



2008 EOWA Business Achievement Awards Summary of Achievements – Award Winners

Award 1: Leading CEO for the Advancement of Women

Winner: John Ballard- Mercy Healthcare

At the time of John's appointment female representation on the Board of Directors was two out of ten. John made a conscious decision to raise female representation and in 2008 the number of women on the board has increased to five.

John ensures the professional development of women in the organisation through consultation and initiatives that support their needs through different life stages. A clear example of this was when feedback from female employees revealed concerns about superannuation and childcare barriers which resulted in John setting up a system to ensure that benefits were extended to women whilst on parental leave including employer contributions to superannuation.

Human Resource Managers are required to plan and measure EO progress against agreed objectives a biannual report is provided to the Board on the status of this.

John ensures women are provided with information on phased retirement, physical health and financial security. John sent the Indigenous Liaison Officer from Mercy to fly to Canberra to witness the Prime Minister's apology to the Stolen Generation earlier this year.

Mercy has a 'child rearing' rather than a 'child bearing policy' policy and has established a school holiday program to assist parents with children during that period.

John also supports parents through the Parents Network and through the *Nursebank* program which provides an internal bank of casually employed nurses and mid-wives to fill ad-hoc nursing vacancies as they arise, allowing employees on parental leave to work in a casual capacity without breaking their continuity of service. The return rate from parental leave is now 98%.

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Award 2: Diversity Leader for the Advancement of Women

Winner: Eva Freedman- HSBC Bank Australia Ltd

Eva Freedman is a vocal critical change agent for the Equal Employment Opportunity agenda at HSBC. She has implemented diversity and EEO at a strategic level and has *driven* diversity at HSBC through personal commitment and perseverance, ensuring that the company has a good governance model and EEO compliant policy and practices in place.

She established a business case for diversity by integrating equality and diversity into the business strategy. Eva influenced the executive team and business managers to make a commitment in time and resources to participate in a behaviourally based culture change initiative focused on challenging their thinking and re-framing their approach to diversity.

Eva has developed include a women's mentoring program; a career development program for women and a career experience program; the launch of the flexible work policy; remote working pilots and implementation; diversity and inclusiveness skilling sessions; and HSBC women's networking and coaching events.

She also lobbied for and implemented the HSBC childcare centre which has 85 places and is located at Sydney's Head Office. In addition she sought approval to apply for a private tax ruling allowing HSBC employees the option of salary sacrificing centre fees.

Eva promotes and supports female appointments at HSBC, mandating a transparent and consistent recruitment process.

Eva has set up flexible working and remote area targets for the next two years.

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Award 3: Leading Organisation for the Advancement of Women (< 500 employees)

Winner: The Cancer Council Qld

As a not for profit organisation, the Cancer Council Queensland is dedicated to serving the community. There is high level of support at senior management level for equal employment opportunities and initiatives for women in the workplace.

The return to work rate from leave is 94% in 2008 up from 46% in 2004. Cancer Council Queensland schedules departmental meetings to accommodate staff working part-time and provides part time working opportunities, working from home option/arrangements, flexible working arrangements, and job-sharing.

Cancer Council workforce are 85% female, and 70% of senior level staff are female. 86% of recruits were female in 2007 and 96% of internal promotions went to women.

An annual staff survey is conducted with results presented to all staff during the Annual Staff Conference. Quarterly reports are produced on staff recruitment, attrition and demographic trends. The senior management group conduct regular regional visits and meetings with staff to consult on a variety of EEO and diversity matters.

A full review of salary levels across the job ranges in the organisation is conducted annually to identify significant differences in male/ female remuneration. The overall gender pay gap in the organisation was 4.3% well below the ABS average of 17% and the industry average gap for health and community services of 31.1%.

A new intranet system has been set up to communicate policies and guidelines around EEO. Female staffers who are on maternity leave receive regular updates on the Cancer Council and are invited to attend briefs and functions. Female casual staff are transitioned to permanent part time or permanent full time wherever possible, reducing the casual employee percentage in the organisation to 14% in 2008 from 18% in 2004.

All interview panels include at least one female panel member and recruitment processes are transparent and merit based. The Council provides internal and external professional development opportunities in the training and development of female staff.

