



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 diversity organisation, delivering gender consultancy and inclusion strategies for organisations, empowerment programs for women and gender leadership programs for men.

Frankly Speaking

With austerity measures happening around the world, it is encouraging to see the level of activity and investment occurring in diversity in Australia – which makes me think...perhaps you have been listening to me after all!

Sectors that are large male domains – manufacturing and mining – are embracing diversity with gusto, recognising their most pressing diversity challenge is gender diversity and understanding clearly how having more women at all levels within their organisation will impact engagement, talent pipelines and the bottom line.

Talent shortages continue to be an issue for Australian organisations as reported in Manpower's annual May survey. We are ranked fourth out of 39 countries for talent shortages, a worsening on our sixth place last year.

Organisations large and small are feeling this, paradoxically, in an environment where there is a growing recognition that although our unemployment rate is lower than many advanced countries we still have a high percentage of people who are part-time or casually employed and not working at their full potential. A fact highlighted in Goldman Sach's report to the ASX in 2010. Training is key. Lisa Barry, Deloitte Australia's national partner of human capital, said last year, "Although Skills Australia was announced in 2007 to help businesses, trainers and workers prepare for skills shortages...a greater part of the load must be shouldered by the very companies complaining about not having enough skilled workers."

The war for talent was a term coined a few years back, but in the coming 12 months with ASX gender guidelines having a significant impact, the war for female talent in Australia is escalating and may just rise to brinkmanship levels.

This year is a watershed. What are we seeing? We are seeing more and more organisations rolling out gender leadership programs for their male middle and senior managers. Because they want to engender cultural shifts in their organisation; they want their men to be on board with the changes afoot. We are seeing organisations setting up not one but multiple diversity councils at various sites around Australia, and a focus on educating and assisting their blue collar staff around the benefits and "how to" of diversity. We are seeing organisations wanting to get a handle on unconscious bias – how it affects recruitment, promotions and a whole raft of everyday business interactions.

We are seeing some switched-on organisations recognising the importance of the employee brand value proposition and "get" how to market to women as buyers of employment. With others there is a clear distinction– although they may have a gender diversity policy

– their most public document – their face to the world – their websites – do not reflect that they are open to business for women, they do not show that women succeed in “their organisation.”

And here’s why it’s so important, according to an Equal Opportunity for Women in the Workplace Agency survey:

1. 39 per cent more women than men value an organisation’s track record of promoting and supporting women
2. 20 per cent more women than men value flexible work conditions
3. 16 per cent more women than men valued an organisation with a large number of women in senior positions

These are some of the many reasons why we’re seeing expanded investment from ASX companies, government departments, universities and other organisations of various shapes and sizes in mentoring programs for their female staff to grow their talent pipelines and aspirations of female staff. They invest in it because the results speak for themselves.

From an ASX Top 10 client of ours: *“We have been working with the my mentor program for the last three years with fantastic support and involvement from senior management, and have rolled it out to women right across Australia. Our goals were to increase the number of promotions of women into more senior roles, and the program has really exceeded our expectations.”*



Don’t miss the boat.

Mawren

Leadership in gender diversity

Will more women on boards impact more women generally?

The topic of quotas for women on boards is ever present in the media and will be the subject of Diversity Council of Australia’s Annual Diversity Debate to be held on 22 September in Sydney and chaired by Q&A’s Tony Jones.

While there have been positive gains in the past 12 months with 30% of all new ASX board appointments being women, resulting in women now holding 12.7 per cent of directorships in Australia’s top 200 companies – a record high – it does beg some questions: Has this been a result of the ASX governance guidelines on gender diversity, genuine board commitment to diversify, or as commentator Margaret Heffernan suggests, corporate dominions finally discovering their misplaced rectitude?

But perhaps something that might be of interest to the majority of women is...will the appointment of more senior women on boards result in more appointments of women to senior positions within organisations where men currently hold 92% of executive management positions and 97% of CEO positions?

