

2010 Finalists

SUMMARY OF ACHIEVEMENTS

10th Annual Awards



EOWA
BUSINESS
ACHIEVEMENT
AWARDS

This publication profiles organisations that are implementing innovative programs to enhance women's workforce participation, and individual leaders who are champions for change in supporting and advancing women in business.

EOWA congratulates all the finalists of the 2010 Business Achievement Awards and acknowledges the contribution they have made leading the way in creating equitable workplaces for their employees.



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Foreword

The inaugural Business Achievement Awards were held on 10th October 2001 so this year marks the 10th year of these prestigious EOWA Awards.

The Business Achievement Awards is a critical event in the EOWA calendar as a way of focusing attention on working women and putting Equal Employment Opportunity on the national agenda. The Awards recognise those non-government organisations which are at the forefront of driving change for a more equitable workplace.

Since 2001 we have seen some significant improvements in the working lives of women and we have seen the leading organisations move closer to equity and equal opportunity in their workplaces.

Unfortunately, some things have been slower to change.

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EOWA's 2010 Census of Women in Leadership showed that very little has changed since the first Census in 2002 in the percentage of women in senior positions in the ASX200. The 2010 Census showed that women hold only 8.4% of Board Director positions and only 8% of Key Executive Management personnel. With women making up 55% of university graduates and nearly 50% of the workforce, it is just not acceptable that women are being denied the opportunity to participate in the decisions that affect the organisations in which they work and the communities in which they live.

With women earning on average almost 18% less than men, not being given the same access to training and development as men, being subjected to sexual harassment in the workplace and being penalised for taking on the responsibility of caring for children and other dependants, there is still a long way to go before we achieve gender equality.

However, this booklet shows there are staff and senior managers in many organisations who have understood the importance of truly valuing women's contribution to the Australian workforce and it profiles the inspirational people driving change in these organisations.

The Business Achievement Awards are always a high point in the year for EOWA and this year is no exception. I hope that the work these organisations are doing helps inspire you to make further positive changes in your workplaces.

I would like to thank the EOWA staff for making the whole award process happen and our independent judges – Marian Baird, Mark Goodsell and Sally Moyle – for making the tough decisions.

Finally, congratulations to all finalists and winners, this year and since 2001.

A handwritten signature in blue ink that reads "Mairi Steele". The signature is fluid and cursive, with the first name "Mairi" and the last name "Steele" clearly distinguishable.

Mairi Steele
Acting Director



Her Excellency Ms Quentin Bryce AC
Governor-General of the Commonwealth of Australia

Message from Her Excellency Ms Quentin Bryce, AC
Governor-General of the Commonwealth of Australia
for the 10th EOWA Business Achievement Awards ceremony

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I extend my warmest welcome to the business leaders and entrepreneurs – men and women – who are inspiring social change and improved enterprise performance through their joint commitment to securing equal access to opportunities for women in workplaces across Australia.

In its tenth year, the EOWA Business Achievement Awards mark the progress made by individuals and organisations striving for a workforce without gender distinction. The growing acknowledgement of the critical value of women’s contribution to the business sector and support for her full participation have been highlighted this past decade, allowing outstanding women to rise beyond the barriers of the past, stand tall on their merits and shine.

All working Australians have the right to equal opportunity in their employment; a right that is free from prejudice, discrimination and undue favour. The EOWA Business Achievement Award winners and finalists are the champions of this right; they are the public and human face of gender equality, and the respect and fairness society owes women in our modern workforce.

I congratulate award winners and finalists on your leadership and courage, your creativity and capacity to implement positive change, and your fine example to all Australians.

 *Quentin Bryce*.  *October 2010.*

The Minister's Award for Outstanding EEO Initiative/Result for the Advancement of Women



Presented by the Minister for the Status of Women, Hon. Kate Ellis, this award recognises a strategic initiative implemented by an organisation OR an outstanding result achieved through one or more strategic initiatives:

- Initiative(s) aligned with business strategy and championed by CEO and Executives;
- Initiative(s) effectively addressing issues related to EEO for Women;
- Result or initiative is outstanding.

