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Equal Opportunity for  
Women in the Workplace Agency

## Media Release

Embargo : 2.15pm 8<sup>th</sup> November 2006

# 2006 EOWA BUSINESS ACHIEVEMENT AWARDS

## Truly flexible workplace works for women

A company that gives employees total authority and flexibility to determine their working patterns and sets no limit on the amount of unpaid leave has won the *Minister's Award for Outstanding Initiative/Practice for Achieving Workplace Flexibility* at today's 2006 Equal Opportunity for Women in the Workplace Agency's (EOWA) Business Achievement Awards.

Acumen Alliance, a business and IT consulting practice, has set a new benchmark for organisations aspiring to provide truly flexible workplaces with CEO and founding partner, Robert Kennedy, rejecting the current dichotomy that work and life are two separate concepts.

As a result, he has created a workplace where flexibility is available to everyone in the organisation from the receptionist to the CEO, and any changes to working patterns are pre-approved by the Executive. All staff are able to choose permanent full-time, part-time or contract arrangements and no consultant is assigned or expected to work in other states or countries.

For the first time since the EOWA Business Achievement Awards were introduced in 2001, the highly-contested *Leading CEO for the Advancement of Women Award* has been won by a female.

RSPCA Victoria's Maria Mercurio was picked by the judges from a pool of renowned leaders, that included the CEOs from HSBC Bank, Insurance Australia Group and Woodside Energy, for the culture she has implemented that is based on outcomes rather than the number of hours at the office, and for leading by example by keeping her working hours to a reasonable level and encouraging her managers to do the same.

As part of the organisation's first Enterprise Agreement negotiations she introduced what she considers to be mandatory conditions of employment, including paid maternity and paternity leave, personal leave, paid study leave and purchased leave.

VicSuper and IBM Australia were honoured as the *Leading Organisations for the Advancement of Women* (under 500 employees, and over 500 employees categories). Both organisations embrace diversity as a business imperative to attract and retain staff and are making positive inroads to attracting women into non-traditional roles.

Holding Redlich's Parenting Partner Program earned the organisation the *Outstanding Initiative/Result for the Advancement of Women award*. Devised and developed by a group of partners and championed by the National Managing Partner, the law firm appointed a Parenting Partner to meet with newly pregnant women to discuss topics such as childcare, returning to work, working from home and part-time work or job-sharing opportunities. The

Parenting Partner also acts as an advocate and negotiator within the partnership for flexible work practices across the organisation, as well as a mediator should any disputes arise.

Cummins Engine Company set targets to address the shortage of females in non-traditional roles and across the organisation generally, which included establishing a Women's Leadership Network Group,



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conducting an annual salary review that resulted in significant increases for female staff and increasing paid maternity leave entitlements. These initiatives won the company the *Outstanding EEO Practice for the Advancement of Women in a Non-Traditional Area/Role Award*.

EOWA also lauded one of the largest charitable providers of such elder care services in Australia. ECH was awarded the *Outstanding EEO Practice for the Advancement of Mature-Aged Women*. The organisation recognised that its registered and enrolled nurses employed in supervisory positions were previously trained in hands-on tasks related to caring for the elderly. As a result they introduced a front-line management program that focused on their role as leaders.

Niki Kesoglou from Westpac Banking Corporation was named the *Diversity Leader for the Advancement of Women* for her dedication and commitment to addressing issues for women in the workplace throughout her 11- year career at the bank. She was instrumental in devising and driving Westpac's child-care strategy, including creating the first Westpac Child Care Survey in 2004 and was the driving force behind creating a program that provides coaching for leaders to overcome biases and leverage the diversity within their teams.

The Director of EOWA, Anna McPhee, said, 'Businesses like Acumen Alliance and others acknowledged at today's awards, are re-writing the books when it comes to equal opportunity practice. It is my hope that other organisations will witness the business and social successes their innovation has achieved and be inspired to help create completely inclusive Australian workplaces.'

EOWA's 2006 Business Achievement Awards are sponsored by American Express Australia Limited, Australian Industry Group, Commonwealth Bank of Australia, Exxon Mobil Australia Pty Ltd, Hays, IBM and McDonald's Australia.

**A comprehensive media kit including profiles of all winners and details of media talent in winning organisations can found in the Media Centre at [www.eowa.gov.au](http://www.eowa.gov.au).**

ENDS

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## EOWA 2006 Business Achievement Awards

# Winners' Profiles

### **AWARD 1: Leading CEO for the Advancement of Women Winner: Maria Mercurio, RSPCA Victoria Incorporated**

Before arriving at RSCPA, Maria was the coordinator of a women's refuge, where she witnessed the negative impacts women can encounter when they have limited opportunities to take control of their own lives. Her commitment to both her female and male staff at RSPCA is a reflection of these experiences.

