



Welcome to the latest edition of our eNewsletter
Edition 11
www.emberin.com

Frankly Speaking

Since my last column I have been amazed at the cementing of foundations in the gender leadership space in Australia in such a short time. Let me give you the top line on what has happened (with more information on them later on this newsletter):

1. Our first female Prime Minister was announced on June 24
2. The Paid Parental Leave scheme was passed on June 17
3. The Federal Sex Discrimination Commissioner released her Gender Equality Blueprint on June 23
4. The ASX released its final recommendations to its Corporate Governance Principles and Recommendations on Gender Diversity on June 30

With regard to Julia's appointment as PM, BRW Magazine is asking whether this means the glass ceiling has finally been broken. The same question was pondered when Quentin Bryce was appointed Governor General. To me they are more like chips in windscreens I'm sorry to say. But all of this flurry and activity however does mean that the issues of gender equality in society, gender balance in the workplace and gender leadership by Australia's government and corporate elite are all starting to gain momentum and that it is starting to be placed well and truly on agendas everywhere.

I think it is time to send a poignant reminder of why we need all of this (and more). Apart from basic human rights, issues of fairness and anti-discrimination, the reality is that having gender balance in our governments and corporations means we will see increases in productivity, efficiency, creativity, innovation, and economic output, and furthermore we can also point to cost savings and alignment with corporate social responsibility, sustainability and environmental well being. There is significant research to back up the high potential for these significant benefits. We will also see heightened engagement and integration between society and organisational cultures. The list of benefits is truly endless.

Personally I am inspired by Julia Gillard and our Federal Sex Discrimination Commissioner, Elizabeth Broderick, who have the courage to step up and lead. They will leave a legacy for other women. If only more women could take the initiative to speak up and grasp opportunities and demonstrate women's leadership. At the same time, now is the time for men to understand this issue fully and be prepared to lead on gender as well. Only then will we continue to see further ground made. Let's hope the

momentum continues.



Maurine

my mentor Update

Some of our recent testimonials:

"I had some 'light bulb' moments whilst undertaking the program and would have loved for this to have happened earlier in my career. A continuum over a career where programs like this were utilised would be highly beneficial."

"I think there are a lot of women who would argue that this program is not necessary - until they had a chance to see the benefits of it all. A few of the women in my network initially thought the program didn't relate to women in our company, but as you get further into the program and realise that it fits with all parts of your life there is just so much to be gained from it."

"The program is not just about learning new skills but reinforcing and justifying the thoughts and ideas that most working women have. It empowers us to do better and aim higher and demonstrates the value we bring to the workplace. Any program that can do that is worthwhile expanding to more women in our workforce."

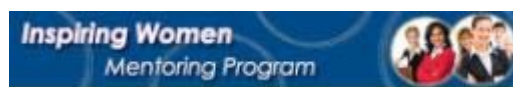
"It was real! The people who spoke were real women not super humans who had an absolutely unrealistic regime!"

Launches

The momentum of new organisations signing up to do the My Mentor program continues, as well as many of our existing clients wanting to do more work with the program. Clients who have come back to use the 2nd edition of the program include Austrade, Commonwealth Bank Wealth Management, Qantas, Australia Post NSW, Queensland Ambulance Service and RACQ.



Over the next month BP will hold its first pilot of the program for both women and men. The Public Service Commission Queensland will also hold a launch for the next round of its Inspiring Women program with women from local government joining the program for the first time.





Parental Leave Update

Austrade, the Federal Department of Health and Ageing and Auckland Savings Bank have all invested in the My Mentor Parental Leave program for their female employees.



Graduations

The Royal Australian Navy recently graduated their first pilot group of 50 women with Maureen attending the ceremony. The Victorian Department of Innovation, Industry and Regional Development also completed a pilot of 26 women who all have also completed a qualification through Swinburne University as part of the My Mentor program (at no cost to them or the organisation). If you would like more information about this initiative for Victorian organisations only, please contact Anita Beasley – anita@emberin.com or 0416 334 283.



Gender Diversity News

In emberin:

[emberin](#) was in *My Career* in Sydney and Melbourne this past month discussing...

