



Welcome to the latest edition of our eNewsletter

Edition 18

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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 consultancy and inclusivity strategies for organisations, empowerment programs for women and gender leadership programs for men.

Frankly Speaking

Male leaders centre stage on gender diversity

Last Wednesday I had the privilege of attending a historic event in Sydney hosted by Elizabeth Broderick, our Federal Sex Discrimination Commissioner, and featuring her Excellency Quentin Bryce AC, Governor-General of the Commonwealth of Australia and 12 of our most well-known male business leaders who have stepped forward to be male Champions of Change for gender diversity:

- Stephen Fitzgerald, CEO, Goldman Sachs Australia
- Grant O'Brien, incoming CEO, Woolworths
- Kevin McCann, Chair & Non-Executive Director
- Stephen Roberts, Chief Country Officer, CitiAustralia
- Andrew Stevens, Managing Director, IBM Australia and New Zealand
- Giam Swiegers, CEO, Deloitte Touche Tohmatsu, Australia
- David Thodey, CEO, Telstra
- Alan Joyce, CEO, Qantas
- Ralph Norris, CEO Commonwealth Bank
- David Peever, Managing Director, Rio Tinto Australia
- Glen Boreham, Non-Executive Director
- Gordon Cairns, Non-Executive Director



Photo courtesy Telstra

Well-known broadcaster, Peter Thompson, said, the only time he has seen such a distinguished contingent of captains

of industry in one setting was at a Business Council of Australia event. Full kudos to Elizabeth Broderick who has been instrumental in garnering the support of male business leaders around the critical business issue of gender equality.

The men were there to launch a report covering their experiences and best practices in gender diversity and to emphasise how important greater gender equality is to the long-term success of Australian businesses AND our economy.

Quentin Bryce who has been a strong advocate for greater female representation in business for over four decades perfectly summarised the progress made in gender diversity in Australia's recent history and the challenges ahead. She congratulated the men on their leadership and challenged them to continue their mission: to make change sustainable.

There were many stand-out comments from the speakers. Those that resonated with me were:

Elizabeth Broderick: *"Too many organisations focus on women. We need to transform organisational structures because currently they entrench gender inequality. This requires men to get on board and men to take action."*

Andrew Stevens from IBM highlighted how much work has to be done internally to upskill and promote women with this comment: *"If 60% of all external hires were women, it would take us five years to get a 2% growth in our key female statistics."*

Steve Roberts: *"What every business has to understand is the disadvantage we are creating for ourselves by not acknowledging the challenges of gender equality."*

And it is by meeting those challenges that you access the opportunities afforded by gender diversity – all the well-documented business, moral and social benefits that ensue.

In reading the report there were three key take-outs that reflect gender diversity best practices around the world:

1. *"Invest conscientiously in programs and activities that focus on ensuring women have the confidence, skills and exposure they need to be considered for leadership roles in a traditionally masculine environment."*
2. Mainstream gender diversity as a key business issue. Make your executive your diversity council – treat it as one of your top five business imperatives with all management having gender diversity targets embedded in their KPIs. The executives saw this as the greatest motivator to get senior executives committed to the issue.
3. Seek to live and breathe gender diversity – like many organisations are emphatic about safety. Cultural change is key. The report says: "Understand what it is in your culture that is standing in the way. Is it a rigid image of what success and a career path looks like? Is it fear of working with people who are different? Is it tradition? Is it fear of change?" To me this underlines how important it is to get to the majority of your male work force – not just through awareness programs but experiential learning programs that drive new actions and behaviours.

Commissioner Broderick said, with the release of the document she had high hopes for the group's future and therefore for the future women leaders of Australia. Indeed we hope these men are the vanguard for the rest of the Australian business community – ASX companies, multinationals and government organisations – who will follow in their wake.



Mawren

Leadership in gender diversity

ASX companies with more women are more successful

In early October, Sydney-based The Reibey Institute, released its [annual research](#) of ASX 500 companies, noting amongst many findings that for the second year running over the past three and five year periods, ASX500 companies with women directors on their boards delivered significantly higher Return on Equity (ROE) than those companies without women directors – 6.7% higher over three years and 8.7% higher over five years.