A remuneration and organisational structure review and workforce planning is carried out annually, as well as management and succession planning. A child-care referral service, an aged care referral service is available for all staff.

In addition, the organisation has committed to the development of Indigenous women and recruited an Indigenous Education Program Coordinator to address the growing need for community healthcare information. The Cancer Council Queensland has formed an Indigenous Advisory Group to guide the development of courses and Indigenous specific cancer resources. 28 Aboriginal and Torres Strait Islander healthcare workers received full scholarships from CCQ to attend a five day course on cancer care directed at healthcare workers.

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Award 4: Leading Organisation for the Advancement of Women (> than 500 employees)

Winner: Deloitte

Deloitte's corporate vision is to remain the professional services firm of choice for women and to be seen as Australia's most inspiring professional services firm.

Deloitte's program "Inspiring Women" is a firm wide objective and is business strategy focused on increasing the number of women in leadership positions by promoting talented women and positioning the firm as the professional services firm of choice for women.

The goals of the program have been built management's performance metrics. Business segments are now measured (quarterly) on the number of women leaders they have as well as on the retention of women on their teams (based on preferred ratios). Deloitte has a targeted communication strategy to enable direct communication of issues to leadership from women's groups.

Deloitte monitors data to review the retention of women, pay differentials, promotions, ratings across gender and the bell curve, leadership pipeline, and exit interview data. This is reported directly to the CEO on a regular basis.

The CEO personally mentors eight female partners in the firm and advocates strongly on behalf of the Inspiring Women program and Deloitte's commitment to cultural diversity. The inspiring women leaders report monthly to the CEO on the progress of their program. Individual nominations for Deloitte Businesswoman of the Year have increased from 100 in 2004 to 282 this year.

Proof of Deloitte's commitment to women includes the fact that the total number of women partners at Deloitte has increased from 28 partners in FY2004, to 73 partners in FY2008; 24% of our new partners appointed on July 1, 2008 are women; 18% of our women partners work part-time; the number of Women Lead Client Service Partners has increased from 3 in FY2004 to 12 in FY2008; and of total promotions in 2008, 49% were women. In the Financial Year ending 2008, 97% of women returned from maternity leave. Women comprised 50% of the graduate intake in 2008 and 48% of total lateral hires. Of total promotions in 2008, 49% were women, 24% of new partners were women.

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

Winner: Dell Australia

The Women in IT Executive Mentoring (WITEM) program was founded by Dell Australia with the aim of accelerating development of leadership skills of women within the IT industry and profession.

The program forms part of a longer term strategy of attracting and retaining women within participating organisations, and combines one on one mentoring together with cross organisational learning and facilitated group networking.

The focus of the project is on defining career paths, encouraging flexibility and influencing middle management to demonstrate and support diversity. The project is centred on creating corporate environments that attract and retain females and will influence organisational culture through the sharing of ideas and experience amongst industries and public and private sector.

Mentee's are regularly surveyed and continue to report increased self confidence and self esteem; learning strategies to achieve goals and objectives; increased access and visibility to senior executives; accelerated career development with numerous mentees in each program receiving promotions; greater leadership perspective, skills and insight; improvements in existing skills and job performance; the benefits of ongoing involvement in cross organisational networks; and clearer career paths.

Benefits to the organisation as a result of WITEM include revitalised organisational energy for dealing with issues being faced; exposure to good ideas; increased growth and performance; and development and expansion of networks for senior women.

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Award 6: Outstanding Workplace Flexibility Achieved through Job Re-Design

Winner: ConocoPhillips Australia Pty Ltd

ConocoPhillips aims to deliver superior performance through creating an environment of inclusion that respects the contributions and differences of every individual. The Australian business unit's support for this goal has driven a number of initiatives that ensures workplace flexibility through the provision of flexible work arrangements, a compressed working program of a 19 day working schedule, referred to as Flex Friday, and flexible working hours. Its innovative job design solutions allow ConocoPhillips to be able to provide a supportive work environment aligned to an individual's own circumstances and situation. Of the female employee population 58% are in manager and/or professional roles. 25% of this group are part-time or have flexible work arrangements based on their individual family responsibilities and business needs. Evidence of success includes increased female hires into Engineering, and non traditional roles, increased females into our GRAD program and awarded SPIRIT scholarships, and over 27% of professional technical roles in the past 12 months being filled by females.