Engendering harmony - Do the sexes need managing differently or should workers be treated as individuals? By Kim Kind.

Here's a surprise. The thing Australian businessmen fear most is not the company share price crashing or joining the queue at Centrelink - it's making a woman in the office cry. In a survey by Australian gender diversity company **emberin**, the founder and chief executive, Maureen Frank, discovered male managers' No. 1 issue was "a fundamental fear of a woman crying". "They were terrified!" says Frank, who runs programs to enhance communication between the sexes and promote gender diversity in business.

Frank says that men can be so intimidated by the threat of tears that they resist giving negative, "hardcore feedback" that women often need to hear. It's just one of the ways in which gender differences can limit women's professional progress and, therefore, team diversity and business success. *Read the full article [here](#)*

On the global front...

UN body to promote equality for women an historic initiative *Source: 20-first.com*



Elizabeth Broderick

Sex Discrimination Commissioner, Elizabeth Broderick, said that the establishment of a single United Nations body to promote equality for women was momentous because it sent an international message that gender equality is, and should be, important to people and governments around the world.

“The establishment of UN Women is significant because it heralds an era where women and girls around the world will have a much stronger and more unified voice about the issues of inequality and discrimination that they face on a daily basis,” said Commissioner Broderick. “And these issues are often the very real issues of poverty, violence, inequality in work, discrimination on the basis of parenting responsibilities and low involvement in social decision-making processes.”

Commissioner Broderick said the issue of gender equality is an issue of human rights, something that is often forgotten in wider discussion on the subject. “We forget that the gender equality issues that Australian women face, such as violence, poverty in retirement because of systemic failure to accrue life savings, inequality of pay and low levels of representation in the decision-making processes of our community, are in fact human rights breaches,” Commissioner Broderick said.

Recognising Global Leadership

At the recent Global Summit for Women, held in China, the Global Women’s Leadership Award went to two renowned, outstanding women: Finland’s President Tarja Halonen and President of the Japan International Cooperation Agency and former UN High Commissioner for Refugees Sadako Ogata.

President Halonen, the first woman president of Finland, Tarja Halonen carried a special commitment to advance women from the time she was a Parliamentarian to her current responsibilities as President. She has distinguished herself internationally as a powerful voice for the rights of the poor in Finland, in the Nordic countries, and in the world. One of the world’s pre-eminent authorities on humanitarian assistance and development, Sadako Ogata is known for her strong and unique emphasis on the human rights of refugees, of which the majority are women. During her distinguished career, Ogata -- one of the first women to head a UN operational division -- worked to address the root causes of refugee situations, including human rights violations.

In addition, the 2010 Summit Women’s Achievement Award was given to Chen Zhili, Vice Chair of China’s Standing Committee of the National People’s Congress and Chair of the All-China Women’s Federation (with the rank of Minister). One of the highest ranking women in the Chinese government, Minister Chen serves as a role model for the women in her country as to the heights they can reach with effort, intelligence and leadership skills. She is now heading up ACWF’s programs to expand Chinese women’s economic and educational opportunities as well as to improve women’s health.



And here in Australia...

The big news of course is the ascent of Julia Gillard into the role of Prime Minister. On the morning of her appointment George Negus and Graeme Richardson both agreed that they hoped she would put a female stamp on things as there has been

too much male testosterone in Australian politics for too long. Here here. The real test for Julia in the eyes of Australian women is what will she do to not only lead by example, now that she is the ultimate role model, but what will be her legacy that she leaves behind for Australian women. She can't take credit for Paid Parental Leave as it was already mandated, but can she achieve inroads for women in other areas? Here are some suggestions Julia:

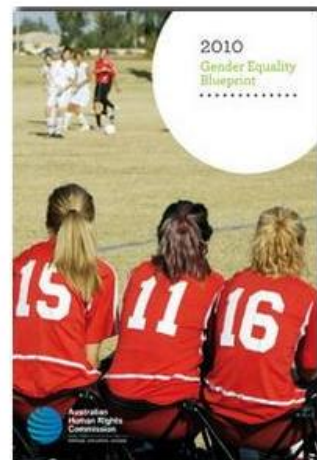
- More gender balance in parliament and in senior levels of the Australian Public Service
- Mandates on Board quotas both in the public service affiliated agencies and in private sector
- Superannuation to accompany that Paid Parental Leave
- Mandates in pay equity
- Greater emphasis in research and education in issues that affect women in Australia