Tina Brothers, founder and Executive Director of the Institute, advised the research this year was baselined against the entire director population noting the highest number of men on one board was fifteen and the smallest was two. The highest number of women on a board was four with 267 companies having no female board representation. Over 250 companies had no women on their boards where more than 250 companies had six or more males.

Women held 9.5% of ASX500 board positions, up from 7.1% from last year. According to Reibey, there were 233 companies (47%) with women representatives on the board, up significantly from last year when almost two thirds of companies had no women representation.

However there are still some 267 (53%) of companies falling short of ASX gender diversity requirements which came into effect on 1 January this year and need to be reported from July 2012.

We'd like to commend The Reibey Institute for the pioneering work they are doing in this area in researching Australia-specific organisations.

A letter from business leaders

Some of Australia's most prominent male business leaders in collaboration with the Australian Federal Sex Discrimination Commission, Elizabeth Broderick and McKinsey and Co have launched a best practice guide of strategies that will assist large organisations, their CEOs and executives, to increase the number of women in leadership roles.



The guide is entitled, *Our experiences in elevating the representation of women in leadership: A letter from business leaders*.

It explores three key phases:

Phase 1: Getting in the game. The journey begins once the CEO gets interested. Early on this interest drives analysis of the numbers. Barriers and challenges to elevating women's representation in leadership are surfaced. The typical focus is on programs and enablers to support women, and therefore HR is central to the effort.

Phase 2: Getting serious. The point of difference in moving from Phase 1 to Phase 2 is when a CEO shifts from being interested to truly committed. As a result, the issue of women's representation in leadership is given the same treatment as other transformational business objectives. This leads to a transition in responsibility from HR to the line, starting with the top team and then working to embed accountability across the organisation. The same measurement and management disciplines are put in place as for other business priorities.

Phase 3: Capturing diversity advantage. The shift from Phase 2 to Phase 3 takes women's representation as a business issue to a higher level—by regarding it as a cultural imperative, the highest aspiration. The prime movers are engaged people from all parts of the organisation who have signed on to work towards the goal of creating an inclusive

leadership culture. The whole organisation must break down mindsets and engage in the cultural shift. Diversity will become part of an organisations' DNA, will be sustainable and will enable an organisation to capture leadership advantage.

A summary of the best practices steps can be found in our Best Practice section of this newsletter. If you would like a full copy of the report email connect@emberin.com

Gender Diversity News

In emberin

An academic first

Emberin is delighted to be working with the University of Queensland (UQ) Business School in a research-based pilot program of *my mentor - Challenging women to make it happen* with 30 final year Undergraduate, Honours and MBA students.

The program seeks to impart vital information to help participants jump start and fast-track a successful career by providing additional skills and know-how that they won't learn through formal study and may not necessarily learn from their work environments unless they have a trusted and savvy mentor. It was initiated following a number of global studies that show that the majority of women not long out of university do not attain the same seniority, opportunities or remuneration packages as their male counterparts.

Key to getting the program off the ground at UQ Business School have been: Iain Watson, Dean and Head of UQ Business School, Samantha Kennerley, Marketing and Communications Manager, Associate Professor and MBA Director, Polly Parker and Professor of Human Resource Management and Organisational Development, Charmine Härtel.

Additionally, a number of senior executives are also supporting this initiative:

- Richard Kennerley, State General Manager NAB Business Queensland
- Cecile Wake, General Manager, Commercial at QGC, a BG Group Business
- Varina Nissen, Managing Director, OnTalent
- Dagmar Parsons, Strategy & Development Director, Aecom Australia
- Alison Chalmer General Manager, Product, Virgin

On the global front



3 more reasons for organisations to get on board with diversity

An article by US-based Melissa J. Anderson of The Evolved Employer has highlighted three more reasons for Boards to increase Diversity. Beyond the known business cases tabled in reports by Catalyst and McKinsey, she urged organisations to consider the following:

1. Growing Importance of Emerging Markets

With a growing middle class in Asia, China and neighbouring countries are representing an increasing proportion of customers for many global organisations – who have no representation on their board that shows that global mix. As such companies seek to increase their presence in areas like China, India, or Brazil, having that cultural knowledge on its board would be an asset.



