My Mentor Parental Leave - a simple, practical empowerment tool to aid your female employees in their parental leave journey and encourage them back to work afterwards.

Many of our clients like the notion of the program but possibly have struggled with a strategy for how to roll it out internally within their organisation. To aid you in doing this we have prepared a simple tool kit which will provide you with 'how to' guidelines and simple steps to follow. **emberin** can further tailor the tool kit to your organisation's communication needs. **If you would like to receive the rollout plan and more information on My Mentor Parental Leave, please contact Anita Beasley, Director Development, [anita@emberin.com](mailto:anita@emberin.com) or 0416 334 283.**

*On the global front...*

**Gender quotas for NZX panned**

The New Zealand Stock Exchange will not follow its Australian counterpart and require companies to meet voluntary quotas for increasing the number of women at the top. The NZX says it is not considering any amendments to its rules along the lines of those being proposed by the ASX Corporate Governance Council.

The Australians are looking at requiring companies to adopt and publish self-imposed targets for increasing gender diversity on their boards and in their organisations. But an NZX spokeswoman said while it supported the idea boards should be more representative of the general population, "from our own experience this is not solved by issuing a directive". When NZX was seeking a new director with technology experience, a position ultimately filled by founder of online accounting company Xero Rod Drury, it "expressly sought" women who would meet the criteria. There were none, the spokeswoman said.

Constitutional lawyer Mai Chen, who chairs the New Zealand Global Women forum, questioned the criteria being used. She said a Global Women meeting last week discussed the ASX proposals and there had been concern about a quota mentality. Quotas may provide a floor, but they also created a ceiling she said. "People will say, 'We've already got two of these and we're not taking any more!'" However, transparency and accountability forced companies to justify their performance. If NZX was saying it could not find any women candidates for its board position "that information is interesting in itself". "That might lead other people to say, 'Well, what are your criteria?'" She did not disagree with NZX's stance on quotas as long as it was doing something to ensure corporate disclosure. The spokeswoman said it had a number of women in senior positions.

*Source: nzherald.co.nz*

### **Boardroom Quotas with a French Flavour**

Most French bosses have little time for a new law, now going through Parliament, which would compel listed companies to lift the proportion of women on their boards to 40 per cent by 2016. Xavier Fonatnet, Chief Executive of Essilor, an eyewear firm, has quoted Charles de Gaulle as saying, "One may not command without having obeyed." His point is that few women have had the 30 years or so of experience climbing the corporate ladder that a good director requires.

Nonetheless, the government is determined to make France the second country with a compulsory quota for women in the boardroom (Norway was the first). At the start of the year women occupied just 11 per cent of the total of around 580 board seats at France's biggest 40 firms. Now bosses will have to find as many as 170 new female directors in six years...

*Source: The Financial Review*

### **And here in Australia...**

#### **First phase of Sex Discrimination Act reform now assured**

Sex Discrimination Commissioner, Elizabeth Broderick, said she was pleased to see the Government response to the Senate Standing Committee on Legal and Constitutional Affairs' Effectiveness of the Sex Discrimination Act 1984 in eliminating discrimination and promoting gender equality report tabled in Parliament recently. "This announcement is a good outcome that ensures the first phase of reform of the Sex Discrimination Act," Commissioner Broderick said.

"It is particularly exciting news for the Australian Human Rights Commission because reform of the Sex Discrimination Act was one of the strategic objectives outlined in our plan of action to progress gender equality in Australia, which I launched after the completion of my 2008 listening tour," said Commissioner Broderick.

Commissioner Broderick said the response from the Government proposed immediate action that would:

- ensure that the protection from discrimination provided by the Sex Discrimination Act applies equally to women and men;
- establish breastfeeding as a separate ground of discrimination;
- provide greater protection from sexual harassment for students and workers; and
- Extend protection from discrimination on the grounds of family responsibilities to both women and men in all areas of employment.

"This response provides a vision of reform for the future that will act as an excellent first step to providing much improved protection at the federal level, not only in the area of sex discrimination, but in relation to discrimination issues more broadly," Commissioner Broderick said.

## EOWA Survey on Paid Maternity Leave, Sex-based Harassment and Gender Pay Gap now available



The 2009 EOWA Survey on Paid Maternity Leave, Sex-based Harassment Initiatives and the Gender Pay Gap is now available online. The report examines responses covering over 7000 organisations and reveals what they are currently doing, and what more can be done to further improve workplace practices to attract and retain the best talent.

Download the full report [here](#).

---

## Women who inspire us

**Emberin** proudly supports The Smith Family and their CEO, Elaine Henry, is a very inspiring women.



**Elaine Henry, OAM, BSc (Hons 1), DLitt (h.c.)** has been the Chief Executive Officer of The Smith Family since 1998.

As a leader in the not-for-profit sector for the last 25 years she has sought to apply our current knowledge into models of best practice in the public health and education sectors to prevent issues from becoming intractable social problems for individuals, their families and communities.

Where questions remain unanswered, she has promoted first-class research. Elaine has contributed to public policy formulation through her membership of numerous committees and boards at the state, national and international levels. For example, she was Chair of the Stronger Families and Communities Partnership for the Commonwealth Government for seven years (during which time the innovative program Communities for Children was implemented in disadvantaged communities in Australia), and was a Member of the Prime Minister's Community Business Partnership fostering corporate community investment through the last decade.