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Allianz Australia Limited

The Allianz Australia Limited Group offers a wide range of insurance and risk management products and services.

Allianz introduced a Strategic Recruitment Advertising and Marketing Campaign designed to attract more diverse candidates to Allianz. Target groups included female candidates, mature aged workers and people who may have flexible work requirements. Integral to attracting these candidates was to highlight the leadership opportunities available at Allianz, as well as the opportunity for work-life balance, predominantly through flexible work arrangements.

The planned key outcomes for the new marketing campaign were to: attract women to positions at all levels within the organisation; to maintain the 'return to work' rate of employees coming back from Parental Leave whilst attracting, as new entrants to the organisation, women returning from Parental Leave who previously worked with other organisations; and to grow the talent pool of women available as potential future leaders in the organisation.



The advertising campaign has contributed to: 50% of externally advertised senior management positions filled with female candidates; 50% of transfers and promotions filled with female employees; and a growth of 6.3% of women available as potential senior leaders in the organisation within the internal talent pool.

In 2010 women made up 52.6% of new hires, 54.5% of upward promotions into management roles and 59% of completions of frontline management training. 177 employees have purchased additional leave, to help balance work life priorities, of which 58.8% were women.

Mount Isa Group Apprenticeship, Traineeship and Employment Inc (MIGATE)

6 MIGATE is a not-for-profit community-based Group Training Organisation (GTO) located in the Mount Isa district of North West Queensland.

MIGATE Yallambee Project aims to employ and train indigenous community women at the Yallambee Aboriginal Reserve in a nationally recognised Certificate III in Childcare to enable them to self-manage, educate, and train other community members in all aspects of childcare, health, and hygiene; thereby helping to break the cycle of dependence on non-community members and assist with closing the gap in education, employment, and mortality rates between Indigenous and Non-Indigenous people.

Among the many logistical barriers that exist for these women are endemic drug and alcohol abuse, domestic violence, and low socio-economic circumstances that comprise long-term unemployment and un-employability. Significant cultural and emotional restrictions emanating from this environment are dominant male behaviour driving feelings of low self-worth for the women, and the potential isolation from within the community for those interested in participating.

In the past year, 28 women have benefitted from MIGATE Equal Opportunity practices that have included the 'MIGATE Indigenous Women at Work' initiative, a program that engaged 19 women in employment and training and which was a finalist in the 2009 Equal Opportunity for Women Agency (EOWA) Business Achievement Awards, as well as four women in the 'MIGATE Yallambee Project.

Shine Lawyers

Starting as a small Toowoomba law firm in 1976, Shine Lawyers has grown to become a national plaintiff litigation specialist employing over 370 staff in 23 offices across Australia. Its reputation for taking on tough cases has led international human rights advocate Erin Brockovich to enter into a formal partnership with Shine Lawyers, the only firm in Australia she works with and trusts.

Shine Lawyers has unveiled a new Parental Support Scheme that sets an Australian benchmark for employee support.

The scheme's features include: an additional 20% of an employee's base salary in childcare costs (until their children reach school age); 18 weeks of paid maternity leave and links to childcare centres throughout the country to ease the burden of finding a spot for employees' children.

In the first seven months the Parental Support Scheme has been operational, 100% of women eligible for maternity leave returned to the firm and utilised its flexible working arrangements. Of the 30 eligible staff members, to date 17 have taken advantage of the Childcare Domestic Support Benefits, and 14 have taken advantage of the new paid parental leave. Two women have returned to work and been promoted to senior management roles.

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Telstra Corporation Limited

Telstra is Australia's leading telecommunications and information services company. They offer a full range of services and compete in all telecommunications markets throughout Australia, providing more than 8.6 million Australian fixed line and 10.5 million mobile services.