Managing a large not-for-profit with over 300 staff and 1300 volunteers, Maria Mercurio understands the need to attract and retain talented and committed people. On her arrival at RSPCA Maria introduced a very strong people management framework which uses the values of the organisation as a starting point. As a result all line managers and supervisors are thoroughly trained in the framework and the application of the framework is part of their line manager accountability.

She has ensured there is a strong focus on developing staff and upskilling them which involves mentoring, coaching, scholarships, job rotation, secondments, conference attendances, training and participation on committees. She has worked hard to ensure that working for a not-for-profit has not effected staff training opportunities and she worked with a donor to set up a scholarship program for staff to enable to them to attend high profile conferences and training programs.

She makes sure that staff are not rewarded for long hours but on outcomes for the organisation. She does not work long hours herself so she 'walks the talk' and she encourages her managers to do the same. The implementation of a training program for Frontline Managers has seen animal attendants and other staff complete their first formal management training. Their recruitment strategy has been to review the skills within RSPCA before advertising to identify every opportunity for staff to develop at RSPCA.

In a female dominated organisation the executive management team had no women when Maria arrived and is now 67% female. Since Maria's arrival – retention rates of volunteers have increased by 15% and 60% of volunteers who resigned have gained paid employment within the industry. Maria focuses on encouraging an environment that is fun for staff and believes it is critical to engage people at all levels of the organisation so that they can see the benefits they bring to the organisation. **Maria is the first female CEO to win this award.**

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#### **About the organisation:**

Established in 1871, RSPCA Victoria Incorporated is an independent, non-government, community-based animal welfare charity providing services for the prevention of cruelty to animals. RSPCA Victoria's services and responsibilities include enforcing existing laws to protect animals from cruelty, providing shelter and care for stray and surrendered animals, vet care and education for all sectors of the community.

To find out more, visit their website: <http://www.rspcavic.org>



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 2: Diversity Leader for the Advancement of Women Winner: Niki Kesoglou, Westpac Banking Corporation**

Throughout her 11-year employment at Westpac, Niki has been passionate and committed to diversity and has contributed widely to the policy debate on all diversity issues through forums, organisations and conferences, driving change locally and internationally.

Nikki has been instrumental in putting forward the business case for diversity and EO. She was the driving force behind the development of a pilot program which provided coaching for people leaders to overcome biases and leverage the diversity within their teams. She created the first organisation-wide Diversity Census in 2003, and the first organisation-wide Child-Care Survey in 2004.

In 2004, she won approval and a \$100,000 budget to pilot a new Women's Development program and was the major internal advocate for pushing to increase paid parental leave from 6 weeks to 12 weeks.

She delivers a quarterly Women in Management report to senior managers, and presents information in annual Board Reports on pay equity, women in management statistics and a diversity analysis of Westpac's Staff Perspective Survey.

She has identified opportunities for Westpac to undertake and sponsor externally produced research on gender and diversity issues and drove Westpac's *Women Achieving their Potential* program to help talented women in middle management progress in their careers.

With CEO David Morgan saying 'I could not have a better advocate for diversity in Westpac', it is clear that Niki's contribution to equality for women at Westpac has been significant.

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#### **About the organisation:**

Westpac Banking Corporation provides banking and financial services throughout Australasia. Employing approximately 27,000 people, the business is divided into five main units: Business and Consumer Banking, Westpac Institutional Bank, New Zealand and Pacific Banking, BT Financial Group and Business and Technology Solutions and Services. Westpac serves around 8.3 million customers and has about 266,000 shareholders both in Australia and worldwide.

To find out more, visit their website: <http://www.westpac.com.au>



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 3: Leading Organisation for the Advancement of Women (less than 500 employees)**

#### **Winner: VicSuper Pty Ltd**

To address the labour shortage issue, VicSuper has taken substantial measures to establish recruitment processes that tap into a wider, diverse talent pool, attracting and retaining skilled employees across the organisation.

Ongoing training is provided to all senior managers and team leaders on non-discriminatory recruitment methods, interviewing techniques and EO legislation requirements, and external recruitment companies commissioned are asked to adhere to the organisation's policies on equal opportunity. To maximise staff retention and return-to-work, staff on parental leave are notified of any internal vacancies or promotion opportunities as they arise.

