



Welcome to the latest edition of our eNewsletter
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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 inclusivity strategies for organisations, empowerment programs for women and gender leadership programs for men.

Frankly Speaking

With approximately 90% of Australia's publicly listed companies having no gender diversity policies, the pressure is on them this year to not only set policies and plans but to take action to reach measurable targets.

It's a massive learning curve for many companies which is why the Australian Institute of Company Directors (ACID) has produced two documents to help organisations get a handle on what they need to do and what leaders in this space are doing. (New Corporate Governance, Recommendations on Diversity, Early adopter case studies and 'New Corporate Governance, Recommendations on Diversity: Tips for Getting Started'- see related articles below)

These are great guides and I certainly recommend them, yet they are only part of the solution.

One of the challenges organisations face is what to prioritise. The ASX Recommendations are broad because women are severely under-represented in corporate Australia at the line manager, senior manager, executive manager, CEO and board level. This means Australian organisations are not extracting the proven benefits that come with greater diversity of their workforce.



At the board level some organisations are moving quickly. In 2010, 45 appointments to ASX200 boards (27 per cent of all appointments) were females. Today, 10.1% of directorship positions in ASX200 companies are held by women versus 8.4% a year ago, highlighting the fact that there hasn't been a shortage of talented, experienced women, only motivation.

A 2010 Bain & Co Australian study revealed 73% of senior male executives believe achieving gender parity should be a critical strategic business imperative for their organisation. 2011 is the year to honour those beliefs. This requires a major cultural shift within organisations and that is stopping many people in their tracks because cultural change is hard – successful cultural change initiatives are what sets leaders and companies apart. Even the pioneering companies surveyed by ACID struggled to answer the question: "How are you going to embed diversity within the culture of the organisation?"

I think Telstra's response was most on the money:

"Embedding the importance of diversity within Telstra's culture is driven by committed leaders at all levels and by making sure that the value of diversity is highlighted, implicitly and explicitly, within all of Telstra's communications and conduct."

There are two questions companies need to get really clear on:

1. Where does the culture of your organisation need to be impacted the most?
2. What's going to prevent your gender diversity initiatives from being successful?

To me this becomes your priority. Where is the majority of your employee population? Think of the pyramid. 44% of all male employees and 42% of all male managers do not see value in gender diversity, versus only 10% of women who don't. What impact is this having? To me this screams gender leadership training urgently required.

How are you going to develop your women to step up...and know they will be motivated to do so, confident that your organisation provides equal opportunities. Because the research says otherwise. In Australia, only 20 per cent of women believe they have equal opportunities to be promoted to senior management positions, and 50 percent of men agree with them. The problem is, armed with all of this information, companies are still operating in the dark, unless they have something tangible and specific to their organisation to work with.

This was borne out recently in a discussion I had with a diversity manager of a Top 10 ASX company where they deploy *my mentor*. He told me that when you have such a program in place, it gives women and the organisation the opportunity to identify the obstacles to their career advancement.

"Are they obstacles that a woman has put up herself and she can tear them down or climb over them, or are they obstacles that we have created for her – is it the structure of her work, the workload, the job requirements, her boss, the cultural environment she works in? Armed with this knowledge and skills we are all in a better place to move forward."

So that is my advice to organisations. Plan and prepare by all means but the real learning and the real gains will come from implementing programs that are going to have the most impact. That is where the majority of your effort and budget needs to go and nearly two months into the year, it's time to start taking action. Consider:



For the things we have to learn before we can do them, we learn by doing them. Aristotle

An organisation's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage. Jack Welch

Maureen

Leadership in Gender Diversity

An insight into early adopters of ASX Gender Diversity Recommendations

The Australian Institute of Company Directors has released a 28 page New Corporate Governance, [Recommendations on Diversity](#). Early adopter case studies booklet featuring the following companies:

- ASX Group (ASX)
- BHP Billiton Limited (BHP Bill)
- National Australia Bank Limited (NAB)
- Telstra Corporation Limited (Telstra)
- Woolworths Limited (W'worths)

**AUSTRALIAN INSTITUTE
of COMPANY DIRECTORS**

It aims to show organisations new to gender diversity – and now required to act on it – what companies serious about gender diversity have been doing. Of note, these companies are not just serious about gender diversity – they are serious about diversity across the board. The report looked at 12 main areas. We have highlighted major points (4,5 6 & 8) and included additional stats. We applaud these early adopters but note they still have some way to go.

