



Welcome to the latest edition of our eNewsletter
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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

As we approach the middle of the year nearly everyone I know does a progress update on how they are tracking and what they need to achieve in the next six months. Let me share with you some observations.

As you know there has been increased focus on gender diversity following the ASX Guidelines that came into effect on 1 January this year and that need to be reported in Annual Reports released from July 1, 2012. One of the positive side effects of this move has been a spotlight on the broader issue of diversity – ethnicity, age, disability and LGBT diversity. Many organisations are realising the whole area of diversity has either been neglected or under-served for too long. Many are setting up diversity policies and forming diversity councils. I serve on four diversity councils and consult to others. I have included in this issue my Top 10 Tips for setting up a diversity council.

What this has resulted in is a lot of planning around values and directions but it's now time to move forward on activity geared towards results. Because now is the time for the rubber to hit the road. It's time to implement the programs that will make the needle rise in terms of advancement and development of women in your ranks. You have 12 months to make the most profound initial impact. Remember to look for ways to capitalise on the economic advantages of what you are doing, better diversity of ideas, how an empowered female workforce will enable you to market to a broader female customer base and recruitment pool.



This focus on broader diversity comes at a time when Australia is still struggling with a host of appalling diversity issues that call for strong leadership, particularly from men. And there are some great male examples out there. Eddie McGuire is one. He confronted racial slurs at a recent football match and then publicly campaigned that there is no place for such comments in Australian sports or Australia for that matter. We need more role models like him and we need organisations and our tertiary educational institutions to take a role in educating their staff and students on appropriate and respectful behaviour. (I say tertiary because in my experience, secondary schools are very proactive in this area.) Consider these recent examples:

- A National Union of Students survey released last week of 1500 female tertiary students shows one in six respondents had been raped and a further 12 per cent had experienced attempted rape, while two in three had an "unwanted sexual experience" – This from a community where males are supposedly intelligent and educated.

- The recent Australian Defence Force Academy Skype sex scandal.
- Respected Ninemsn Marketing and Small Business Writer, Sharon Taurus, received this comment to her 'Tax Time' article. "Nice article sweetheart. Next time lose the pout."
- Liberal senator David Bushby cat's "miaow" at Labor Senator Penny Wong.
- Former Clayton Utz lawyer Bridgette Styles' sexual harassment claim against the top-flight law firm, with commentators saying actual and anecdotal evidence suggest that for many women such sexual harassment remains a part of life in such firms.

Chauvinism, sexual harassment and exploitation, unconscious bias and ignorance are still a feature of our business and societal landscape. It's time to stamp it out once and for all through leadership and education. That is why male gender diversity programs are a critical part of gender diversity initiatives. Implementing programs for females is only half of what needs to happen in the gender diversity space.

A workforce and society where men respect women and understand how best to work with each other will benefit everyone.

Ask yourself, "Where are people going to learn what is and what is not appropriate if they didn't learn from their parents and don't learn from an employer or educational institution?" Perhaps from someone who calls them to order?

And why should they learn it? Because if people feel threatened or unsupported in your organisation or environment, you will lose top talent and you won't attract top talent. I'm not just talking about losing women. There are many men who find any mistreatment of a person – be they male or female – distasteful. Just like they find racism, ageism, and other isms unacceptable. The only problem is too few people speak out and act out. Be vigilant, stand up and take action – at the time. If you leave it too late or do it in private, the message you send is that you condone the behaviour. Do you?



Maura

Leadership in gender diversity

Gender Diversity webinars for stakeholders

Next month **emberin** will launch an Australian first – a gender diversity best practice webinar series, called 'Accelerate' to assist diversity managers educate a broad range of stakeholders within their respective businesses. We know education and empathy are critical for ensuring the right buy-in to gender diversity initiatives and this program aims to help fast-track the journey for many organisations.

Our first webinar, *10 Areas of focus for gender strategy success*, is FREE and multiple people from your company can attend. This one-hour webinar will run twice in July:

- 11th July @ 11am
- 19th July @ 11 am

We expect places to fill fast – so please contact jhodi@emberin.com if you would like to register.

McKinsey & Co and AHRI provide answers to low female representation

McKinsey & Co has long documented the business benefits of diversity and how to lead a gender inclusive workforce. Recently they reviewed over 100 existing research papers, surveyed 2,500 men and women and interviewed 30 chief

diversity officers to understand: What compels bright, highly-motivated women at middle management levels—and higher—to turn down opportunities for advancement, look for jobs outside the company, or (in this instance) leave Corporate America altogether?



