



**Welcome to the latest edition of our eNewsletter**  
**Edition 12 - September 2010**  
[www.emberin.com](http://www.emberin.com)

*Firefly is a bi-monthly newsletter for CEOs, board members, organisational leaders and HR professionals who want to stay up to date with local and international developments in gender diversity and equality. emberin is Australia's leading gender diversity organisation, delivering gender inclusive strategies for organisations, empowerment programs for women and gender leadership programs for men.*

### **Frankly Speaking**

For two weeks in late August and early September, Australia's political future was in limbo and three independents garnered unheralded media attention. While that happened, very few people took note of the hidden outcome of the 2010 federal election: a sharp drop in the number of women in the House of Representatives to below 25 per cent. At last count there are likely to be just 35 women (24 per cent) in the House of Representatives compared with 41 women (28 per cent) in the last parliament.

I'm sure my stance on this won't surprise you – diverse teams create more profitable and innovative organisations. The same goes for society. This is just not my view. It is a fact. In business, management needs to be representative of staff and ensure both genders are represented appropriately, just as boards need to reflect their shareholders and customers. The same goes for Government. Otherwise they will not capitalise on the benefits of diversity or truly represent the people they are serving. Our current population is close to 50% males and 50% females...you see my point?

The other issue with so few women in politics is: the less there, the heavier their burden.

Gabrielle Curtin, Executive Manager People Qantas Airlines, Operations said on our *my mentor* program, "The issue with having so few women at the top of an organisation, business or government, is that they are human as well and when they fail that seems to justify not promoting any more women. It doesn't tend to happen with men. They are judged on their own merits. So I think we need more of them so there is less pressure on the ones that are in senior positions."

We need them so that the women of today – our sisters, our friends, our daughters, our nieces - have role models and aspirations. We need them so they can lead the charge on equality and be a voice for all Australian women.

Whether you are pro Julia Gillard or not, the fact that Australia has its first female prime minister is good for all Australians – it's at the heart of being Australian and giving everyone a fair go.

In 1893 New Zealand led the world in allowing women the right to vote. Australia followed shortly after in 1902. It too was a celebratory milestone for women of the suffrage movement who fought for the rights of women to be treated as equal citizens.

But today women don't live as equal citizens. They are still economically disadvantaged in this country.

According to Statistics from the Federal Office for Women in Australia today a 25 year old woman will go on to earn approximately \$900k less than her male counterpart. Now that, is the Great Dividing Range. Partly it is due to women taking time out of the labour force to have children, not being paid for those lost working years and associated superannuation benefits (something Westpac has recently addressed with their mothers on maternity leave) – but it also has a lot to do with pay gaps between women and men.

In March this year, the Sydney Morning Herald reported: "Last year, women in full-time jobs were paid just 82.5 per cent of men's pay - less than they were in 1985." The current Australian average is 17.5% less, but in some industries (for example, Financial and Insurance) the gap is as big as 27%. Surprising, even in Health, which has a significant female workforce, the gap is 23%. (Source: *Australia's Hidden Resource: The Economic Case for Increasing Female Participation – Goldman Sachs JB Were, Nov 2009*).

This is one of the many issues that needs focus over the next three years as we strive for parity.

I look forward to the day when I don't write about a fairer, equal go for women. When the fight for equality is a non-topic, a notion of the past because it is legally mandated and universally supported. Today, everyone, regardless of their gender, looks back with dismay at the thought that once women and aborigines were not permitted to vote. In our progressive society the whole concept is unthinkable. I hope before long the same will be true with respect to inequality in all forms.

*Mawren*



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## Leadership in gender diversity

Coming soon: [www.womensvillage.com](http://www.womensvillage.com)

At **emberin** we believe in helping organisations understand and marshal the resourceful talent of women and diversity. At an individual level we believe in helping people transform their lives through practical guidance, skills development and motivation.



We're proud of our initiatives and leadership in this space and recognise that leadership is about leading from the front. To that end we are working on a very exciting development for the women of Australia – be they a corporate executive, a middle manager, a self-employed business woman, a teacher, a truck-driver, a nurse, a gardener, a chef, a miner, an air-hostess, a student – any woman

who identifies herself as an Australian woman and wants to connect with other Australian women.

Later this year we will be launching [womensvillage.com](http://womensvillage.com) – an Australian first website dedicated to helping make women's lives easier. It will provide information and resources for women, but also be a voice for women in the Australian community. The site will enable women to connect with other women, access resources to help them with their busy lives and also be an escape. In our busy lives this can be so difficult at times but technology is making it easier to create that wonderful sense of community and empowerment.

We are excited about making this service available to the wonderful women of Australia. Not only will it inspire and help them – in turn it will benefit their whole families.