Telstra's Next Generation Gender Diversity Initiative uses an integrated approach to increase women's representation at senior and pipeline levels and engage men as change agents. This approach has created an inclusive culture, through a company-wide strategy supporting women and other priority groups, including Indigenous peoples and lesbian, gay, bisexual and transgender employees. Telstra's Diversity Council, chaired by the CEO, leads the strategy, which for gender includes: women's mentoring and men's gender leadership programs; women's networking and broader communications initiatives; an annual pay equity audit; a focus on leadership development, talent and succession; accountability through gender goals and links to the Telstra Business Women's Awards.

Since 2006 they have seen the following improvements: an increase of women on the CEO Leadership team from 6% to 31.35%; and increase in promotions for women into middle management from 29% to 41%; a 46% increase in women's representation in middle management; a reduction in the pay equity gap of 2.68% for contract employees and the most recent results on employee engagement show that women at Telstra are more engaged than men and the workforce as a whole.

University of Western Sydney

The University of Western Sydney (UWS) has over 2000 staff and more than 37,000 students drawn from Australia and around the world.

8 In 2007, UWS commenced its Indigenous Employment and Engagement project – under the directorship of Melissa Williams. Now well established and producing an income it is experiencing significant growth. The program is underpinned by a robust project methodology, culturally sensitive policies, University-wide implementation team and an Advisory Board composed of senior Aboriginal and Torres Strait Islander leaders, chaired by the Deputy Vice-Chancellor, Corporate Strategy and Services. The Strategy has boosted employment and engagement opportunities for Australia's First Peoples.

The Indigenous Traineeships Program has assisted and supported 17 Aboriginal and Torres Strait Islander women to complete a traineeship and to progress to roles within the University, other organisations and to fulltime university study. The program has 100% retention. These Trainees have been employed and trained in business administration and in a variety of technical fields at UWS, all achieving Certificate III or IV NSW TAFE qualifications in their chosen profession.

UWS promotes the benefits of inclusiveness and diversity in the workplace to all employees. This includes emphasising the knowledge, skills, histories, traditions and cultures of Aboriginal and Torres Strait Islander people. The University aims to ensure that Aboriginal and Torres Strait Islanders are represented across the University's core business at all levels, where they contribute to all aspects of University life.

UWS has six women on the Board of Trustees. In 2009 the recruitment rate for women was 61%, 55% of academic promotions went to women; the return rate from Parental Leave was 96 percent and in 2010, 42% of Senior Managers are women.

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

ExxonMobil



This award recognises an innovative or effective achievement by an organisation that has made a difference to women in a non-traditional area/role in the workplace:

- Implementing a strategic innovative and/or effective practice that advances EEO for women in a non-traditional area/role;
- Effectively addressing EEO issues for women in a non-traditional area/role;
- Demonstrates positive outcomes for women in a non-traditional area/role.

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Apache Energy Limited

Apache Energy Limited is an energy company in Western Australia. It is a large producer of domestic gas and are involved in a suite of new developments that will underpin Western Australia's energy market in the years to come.

Apache is a leader in training and development in the petroleum sector and has within this context prioritised the employment of women (with a focus on apprentices and trainees) at its traditionally male-dominated offshore sites.

Apache worked with government and the training sector to provide specialised work-experience for women and actively recruited four women (out of 12 successful applicants) to its 2009 apprenticeship and training program. Apache's commitment to the recruitment and retention of women in the workplace is reflected in the fact that 37% of the company's employees are female. Of their successful Apprentices and Trainees program, 15% of recruits are women.

Over the last 12 months, Apache has appointed women to roles in the administration, human resources, information technology, environmental science, market analysis, engineering and geological functions of its operations. A number of these roles are non-traditional for women, particularly those involving offshore commitments. In addition to the training they provide women working in these non-traditional roles, they offer all of their employee competitive salary packages and work to assist them manage parental and caring responsibilities through flexible arrangements.