VicSuper also provides flexible working conditions which include a work-from-home policy, 14 weeks paid parental and adoption leave and the encouragement of job re-design.

As a result of the initiatives and policies VicSuper has implemented, 48% of new recruitments were women and 7 women were recruited into traditionally male-dominated areas. 66.7% of internal promotions were awarded to female staff members.

VicSuper also has a high retention rate, low absenteeism and a high rate of return from maternity leave, all of which can be attributed to the flexible working conditions the organisation provides.

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#### **About the organisation:**

VicSuper is a not-for-profit organisation that is one of Australia's largest public offer superannuation funds. As at 31 August 2006, the company had over 209,000 members and \$4.4 billion in net assets. VicSuper's central operating principle is to create value for all stakeholders by building a sustainable super fund through the integration of economic, social and environmental considerations into all VicSuper decision support systems.

To find out more, visit their website: <http://www.vicsuper.com.au>



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 4: Leading Organisation for the Advancement of Women (more than 500 employees)**

#### **Winner: IBM Australia Limited**

IBM's Diversity Council is chaired by their CEO and is resourced with a significant budget. On a regular basis IBM Executives are presented with diversity statistics in relation to hiring, development, advancement and retention of women. All executives and managers are held accountable and have targets in place for the retention of women and these targets are directly linked to individual performance.

And the success speaks for itself.

Representation of women in executive roles has increased from 13% in 2004 to 17% in 2006 which is a very positive result given the challenges IBM faces in a traditionally male dominated industry. Developing women in technical roles is a key focus and IBM has 33% female representation compared to less than 20% industry representation.

Many career development programs for women have been introduced, including The Springboard Development Program to help women think about what they want from their careers and how they will progress. In 2005 IBM introduced the 'best person for the job' internal recruitment system that requires hiring managers to consider whether each role can be performed part time or job shared.

IBM's return to work rate continues to be at 98% and parenting rooms are now available in all IBM major locations across Australia. Over half of IBM's employees utilize their flexible work options. With 75% of candidates citing IBM's diversity practices as a factor in attracting them to apply for a role at IBM - IBM clearly understands the business case for equal opportunity.

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#### **About the organisation:**

IBM Australia is one of the country's leading suppliers of information technology, software and services. The company aims to be a resource of business insight and industry expertise and to create new and innovative ways to help optimise clients' business performance, assisting them to save money while transforming their business. IBM also strives to be a good corporate citizen, contributing to the communities in which it operates.

To find out more, visit their website: <http://www.ibm.com/au/>



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 5: Outstanding Initiative/Result for the Advancement of Women Winner: Holding Redlich**

Devised and developed by a group of partners and championed by the National Managing Partner, Holding Redlich implemented a Parenting Partner Program to support, advise and guide the increasing number of its lawyers who were becoming mothers.

As soon as a woman informs the firm that she is pregnant, she is invited to meet with her Parenting Partner in an informal and relaxed environment outside the office. Topics discussed can include advice on quality local child-care services, returning to work, working from home and part-time work or job-sharing opportunities.

The program ensures that there is someone to provide reassurance and to act as an advocate and negotiator within the partnership for flexible work practices across the organisation, as well as a mediator should any disputes arise.

Mothers who have participated have reported the positive effects of the program, saying the support it offered helped to reduce any anxiety they were experiencing about becoming a mother, and later upon returning to the firm as a working mother. It also served as a reminder that they were a valued member of the firm's team.

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#### **About the organisation:**

Holding Redlich acts for organisations of all sizes, including government and public interest groups. The firm is committed to providing relevant, high quality and cost-effective legal services, and has a legal approach defined by their long-standing commitment to social justice. Lawyers at Holding Redlich possess extensive industry knowledge, enabling clients to access someone who understands and can add value to their business.

To find out more, visit their website: <http://www.holdingredlich.com.au/>



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 6: Outstanding EEO Practice for the Advancement of Mature Aged Women** **Winner: ECH Inc**

In recognising that its Registered and Enrolled Nurses employed in supervisory positions (who were predominantly over 40 years old) required further training and skills development in management and leadership, ECH introduced a front-line management program to address the issue.

The program involves 45 hours of paid training, which covers key aspects of empowering the workforce and reinforces participants' roles as people leaders and team builders. One of the main areas of focus is the departure from the more hierarchical leadership styles to more supportive and encouraging approaches to leadership.

All staff who successfully complete the program will receive a certificate of attainment, which is a unit of competency towards an actual qualification.