If your organisation wants to be a part of [womensvillage.com](http://womensvillage.com) through a partnership opportunity, or have your staff involved in some of our exciting initiatives, please contact Anita Beasley – [anita@emberin.com](mailto:anita@emberin.com) Stay tuned – in our next issue we will reveal more.



### **Mentoring at all levels**

Two weeks ago the Australian Institute of Company Directors announced that women now hold 10% of all board positions on ASX 200 companies, up from 8.3% two years ago. So far this year, more than one in four new directors appointed have been women, compared to one in 20 last year. Even though 10% falls way short of where representation needs to be, if the trend can continue then in 10 years time we could have women comprising 25% of boards.

Whether a quota system is introduced in Australia or organisations voluntarily decide to appoint and promote more experienced women to senior management and board positions, one thing is clear: women need more mentoring and exposure to upper management and boards, their potential needs to be developed and fostered. The objective: to set women up to succeed, not fail. For Australia to prosper economically and to generate the benefits of diversity we need to ensure we have a growing talent pool of capable and experienced women. Too many of them opt out of big business because of the current Australian business landscape. **emberin** continually receives feedback from our clients that when they do internal organisational surveys, mentoring for women still features high on the list of requests for development and opportunity. Indeed if you look at all gender diversity best practice research globally, mentoring of women ranks high in all studies.

Next month **emberin** will be releasing a white paper on Mentoring Women. If you are interested in receiving a copy of this – please contact Leisa Higgins – [leisa@emberin.com](mailto:leisa@emberin.com)

Meantime, the following news item is encouraging:

### **Training for Company Directors**

One of the pledges made during the election campaign came from Minister for the Status of Women,

Tanya Plibersek MP - a Gillard Labor Government will increase the number of women on boards by providing 70 scholarships to women through the Australian Institute of Company Directors (AICD)

“This funding will increase the number of women who are trained and ready to serve on company boards,’ said Plibersek. “There are many talented female leaders in Australia’s government, not-for-profit and corporate sectors. These scholarships will make sure their merit is recognised.”

To ensure a diverse range of scholarship recipients, nominees will be chosen from board-related registers and networks across the public and private sectors.

Ms Plibersek also announced new minimum targets for the number of women on Federal Government boards: 40 per cent of Federal Government board members should be women and at least 40 per cent of members should be men. Remaining positions can be held by either women or men.

In 2008-09, 33.4 per cent of Federal Government board appointments were held by women. The new targets are to be achieved within five years.



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## Gender Diversity News

### In emberin

Undertake *my mentor* and receive a qualification through Swinburne University of TAFE

Did you know that women undertaking the *my mentor 2nd Edition* program are eligible to receive a Certificate IV in Business or a Diploma of Management, dependent on their prior qualifications and the state they live in? It is certainly a win-win for the *my mentor* participant and their organisation, as total funding for the qualification may be accessed through State Government training grants or the Federal Government Training Scheme in some instances.

Students simply enrol at Swinburne University (they do not need to attend as it is all undertaken at their place of employment) and go through the *my mentor* program. When completed, Swinburne University trained staff work with the student to assess their *my mentor* learnings, additional workplace based studies and other RPL (Recognition of Prior Learning) to finalise the assessment and award the qualification. Past participants of *my mentor* can also access this opportunity. For more information on the Swinburne qualification offer please contact [connect@emberin.com](mailto:connect@emberin.com)



### Corporate Gender Equality Summit

**emberin** CEO, Maureen Frank, chaired one half of the inaugural Corporate Gender Equality Summit which was held in Sydney on 12 & 13 August.

A key part of the summit, organised by Informa, was the open forum discussion on what future changes and policies are needed in order for women to achieve the same pay, promotional opportunities and credibility in comparison to men doing the same roles, throughout the ranks and into the boardroom.

Participating organisations included a number of large corporate and consulting organisations as well as UNIFEM (United Nations Development Fund for Women) the Australian Human Resources Institute (AHRI) and the Equal Opportunity for Women in the Workplace Agency (EOWA), as well as PricewaterhouseCoopers, Commonwealth Bank, NAB, Suncorp, Westfield and leading universities from across Australia.

#### Melbourne Breakfast

**emberin** hosted a high level breakfast for HR Directors in Melbourne on 9th September with The People Dimension Group and Talent Intelligence. The breakfast focused on the gender diversity business case, and **emberin** was fortunate to have Telstra's Head of Diversity, Troy Roderick, in attendance as guest speaker. More and more organisations are now being forced to address the issue as a result of the ASX Corporate Governance compliance requirements which come into play in less than four months. Mr Roderick presented Telstra's award winning 2010 Catalyst Next Generation Diversity initiative and what has been the keys to their success. A Sydney event will also be held over the coming month.