Gender Equality Blueprint 2010 is the way forward

Sex Discrimination Commissioner, Elizabeth Broderick, launched her Gender Equality Blueprint 2010 at the National Press Club, saying that, in the wake of securing the major reform of paid parental leave scheme for Australia, there is a risk that gender equality will be considered to be “finished business”, making further reform unnecessary.

“The Gender Equality Blueprint 2010 is a next stage of reform,” said Commissioner Broderick. “Nine major national reviews have and, if they tell us anything, it is that there remains a major gap in equality between women and men.”

The Gender Equality Blueprint 2010 sets out 15 recommendations in five priority areas, which were identified from Commissioner Broderick's 2007 national listening tour. “These recommendations are an effort to focus on practical, achievable changes that can be made now,” Commissioner Broderick said. “And I am pleased to say that, in some areas, these changes are already under way.”



Gender Equality Blueprint 2010

Launching the Blueprint at the National Press Club today, Ms Broderick addressed three of the main areas of recommendation – childcare and out of school care, promoting women in leadership and preventing violence against women.

In relation to childcare, the Commissioner said, “We need a national childcare body, adequately empowered and resourced, that will oversee ongoing development towards a system of high quality, accessible, affordable universal childcare.”

In terms of promoting women in leadership, “We need the Australian Government to announce a minimum 40% of each gender on all federal government boards to be achieved within three years, with progress against this target reported annually.”

Addressing sexual harassment and violence against women, “We need a major national prevention strategy to drive down the incidence of sexual harassment in our workplaces, and we need an independent body to monitor the implementation of the national plan to reduce violence against women.”

Paid Parental Leave



Expectant parents with babies due around the end of December will be crossing their legs and praying their newborns are late in anticipation of the new paid parental leave which is due January 1, 2011.

Passed on June 17th, the new scheme will provide 18 weeks paid parental leave at the current minimum wage, which will soon be \$570 a week and can be shared between mother and father.

To qualify for Labor's scheme, the nominated parent must work at least 330 hours in 10 of the 13 months before the child's birth or adoption, with a maximum two-month break. Their income may not exceed \$150,000 a year.

Also, women who need to take time off work because of difficulties during their pregnancy will also be eligible, if they would have otherwise met the work test.

About 150,000 families with babies born or adopted on or after January 1, 2011 are expected to qualify for the scheme that also requires employers to top it up with any program they already have in place. While Australia has lagged so far behind the rest of the world for so long, can you imagine if we were innovative and gutsy like Sweden whereby they have two months paid paternity leave. Look at these staggering results (*courtesy of 20-first.com*):

For men:

- At first, the rare fathers who took parental leave were dubbed "velvet dads."
- Today, even though Swedish mothers still take four times as much time off as their husbands, 85% of Swedish fathers take leave.
- 80% of fathers now take a third of the total 13 months and 9% of fathers take at least 40% of the total leave.
- The change is so deep that it is redefining masculinity, giving the term a more holistic value which encompasses parenting skills.

For women:

- A study by the Swedish Institute of Labor Market Policy Evaluation found that a mother's future earnings increased, on average, by 7% for every month of leave their husband takes.
- Companies now expect their employees to take leave no matter their gender.

For everyone:

- Since 1995, the year when "daddy leave" was introduced, divorce and separation rates in Sweden have dropped when they have risen throughout the world.

Debate on quotas in boards continued... ... as reported in the AFR by Catherine Fox on 6 July

There's an animated debate continuing to be waged between those who advocate and those who oppose the use of legislated quotas to boost the number of women on boards. Advocates see no alternative to legislative change because so little has been achieved in recent decades - except for a slide backwards. And there are some savvy lobbyists using the threat of quotas to try to trigger action. Opponents claim the

mandated path is the wrong way to go because of unintended consequences - such as tokenism, a lack of supply, and, not least, another layer of business regulation.