Downs Group Training

As a not-for-profit, community based organisation, Downs Group Training's mission is to generate quality employment outcomes for apprentices and trainees by promoting vocational careers to industry and the community to produce a skilled workforce and productive community.

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The objective of the Trade Ability Program is to promote "trades" as a career pathway to all secondary school students, and to identify potential candidates including female students for industry ensuring a skilled workforce into the future.

To date 523 female students have participated in the Program; 156 of whom indicated a trade as their first career choice. From the 156 students, 83 (53%) have nominated a non-traditional trade as their first career choice, once completing secondary schooling.

The main beneficiaries of the Trade Ability Program are secondary school students, particularly female, who have discovered for themselves their own natural abilities towards trade skills and have gained more confidence to consider a trade as a possible future career option.

INENCO Pty Ltd

INENCO group companies import, manufacture, distribute, industrial products enabling them to provide technical sales and support and total motion solutions to Australian industry.

Under Board direction and attended by the Managing Director or representatives, Inenco has initiated a series of Women's Forums at its operations around Australia, to promote consultation, development, and support career growth. Forum objectives are to make the employment and career prospects within Inenco more attractive to women internally and externally, and encourage and support women in their career development. Eight women's forums were conducted over 2009/10 with a total attendance of 95 women.

The Women's Forums have fostered mentoring programs, improved communication techniques, improved time management and organisation skills, and have resulted in: an acceleration of career paths for women, including 16 women being hired into non-traditional roles in 2008/9; traineeships offered for women and an increase in the number of women undertaking development programs.

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Staff are offered opportunities to take study leave, use flexible start and finish times, reduced days to balance work and family commitments, and transition to part time roles when returning from maternity leave. There has been an introduction of part time work to non-traditional roles including store persons and an increased representation of women in Inenco and in non-traditional roles.

In 2009/10 12 women were hired into non-traditional roles which represents 60% of all female hires. There was an increase in women line managers from 10 to 13 including one internal promotion and one woman returning from maternity leave. There were also improvements in the gender salary pay differentials from 2009 to 2010 with Line Managers improving from 91% to 95%; Accounts Payable 61% to 95% and Purchasing Group 94% to 97%.

Synnex Australia Pty Ltd

Synnex Australia is an IT distributor with over 400 employees nationally and over 7,500 resellers. Synnex provides consumer electronics, computer products, peripherals and components. Its main focus is in ICT product distribution and logistics provision.

Their main area of focus became to shift the gender gap. The strategy was to decrease the gender gap between the male and female employees in the company by 5%, and to increase the number of female employees at each level by 0.5 to 4%.

New initiatives include: roles and position descriptions altered and diversified to attract female candidates; flexible working arrangements offered and a new internal grading system implemented; a work from home policy introduced; training and mentoring offered to new recruits; current position descriptions reviewed allowing employees to achieve work life balance and attract a well balanced candidate mix; all senior managers requested to nominate high achieving female staff members to take on the role of 2IC or team leaders and offered external training and a mentor and the implementation of a Second in Command program to motivate female leadership in the company.

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The total increase in female staff members was from 95 to 116, an increase of 21 staff members over 2 years.

Thiess Pty Ltd

Thiess is a mining, construction and services contractor. Their head office is in Brisbane and operates in the Middle East, India and Indonesia.

Thiess has a range of equal employment opportunity actions that analyse and address employment related procedures in areas such as recruitment, promotion, training and development, work culture, conditions of service and parental leave arrangements.

One initiative has been for all Thiess business units to develop an annual gender diversity plan which sets out what actions are taken in the areas of raising awareness, attraction, recruitment and development. This allows the units to identify and lessen workplace barriers for women.

Applications from university students for graduate and vacation employment from women are now 26%. Women make up 50% of mining engineering graduates and 17% of civil engineering graduates. 30% of this year's graduates starting the Thiess Graduate Development Program were female and 10.5% of job offers made were to women. At the Prominent Hill site the workforce is 13% women. Thiess' targeted Indigenous employment program has one female employee. Thiess remains committed to ensuring that women are provided with employment opportunities in non-traditional roles such as apprenticeships, plant operators, and in senior management positions.