While the program has not yet been fully completed and qualitative measurements to assess its success have not yet taken place, positive outcomes have already been observed. Participants' homework and interactions with their staff have demonstrated changes in their approaches to leadership, theoretically and in practice. In addition, participants have been suggesting new ideas to the executive, including ways to improve services for residents and rearranging staffing structures to improve the level of care ECH provides.

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#### **About the organisation:**

Operating 1,660 independent retirement units in 96 locations and 7 residential care centres across Adelaide and South Australia, ECH is one of the largest integrated, charitable providers of such elder care services in Australia. ECH has over 900 staff members plus many volunteers, all of whom are dedicated to providing quality, affordable accommodation and services to enrich the lives of older people, promoting independence and enhancing their lifestyle choices.

To find out more, visit their website: <http://www.ech.asn.au>



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 7: Outstanding EEO Practice for the Advancement of Women in a Non-Traditional Area/Role**

#### **Winner: Cummins Engine Company Pty Ltd**

Cummins Energy Company's Operational Plan for 2006-08 includes a number of EEO targets such as increasing the female representation in non-traditional roles and across the organisation generally. There is also a specific focus on increasing women's inclusion in leadership opportunities and succession planning.

To achieve these targets, Cummins has implemented a range of initiatives, including the creation of the *Women's Leadership Network Group*. This group brings together a cross-section of women from across the organisation to share their experiences or concerns to assist the Diversity Council to understand and address the issues that are impacting on female staff.

Additionally, the Managing Director and HR Director conduct an annual salary review and benchmarking process of all female employees' salaries to ensure both industry and gender pay equity. Paid maternity leave entitlements have been increased to 15 weeks and partners are entitled to 2 weeks paid leave.

Emphasis has been placed on women's participation in skills development opportunities to ensure their representation at senior management levels will increase in the future. For example, efforts are being made to increase women's participation in the company's *Leadership Development Training* system, to assist in the development of their skills and career advancement.

The positive effects of the initiatives Cummins has implemented are evident. Female representation across the organisation has risen from 13% in 2005 to 16% in 2006, and at Executive level, from 11% to 23%. The participation of women in the training system has increased from 3% in 2005 to 14% in 2006 and female high potential staff has increased from 21% to 27%. 50% of promotions in the first quarter of 2006 were awarded to women.

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#### **About the organisation:**

Cummins is the largest designer and manufacturer of diesel engines in the world. The business has over 500 company-owned and independent facilities in 131 countries and territories, employing around 23,700 staff worldwide. In the South Pacific region, Cummins has 38 facilities whose activities include manufacturing, remanufacturing components, warehousing, distribution, engineering, sales and servicing.

To find out more, visit their website: <http://www.cummins.com>



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 8: Outstanding Initiative/Practice in Achieving Workplace Flexibility**

#### **Winner: Acumen Alliance (ACT) Pty Ltd**

Chairman Robert Kennedy believes Acumen Alliance's success is due to not expanding at the expense of attracting and retaining talented staff and to rejecting the work/life dichotomy. The key feature of the program is that staff members have the total authority and flexibility to determine their working patterns (hours per day, days per week and weeks per year) and can vary them to suit the changing stages of their lives.

The program is available to everyone in the organisation from receptionist to CEO. Staff on Equilibrium are paid for the number of professional days worked and there is no limit to the number of days leave taken in a year. Staff productivity targets are automatically adjusted to reflect their current work pattern. Acumen was one of the first private companies in Australia to introduce 3 months paid maternity leave, unlimited unpaid maternity leave and paid paternity leave. Sabbatical is available after 5 years in lieu of long service.

Performance measures for all team leaders include not only financial performance but also, retention rates of staff, understanding of and modelling of Acumen cultural values, levels of paid professional development undertaken by team members, participation in induction and recall days where cultural values are reassessed.

In 10 years it has gone from a small organisation to one that employs over 300 professional and support staff with offices in Sydney, Canberra, Melbourne and Brisbane. Revenues have gone from 1.6M to \$60M in 10 years. The program was introduced in 2001 and has been a significant contributor to the increased proportion of women at all levels of the organisation.

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#### **About the organisation:**

Acumen Alliance provides consulting services ranging from IT, corporate governance, financial management, assurance, contracting and recruitment. One of Australia's largest professional services firms, Acumen Alliance prides itself on being 'The Alternative' to traditional consulting firms. The firm aims to ensure that their services are always perceived as representing excellent value for money within the marketplace, and provided by highly skilled and expert staff.