All had policies in place – many upgraded them. All reported their female representation in their Annual reports. Some had had diversity council/ committees for more than 5 years with active CEO and senior management involvement.

4. Tackling diversity on boards

- **ASX:** Running mentoring program for 200 women to become qualified for board membership. Just appointed 2nd female to board. 2 out of 10 female.
- **BHP Bill:** Looking at how diversity criteria, including geographic location, race and gender impact board selection – 3 of 13 are women
- **NAB:** Uses a matrix to build profile of future board candidates. 3 of 13 are women
- **Telstra:** 2 of 11 are women
- **W'worths:** Board targets in line with senior exec targets, i.e one out of three to be women. Appointed first female Board member in August 2010. 1 out of 10.

5. Tackling diversity at an organisational level

- **ASX:** 45% of staff are women, 32% of Group Exec, Managers and GMs are women
- **BHP Bill:** 40% of staff going on Accelerated Leadership Program to be women by 2012. Greater focus on female graduate recruitment. 1 out 7 group executive managers are women
- **NAB:** A wide range of measures aimed at attracting, retaining and developing female staff – more focus on pay equity audits, gender balance, flexibility and superannuation entitlements (up to 40 weeks contribution for women on parental leave). 3 out of 13 group executive managers are women. “NAB is already seeing the benefits for both the business and its employees from these initiatives. In 2010 NAB was recognised as an Employer of Choice for Women by the Equal Opportunity for Women in the Workplace Agency for the fourth year in a row. Its reConnect program has also seen NAB's return to work rate for employees on parental leave improve from 65% in 2006 to over 80% currently.”
- **Telstra:** Initiatives focus on recruitment, engagement, communication and accountability. 3 out of 13 group executive managers are women
- **W'worths:** 55% of staff are women – priority is promotion/development of those women for leadership development, succession planning and retention. 2 out 8 group executive managers are women

6. Setting measureable objectives for achieving gender diversity; and

8. Linking achievement to individuals' KPIs

- **ASX:** Aims for 33.3% female participation in management (Group Executive, General Manager and Manager) and on the Board by 2015. (Emberin notes this is not a stretch for the ASX.) KPIs in place for FY 2011.
- **BHP Bill:** Each business unit will be required to develop and implement a diversity plan that meets BHP Billiton's strategic imperative. This plan will be audited and outcomes linked to performance scorecards and bonuses. Also seeking to address gender in talent pipeline through setting targets.
- **Telstra:** 1. Establishing goals for female representation at a company-wide and business unit level, in senior management, executive and operational roles; 2. Implementing strategies and initiatives to address the gender pay equity gap; 3. Ensuring that the voluntary separation rates for employees in particular identified groups do not exceed their representation rates; 4. Ensuring that the scores for employee engagement for particular identified groups are not less than the whole-of-company engagement scores; and 5. Implementing leadership programs that assist in the development of a diverse pool of skilled and experienced executives, and that prepare them for senior management and board positions." No KPIs reported to be in place
- **NAB:** Use EOWA Female employee of choice as benchmark which has a number of qualifying criteria. Gender balances at the senior executive level reviewed quarterly by CEO and HR Director and contribute to performance outcomes
- **W'worths:** Established measurable objectives at board and senior management levels, key roles and leadership development. No KPIs.



It is **emberin's** view that when gender diversity measurements are linked to KPIs and have financial consequences they will be more successful.

Enticements and Benefits for Women



In the battle for attracting and retaining talented female executives companies are going to some lengths. The ANZ for example late last year announced a \$4,000 childcare allowance to be paid to Australia-based primary caregivers on their return to work. Not every organisation can afford to be so generous, however it is prudent to ask the questions: What more can we do? What can we afford?

At **emberin** we have just launched [Women's Village](#) which aims to make the personal and professional lives of Australian women easier, more enjoyable and way more successful. With twenty experts providing advice and assistance to women, it's growing by the day and soon we will be offering Masterclasses – short, insightful interviews with leading experts, geared for women with practical tools on career and personal topics.