Tomago Aluminium

Tomago Aluminium is an aluminium smelter located in the industrial suburb of Tomago and with around 1,070 employees and 250 contractors, is one of the largest employers in the region. They currently produce around 528,000 tonnes of aluminium each year, predominantly for the export market.

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Of this large number of employees on site there are only a small number of female employees and an even smaller number of females representing the operations and trades roles. An ensuing EEO survey determined areas of priority and included: the need for an attraction strategy that encouraged women to apply; improved work environments; provision of comfortable Personal Protective Equipment and updated policies around the gender pay gap and attraction and retention of employees from non-traditional backgrounds.

In addition a Recruitment Branding process was implemented to demonstrate more publicly the diversity of employees welcomed by the organisation.

A business case was approved for significant funds of around \$150k to improve the work environment and female amenities in operational areas. This work was completed in early 2010.

Along with these other initiatives the team also benchmarked policies and commenced work on updating the flexible work and parental leave policies to be more supportive of people with carers' responsibilities. All of these initiatives included stakeholder consultation and have been successfully implemented.

Diversity Leader for the Advancement of Women

Freehills

Awarded to the HR/Diversity champion who shows he/she:

- Understands EEO for women issues and how to address them;
- Integrates EEO for women into the business strategy;
- Educates the organisation on the issues affecting women's employment;
- Takes action on issues relating to the employment matters; and
- Delivers improved outcomes for women and the business.

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Prue Gilbert, **Corporate Express Australia Limited**

Corporate Express is a B2B supplier of office products, with over 50 locations in Australia and New Zealand. It is a wholly owned subsidiary of Staples Inc.

At Corporate Express Prue established and fulfilled the role as driver of the Women in Leadership Council. Championing this ground-breaking role throughout the organisation, which has an annual turnover of \$1 billion, Prue created and implemented a strategy that enabled the business to increase the number of women in leadership roles from 9% to 36% within two years.

Her strategy was underpinned by programs that built a talent pipeline and developed women successors, and through excellent communications and a very strong business case, enabled her to successfully champion the cause to all 2,500 employees. A Diversity Policy and customised Business Woman of the Year program remain in place and are firmly entrenched in the company's culture, continuing to drive both positive economic and workplace culture outcomes.

To achieve the goals set by the Women in Leadership Council, Prue worked extensively with the Board, the CEO and HR, convincing them not only of the business case in support of gender diversity, but successfully illustrating that diversity should be viewed in the context of an organisation's broader short-term and long-term corporate objectives.

Significant measures of the success of the Gender Diversity strategy include that: CE reduced its turnover by 10%; new recruitment policy and procedures, enables CE to maintain a strong internal placement average of 28%; 80% of employees responding to a survey on flexible work arrangements found their hours of work enabled them to balance work and family commitments and Flexible Work Guidelines enabled 30% of the 92 women who took parental leave in the past year to return flexibly within six months.

Kate McCormack, **Mercy Health**

Mercy Health is a Catholic provider of health, community and aged care services, employing over 5,000 people. They offer acute and subacute hospital care, aged care, mental health programs, specialist women's health, early parenting, palliative, home and community care, and health worker training and development.

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Kate McCormack is responsible for the development and implementation of the Group HR strategy including diversity, professional and management development, leadership development, organisational culture and change, performance management, recruitment and retention and health and wellbeing.

In strategically positioning EEO for the Advancement of Women for Mercy Health, Kate considers the seven employment matters as integral to Mercy Health's Group Strategic Plan in delivering real business outcomes for women. Kate has been instrumental in developing and implementing a range of programs to improve and advance women's participation and deliver tangible benefits for Mercy Health.