2. Finite Supply – For Now

Worldwide many organisations argue that they are open to appointing female board directors: they simply struggle to find well-qualified ones. This was a case in point in Australia with only 10 women being appointed in 2009. Yet since then 59 were appointed in 2010 and 50 so far this year. Now, organisations face additional pressure by qualified women who know their services are in demand. As boards scramble to improve diversity, powerful women have the opportunity to turn down the ones they deem unworthy.

Ann Mulcahy, former CEO of Xerox, spoke at Fortune's Most Powerful Women's Summit recently about her experience on serving on boards and advised women to avoid boards that had no women. She said, "It's a bad sign. Boards without women – blacklist those suckers. It's 2011. They've had the time – it's significant that they don't have women."

3. Increased Transparency

The web has enabled greater access to internal corporate data, particularly in Australia with ASX guidelines on gender diversity coming into effect. And some organisations are beginning to name and shame those companies that are not performing well when it comes to diversity.

A US organisation 2020 Women on Boards provides an online database quantifying the gender diversity on the boards of the 2010 Fortune 1000 list. In Australia many women look at an organisation's gender statistics and female profile before deciding to apply for jobs with that organisation. Increasingly, an organisation's reputation is diminished when there is a lack of diversity at the top.

Nobel Peace Prize honours women

The Nobel Peace Prize has been awarded to three human-rights activists from Liberia and Yemen highlighting the role women are playing in social and economic change. Ellen Johnson Sirleaf, Leymah Gbowee and Tawakkul Karman have been recognised "for their non-violent struggle for the safety of women and for women's rights to full participation in peace-building work".



"We cannot achieve democracy and lasting peace in the world unless women obtain the same opportunities as men to influence developments at all levels of society," said Committee Chairman Thorbjørn Jagland on release of the prize. The 2000 resolution recognised that women, as those who often bear the brunt of suffering under war and conflict, are pivotal to reaching peace and resolution through their combined and global efforts.

As the first female Head of State in Africa in 2006, Ellen Johnson Sirleaf became the 24th, and first, female president of Liberia following 14 years of civil war where she successfully brought corruption reform to the electorate; bringing with it for the first time a fair process of democracy in elections to the region.

"Since her inauguration, she has contributed to securing peace in Liberia, to promoting economic and social development, and to strengthening the position of women," says the Nobel Committee.

Playing a pivotal role in Liberia's peace process, native Ghana social worker, mother of six, and trauma expert Leymah Gbowee brought Christian and Muslim women together to demand regional peace during the second civil war in Liberia. Her experience in conflict resolution saw her become Commissioner-designate for the Liberia Truth and Reconciliation Commission. Her book, "Mighty Be Our Powers: How Sisterhood, Prayer, and Sex Changed a Nation at War," outlines the role women took with an organised sex-strike that helped speed the peace process into the war-torn region.

Leading the struggle for women's rights and democracy in Yemen, 32-year-old Tawakkul Karman activated a new generation of pro-democracy youth using seven pages on Facebook to spark what Karman called "a peaceful revolution to demand an end to a despotic regime." Despite multiple arrests and suffering Karman asked that protesters keep their intentions clear reminding them over and over it must come through "peaceful revolution."

The Nobel Prizes first commenced in 1901, across six fields of endeavour. In its 110 years, 43 women have been awarded prizes. Approximately 10% of all noble peace prize recipients have been women; since 2000, six women over three years have won the peace prize.

Women gaining in developing economies



Seven of the 14 women identified on Forbes magazine's list of self-made billionaires are Chinese, leading some reports to suggest that firms in emerging markets do a better job of promoting women than their Western counterparts. Chinese Yan Cheung is one of the world's richest self-made women, with an estimated fortune of \$1.6 billion. In the early 1980s, as a dogsbody in a paper mill, she noted that the waste paper her superiors discarded was actually worth something. Nine Dragons Paper, which she founded with her husband in 1995, is now one of the world's largest paper recyclers.