By offering www.womensvillage.com to your staff (becoming a member is free), you are making a profound statement on how you value your female employees and how you recognise, understand and care for their life inside and outside of work. Take a look at it today and contact us for information on how you can use it as an engagement tool to engage your female employees.

Gender Diversity News

In Emberin

100th anniversary of International Women's Day

Emberin CEO, Maureen Frank is one of 200 senior women from around the world invited to attend the [Advance Women's Leadership Summit](#) on March 7-8 at Sydney Opera House, marking the 100th anniversary of International Women's Day. Maureen is attending on the kind invitation of our alliance partner Talent Intelligence.



The conference will feature leading Australian women, some of them expats, and women from overseas with local connections. "It will bring together women who are either leaders or future leaders in their fields," said Advance's New York-based chief executive, Serafina Maiorano. "They will come from fields such as finance, life sciences and social entrepreneurship. We want to tap into their knowledge and insights about global trends and solutions from their perspective."

The summit will cover "key issues within industries of relevance to Australia and the Australian economy". It also aims to "facilitate the brain-chain back home to Australia", allowing leading Australians working overseas and others with strong Australian connections, such as those educated in Australia, to contribute ideas and policy suggestions.



AHRI Best Practices event

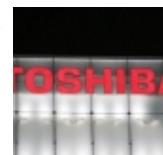
Emberin Development Executive, Clare Booth, will be participating in the Adelaide Australian Human Resources Institute [HR Best Practices day](#) to be held on Tuesday, 5 April. Clare will be part of a panel session on Gender equity: Affirmative action in the workplace which will also feature Anne Burgess Acting Commissioner for Equal Opportunity, South Australia and Karen C. Bard, President, Australian Women in IT, Science and Engineering (AWISE). If you are an Adelaide based company and would like to meet with Clare when she is visiting South Australia to discuss your gender diversity requirements please contact her directly at clare@emberin.com

HR PRACTICES DAY 2011

On the Global Front

Toshiba Hit with \$100 Million Gender Discrimination Suit

Two weeks ago Elaine Cyphers, the Human Resources Manager of Toshiba America Nuclear Energy (TANE) Corporation, filed a class action employment lawsuit in an effort to end systemic, company wide gender discrimination against herself and other female employees by TANE and its parent corporation, Toshiba America, Inc. Cyphers joined TANE as its Human Resources Manager in June 2008. Prior to joining Toshiba, she had more than 25 years of human resources experience.



According to the complaint, although Toshiba publicly touts its commitment to gender diversity and its efforts to promote more female employees to managerial positions, discrimination against women is pervasive in the company. The

complaint asserts that Toshiba engages in systemic gender discrimination against female employees by paying them less than their male counterparts, denying them promotions into better and higher paying positions, limiting their employment opportunities to lower and less desirable job classifications, and exposing them to different treatment as employees. The complaint also details preferential treatment that males at Toshiba receive with respect to salary, benefits, bonuses and promotions.

“Ms. Cyphers has experienced personal and painful gender discrimination at Toshiba America Nuclear Energy,” said David Sanford, her lawyer. “As an experienced human resources professional, she is very aware of the requirements of the Fair Labor Standards Act, the Civil Rights Act and the Equal Pay Act, which Toshiba has systematically violated in its treatment of her and its other female employees. The company added insult to injury by retaliating against Elaine. This suit will remedy that retaliation and discriminatory conduct.”

The proposed class action includes all 8,000 females employed by Toshiba in the U.S. Ms. Cyphers is seeking declaratory and injunctive relief, back pay, front pay and lost benefits, as well as compensatory, nominal and punitive damages in an amount of \$100 million or more for herself and similarly situated female Toshiba employees.

New Global Certification for Gender Equality

[The Gender Equality Project](#), a Swiss Foundation working in partnership with the World Economic Forum, announced the launch of a ground-breaking assessment methodology for gender equality in the workplace which will serve as a basis for the first global certification system and standard in gender equality.



The methodology is designed to provide a clear picture of a company's progress on gender equality as measured in terms of equal pay for equivalent work, recruitment and promotion, training and mentoring, work-life balance, and the company culture.