Last month on our sister site, [Women’s Village](#), we surveyed 135 working women for their opinion on these matters. These were their views:



- One third of all respondents believe the improvement of women on boards is solely because of the ASX recommendations. The rest believe it is a combination of boards taking the lead and the ASX guidelines.
- 67.4% support quotas for women on boards. Most feel that it will open up more opportunities for female candidates to be considered, than currently exists. An indicative comment: "It will get the ball rolling and break up the discrimination there is now."
- Almost half – 45.9% – don't believe the appointment of more women to boards will necessarily result in more senior women in organisations.
- They believe mentoring and leadership development programs for women will result in more women taking up senior positions, followed by more family friendly/flexible workplaces. Other influential factors included quotas for middle/upper management, gender awareness/leadership programs for men and more men taking on a dual parenting role.
- Of the 32.6% of people who don't support quotas, the main reason is that they feel it will create the perception that women have not got there by merit alone. They would like to see Australia get there (i.e. better gender equity) without quotas and believe the best person for the job should get it based on their ability not gender.

What are the benefits of having more women on boards?

Those of you who understand the business case for gender diversity will understand the benefits that flow from greater diversity of thought, background and experience in any group. But how does this first translate in a boardroom?



A survey last year sponsored by recruitment firm [Heidrick & Struggles and WomenCorporateDirectors](#) found that women directors appeared to be more assertive on a number of "hot button" issues, including evaluating their board's performance and backing more oversight of corporate governance and executive pay after the financial crisis.

"Women have a different experience of the world from the typical male corporate executive. They are often not afraid to look stupid by asking the most basic or difficult questions. Women are more likely to avoid posturing," said Denise Jagger, a partner at law firm Eversheds. "They can often be more direct because they are pragmatic and don't want to waste time getting to the point. Women's egos are less likely to inhibit debate," she said. "I've heard four men repeat essentially the same point one after another in a board meeting because they are competitive and each wants to have their say."

Jagger, who was also company secretary and general counsel at UK retailer Asda and holds several non-executive roles, said that women can often be more empathetic and are less likely to shy away from potentially sensitive-relationship driven discussions. *"It's more difficult for men to change their minds which they may regard as a sign of weakness, not understanding."*

Margaret Johnson, group chief executive of advertising firm Leagas Delaney and a non-executive director of UK insurer Admiral, said a diverse team does perform better. *"It's not just about male and female it's about different skills and behaviours, how people deal with conflict."*

The same can be said of any good team, regardless of level or seniority.

And in Norway where there has been quotas for some time, it has been noted that women tended to do their homework for board meetings more thoroughly than men. One chairman commented he no longer saw colleagues discreetly opening envelopes full of board documents in the elevator up to the boardroom.

Gender Diversity News

In emberin

Unconscious Bias

Last month Maureen was a keynote presenter at Air New Zealand Leadership College for around 1400 business executives and leaders. A major element of her presentation was the pervasive effects of unconscious bias and stereotyping that still exists in the 21st century. Like emotional intelligence, being highly attuned to your own and other's biases is a sought-after attribute of good leadership.



Proactively managing unconscious bias by having personal checks and systems checks in place will help identify and remove such biases. Unconscious bias subliminally works to preserve the status quo. It limits opportunity and constrains diversity efforts. Stay tuned for more on unconscious bias in coming months.

Webinar - Tell us what you think

After the success of our first webinar, "10 areas of focus for Gender Strategy Success" we are planning to run our next Webinar in October and we have decided to put the topic to the populist vote. Out of the list below which item would you like us to address in our next webinar. Simply email the title to: connect@emberin.com

1. Why gender diversity and why now
2. Engaging men in gender strategies
3. Establishing a diversity council
4. Strategies for engaging your executive and senior leaders
5. Understanding how men and women think and behave differently
6. Attracting women to your workforce
7. Mentoring women – why is the approach different? How?
8. Unconscious Bias – identifying your problem areas

On the global front

New Zealand – pay parity measures

Most New Zealand women believe they get paid less than men simply because they are women but men are not so sure, a recent Herald-DigiPoll suggests. The survey found almost 65 per cent of women believed they were paid less because of their gender.