In China, 32% of senior managers are female, compared with 23% in America and 19% in Britain. In India, 11% of chief executives of large companies are female, compared with 3% of Fortune 500 bosses in America and 3% of FTSE 100 bosses in Britain. Turkey and Brazil come third and joint fourth (behind Finland and Norway) in the World Economic Forum's ranking of countries by the proportion of CEOs who are women. In Brazil, 11% of chief executives and 30% of senior executives are women.

In Australia



Westpac aims for 50% of senior management to be women by 2017

Speaking at the Global Banking Alliance For Women Summit on 11th October, Westpac CEO, Gail Kelly, announced she wants half of all the bank's senior management positions to be filled by women within six years.

The bank already has a formal target of 40 per cent of management positions, from bank manager above, to be held by women by 2014.

This is a wonderful target, particularly given in the banking industry women often represent between sixty and eighty per cent of the employee base.

AHRI 2012 Diversity Awards

The AHRI 2012 Diversity Awards are now open and seeking to recognise those organisations that demonstrate excellence in inclusive workplace initiatives and practices.

There are individual awards for Diversity Champion – HR and Diversity Champion – CEO, as well as organisational awards across seven categories.

Applications which close on 25 November can be accessed here: www.awards.ahri.com.au/diversity

Emberin tips

As the terms GFC Mark I and GFC Mark II enter the vocabulary here and globally and the strength of our resources sector creates what commentators are calling a two speed economy, we thought it pertinent to share two comments around unemployment and talent.



Last month we lost a great innovator and entrepreneur in Steve Jobs who understood the highs and low of business. A lot has surfaced on him in the past fortnight including this apt comment made during the GFC:

"We've had one of these before, when the dot-com bubble burst. What I told our company was that we were just going to invest our way through the downturn, that we weren't going to lay off people, that we'd taken a tremendous amount of effort to get them into Apple in the first place -- the last thing we were going to do is lay them off. And we were going to keep funding. In fact we were going to up our R&D budget so that we would be ahead of our competitors when the downturn was over. And that's exactly what we did. And it worked. And that's exactly what we'll do this time."

And from Reserve Bank Deputy Governor, Rick Battellino, citing figures from the 1850s Gold Rush in Australia: At its peak in 1852, Mining comprised 35% of GDP. 'This created tremendous upheavals in the economy. Labour flowed strongly to the gold states, particularly Victoria and Melbourne became the largest city. Male populations of South Australia and Tasmania fell 3 and 17% respectively. Immigration trebled the national population in 10 years. Yet demand for labour still meant wages rose sharply. Between 1850 to 1853, wages in Victoria rose over 250%.



Bottom line – despite what the future holds – continue to look after your people, your talent.

Best Practice

Major Australian organisations – ANZ, the Australian Public Service Commission, Citi Institutional Clients Group, Commonwealth Bank, Deloitte Touche Tohmatsu, Goldman Sachs, IBM Australia, Qantas, Rio Tinto, Telstra and Woolworths – that have made significant progress with gender diversity believe there are three key phases to master:



PHASE 1: GETTING IN THE GAME

1. Get under the numbers. Start by improving one's understanding of your specific gender diversity performance, the root causes, issues and barriers, and the potential for improvement.
2. Set up a diversity council. Set up or strengthen diversity council with the aim of identifying what can be done to elevate the representation of women in leadership.
3. Make it personal – i.e. the CEO getting more personally involved, having conversations with people inside and outside of the company, supporting women's initiatives.

4. Ensure well-functioning women's skill-building and networks. For example, in CBA's case their women's skill-building programs had a focus on mentoring, career development, networking and career resiliency.

5. Ensure hygiene factors are in place. Develop or enhance workplace policies—paying particular attention to those that impact women. This goes far beyond just simply complying with regulations.

The CEOs believed that Australian companies could significantly speed this phase by drawing on the experience of other companies by implementing leading programs on skill development, and policies that do not undermine women.