One of the strangest reasons for not using quotas has been put forward by company director David Gonski, who is a firm supporter of greater gender representation. Quotas gave companies a wonderful excuse for failure, Gonski said. He was on a panel at a Women in Leadership lunch held by the Committee for Economic Development of Australia last week. If a company got into trouble, Gonski said, its executives would be able to claim they were unable to choose the board they wanted.

This rather illogical argument - surely no board appoints a woman or man they don't want as a director? - suggests a desperate struggle to find reasons for opposing quotas. "I do hope we do not go to quotas and believe it very strongly because I don't think those who advocate quotas know where it goes," Gonski said. Quotas could mean women were token board appointments rather than earning jobs in their own right.

It was odd to hear this because moments earlier Gonski had outlined in no uncertain terms why he believed the supply issue was a fallacy and that there were plenty of talented women available to join boards (and who could presumably understand the repercussions of quotas). The men running Australian businesses were to blame, he said, for our poor track record in appointing women to boards.

Many of his colleagues, when asked about the low level of women on boards, do indeed tell him there are not enough senior or experienced women to appoint, or that women will not fit in - or even that the bad language in the boardroom might upset women.

He spelled out why the "lack of women" argument was so hollow. The concept that chief executive experience, for example, was a prerequisite for a board position was incorrect - a board full of CEOs would be a nightmare, he said, reminding the audience that he had never been a CEO. "As to people fitting in, no doubt it's correct. People have to fit in, but that doesn't mean they have to be the same as you .A board is like an orchestra, we need diversity."



There are many inherent risks with quotas, says Barbara Chapman, group executive of human resources at Commonwealth Bank of Australia. But she says CBA is setting a target to boost the number of women in senior leadership roles from 26 per cent today to 35 per cent by December 2014.

While there is a distinction between legislated quotas and voluntary targets, surely both approaches have something in common - a need to set goals and stick to them.

emberin tips

Maureen recently wrote an interesting article for Dynamic Business Magazine on why women mean business and what organisations need to do to foster a gender diverse business and allow women greater opportunities for advancement. To access the full article [click here](#).

Here are the top tips for organisations on creating some shift in gender diversity (*from the article*).

- 1. Agree to support gender diversity as a key business imperative**
Remember employee, customer, and shareholder benefits.
- 2. Get men on board**
This is key to nurturing upcoming talent. It's important they understand how to develop women in business.
- 3. Address employee brand, internal communications and HR**
 - Implement programs to make your organisation attractive to women, including showing how women are treated at your organisation and what your organisation's values are.
 - Ensure recruitment includes female candidates and interviewers.
 - Ensure the appraisal system is neutral and performance-centred.
 - Career manage individuals.
 - Make sure women are on promotion shortlists.
 - Actively manage high-potential achievers.
- 4. Implement gender diversity KPIs**
 - Take into account promotion, recruiting, pay equity, job satisfaction, staff turnover and training.
 - Make these KPIs highly accountable. Review every month.
- 5. Ensure you are growing a female talent pool through:**
 - mentoring,
 - coaching and training,
 - role models,
 - and networking, including establishing a formal female networking forum if warranted.
- 6. Headhunt senior women**
To quickly add much needed diversity, role modeling and cultural change to your organisation.
- 7. Embrace and implement work/life balance**
To enable flexible working arrangements and career flexibility and breaks – not just for your female but also your male staff.
- 8. Leverage CEO support and commitment**
Roll this down to gain every manager's support and commitment.

Did you know

Maureen is a proud ambassador for 1 Million Women. A national campaign of daughters, mothers, sisters and grandmothers, inspiring climate action and leading change for the better.

Our goal is to inspire 1 million women of Australia to take practical action on dangerous climate change and collectively cut 1 million tonnes of CO2 pollution, the main greenhouse gas causing global warming. That's 1 tonne for each of us.

You don't need to be an expert on climate change and that's the great thing about the campaign. The 1 Million Women website will guide you every step of the way by showing you the easy ways to cut 1 tonne of CO2 pollution out of your daily life over a year. (and joining is FREE)

The power of women uniting for a common goal is unstoppable and more than ever we need to add our

personal energy to overcoming the climate challenge for Australia and the world. We are now 25000 women strong and our immediate goal is to increase our members to 30,000.