To find out more, visit their website: [www.acumen.com.au](http://www.acumen.com.au)



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## **EOWA 2006 Business Achievement Awards**

# **Winners' Profiles**

### **AWARD 9: Most Promising Person or Organisation for the Advancement of Women**

#### **Winner: Stuart Davis, HSBC Bank Australia Limited**

One of HSBC's main goals is to establish a culture of inclusiveness and to embed advancement of women into the workplace. Advancing women is perceived as a distinct business advantage and great opportunity for the organisation.

Under Stuart's leadership, HSBC introduced its Flexibility Policy, which provides a framework for staff to liaise with their managers and arrive at an agreed arrangement that benefits both the staff member and the business. Stuart also chairs the bank's Diversity Committee, whose key objective in 2006 has been to increase the number of women in Senior Management positions.

There are a number of managers in the organisation who are currently working part-time and/or flexibly, who are a great example of successful work/life balance for other staff members. Examples of employees who are accessing work/life balance arrangements are also available to all staff on the HSBC intranet, to stimulate thought about what arrangements might also work for them.

Stuart says that trying to ensure there is a natural progression in having more women in senior roles is significant and he especially highlights the importance of targeting talented women for development and mentoring.

The improvements have been noticeable. The bank recently appointed its first female board member. In 2005, 10 female senior managers were identified as high potential and were promoted and moved around the organisation to expand their experience. The number of staff working part-time has increased from 69 to 101 in the past year. Fifty percent of HSBC's graduates and younger staff are now women.

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#### **About the organisation:**

Part of one of the world's largest banking and financial services organisations, the HSBC Group in Australia offers a wide range of financial services via a network of 35 branches and offices. Services provided include personal and commercial financial services, trade finance, investment advice and securities custody, and these extend internationally across more than 9,500 offices in 76 countries and territories worldwide.

To find out more, visit their website: <http://www.hsbc.com.au>



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## EOWA 2006 Business Achievement Awards

### Finalists (alphabetical)

#### Award 1: Leading CEO for the Advancement of Women Finalists

- Stuart Davis, HSBC Bank Australia Limited (NSW/nationwide)
- Michael Hawker, Insurance Australia Group Limited (NSW)
- James Laussen, Overnewton Anglican Community College (VIC)
- **Maria Mercurio, RSPCA Victoria Inc (winner)** (VIC)
- Don Voelte, Woodside Energy Limited (WA)
- Ian Wilson, Warrigal Care (NSW)

#### Award 2: Diversity Leader for the Advancement of Women Finalists

- **Niki Kesoglou, Westpac Banking Corporation (winner)** (NSW/nationwide)
- Frances Magill, Statewide Financial Management Services Pty Ltd (SA)
- Kylie Nicolson, IBM Australia Ltd (NSW/nationwide)
- Anne Maree Payne, University of Technology Sydney (NSW)

#### Award 3: Leading Organisation for the Advancement of Women (<500 Employees) Finalists

- Agilent Technologies Australia Pty Ltd (VIC)
- Blackmores Ltd (NSW)
- Queensland Cancer Fund (QLD)
- St. Michael's Grammar School (VIC)
- **VicSuper Pty Ltd (winner)** (VIC)

#### Award 4: Leading Organisation for the Advancement of Women (>500 Employees) Finalists

- Churches of Christ Care (QLD)
- Deloitte Touche Tohmatsu (commended) (NSW/nationwide)
- **IBM Australia Limited (winner)** (NSW/nationwide)
- Insurance Australia Group Limited (NSW)
- La Trobe University (VIC)
- Mallesons Stephen Jaques (NSW)
- Westpac Banking Corporation (commended) (NSW/nationwide)

#### **Award 5: Outstanding Initiative/Result for the Advancement of Women Finalists**

- Catholic Education Office Sydney (NSW)
- Churches of Christ Homes & Community Services Inc (WA)
- Cummins Engine Company Pty Ltd (VIC)
- **Holding Redlich (winner)** (VIC)
- Savings & Loans Credit Union (SA) Limited (SA)
- The Spastic Centre of NSW (commended) (NSW)

#### **Award 6: Outstanding EEO Practice for the Advancement of Mature-Aged Women Finalists**

- Commonwealth Bank of Australia (NSW/nationwide)
- **ECH Inc (winner)** (SA)
- Feltex Australia Pty Ltd (VIC)
- Overnewton Anglican Community College (VIC)
- The Village Baxter (VIC)