Kate has personally championed a number HR programs, including: the Parent's Network Program; the School Holiday Program; API Childcare Referral Program; the Home and Community Care Referral Program (Elder Care); the Mercy Bank Program; the Employee Assistance Program; the Flexible Working Arrangements; Corporate Volunteerism; Executive On-boarding and Mentoring Program.

As a result of these programs there has been: a decrease in staff turnover with a current retention rate of 98% and a return from parental leave rate of 97%; a decrease in vacancy rates which has resulted in decreased advertising and training costs; a reduction in sick leave during school holiday periods as a result of the School Holiday Program and a higher calibre of applicants with more applications being received through word of mouth. Women now make up 45% of the Board, 60% of direct reports to the CEO and 71% of Senior Managers.

David Rokesky, **Turner and Townsend Pty Ltd**

Turner & Townsend is a global professional services organisation that provides consultancy, delivery, operations and program management services to businesses that invest in, own and operate assets. Turner & Townsend operates from 63 offices across 28 countries, with eight offices across Australia.

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As HR manager in an industry which has traditionally been male-dominated, David has worked closely with senior management at Turner & Townsend to embed equal opportunity into the company's culture and place it firmly on the strategic agenda. David's recruitment and retention initiatives aim to encourage career progression and retention of women within the company. His focus is on ensuring that women in the workplace remain high on the company's agenda, which has seen David establish a committee with the express purpose of focusing on and addressing issues faced by women within the workplace.

David has been the driving force behind the introduction of a flexible working policy which has provided enhanced work-life balance opportunities for staff. The company has seen 100% return to work rates from maternity leave year on year and David continues to build specialised programs which support maternity leave and return to work. Over the last 12 months 30% of promotions were females stepping up into senior roles and David assists senior females within the business to access structured mentoring programs which support their professional development. David has built strong links with industry partners and continues to pursue opportunities and initiatives which attract women to the industry.

Jon Schwaiger, **Hazell Bros. Group Pty Ltd**

Hazell Bros is a family owned construction industry specialist employing over 600 full time equivalents with turnover of over \$200m.

In an industry where female participation has been traditionally low, incorporating EO programs into human resources and organisational strategy has been a constant focus for Jon.

He is the role model for EO within the group and has educated, motivated and inspired staff particularly at senior management level about EO. He ensures that EO and diversity are priorities in the organisation and that staff are educated on EO matters to help drive cultural change.

He encourages the career progression and retention of women and has appointed three senior female management level employees within his division during the last 12 months. Jon ensures that women in traditionally male roles are showcased and get sufficient exposure to the business. He provides personal mentoring and support to senior women and to their managers to ensure that the business maintains and develops women at a senior level within the group.

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Jon also focused the group on other diversity areas and was instrumental in Hazell Bros' commitment to programs and work placements for migrants and refugees.

Jon has a strong commitment to supporting people with disabilities, including mental health issues and is passionate about educating people around suicide prevention through establishing strong Employee Assistance Programs.

As HR Manager Jon ensures EO issues are targeted in recruitment, career planning and promotion, talent identification, position descriptions, remuneration, parental leave, and work flexibility options.

As a measure of Jon's success in this area, the percentage of females at Senior Management level has increased from zero to 7.1%, and the participation rate in non-traditional areas such as truck driving, construction and carpentry is constantly growing.



Janine Stewart, **Perpetual Limited**

Perpetual is an investment and trustee group in the financial services industry.

Janine Stewart has made diversity a strategic priority and has successfully engaged Perpetual's executive team and senior leaders to support the diversity objectives, including gender equality and the representation of women in senior management.

As the Group Executive People and Culture, Janine has driven initiatives to achieve these gender objectives including the Inspiring Women Program which encourages women to progress their careers through networking forums and a mentoring program. Janine focused on flexibility and ensured compulsory flexibility training for managers, which resulted in an equitable flexibility framework being implemented.

18 Janine strengthened the talent and succession process to identify talented women earlier in their careers which lead to the representation of women in senior leadership programs increasing from 26% in 2009 to 43% in 2010. Janine also initiated a review of parental leave which resulted in increased parental leave benefits and support groups for parents returning to work.