Please will you join me at www.1millionwomen.com.au. Let's make our collective voice - the voice of women - an irresistible force for climate action.



Women who inspire us



Leading Navy's next generation

A special profile of inspiring woman, Commander Jennifer Wittwer, of the Royal Australian Navy (RAN)

Is it possible to stand tall in a sea of gender adversity? Well at times in her career Jennifer Wittwer has done that and more. For nearly 30 years she has been a testament to determination and passion in the field of women's issues, so much so, she was awarded the national bronze award by the Centre of Leadership for Women in their inaugural national advancement of women in the workplace awards in early 2010.

Commander Jennifer Wittwer is the Director responsible for gender diversity with the RAN, a new role within the Royal Australian Navy. She also wears the following hats: New Generation Navy Futures Manager, Navy Women's Advocate and Navy Group Equity Coordinator. Basically Jennifer is the lady the Navy turns to on any issues surrounding the attraction, advancement and retention of women and everything in between in terms of equity, sex discrimination and unacceptable behaviour.

Jennifer reports to RADM Trevor Jones, who is the Head of Navy People and Reputation, and she leads on advice, strategy and implementation within the Navy to help create an organisation that leads on best practice in terms of gender diversity and one which has made measurable ground in this area in recent times.

From an outsider's perspective, one can be forgiven for mistaking Navy to perceptions of old. The RAN has come a long way, much like some other male dominated industries and organisations. Generations to come may not even believe the situation which existed for Jennifer when she joined the force in 1981, when women were completely separated from men. They were the Women's Royal Australian Navy Service. They wore stockings, gloves and carried handbags. They couldn't go to sea and had a very limited career path.

Times have changed, mostly since the introduction of the Sex Discrimination Act in 1984 which brought major equity advancements. When Jennifer joined the service she wanted to be treated as an equal in every way. She wanted to get rid of the caveman and dinosaur mentality so undertook training as an equity advisor and investigated complaints of unacceptable behaviour in a 'Fairness and Resolution' area.

Lots of things have happened in her career to help shape her destiny and passion for women's issues. You name it, Jennifer has seen it. "Unacceptable behaviour, having her own children and needing flexibility, the difficulty of parenting and working part time."

"Ever since I joined the force I've always had a sense of wanting to do something for women," said Jennifer. When I started in Navy the percentage of women was 5%. It is now 17.5%. A couple of years ago the Chief of Staff Committee agreed to an aggressive target of achieving 32% women by 2017.

To meet this target the Navy has set an equally aggressive action plan agreed to by the Minister of Defence. The Chief of Defence Force Action Plan focuses on six priority areas and they are: increased enlistment of women, development of mentoring and networking frameworks, career flexibility, reformed career management, making commanders accountable for retention, and communication of organisational attributes and working conditions.

The Navy is already making fast ground in some of these key areas with a flexible workplaces model. The New Generation Navy culture program allows access to flexible work right across the Navy where possible (you can't do it at sea for example). A mentoring program for Navy women was piloted earlier this year using Emberin's My Mentor program and 50 women have already completed the pilot with the women achieving results - according to their supervisors - in development of confidence, status, networking and building relationships.

One of the areas the Navy struggles in is having a lack of senior female leadership role models. Traditionally it has been difficult for women to rise to the top, especially if they've taken time out to have children and have an ongoing care role. The Navy is now working on a policy for returning mothers to be able to work part-time.

One of the key things Jennifer is doing in her role is raising awareness around the issue of advancing women and what the Navy is positively doing for women. She has helped garner much positive publicity and communication is a big priority for her internally and externally. She sees this as key for reputation and future attraction and retention of women. The PR helps to shape the culture internally and change perceptions on the outside. This type of awareness takes time to build but will have long term positive ramifications for the next generation of Navy leaders in Australia.

emberin applauds Commander Jennifer Wittwer for the brave work she does for women in Australia.

<http://www.emberin.com>

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