#### **Award 7: Outstanding EEO Practice for the Advancement of Women in a Non-Traditional Area/Role Finalists**

- Cement Australia Pty Ltd (NSW)
- Chevron Australia Pty Ltd (WA)
- **Cummins Engine Company Pty Ltd (winner)** (VIC)
- IBM Australia Ltd (commended) (NSW/nationwide)
- Nationwide News (NSW)
- Racing Victoria Ltd (commended) (VIC)
- VicSuper Pty Ltd (VIC)

#### **Award 8: Outstanding Initiative/Practice in Achieving Workplace Flexibility Finalists**

- **Acumen Alliance (ACT) Pty Ltd (winner)** (ACT, NSW, QLD VIC)
- Flight Centre Limited (QLD/nationwide)
- IKEA Pty Limited (NSW/nationwide)
- Mallesons Stephen Jaques (NSW/nationwide)
- Penrith Valley McDonald's (NSW)



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## EOWA 2006 Business Achievement Awards

# Background Information

*"To create an Australia where women in the workplace  
can achieve their greatest potential."*

The Equal Opportunity for Women in the Workplace Agency (EOWA) administers the *Equal Opportunity for Women in the Workplace Act* (1999). This piece of legislation is a revision of the *Affirmative Action (Equal Employment Opportunity for Women) Act 1986*, which introduced the concept of EEO to Australia's statute books.

According to both pieces of legislation, employers of 100 people or more are required to report to the Agency on the initiatives they take within their organisations to advance women in the workplace. Under the terms of the revised Act however, the new role of the Agency is to collaborate more flexibly and pro-actively with stakeholders to effectively advance both women and business.

All private-sector organisations, higher education institutions, group training organisations, unions, community organisations and non-government schools with more than 100 employees are covered by the Act, and are obliged to submit a compliance report to EOWA.

With a vision to create an Australia where women in the workplace can achieve their greatest potential, EOWA inspires Australian employers to take action to improve outcomes for working women. It does so by delivering practical solutions to employers for advancing women, by building strategic partnerships with employer organisations, and by leading public debate to increase the rate of change.

EOWA's annual Business Achievements Awards is a critical event in the EOWA calendar as a way of focusing attention on working women, and putting Equal Opportunity in employment on the national agenda.



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## **EOWA 2006 Business Achievement Awards**

# **Anna McPhee – Biography**



### **Director Equal Opportunity for Women in the Workplace Agency**

Anna McPhee was appointed Director of the Equal Opportunity for Women in the Workplace Agency in June 2004 following ten years experience working in business and Government.

In 2005 she represented the Government at the United Nations Commission on the Status of Women and in 2006 was invited to guest lecture at the Stanford Graduate School of Business.

Anna has worked as an Adviser to the Minister for Industry, Science and Resources, the Parliamentary Secretary to the Prime Minister & Cabinet and Parliamentary Secretary for the Minister for Foreign Affairs. She has also been Adviser to the Deputy Leader of the NSW Opposition.

In business she has consulted privately, and worked for Ernst & Young and most recently for Australian Business Limited, the NSW based employer association.

Anna has a Masters of Business Administration (Executive) and is a recipient of the AGSM 2006 Chairman's prize. She also holds a Bachelor of Arts.

Anna has spent time in the United States on political exchange and on separate occasion worked for a Californian political consultant. She is a published photographer and edited A Voyage with an Australian Sailor and Take Your Seats, a guide for women seeking elected office.



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## **EOWA 2006 Business Achievement Awards**

# **Judging Panel**

## **Marian Baird**

Dr Marian Baird is a Senior Lecturer in the Discipline of Work and Organisational Studies (WOS). She teaches in both the undergraduate and graduate programs and she is also the Honours Coordinator for Work and Organisational Studies. Marian conducts research in the areas of women and work, industrial relations and human resource management. She is currently undertaking a major study of the availability, incidence and duration of maternity, paternity and parental leave in Australia. Marian applies her research to the improvement of workplace standards and she works closely with policy makers in federal and state government and community groups to achieve these goals. She has published the results of her recent research in *Labour and Industry* and *The Australian Bulletin of Labour*. She is also engaged in research on the Australian auto industry, green field sites and high commitment work systems.

Marian is the co-author of *Strategic Human Resource Management* (2002), a major Australian HRM text. Marian is also a regular contributor to the on-line publication, *Worksite*. Her short articles have covered topics as diverse as working life in Australia and the USA, future work arrangements, contemporary selection techniques, labour hire arrangements and the changing nature of the contract of employment. In 2003, Marian was a visiting scholar at the Massachusetts Institute of Technology (MIT) and she is an Affiliated Faculty member of the MIT Workplace Centre.