Just under 43 per cent of men agreed but 47 per cent didn't. Overall, a narrow majority of 54 per cent of those asked believed women were being paid less because of their gender, a result that has fuelled calls for new laws to narrow the gender pay gap.

Green MP Catherine Delahunty, who has a private member's bill which would allow women to learn how much their male colleagues earned for the same work, welcomed the poll result.

New Zealand's Equal Employment Opportunities Commissioner Judy McGregor said the poll showed "a clear majority of New Zealanders think that the gender pay gap is unfair. The Commission wants transparency of pay rates to be taken up by business and Parliament to guarantee equal pay."

Meanwhile, the NZX is considering following its Australian counterpart and requiring listed New Zealand companies to disclose their diversity policies as a way of boosting the poor showing of women in management and governance.

UK led global study reinforces performance benefits of women on boards



A new UK study between January 2007 and December 2009 into the board composition and share price performance of 241 leading global companies headquartered in Europe, the USA and the Asia-Pacific region has found that better performing companies tended to have a higher percentage of female directors.

They also typically had fewer directors in total on their boards and there was a positive correlation between share price performance and the number of independent directors on company boards.

The Eversheds Board Report, recently released by the British law firm of the same name with many global clients, engaged RSG Consulting to carry out the independent study. It looked at boardroom culture and the relationship between board composition, share price performance and company success before, during and after the financial crisis.

Chore Wars & Male Flexibility

Dr. Brad Harrington and his team at the Boston College Center for Work and Family, has recently released the findings of his research, [“Chore Wars”](#) where he suggests that in the past 20 years, men have adjusted to female partners with demanding jobs – in fact he says that men do about three times as much domestic work as they did just ten years ago. Couples without children do the same amount of work. Brad found that 77% of the men he interviewed wanted to spend more time with their children, while 56% also wanted to rise up to senior management at the office – statistics that promise conflicting priorities.

Meanwhile in Australia, Consulting firm Urbis has released its Stocktake of Initiatives that Support Men to Engage in Caring and Unpaid Domestic Labour. The stocktake involved a review of published and unpublished Australian and international material from 2006 to 2010.

Currently:

- Women do more unpaid work in all countries, despite a modest increase in recent years in men’s involvement in caregiving and unpaid domestic labour.
- Men and women deal differently with work-family conflict, mostly by women doing more part-time work, or working flexible hours.
- Fathers tend to spend more time in child care activities such as playing and teaching, and mothers spend more time in personal child care activities such as bathing and feeding.

Why do governments need to address this situation?

- Women’s increased involvement in paid labour
- Concern over women’s dual burden of labour (paid and unpaid)
- Shifting models of fatherhood
- Shifting demographic patterns, with fewer workers to support children and older people.
- To improve outcomes for children



Men’s part in caregiving and domestic labour was influenced by:

- Egalitarian attitudes (influenced typically by education levels) – the more egalitarian the more participation in unpaid domestic tasks
- Time constraints, with men and women responding pragmatically to housework demand given their time availability – the distribution of paid and unpaid workloads tends toward equilibrium

- The spouse with more resources education, employment/income – usually the man – has more power within the relationship, and will be able to get away with doing less housework
- Workplace cultures and employer attitudes, which can often discourage men from taking leave for family reasons.

Understanding the female customer



Many of you will know that when you look at the business case for gender diversity, one of the stand-out factors is the growing power-base of the female consumer who typically makes the majority of household financial decisions.

Dr. Fareed Zakaria, Editor-at-Large of TIME Magazine, recently made this observation: Out of the S&P 500, fifty-percent of revenue comes from outside the western world, while only 7% of those companies' leadership is foreign. This is similar to the often-heard statistic about women in leadership – 80% of consumer decisions are made by your average women while only 3% hold leadership positions in the corporations that are allegedly making the products these women buy (US figures), or as [Dale Meikle](#) of PriceWaterhouseCoopers noted: “if women were on corporate boards, the most successful automobile manufacturer in the world would be the one that finally figures out how to design a car interior with a place for my purse!”