They found one clear take-away: Women don't opt out of the workforce; most cannot afford to. They do leave specific jobs for others in pursuit of personal achievement, more money and recognition—just like men. They do hold themselves back to pursue greater satisfaction across all parts of their lives—but not only to fulfill family responsibilities.

Indeed, a sizable percentage of the male college graduates who took the survey reported the same motivation to gain greater balance.

The reasons why women choose to remain at their current level or move on to another organisation – despite their unflagging confidence and desire to advance – include: lack of role models, exclusion from the informal networks, and not having a sponsor in upper management to create opportunities. However what holds women back the most, according to the report, is entrenched beliefs.

While companies have worked hard to eliminate overt discrimination, women still face the force of mindsets that limit opportunity. Managers—male and female—continue to take viable female candidates out of the running, often on the assumption that the woman can't handle certain jobs and also discharge family obligations. Many women, too, hold limiting beliefs that stand in their own way—such as waiting to fill in more skills or just waiting to be asked.

Their findings around sponsorship were echoed in an article by the Australian Human Resources President, Peter Wilson, which appeared in the AFR last week. Quoting a study by the US Center for Work Life Policy, it found that while 83% of men believed 'who you know' was as important to your advancement as 'how well you do your job', 77% of women felt one's prospects were solely due to the latter. The conclusion being many women shun senior business connections to the detriment of their careers. US and Australian research show that men are 46% more likely to have a male backer than a woman is. In advocating better mentoring relationships, the report acknowledged some concerns around relationship innuendo which both genders needed to work on in a transparent manner aided by due company processes to assist women embrace networking and secure sponsors more readily.

As McKinsey concluded, the evidence points to the need for systemic, organisational change. Companies that aspire to achieve sustained diversity balance must choose to transform their cultures. Additionally, it advocated, If companies could raise the number of middle management women who make it to the next level by 25%, they would significantly alter the shape of the pipeline and their company.

Gender diversity news

In emberin

emberin participated in the second annual Corporate Gender Equality Summit held in Melbourne last week with Maureen presenting and Clare Booth the MC for day two of the proceedings.

Of significance were the sentiments expressed by large male-dominated enterprises emphasizing gender diversity as a business imperative, ahead of cultural preferences. Paul Waterman, President of BP Australasia, also spoke of the drivers and benefits of increased employee morale and loyalty. Nigel Garratt, Managing Director, Amcor Australasia, Packaging and Distribution warned that sometimes processes can get in the way of moving forward and it was important to tailor your approach and message to the audience. At Amcor they are



combining gender diversity initiatives with aging workforce ones and ensuring they recognise male and female differences.

Leaders from Coca Cola Amatil, University of NSW, NAB and Deloittes, along with the Minister for the Status of Women, the Hon Kate Ellis, argued the case of gender diversity being a business imperative.

Helen Jackson, Asia Pacific Diversity and Inclusion Leader, People, Ernst & Young, stressed that progressing gender diversity initiatives needed to be the focus now for major organisations. A highlight of the conference was a documentary featuring interviews with five Sydney Boys Grammar students who were pro gender diversity and equality and wanted to enter a workforce that upheld those ideals.

Air New Zealand Leadership College

In July Maureen heads across the Tasman to be a keynote speaker at the Air New Zealand Leadership College for around 1400 business executives and leaders. She is one of the headline acts along with the New Zealand Prime Minister, John Key, and Sir Ray Avery, New Zealander of the Year 2010. She will also deliver a Masterclass on Practical tools for fostering gender diversity.

Don't miss our June only promotion on emberin programs



A reminder about our generous JUNE ONLY *my mentor* offer: For purchases of 10 or more *my mentor: Challenging women to make it happen* programs we will give each woman a bonus of two career Masterclasses and an essential time management toolkit – a total value of \$33.85 – from our sister site, www.womensvillage.com. In addition, we will also give you a Facilitators Kit (Valued at \$2,050) at half price! That's a massive saving of \$1,025!! Plus at least \$340 extra value for your diversity program.

AND – if you purchase 10 or more Mastering Gender Leadership programs before 30th June 2011 – we will also give you the Facilitator's kit for that program for free – a saving of \$750!!!

PLUS with either offer – get FREE attendance at our first Gender Diversity Best Practice 'Accelerate' Webinars commencing in July. Don't forget to email jhodi@emberin.com if you wish to register.