“The methodology provides a roadmap for multinational organizations to chart their progress as they strive to accelerate the pace of change towards gender equality. It is an effective assessment tool which will not only allow companies to hold themselves accountable, but also turn the talent, creativity and the valued reputation that comes with gender equality into a business success,” said Aniela Unguresan, co-founder of The Gender Equality Project.

Key metrics highlighted in the assessment methodology include the gender composition at different levels of the organisation, the gender pay gap, and employees' satisfaction with their company's performance in offering men and women equal opportunities. Key drivers include successful policies and practices that enable a company to reach positive outcomes in closing the gender gap.

Focus on win-win for women and men



There have been repeated calls of late for the media to stop the barrage of sensationalist titles equating the rise of women with the decline of men. “It is imperative that this constant pairing of ‘rising women’ and ‘falling men’ stop. Women have absolutely nothing to gain from fearful men. Neither at home, nor at work,” says Aviva Wittenberg Cox, CEO of the consultancy 20-first, one of the world's leading gender consultancies.

And at **emberin** we agree. While we want equality for women, we also want equality for men too. We acknowledge, however, that currently the scales are out of balance.

In Australia

EOWA releases [Gender Pay Gap Statistics](#). Equal Opportunity in the Workplace (Australia) EOWA, recently summarised the statistics on gender pay gaps in Australia and women in the workforce in 2010.



- 45.4 of the labour force are women
- 53.0% of professionals are women
- 54.8% of female employees work full-time
- 33.7% of managers are women
- 24.6% of women managers work part-time
- On average, women working full time earn 16.9% less than men working full time.
- Female graduates on entering the workforce earn \$2,000p/a less than male graduates.
- Women executive managers in the ASX200 earn an average of 28.3% less than their male peers
- Only 39.6% of reporting organisations said that they conducted an annual gender pay equity analysis. The pay gap appears to widen exponentially throughout women's careers.

Emberin Tips

A guide to implementing gender diversity with your organisation.

Only 7% of Australia's 1648 ASX listed companies had a diversity policy in 2009 and of those only one third, 38 companies, disclosed a copy of their policy or a summary of it.



Today there are 2192 companies listed on the ASX and to help them get up to speed with the new ASX Gender Diversity Compliance Recommendations, the Australian Institute of Company Directors has published a free booklet entitled 'New Corporate Governance, Recommendations on Diversity: Tips for Getting Started' which explains each of the new recommendations and provides practical tips to help ASX-listed entities to get started on complying with the recommendations and embedding diversity within the culture of their organisation.

Given our experience in this field we thought it a very useful document for those companies starting out by not just providing Tips but the rationale behind reporting this information. The Australian Institute of Company Directors says, "We believe ASX-listed entities should seek to comply with the spirit and intention of the recommendations relating to diversity and not simply adopt a strict legal interpretation to their application."

The booklet includes a helpful checklist to assist companies with their preparations. In summary these are:

1. Determine who will be responsible for assisting the board with diversity issues
2. Analyse the current status of diversity within the organisation and identify key gaps
3. Develop a diversity strategy
4. Establish a diversity policy*
5. Disclose the diversity policy or a summary of it*
6. Develop a strategy for implementing the diversity policy

7. Set measureable objectives for achieving gender diversity*
8. Develop a system for measuring and reporting on the progress towards achieving the measurable objectives*
9. Disclose measureable objectives for achieving gender diversity in the annual report and the progress towards achieving them*
10. Consider setting measureable objectives for achieving other forms of diversity (eg. age, cultural, disability)
11. Develop a system for measuring the proportion of women employees in the whole organisation, in senior management and on the board*
12. Disclose in each annual report the proportion of women employees in the whole organisation, in senior management and on the board*
13. Disclose in each annual report the mix of skills and diversity which the board is looking to achieve in membership of the board*

* Required under the ASX Principles. You can download a copy from the 'Board Diversity' page on their website: companydirectors.com.au.