PHASE 2: GETTING SERIOUS

In this phase, the five most impactful actions are:

1. Make the leadership team the diversity council. With greater commitment, set and monitor progress in all areas of the business against your diversity strategy.

2. Signal change with the appointment of women to key roles. Facilitate key and solid appointments. Become more aware of the women around you and those you don't have exposure to. Remove barriers where meritocracy might be failing.

3. Shift from 'diversity maths' to measuring and managing KPIs. Embed diversity metrics in reviews rather than being on separate scorecards.

4. Intervene on talent. Recognise that processes overlook talented women, and therefore do not support true meritocracy. Seek ways to fix this tilted playing field:

(i) Zero-in on top talent pools and high performer programs. Get to know the women in your senior talent pools.

(ii) Bet more on leadership intrinsics in appointments. Question overly narrow experience requirements that might leave women out.

(iii) Transition to sponsorship, not mentorship. Go beyond providing general guidance for women, to helping them get promoted.

5. Surface barriers and biases. Work to surface, rather than drive underground, the fears, mindsets and behaviours that work against reaching aspirations. Identify barriers and intervene to offset their impact.

PHASE 3: CAPTURING DIVERSITY ADVANTAGE

1. Develop inclusive leaders who harness talent. Telstra believes that building leadership capability is at the foundation of its culture and future success.

2. Weed out entrenched biases and cultural issues. Mindsets and behaviours across the organisation need to change. Understand what it is in your culture that is standing in the way. Is it a rigid image of what success and a career path looks like? Is it fear of working with people who are different? Is it tradition? Is it fear of change?

3. Take flexibility from marginal to mainstream. In other words embrace men adopting flexibility as much as women and make it not career limiting.

A summary of the best practices steps can be found in our Best Practice section of this newsletter. If you would like a full copy of the report email connect@emberin.com

Women who inspire us



Cecile Wake, General Manager, Commercial at QGC - a BG Group Business, is a woman who doesn't shy away from a challenge and with a senior role at one of Australia's leading Australian coal seam gas explorers and producers, she's certainly got her work cut out for her.

It's just as well this former Australian pentathlete is a woman of resilience and fierce determination. At fourteen she decided she wanted a career in the resources sector and has quietly leapt over many hurdles in her successful and unconventional journey.

Weekends spent indulging her horse-riding passion and other sporting adventures resulted in a detour through Economics and Science at UQ before Cecile gained entry to law school. While this added time to her university studies, Cecile believes that it in retrospect it gave her the opportunity to pursue valuable elective subjects that she would not otherwise have been able to take.

When she joined Clayton Utz as an articled clerk – a daunting apprenticeship for many a law graduate – Cecile decided, in her words *'that it might be a good time to take up the sport of pentathlon!'* Most of us at this point would be saying: "Not!" But for Cecile, it was instead "Why not?" "She had height, youth and energy on her side and, to her great satisfaction, turned into a fine pentathlete, representing Australia at seven World Championships between 1995 and 2001 and competing in more than 20 World Cup events around the world. The experience taught her that you can do and have it all in life, just not at the same time..... Young lawyer + athletic career = less sleep + no boyfriend!

The experience also taught Cecile the value of working in an organisation, like Clayton Utz, that values and supports the aspirations of its staff both within and outside the workplace.

In pushing her limits Cecile also learned some key distinctions between achieving in university, sport and the workplace.

"Yes, ultimately they are all about results," she said, 'however, as an elite athlete, the key is in the detail – the training, the rigour, your coach, your diet, your recovery, competitions. At university, you are marked on how well you understand concepts, argue a case and present it to a set word length. But in the workforce, you don't get 'marks for showing your working'. You get paid to reach conclusions, make decisions, give recommendations and implement actions.

'Whether you're in professional services firm or a corporate, you have to become adept at combining your technical skills, knowledge and experience to form judgments that will make a recommendation, reach a conclusion or initiate an action. And often you have to do this without having all the necessary information! If I could give one piece of advice to any woman coming through it would be: To be confident in making your decisions with what you've got. Understand why you are making that decision and make it, even in circumstances where you have imperfect information. In my experience men are more confident making such decisions and less inclined to fall victim to analysis paralysis.'