In Australia

AHRI 2011 Diversity Awards Nominations now open

Nominations are now open for entries in the [Australian Human Resources Institute's 2011 Diversity Awards](#). These recognise individuals and organisations who demonstrate excellence in inclusive workplace initiatives and practices. Entries close 14 October 2011.

This is a great opportunity to spotlight leadership and best practices in this vital area within Australia.

Helping organisations comply with equal opportunity and achieve results

The Diversity Council Australia (DCA) has established a new [EOWA Gender Equality Network](#) (quarterly teleconference) to assist organisations in preparing for the proposed amendments to Equal Opportunity for Women in the Workplace which come into effect in 2013. The amendments shift the focus from programs to results. The network will be a forum for knowledge sharing, engaging with government and leading practice. The first event will be on Tuesday 6 September 2011 with Director of EOWA, Helen Conway, as the keynote speaker. It's free to DCA members.



Equal Pay Day

Australian Bureau of Statistics figures show that the average gender pay gap is 17.2%. To close this gap, women would have to work an extra 63 days to match what men earn! This year's Equal Pay Day on 1 September 2011 marks the date on which women's annual earnings reach the same as men's in the previous financial year.

[Equal Pay Day](#) is a national campaign, supported by an alliance of over 100 organisations, all working towards eliminating the gender pay gap.

Gender Equity Summit

The AHRI, United Nations Women National Committee Australia (UN) and principal partner Westpac recently launched the '[Equality Means Business](#)' report arising out of a summit held on International Women's day attended by approximately 200 Australian executives.

Key recommendations include:

- Organisations to set targets to achieve 40% of each gender in management and executive leadership positions, and report annually on their progress
- Boards to achieve 40% gender targets by 2015, via a '3 in 3' process, with one woman added to the board each year in the next three years, and
- Organisations to undertake annual gender pay audits, eliminate any pay differentials and sign up to a Women's Empowerment Principles CEO Statement of Support.

Other suggestions for improving diversity include carrying out a national campaign to promote public awareness and engagement with gender equality, and the provision of 100% tax deductible childcare for working parents.

Make care fair

On that topic, childcare presents an enduring and cumulative obstacle to the career advancement of women and with Australia's birthrates declining and being overshadowed by an aging population – it's a ball that we can't afford to drop.

Jen Dalitz of SheEO has started a campaign called, [Make Care Fair](#) to generate a renewed focus by both sides of the Parliament on this key workforce participation issue.

Her target is to generate 20,000 signatures in support of her petition goals:

1. Expanding existing childcare rebates and support to include not only day care centres but also in-home care, providing support for parents who work beyond the standard 9-5 business hours and greater choice for working families
2. Increasing the level of childcare support by Governments, recognising the real cost of childcare has increased significantly and needs to be addressed in order for parents to have a financial incentive to return to work
3. Simplifying the processes for parents to find quality childcare and receive childcare benefits, including exploration of potential benefits of tax deductibility of childcare.

This will legitimise the cost of care for working families and carers in Australia, providing true choice to families on childcare options, and remove a significant structural barrier to full workforce participation for all Australians.



As a reminder this is an important economic issue for Australia as firms such as Goldman Sachs and the Australia Federal Government recognise the need for Australia to increase participation of women in the workforce.

For more information and to add your support visit: www.makecarefair.com

Emberin tips

A focus on gender diversity gives you an opportunity to be more diversity aware across the board. Here are 20 tips for practising and valuing diversity, courtesy of Cook Ross, Inc.

1. Actively solicit input from a wide variety of people and functions.
2. Involve diverse groups in solving problems and developing opportunities.