Whether your gender diversity strategy is finalised or not, you will ultimately have a mentoring program if you are aiming for best practice. There is no greater time to take advantage of this offer. Hurry, this great value-offer ends 30 June 2011. For more information or to purchase, please contact Clare Booth on 0418 957371 or clare@emberin.com.

On the global front

Focus on Gender Diversity now under French spotlight

Starting in January 2012, French companies with more than 50 employees will need to have action plans in place to improve their gender balance. This initiative is far reaching impacting the SME sector.

Female UK banker and mother of 9 leads female appointment charge



In a move that mirrors initiatives undertaken by our Federal Sex Discrimination Commissioner, Elizabeth Broderick, Helena Morrissey, chief executive officer for Newton Investment Management Ltd, one of the few female CEOs in London's financial district, has founded the 30 Percent Club to press companies to employ that many female directors, up from 12 percent in 2010.

Morrissey says she got tired of hearing about diversity and never seeing progress, with women in Britain's top jobs stuck at about 10 percent. She herself experienced discrimination after the birth of her first child nearly twenty-years ago, when she was not promoted because her then employer felt she was committed to motherhood over her career.

In 2001 she was appointed CEO of Newton when her third, fourth and fifth children were three, two and one years of age. A decade and four children later, Newton's assets under her management have more than doubled to 47 billion pounds.

Morrissey has persuaded more than 20 chairmen, about half from the FTSE 100, including Lloyds Banking Group and HSBC Holdings to reach for that target. She is also campaigning for greater representation of women in senior roles where they will gain the necessary experience to join boards.

Another corporate result proves the advantage of gender diverse boards

People familiar with the business arguments for gender diversity will be familiar with the McKinsey and Catalyst studies. Now in the UK, luxury retailer Burberry Group Plc, whose board is 37.5 percent female – the highest proportion in the FTSE 100 – recorded a 109 per cent surge in its stock in the 12 months to May 23 2011, compared with a 15 percent rise for the FTSE All-Share Index.



Increased global investment in education for females

In May UNESCO launched a global partnership for girls' and women's education called, '[Better Life, Better Future](#)', to raise the education and literacy standards of females worldwide because education is seen as key to women's economic and social advancement. Several corporate giants are participating in the partnership including Nokia, Procter and Gamble, GEMS Education, Microsoft and the Packard Foundation.



Globally, 39 million girls of lower secondary age are not enrolled in either primary or secondary education, while two thirds of the world's 796 million illiterate adults are women. Only about one third of countries have achieved gender parity at secondary level.

'[Better Life, Better Future](#)' will seek collaborative and innovative solutions to the most fundamental obstacles and challenges to education for women and adolescent girls. A number of projects are already underway in several countries with more to be developed through the partnerships.

In Australia

More funding for women's groups pro gender equality

The May Federal Budget included \$485,000 extra funding for the six National Women's Alliances, established in March 2010 to advance gender equality in Australia. The Government's vision for the Alliances is to help 'reinvigorate' the women's movement and give a diverse range of women a voice on issues and priorities that affect them, particularly those who previously had difficulty engaging in advocacy and decision-making.



The Alliances are collectives of 100+ women's organisations formed into issues-based and sector-based groups with a distinct focus. The issues-based Alliances are [economic Security for Women](#) (eS4W), [Equality Rights Alliance](#) (ERA) and [Australian Women Against Violence Alliance](#) (AWAVA). The sector-based groups are the [National Rural Women's Coalition and Network](#) (NRWC&N), [National Aboriginal and Torres Strait Islander Women's Alliance](#) (NATSIWA), and [Australian Immigrant and Refugee Women's Alliance](#) (AIRWA).

Speaking at the annual forum for the Alliances, Minister for the Status of Women Kate Ellis explained that their role was to bring women's organisations and individuals together to 'share information, identify issues that affect them and build solutions'.

Australia's wealthiest is – for the first time – a woman



Gina Rinehart, chairman and director of WA mining company Hancock Prospecting, has topped BRW magazine's Rich 200 list - the first time a woman has reached number one and the first time anyone on the list has breached the \$10 billion mark. Her \$10.3 billion fortune more than doubles her previous year's wealth of \$4.75 billion, underlining the dramatic impact the mining boom has had on those in the industry.

Less anyone discredit her for having a leg up from her late father, Lang Hancock, who established the mining company in 1952 after discovering large iron ore deposits in the Pilbara region of Western Australia, Rinehart became executive chairman of the company in 1992 after her father's death and inherited a financially-troubled organisation. Since then she has turned it into a highly profitable mining giant. She was instrumental in expanding its mines through additional state agreements for iron ore as well as more recent thermal coal tenements in Qld and new Australian and international mineral and petroleum explorations. More recently, she entered the media industry after becoming a director of commercial television channel Ten.