In 2004, Marian became an inaugural winner of a University of Sydney, School of Business Award for Excellence in Research during 2003. In 2005, she was appointed Australian Research Council (ARC) Ozreader to assist with reading and ranking ARC's Discovery—Projects and Linkage Projects programs, selected on the basis of expert peer review.



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# **Judging Panel**

## **Susan Booth**

Susan Booth was appointed Queensland Anti-Discrimination Commissioner in March 2003. The role of a State Commissioner is similar to the Equal Opportunity Commissioner. Susan works to protect human rights as well as handling complaints about discrimination, particularly in the workplace.

Susan is a solicitor and before that worked as a teacher.

Where possible, Susan chooses to work with agencies such as EOWA. She sees the agencies as complementary, with EOWA essentially preventing discrimination and equal opportunity commissions dealing with discrimination.



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# **Judging Panel**

## **Ed Davis**

Professor Ed Davis is Dean of the School of Economic and Financial Studies at Macquarie University. From 1988-2002 he was a Professor at Macquarie Graduate School of Management and was Deputy Director from 1996-2002. He holds a Master of Arts from Cambridge, a Master of Economics from Monash and a PhD from La Trobe University. During, 1992 he held the post of Distinguished Academic Visitor at Queens' College, Cambridge. He is the author and co-editor of several books, and has passed his century in publications. He has been honoured with University awards for Outstanding Teaching (1997) and Outstanding Service (2004).

Professor Davis has acted as a consultant on industrial relations to employers, unions and government and he has also undertaken assignments for the International Labour Organisation. He served on the New South Wales Committee of Inquiry into the Recognition of Overseas Qualifications (1988-9) and chaired the Executive Performance Management Accreditation Committee established in the NSW Premier's Department (1990). In 1992 he was appointed to the Human Rights and Equal Opportunities Commission Committee of Inquiry into Sex Discrimination in Overaward Payments. In 1995 he was appointed Independent Mediator to the NSW Fire Brigades and was also made a member of the NSW government's Local Government Reform Task Force. In 1998 he completed a report for the New South Wales Police Service on Performance Management and in 2001 submitted a report to the NSW Police Commissioner on the effectiveness of the Service's Operations and Crime Reviews. In 2000 he was National President of the Industrial Relations Society of Australia and was awarded Life Membership in 2002.

In October 2004, Professor Davis won the Lifetime Achievement in HR Award at the National Human Resources Awards. The judges' citation noted his "tireless work in improving the HR profession at a number of levels" and his efforts to "lift organisational awareness of HR and improve outcomes".



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## **EOWA 2006 Business Achievement Awards**

# **Judging Panel**

## **Kathy Rankin**

Kathy Rankin is Senior Policy Adviser at ABL State Chamber, a position she has held since 2000. Kathy's areas of responsibility are Education & Training and Regional Business Development. ABL State Chamber represents over 28,000 small, medium and large businesses across NSW, providing lobbying, advice and assistance in navigating the complex and rapidly changing business environment. Included in the membership are 132 regional Chambers of Commerce.

Kathy has a varied background in education that includes teaching in the secondary education sector in NSW and the UK, delivery of Vocational Education and Training in London and lecturing in teacher education at Sydney University.

She also has experience in small business environments, having established and for 5 years successfully operated, a retail/wholesale enterprise and design consultancy employing seven staff.

Her current responsibilities include:

- provision of advice to members on skill development issues and opportunities, including transition from school initiatives and workplace specific Vocational Education & Training;
- representing an industry perspective to State and Federal Governments on Education & Training, and Regional Business Development; and
- working with members to identify and navigate the impact of legislation, regulation and industry policy.

She has represented industry on the NSW State Advisory Committee for Workplace Coordination, the Consultative Committee for the NSW TAFE Commission Board Manufacturing & Engineering Research Program, the Steering Committee for the Competitive Manufacturing Initiative, the Western Sydney Industry Skills Taskforce, and the Program Management Group for the Communication and Leadership Program under the Australian Flexible Learning Framework.

Kathy has held Board positions on two NSW Industry Training Advisory Bodies – Finance & Business and Food, and is currently a Board member of Innovation & Business Skills Australia. Kathy has also represented ACCI on the NISI (National Industry Skills Initiative) Manufacturing Skills Taskforce, the ANTA Women in VET Steering Committee, and currently chairs a sub-group of the Client & Student Voice Action Group.