Cecile stressed that getting it wrong sometimes, is all par for the course. Equally it can be the fastest way to learn. *"One of my strongest held beliefs is: if you only do things you know you can do, then you don't grow".*

A calculated risk-taker is how Cecile would describe herself. Whilst working for Clayton Utz in her twenties, she held out for the right secondment to her resource client of choice rather than accepting a secondment to a client un-related to her practice. *'It was a little frightening saying "No" to my managing partner, but when I articulated why I didn't think the first*

opportunity matched the development opportunities that we had agreed he worked with me to find another, better, opportunity. In the end, I spent 12 months on secondment to Origin Energy and learnt more in that period than at any time previously – it set the future course of my career.”

Her next career step was moving to London at age 31 when many of her friends and colleagues had gone much earlier and some were returning home. Cecile went to London with a clear focus – to accelerate her exposure to international energy transactions and complexities that were not available to her at the time back in Australia.

“My time at Herbert Smith in London, gave me a platform to lead transactions in LNG project development, acquiring and disposing of interests in major oil and gas projects and negotiating long-term and short-term offtake agreements for oil, gas and LNG in Europe, Russia, Kazakhstan, the Middle East and Asia. It added an international, cross-border element to my experience and gave me exposure to projects, deals and an approach to the energy business that I couldn’t have gained had I stayed in Australia.”

With over 13 years international experience in LNG, oil and gas project development and corporate energy transactions, and 15 years as a lawyer in private practice, most recently as a partner for a leading London based international firm, Herbert Smith, Cecile did what very few people in her position would ever do. She retired from partnership and moved back to Brisbane to take up a senior commercial position with the BG Group and its Australian subsidiary QGC.

‘To walk away from all that was a very big decision for me as an individual and for us as a family unit,’ Cecile admits. Cecile’s decision was driven by both the compelling professional opportunity that the QGC role presented and her desire to give her young children the same experiences she had growing up and be closer to family.

“In a number of major decisions, I have consciously taken “the road less travelled” and chosen a different, less conventional route to many of my peers. No matter how supportive your employer is, ultimately you have to own your own career journey. ”

Walking away from the strong financial lifeline that partnership in an international law firm provided, wasn’t a decision that Cecile took lightly. *‘Although the decision to move was made relatively quickly, it was made in the context of a structured decision making process which identified risks as well as opportunities so that I could test whether I was comfortable with the balance. This process also identified the contractual elements that I would need to mitigate those risks and the steps that I would need to take myself once in the new role to ensure success’.*

“I once read a text on female leadership by Dr Lois Frankel that reported : the average woman is less likely than the average man to take a financial investment risk for financial gain ...but when she does, the outcomes exceed those of men!’ So to me it’s all about balancing risk and reward and asking yourself some hard questions:

“With Risk – What could go wrong ? What are the consequences of failure? Can I control or reduce the risks? Do I need more information? Can I accept the consequence of failure?

“With Reward – What would success look like? What will I learn? What will I gain if this succeeds? What other opportunities will this create?

“For me, the key is having a fall- back plan. That is your safety net. What will you do if the outcome doesn’t meet your expectations? Once this is in place, it creates room to trust your instincts.

“And – she stressed – if you take risks, you will fail sometimes. Recovery is key.”

Cecile's tips for a fast recovery are:

- Acknowledge the failure
- Learn from it – but don't play the blame game (yourself or others)
- Don't take it personally
- Measure the degree of success (not failure)
- Be resilient
- Keep taking calculated risks
- Get some perspective

Having been in her current position for just under a year, Cecile is happy to say the risk has paid off and she has no regrets. It has been a challenging period of adjustment and personal growth. Ahead of her lie more challenges as she seeks to develop into a leader in the oil and gas industry and move towards board positions.

Right now as a mother of a five year old girl and a three year old boy, Cecile is enjoying having the best of both worlds – career and young family life.

She is also passionate about helping women create rewarding and unconventional careers. To this end, she has recently been involved in helping **emberin**, mentor final year, honour and MBA students at the University of Queensland.

<http://www.emberin.com>