#### Serious Women's Business

**emberin's** Director of Development, Anita Beasley, ran a workshop on personal branding titled "Brand Me", at the annual SWB (Serious Women's Business) Conference in Melbourne this past week. Over 80 women heard Anita present the essentials of personal branding and how to give your own brand a reinvention!

#### **On the Global Front**

##### European Commission gives companies one year to work towards gender balance

The Guardian reports that the European commission is warning companies that if executive boards do not make any progress on the path to gender balance, they may soon be forced to. Viviane Reding, the fundamental rights commissioner, informed the European parliament that legislation was not out of the question.

Men constitute nearly 89% of board members in Europe's largest companies and 97% of those firms have a man at the top. Yet it has been proven that companies with gender balanced boardrooms are 10% more profitable than companies without a woman on their board.



Viviane Reding emphasized that there will have to be change. Companies have a one-year deadline to solve the disparity. The article claims she'd prefer not to legislate. She is giving them a chance to make changes voluntarily. Reding has stated that she is impressed by the moves made in Germany and Spain. Regional

governments in Germany have consented to establishing gender quotes and Deutsche Telekom stipulated that at least 30% of its board would be women. In 2007, the Spanish government imposed a 40% quota on all firms employing more than 250 people, following Norway's quota system introduced in 2003.

#### Gender Diversity is proving a success in emerging markets

A recent McKinsey survey on emerging markets found companies which had made efforts to empower women reported a 34 percent increase in profits, and another 38 percent said they expected to see profit as a direct result of those efforts. In the US, the White House director of public engagement, Christina Tchen, says that numerous studies show that increasing education levels and prosperity of women and girls has been able to contribute to social stability and economic progress." In developing countries, the social effects of female economic empowerment are particularly evident, since women reinvest 90 percent of their income into community and family, compared with 30 to 40 percent reinvested by men.

Meanwhile in Canada. Chris Bart, Principal and lead professor of the Directors College, McMaster University, Hamilton, asks Canadians how can they ignore a huge talent pool and expect to succeed in the global economy? "The under-representation of women in Canadian boardrooms amounts to a vast waste of talent that will increasingly undermine the ability of companies to service their markets and enjoy sustainable profitability."



"It comes down to having the best and the brightest – of both genders – guiding companies that are really in tune with what's happening in the market and the broader economy. In 2010, that means far more than 14 per cent of Canadian directors being women."

### **In Australia**

#### Feminine Leadership



We have our first elected female Prime Minister in Australia, Julia Gillard. Julia is the 27th and current Prime Minister of Australia who with one of her first statements demonstrated strong feminine leadership traits:

*"I think one of my hallmarks as Prime Minister is I intend to take a consultative approach. [But] once it comes to the moment of decision, the decisions are mine."*

Her comments would have resonated with anyone who has undertaken *my mentor*.

#### New pay equity resources for business available soon

EOWA is in the process of developing a new online program for Human Resource practitioners. The course will outline the causes of pay inequity, methods for identifying and assessing issues, and options and solutions for businesses in making progress to alleviate pay inequity. The course will be provided on the EOWA website free-of-charge and will be available later in the year.

## Women Moving Forward

The Chartered Institute of Logistics & Transport (CILTA) and the Australian Logistics Council have announced the launch of the 2010 Women Moving Forward Mentoring Program.

This program has become the largest, most effective mentoring program for women in the Transport and Logistics industry. It was previously run by the Australian Logistics Council in 2009; however in 2010 CILTA has taken over the program with the endorsement of ALC and the Australian Federal Government. The program utilises the 12 module *my mentor* program.



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## em berin tips

### How to work well with men

This issue we feature some tips from relationship author, John Gray, one of the world's foremost communication experts, on how to understand and work better with men in the office.



1. **Stay on schedule.** Let a man know up front how long you expect a meeting to last.
  2. **Introduce yourself.** In a business setting in which many people are being introduced, introduce yourself so that the host doesn't have to remember everyone's name and introduce each person.
  3. **Get to the point when making a suggestion.** Avoid talking too much about problems. Remember, men hear sharing as complaining.
  4. **In public build him up.** If you want to point out a mistake or suggest a change, do it in private.
  5. **When asking for support, keep your emotions out of it and focus on stating what you want.** Take time to justify your request if you are asked why you need more.
  6. **If you must complain to your manager or coworker, be objective** and avoid making value judgments like, "It's not fair" or "He isn't doing his job." Instead be specific, say, "He was three hours late. I was the only one there to do a job that requires two people."
  7. **When making a presentation** or discussing something, don't be overly eager or automatically reassuring while listening. Let him feel that he is earning your agreement and support.
  8. **If an argument has already become emotionally charged,** deftly find a way to take a break. Say something like, "Give me some time to think about this and then let's talk again." Overcome the temptation to say, "You're not being fair." or "You are not listening to me."
  9. **Don't take it personally.** Recognize that most men don't like being told what to do. If your job requires that you give him instructions, to minimize the inevitable tension, prepare him by saying, "Is this a good time to review some changes?" or "Let's schedule a time when we can meet. I have some changes I need to convey."
  10. **Be clear about the tasks you want.** When dividing up projects or tasks, state clearly which ones you want or prefer. Women don't get points from men for being uncertain and saying, "What do you want to do?" You get points for clarity if you know what you want and then even more points if you make a reasonable compromise.
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## Best Practice