3. When asking someone to explain a point of view different from your own, be sure to convey that your intention is to understand that person's viewpoint, not to have him or her justify it.
4. Challenge your own and others' assumptions that limit opportunities.
5. Seek to understand diversity from a global, not just a national, perspective.
6. Stand up and speak out when others are not valued or their ideas or views are not heard or taken into account.
7. Identify your customer base. Then examine your organizational strategies and practices to make sure they reflect your actual customer base.
8. Be sensitive to the fact that some people want their differences to be recognised while others do not.
9. Watch any tendencies to joke about differences. When you do hear joking, take a stand and let others know that you are offended.
10. Talk openly about the tension between the need to value and accept different perspectives and opinions, and the desire for shared organisational values.
11. Give feedback openly and respectfully to those whose different behaviors and values affect their credibility and effectiveness.
12. Become a mentor to an individual whose background and experiences are different from your own.
13. Broaden your view of diversity beyond just race or gender issues.
14. Watch educational videos. Learn about your own cultural values and background.
15. Talk openly about the amount of time it may take to change the organization's acceptance of people who are different.
16. Confront people directly about their prejudiced behavior or comments, encouraging a way for them to change without "losing face."
17. Challenge organisational policies and practices that may be exclusionary.
18. Build a support network with colleagues who are interested in valuing diversity.
19. Continually monitor your automatic thoughts and language for unexamined assumptions and stereotypical responses.
20. Learn how to manage disagreements for ways to handle conflicts that may arise.

Best Practice

Non ASX-listed firm raises the bar on gender



**CORRS
CHAMBERS
WESTGARTH**
lawyers

Corrs Chambers Westgarth (where Maureen started her career as a junior lawyer) has become the first large Australian law firm to publicly commit to publishing an annual ASX Guideline compliant Diversity Policy with measurable outcomes.

Corrs began tackling gender diversity in 2006, establishing their Diversity Council and developing the firm's first diversity strategy and action plan. Today 38% of the Board including the chair and 35% of partners and senior managers at Corrs are women. By 2015 they want that 35% figure to increase to 40%.

One of the initiatives Corrs is adopting to accomplish this is a Sponsorship Program for women in the partnership pipeline where a partner will be assigned to actively support each candidate's business case and introduce them to networks and clients. More than 200 Corrs lawyers and business support team members will be involved in the program.

Corr's commitment to diversity runs deep. They are the only law firm to have partnered with Melbourne Business School in a three year study on gender equality to identify and remove barriers to gender equity.

Federal Sex Discrimination Commissioner, Elizabeth Broderick encouraged other professional service firms to adopt innovative strategies to drive real change in gender diversity. *"It is not just about setting the target, it's about measuring the outcome. It's about holding people accountable for the delivery of those outcomes. This will be an important part of the strategy and it is commendable to see Corrs take that step out front."*

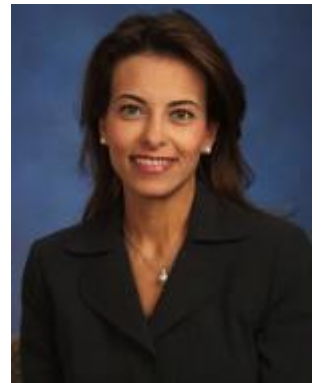
At **emberin**, we see Corrs' public commitment as a profound statement of yet another professional services area taking action on gender diversity. Large accounting and consulting firms have certainly been trailblazers, but watch this space....architectural firms, engineers and surveyors will be next, after all, sitting across from them in meetings tables are both male and female clients.

Women who inspire us

This issue we feature an Egyptian-born American who definitely is in the 'women to watch' category.

Dina Habib Powell, 38, mother of two girls, is the Managing Director and Global Head of the Office of Corporate Engagement at Goldman Sachs (GS), which comprises the Goldman Sachs Foundation, 10,000 Women, Goldman Sachs Gives and the Charitable Services Group.

In 2008, a year after she joined GS, the company announced an unparalleled \$100 million investment in women, betting on them as an important economic engine of the 21st century, creating [10.000 women org](#) - a philanthropic business mentoring initiative targeting female entrepreneurs running businesses but lacking know-how or resources to grow it.



Globally Goldman Sachs, published two critical pieces of research, "[Womenomics](#)" and "[Women Hold Up Half the Sky](#)," which found that investments in women -- through increased education and labor force participation -- can lead to real economic growth in developed and developing countries.