Among her current appointments are her membership of the Australian Government's Financial Literacy Board under ASIC and the Australian Statistics Advisory Board.

Elaine was awarded a Medal in the Order of Australia in 1994, in 2006 she received an Honorary Doctorate of Letters from the University of NSW for her eminent service to the community and community health, and in 2009 Elaine was given Research Australia's Lifetime Achievement Award. In 2001, 2004 and 2007, she was named one of the Australian Financial Review's BOSS magazine True Leaders.

---

## Did you know

**Women played a crucial role in the recent British elections. Will this happen here in Australia this year?**

### **Women to play a deciding role in the upcoming British elections**

With the race between Labour and the Conservatives still too close to call as the 6th of May approaches, both political parties are focusing on women in an effort to get some of the last remaining votes. After having turned their back on the Conservatives in 2005, recent polling suggests that British women are changing their minds again, much to Cameron's delight.

The "Mumsnet election" - The approaching election is being dubbed "Mumsnet election", in reference to a popular social networking site for mothers, reveals just how importantly the women's vote is regarded.

The assumption that women tend to stay undecided for a longer period of time (backed by recent polling) and the notion that women switch their political allegiances more frequently can explain why politicians are bending over backwards to reach out to them.

Joining live web chats on the notorious Mumsnet, sitting down with Glamour or Cosmopolitan and actively involving their wives in the campaign are just some of the ways through which Brown and Cameron are trying to identify with their country's women. Brown even

travelled to Bristol to make amends for a gaffe he made on Mumsnet.

### **Which way are women leaning?**

Until 1997, women were more likely to vote Conservative but as they started working, they began favoring the Labour party. Surveys by Mumsnet and Netmums (a similar website aiming a generally poorer public) both have the Conservatives ahead, but by varying margins.

Whether women remain faithful to their Labor favorite of 2005, or change their minds again, it is clear that the British politicians have recognized that women play a crucial role in deciding elections.

*Source: 20-first.com*

---

### **Emberin Tips**

What is it that causes us to put things off we know we should do? Is there a psychology to procrastination? Is there a cure? We look inside Psychology Today to learn there really is an art and science to procrastination:

1. Twenty percent of people identify themselves as chronic procrastinators.
2. It's not trivial, although as a culture we don't take it seriously as a problem. It represents a profound problem of self-regulation. People don't call people on their excuses.
3. Procrastination is not a problem of time management or of planning. Procrastinators are not different in their ability to estimate time, although they are more optimistic than others.
4. Procrastinators are made not born. Procrastination is learned in the family system, but not directly. It can be a response to an authoritarian parenting style.
5. Procrastination predicts higher levels of consumption of alcohol among those people who drink.
6. Procrastinators tell lies to themselves. Such as, "I'll feel more like doing this tomorrow." Or "I work best under pressure."
7. Procrastinators actively look for distractions, particularly ones that don't take a lot of commitment on their part.

There are big costs to procrastination. Health is one. Just over the course of a single academic term, procrastinating college students had such evidence of compromised immune systems as more colds and flu, more gastrointestinal problems. And they had insomnia. In addition, procrastination has a high cost to others as well as oneself; it shifts the burden of responsibilities onto others, who become resentful. Procrastination destroys teamwork in the workplace and private relationships. Procrastinators can change their behavior—but it takes work; a system and work.

What a procrastinator knows inherently is that they will never FIND the time; they have to MAKE the time! But what lies beneath the ability to make the time? The fear of failure. I can speak from personal experience on this one; overcoming the fear is the first and most important task at hand.

Fear is sometimes a grandiose avoidance of all the "what ifs" in life. Worrying about all the things that COULD happen is oftentimes worse than what could actually ever happen. When we live in fear of what if, we live in constant procrastination of the possibility of failure. It's a comfortable cycle to continue, but at some point, we have to take the first step out of our comfort zone. Even back in the old days, famous Chinese philosophers were familiar with that mindset. "A journey of a thousand miles must begin with a single step."

### **How do you take the first step out of procrastination? You just step!**

#### **A. Recognize/admit you're a procrastinator**

1. Do you read emails more often than necessary?
2. Do you have old, old, old to-do's still lingering around
3. Do you place low-priority tasks higher than important ones?

#### **B. Create a written plan of action**

1. Make sure it's realistic
2. Make sure it's simple

3. You gotta start somewhere

#### C. Take baby steps

1. Make some of your to-do's, slam dunks so you stay motivated
2. Allow for breaks
3. Do the big things first; fun things last

#### D. Dive in

1. Planning and doing are not the same thing; spend time DOING
2. Don't overcomplicate; don't make excuses
3. Earmark designated times to work your plan (and plan your work)

#### E. Create new habits

1. Reward yourself for good behavior
2. Evoke peer pressure (accountability)
3. Remind yourself of the unpleasant consequences of NOT doing the task

Sometimes you just have to have a little faith; mostly in yourself. There's an old German Proverb that says, "Begin to weave and God will give the thread." It's part of the "Just Do It" mentality that Nike instills in us. Talking about it, planning for it and worrying about it just don't get it done. Putting off until tomorrow what you could do today is not a healthy option. And as our wonderful Spaniard friends from the Land of Mañana tell us, "Tomorrow is often the busiest day of the week." Let's get busy!

Source: [womenonbusiness.com](http://womenonbusiness.com)

<http://www.emberin.com>

[Unsubscribe me from this mailing list](#)