Best Practice

Sponsorship is key to women's advancement – claims Catalyst study

A 2008 – 2010 study, *The Promise of Future Leadership: Highly Talented Employees in the Pipeline*, by the Catalyst organisation – the global peak body for expanding opportunities for women and business, has found that while men and women have roughly equal access to mentors, with women slightly more likely to report having being mentored, men still advance more in their careers. The difference came down to sponsorship, when the mentor “uses his or her influence with senior executives to advocate for the mentee.”

While Men and women both report getting valuable advice from their mentors, men are more likely to be sponsored. The research concluded that high-potential women are over mentored and under sponsored relative to their male peers.

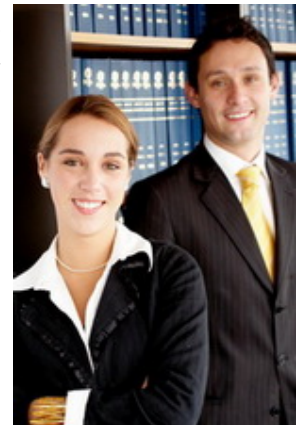
It also found the more senior the sponsor, the more rapid the mentee's career advancement, and the higher the compensation with each career step. So it's important to have mentors who are sponsors and influencers.

Mentors can challenge you, advise you, provide feedback on how to improve, be a role model, and teach you how to navigate corporate situations and introduce you to networks. They can also be your sponsor or lead you to a sponsor.

Can they open doors for you, make introductions and connect you to career opportunities?
Remember – firstly they have to believe in your capabilities and like your attitude.

And the crunch is – are you comfortable asking them to do that for you – because males typically are more comfortable asking their mentors to sponsor them.

One of the findings that came out of the interviews to the research was a call for sponsors within organisations to be more transparent – so everyone can see who is more influential.



Women who inspire us



Sheryl Sandberg, Chief Operating Officer of Facebook, is a gender diversity proponent and suggests three measures women can undertake to help themselves and other women.

She recently gave a TED presentation on why we have too few women leaders around the world, opening her presentation with statistics on the low levels of women as heads of states, heads of companies – which had remained static in nearly a decade – and this amazing stat – that in the not-for-profit-sector – a huge employer of women – only 20% of CEOs are women.

Also quoting a recent US study of married senior managers that found 2/3rds of married men had children where as only 1/3rd of women had children, she concluded women face harder choices between professional success and personal fulfillment.

She noted that women dropping out of business was a colossal problem – overwhelmingly evident amongst her generation. How do we fix it, she asked. While Sheryl acknowledged, flexibility and mentoring are important her presentation honed in on what are the messages we tell ourselves, what do we tell the women who work for us by our words and our deeds, and what do we tell our daughters.

Her central message: Stay in the workforce. To her it was the most important way to start to dint those statistics.

She had three others pieces of advice.

1. Sit at the table – not at the side. Literally – in meetings and figuratively. In her experience the majority of women underestimate themselves. They under negotiate. She made the point that 57% of male college graduates negotiate their salary – compared to 7% of female graduates. For Sandberg, men readily attribute their success to themselves, women to external factors. She was adamant in saying, “No one gets a promotion if they think they don’t deserve their success. Believe in yourself. Own your own success. Negotiate for yourself.”
2. Make your partner your real partner. Sandberg maintained that studies proved more progress had been made with respect to women’s rights in the workforce than at home. If a woman and man both working have a child, studies show a woman does twice the amount of housework and three times the amount of child care, she said. “We need to make working at home important for both genders. We need to encourage more men to do it and women need to be more accepting of men who do.” The upside to fairer distribution of duties was clear: studies show that households with equal earning and equal responsibility have half the divorce rate.
3. Don’t leave before you leave. Don’t lean back when you are thinking of having a child, she counselled. Don’t let the fact that you are pregnant or thinking of getting pregnant stop you from putting your hand up for a position or a project, was Sandberg’s advice. “Here’s the thing,’ she said, “You want that great job to come back to as it’s hard to leave your child – so you want a challenging, rewarding job that excites you, where you feel like you’re making a difference. So go for it.” She encouraged women to avoid staying in jobs that bored them. “Keep your foot on the gas pedal. Keep it there until the very day you need to leave to take a break for a child and then make your decisions – don’t make your decisions too far in advance.”

To view the presentation, see Maureen’s article on womensvillage.com.