Her business achievements were recognised in 2009 with several awards, including the WA Business Woman of the Year and Telstra Australian Business Woman of the Year.

While women now hold the top position in business and politics in this country, it's important to remember that in Australia a large pay gap still exists between men and women (17% on average)

Emberin Tips

Many of you will be aware that one 'best practice' measure that can be taken by organisations is to establish a Diversity Council. I have been an external representative and coach in establishing Coca Cola Amatil's 'Embracing Difference' Council and Amcor's Diversity Council and will shortly be joining two others. If you are contemplating setting up a Diversity Council – here are a few tips:



1. Make sure that you have done the stakeholder work to determine what will be your area/s of focus. Diversity is a broad area – it may be that you decide to focus on one or two areas to start with and aim to look at other areas later. My advice is to have a real emphasis on just two to three areas – as if you spread yourself too thin – you won't get anything done.
2. Experts vary on the structure and purpose of councils – but to me, the council should be a mechanism to draw together the first set of 'Champions' in the business. Yes, there is a governance component as well – but generally the council won't have enough knowledge of the subject initially to advise on governance.
3. Council members should be a diverse group from across the business – men and women, different geographies and different business units. The members of the council should be people who are influential in the business.
4. Call for nominations for the council and get nominees to explain why they want to be involved.
5. If you can get your CEO/MD/President to chair the council you are doing well – and that will assist you in accelerating decisions. If your leader is not part of the council make sure he/she is kept well abreast of what is going on.

6. If there is someone who is influential – but not supportive of diversity – with the support of your leader – get that person on the council!
7. At the same time as establishing a council you need to start to engage your executive and educate them about diversity – they need to have a parallel journey.
8. HR needs to be engaged in the council – and will undoubtedly be the initial driver. HR can provide guidance on programs and initiatives – but should take guidance from the council. Implementation of any initiatives should be driven by HR – so someone who can co-ordinate this should be on the council.
9. You need a sense of urgency and a clear agenda to get to outcomes quickly as otherwise the council can become a ‘gab-fest’ and get nowhere fast.
10. Look for quick wins – but don’t overlook that this is about cultural change and that means you need to be brave enough for the council to tackle some of the tough issues and start to take action.

In my experience having a diversity council is a great way to start engaging the business in the journey – so its not just about HR – its about the business owning and driving the diversity agenda.

Maureen Frank

Women who inspire us



This issue we honour Canadian trailblazer, Annette Verschuren, President of Home Depot Canada since 1996, who has grown that business exponentially by recognising the importance of the female consumer.

Under her tenure the retail chain grew from 19 stores with \$700m annual sales to 167 stores with revenues in excess of \$6 billion. Women constitute over 50% of purchasers in the stores today. To achieve this mammoth growth, Verschuren had to effect a major culture change. ‘I knew women were hugely involved in home renovations and yet the female side of our business was seriously under-represented.’

Verschuren did the following:

- Increased the number of women working in the business, so that Home Depot boasts the highest percentage of women merchants and buyers in the industry.
- Introduced gender-intelligent training and recruited diversity-focused individuals as spokespeople.
- Revised everything from store layout to customer service using female-centric solutions.

At the end of December 2006, Depot announced they were acquiring a chain of twelve stores in China, Annette was appointed to oversee their expansion into China.

She credits her success to her parents who were Dutch immigrants. “They showed me the meaning of hard work and the results it can generate.” Her advice to others wishing to achieve: “I suggest they work hard and take chances. You have to take risks to achieve great things. They should seek out the best leaders to work for and learn from them. Leadership is the skill that has become the most coveted by successful corporations and will continue to be in the foreseeable.’

Annette has worked in the coal industry and in the government sector but she says, “Where ever you work, it’s all about people, all about getting people clear on a vision, developing a strategy and great execution aimed at results.”

She took over the helm of Home Depot without any home improvement experience, only a little retail experience, and was the first woman in the company to take an operational role.

What made the difference to her being a leader? 'You have to be confident, understand how to influence people and get them to buy-in, be inclusive, recognise diverse positions, and be able to contribute that to your organisation.'

She also said that technology was changing the practice of leadership. "Social media has changed the way customers and associates get involved and engage with us. We have to use that ,digitisation and our people to lead the market.'

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