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

Winner: Mt Arthur Coal Pty Ltd

Mt Arthur Coal runs a Trainee Operator Program designed to encourage a broad range of local candidates from the Hunter Valley to participate in the program and achieve a nationally recognised qualification and industry relevant skills, increasing the skilled labour pool for Mt Arthur, the mining industry and local employers.

The program enables women to gain nationally recognised skills in a non-traditional role and to access future employment opportunities.

Mt Arthur Coal currently employs 37 trainees as part of the program with 29% being female. The selection criteria are based on behavioural attributes rather than experience in heavy industry or with machinery, thereby levelling the playing field for females who are applying for non-traditional roles.

Mt Arthur Coal restructured the program to address the skills and labour shortages in the Hunter valley region and to overcome difficulties in recruiting women to the mining industry. The organisation also plays a significant role in careers days held at the local high schools in the region, aiming to encourage interest in the mining industry and reinforcing the opportunities for women.

By increasing the candidate pool through the program and by encouraging and supporting women considering a career in mining, the company hopes to challenge long standing perceptions about women working in mining. It also provides a long-term strategic advantage to the company and industry in the Hunter Valley region by addressing the issues of attraction of female candidates to non-traditional roles, equity in workforce conditions, and cultural acceptance of women in trainee roles.

A paid maternity leave provision of six- weeks is available for trainees as well as general employees.

There has been a total increase in female employment in the organisation from 4.5% in 2007 to 5.2% in 2008. Mt Arthur Coal aims to increase in the number of women in non-traditional workforce roles (operators and trades roles) where there is currently 2% female representation.

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Award 8: The Minister's Award for Outstanding EEO Practice in the Advancement of Indigenous Women

Winner: SDN Children's Services Inc

SDN Children's Services Inc - *Stepping Stones* program in partnership with Mudgin-Gal Aboriginal Women's Centre, Connect Redfern Schools as Community Service and TAFE NSW runs an Aboriginal playgroup facilitation course that offers local Aboriginal women the opportunity to gain experience in child, family and educational settings and encourages them to set up their own playgroup.

The program was designed to increase participation of Indigenous women within childcare and to support learning and development of women who may have been disadvantaged by mainstream educational institutions. The Stepping Stone program utilised traditional teaching methods such as the use of group work, culturally significant body language, incorporation of Aboriginal English, traditional songs and dance, and Aboriginal resources such as dreamtime, story-books and puzzles.

Various methods of advertising were used to attract women to the program including referrals from community members, postings in the Koori mail, word of mouth, and newsletters and flyers given to community service-providers.

The interview/ selection process for participants was modified to ensure it was more relevant to female Indigenous applicants, and interview dates and times were flexible with most being held at night when it was easier for applicants to organise care for their children. At least one of the interview panellists was an Aboriginal mentor, elder or Aboriginal staff member, ensuring that the appropriate cultural customs and practices were upheld.

Selection criteria were modified to identify participant's knowledge of Indigenous customs, traditions and practices and well as holistic life experiences, thereby valuing candidate's involvement of the and cultural knowledge of the local community, as well as their experience with the learning systems.

The training program was conducted between 10am and 2.30pm to assist women with school aged children and participants were provided with lunch, transport to and from the training sites, and were offered the chance to receive a scholarship for their children.

Of 24 enrolments, 18 commenced the course. Twelve women passed and successfully completed all modules. Four of those twelve have gone on to establish their own play groups within their local communities and a number have enrolled in the next TAFE module- "Music with young children" demonstrating an on-going commitment to the program.

In addition, six women completed the course "Feeling good, looking deadly" which focuses on preparing participants for work by providing assistance in developing resumes, participation in mock interviews and confidence and self-esteem building sessions.

An unanticipated benefit of Stepping Stones has been the creation of a support network for participants, which has allowed them to share knowledge, draw on personal experiences to provide advice to other members, and to build positive relationships with community service providers.

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