The 10,000 Women initiative is helping to create a greater number of female-owned small and medium enterprises, and a new generation of leaders poised to have exponential impact.

Says Dina: *"Women have passion and drive, and employees. There's a real opportunity for a multiplier effect. At the dawn of the 20th century, Egyptian poet Hafez Ibrahim said: "When you educate a woman, you create a nation." A century later, the cause of women's empowerment has never been more important. As New York Times columnist Nicholas Kristof recently put it, gender inequality is "the dominant moral challenge we face in the 21st century."*

Dina is an ardent feminist, a trailblazer for diversity, global citizenship and one for shattering every pre-conceived idea there is.

Prior to joining GS she had an illustrious career in the United States government administration. At 26 she was Director of Congressional Affairs and Senior Advisor to the Chairman of the Republican National Committee.

At 28 she was Assistant to President Bush for Presidential Personnel in the White House, where on September 11 she was eight months pregnant with her first child, when she had to evacuate the White House. In that role she was youngest person ever to direct the presidential personnel office and its thirty plus employees, and one of only four executives who knew whether a candidate was being accepted for one of the 4,000 jobs filled by the White House.

In 2005 at 31 years of age she became Assistant Secretary of State for Educational and Cultural Affairs and Deputy Undersecretary of State for Public Diplomacy and Public Affairs to Karen Hughes. She played a critical role in the administration's efforts to bolster public

diplomacy in the face of anti-Americanism that swept the Arab world after the U.S. invasion of Iraq. Her parents immigrated from Egypt and settled in Texas when Powell was four years old and she could not speak a word of English.

That year she led an envoy to Arabian countries speaking in Arabian of peace, democracy and reform. "She restarted exchanges with Iran in ways that I thought not possible," said former Secretary of State Condoleezza Rice. "She had so many ideas. There are people who have ideas but can't execute them. She really executed them."

Rice pointed especially to Powell's creation of public-private partnerships, which brought corporations together with the government to assist other countries, such as in Lebanon.

In 2008, Dina was appointed to the J. William Fulbright Foreign Scholarship Board. In her appointment address, "Changing America's Face Around the World: Engaging the Global Community", she said, today's students, more than any other generation, have the opportunity to be "citizens of the world" and impact international relations.

Commenting on her career progression, Dina said, *"You know, along the way people commented on my age, and at times told me that maybe it was too early to apply for a certain job, that it wasn't advisable. And it was at those times that I learnt not to listen to my doubts, and not to listen to others. I learnt that I must try and learn in the process to accept the outcome, whatever it may be. You need to learn to strive for the things that you really believe in and what you want."*

"If you want to succeed, if you want to move ahead, you have to believe in what you do, you have to do it with passion. And you have to set dreams and pursue them. I had two parents who would tell me you can do anything you set your mind to if you work hard, and if you treat others well. I'm blessed in that way, and that's what I try to pass on to others, that's what I encourage when I meet with women around the world. And you have to go for what you believe in. Don't listen to what others say, don't listen to those who say you can't do it. The negative comments make you strive farther and work harder. Take them as a challenge."

"More and more I see young people succeeding very well. There is a terrific generation of women that want to be active...and I encourage not only the women, but also the men -- the fathers and brothers, to support their daughters, sisters and wives in pursuing their goals, to believe that the sky is really the limit. But there's also another thing," she says, "When we do achieve success, we must take the time to look back, see who's coming behind me and how I can prepare them. That's our duty, that's something we must make an effort to do. We need role models, mentors, people who believe in you, give you responsibility but as well tell you what you need to improve on. I was blessed with my mother and grandmother, and later other women in my profession. Any woman, and person, who has achieved success of any kind must offer that wisdom of experience to those aspiring to take that similar path."

"We also need to get out of the mindset of asking 'are you going to be an engineer or a doctor or a lawyer?'" We should start talking to our youth about different kinds of opportunities, make them realise the whole world is before them. We need to look beyond the labels, the titles, the traditional expectations and roles -- for both men and women of course."