### Men the key to gender balance

Since 2008 **emberin** has been researching the role of men in gender balance in corporate Australia. Qualitative studies have helped **emberin** to create the first multimedia gender leadership program, *my Mentor – Mastering gender leadership*, in Australia. Almost 2000 men have now completed this program.



**emberin** has put together a white paper entitled “Mostly Men – the key to success: moving towards gender balance in corporate Australia”. This white paper summarises the qualitative research findings **emberin** used in their development of their *Mastering gender leadership* program and the resultant feedback they have had from individuals which have completed the program.

What are the key issues in this space? What are the barriers as seen by men? What are **emberin’s** recommendations to achieving gender balance within the unique Australian corporate landscape and male psyche?

If you would like a copy of this white paper please contact Leisa Higgins at **emberin** on [leisa@emberin.com](mailto:leisa@emberin.com)

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## Women who inspire us

**Caroline Mara**

**Partner, PricewaterhouseCoopers**



The past year has been one of many firsts for newly appointed PricewaterhouseCoopers (PWC) Partner, Caroline Mara. The birth of her first child – a son, Jasper, appointment as Partner, Assurance, in PWC’s Newcastle office, the resulting purchase of a new home and surrendering of her traditional views on her role within the family structure.

Three years ago when located in PWC’s Sydney office, Caroline completed **emberin’s** *my mentor* program and credits the program with helping her make the most of the challenges and opportunities that have come her way. Even today she regularly flicks through her workbook.

Focusing on personal brand and career progression were key take-outs for Caroline. She has actively worked on her physical presentation and image. A boost in her self-confidence, self-esteem and happiness has been the reward. ‘Even when I was on maternity leave and coming in for partnership interviews I would plan days in advance how I’d portray a professional image. I wanted to be comfortable in what I was wearing yet still look the part of a senior professional woman. I mentally prepared by practising the value proposition I wanted to articulate. Psyching myself up was also par for the course. My first formal interview was when my son was ten weeks old. I kept on telling myself, “I have worked hard for this. I know my area. Just because I have been away for ten weeks, everything I offer is still the same, is still me.” Reflecting on those things gave me enormous

confidence going into those interviews.'

With her appointment, Caroline became the first female partner – and at thirty-two, the youngest of five partners at PWC's Newcastle office. In her leadership position, she is conscious of being a role model and mentoring staff. 'My arrival here has been very positive. You soon realise people look to you with a different lens. I understand clearly that I am now an owner of the business – that's a different leveler and my accountability has been heightened.'

After nine months of maternity leave, Caroline returned to working two days a week for the first month, then three days and now is back to working four days a week per an agreement she negotiated.

'*my mentor* definitely helped with my negotiation skills at work and at home. Partnership was something I wanted but the position was in Newcastle – some distance away from our home in Gosford. I was flexible and thought I could commute but soon realised the need to relocate for better work life balance and quality of life. I needed to convince my husband this was the right thing for our family. When I did, he set things in motion and resigned his job.

Caroline says her husband has been a fantastic support and adjusted better to their new roles than she. 'I was a traditionalist at heart. I had to let that go and accept that it was better for Richard to be a stay at home Dad for now. He didn't care. It was me who cared and put pressure on myself and us. He now does a lot of the things I used to do.

'Not being at work full-time it's important to make sure you are adding value to the business and being seen to add value. Initially you can find yourself drowning in admin – heightened for me with the partner admission process and getting to know my new team. For a while I didn't feel I was achieving at the level I wanted to so I decided to focus on some quick wins, do them, get happy and I think that has helped me power through everything else.

'Networking and staying in touch with my mentors, former staff members and clients are still important and a priority though what I find is I do that now in short, sharp and personal bursts. I'm becoming a textpert.'

Caroline was one of seven females out of seventeen people who were admitted as new partners this year. That's a 40% nod to women, all of whom were mums and half of them went through their admissions process while on parental leave. We applaud PricewaterhouseCoopers for their dedication towards supporting working mothers and their career aspirations, and we congratulate them for globally being named Diversity Inc's Top Company for Working Families.