Australian Business Limited is a foundation member of the Australian Chamber of Commerce & Industry and Kathy represents ABL the ACCI Employment, Education & Training Committee and Food Working Group.



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## **American Express**

American Express is a leading worldwide travel, financial and network services company which opened its first Australian office in 1954. American Express employs around 3,000 people across Australia.

A regular on Australian employer of choice citation lists, American Express Australia is proud to have been an EOWA employer of choice for the last six years.

American Express attributes its well recognised standing as an employer of choice to its strong internal culture which encourages an open approach and access to senior leaders.

American Express embraces a number of workplace diversity policies including flexible working arrangements, a child-care referral and research service and subsidised private health cover and work/life balance initiatives.



## **Australian Industry Group**

The Australian Industry Group (Ai Group) is Australia's leading industry organisation representing 10,000 employers across a broad and expanding range of sectors. Our members operate businesses of all sizes throughout Australia and employ almost half a million people. We provide practical information, advice and assistance to help members run their businesses more effectively and to become more competitive on a domestic and international level. We also ensure our members have a voice in all levels of government, by representing and promoting their interests on current and emerging issues.



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**Commonwealth Bank**

## **Commonwealth Bank**

The Commonwealth Bank's approach to Equal Employment Opportunity focuses on valuing workplace diversity by aiming to provide fair, safe, challenging and rewarding work environments for its people, free from discrimination and harassment and where the variety of ideas, work styles and perspectives are valued and encouraged.

**ExxonMobil**



## **ExxonMobil Australia**

ExxonMobil Australia is one of Australia's largest oil and gas producers and a major refiner and marketer of petroleum products.

The company is committed to diversity in the workplace, and is a strong supporter of providing opportunities for women to enter and excel in non-traditional workplace roles. They are proud to have been named an EOWA Employer of Choice for Women every year since 2001.

ExxonMobil provides competitive compensation and career development programs that attract, retain and reward high quality and productive employees in pursuit of the company's business objectives. Our commitment to diversity provides access to the widest available pool of talent, and is a key competitive advantage for ExxonMobil.

ExxonMobil Australia is very pleased to be sponsoring the award for Outstanding EEO Practice for the Advancement of Women in a Non-Traditional Area/Role at the 2006 EOWA Business Achievement Awards.



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## **Hays**

For the fourth year in a row, Hays is the only recruitment agency to be awarded the Employer of Choice for Women citation – an achievement we are particularly proud of!

Hays is committed to the development of our human capital through building a culture of reward, recognition and promotion based on merit. There has been a direct correlation between our investment in our people and our current success. It is a testament to years of developing a company culture that rewards merit and individual performance and which invests heavily in employees' learning and development.



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## **IBM Australia Limited**

International Business Machines Corporation, headquartered in Armonk, N.Y., is the world's largest information technology (IT) and business consulting company. IBM's solutions and services span all major industries, including financial services, healthcare, government, automotive, telecommunications and education, among others. It is the diversity and breadth of IBM's portfolio -- spanning hardware, software, services, research, financing and technology -- that uniquely separates it from other companies in the IT industry. IBM drives innovation to help its clients transform themselves into 'On Demand' businesses. With approximately 329,000 employees worldwide and over 10,000 employees in Australia and New Zealand, IBM conducts business in 174 countries.

Diversity and inclusion have been integral parts of the IBM corporate culture for more than 80 years. IBM values diversity and recognises the need to capitalise on the skills and talents of all segments of its workforce. Valuing this difference in IBM uncovers new perspectives, taps different knowledge and experience, and generates ideas, suggestions and methods not otherwise considered. IBM's programs and policies encourage, develop and support diversity for all employees. IBM recognises that diversity is a key point of competitive advantage for the company.

Well known for being an Employer of Choice, IBM Australia has won several prestigious awards including: the only triple A rating in the 2005 Reputex Survey for workplace practices, The Prime Minister's Employer of the Year Award for inclusion of people with a disability in 2001, The 2002 and 2003 Leadership in Diversity Awards for inclusion of people with a disability, The Equal Opportunity for Women in the Workplace

Agency (EOWA) "Employer of Choice" citation for the past 5 years, Mature Worker Champion Award from the Minister, Department of Employment and Workplace Relations in 2006, and the Gold winner of the 2002 National Work and Family Awards.

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### **McDonald's Australia Limited**

We are currently one of the largest employers and trainers in Australia, with some 56,000 people employed by the company and its franchises.

McDonald's has always had a strong commitment to equal opportunity and the growth and development of all employees at all levels throughout the organisation. We currently invest over \$35 million in the training and development of our employees.