Janine knows the importance of measuring success and has created a diversity scorecard which reports gender representation in different roles and business units. In 2011 Janine launched an anonymous diversity survey to all employees which allowed an indepth understanding of the needs of employees and enables future diversity priorities to be established.

Leading CEO for the Advancement of Women



AUSTRALIAN INDUSTRY
GROUP

Awarded to the person who:

- Leads by example through personal commitment;
- Drives management accountability for action;
- Creates an inclusive workplace culture;
- Goes the extra mile for the advancement of women; and
- Delivers improved outcomes for women and the business.

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Gavin Bell, [Freehills](#)

Freehills is an Australian-based international law firm providing commercial legal services with the resources and expertise of around 1000 lawyers, including over 200 partners, through offices in Australia and South-East Asia.

Freehills CEO Gavin Bell is an active and committed champion of equal opportunity for women at Freehills. He promotes women and gender equity through a number of avenues including through his role on the Steering Committee of Women at Freehills (WAF). Gavin was a founding member of the Steering Committee (even before his appointment as CEO) and has remained a member ever since.

Gavin and the Steering Committee meet quarterly to review attrition and engagement statistics (by gender) and issues facing the development and progression of professional women in the firm.

In the time Gavin has been on the WAF Steering Committee, he has been instrumental in leading enormous change within the Freehills business in support of the advancement of women, including: setting female partner targets as part of the firm's strategy; setting KPIs relating to gender diversity for staff in key management roles; ensuring regular analysis of key gender metrics and that they are reported to the Executive and the Board; introducing partner development programs focusing on improving career conversations, challenging mindsets and assumptions about gender; and introducing external and internal coaching programs (the firm has as an objective that 25% of partners and partner pipeline candidates are assigned external coaches).

Paul Hitchcock, **Corporate Express Australia Limited**

Corporate Express is a B2B supplier of office products, with over 50 locations in Australia and New Zealand. It is a wholly owned subsidiary of Staples Inc.

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Inheriting the Women in Leadership initiative upon assuming the role as CEO, Paul immediately turned what was arguably perceived as a “women's issue” into a business issue. Adopting a “what gets measured gets done approach”, he called for targets and reporting on gender diversity within the teams of each of his direct reports.

Part of the success of the program at CE was the methodology and the process used, and Paul believed that success or otherwise depended in no small part on who owns the process: in this case, the CEO owned it because Paul didn't want to run the risk of it becoming no more than a policy, when there was a strong business case driving the underlying success of the program.

Significantly, he also resourced the project, no longer relying solely on volunteers to drive the initiative. This enabled the Diversity Leader to create and implement a strategy that enabled the business to increase the number of women in leadership roles from 9% to 36% within two years.

Significant measures of the success of the Gender Diversity strategy include that: CE reduced its turnover by 10%; new recruitment policy and procedures, enables CE to maintain a strong internal placement average of 28%; 80% of employees responding to a survey on flexible work arrangements found their hours of work enabled them to balance work and family commitments; Flexible Work Guidelines enabled 30% of the 92 women who took parental leave in the past year to return flexibly within six months.

Karen Spiller, **St Aidan's Anglican Girls' School**

St Aidan's is a Prep to Year 12 Anglican day school for girls located in suburban Brisbane.

Karen Spiller, Principal of St Aidan's Anglican Girls' School, is a well respected educational and business leader who focuses her attentions on developing women's talents and encouraging their progress into formal leadership positions.

Karen has personally mentored four of her colleagues in senior leadership positions, all of whom later have been appointed as Principals of Schools in Queensland and she has coached others who have been appointed in Senior Leadership positions. She continues to mentor women and is very generous with her time and expertise. She has introduced a work shadowing program for leadership and regularly presents at conferences and organisations on this topic.

Karen challenges management to support family friendly practices and, in the recent single site agreement negotiations, pursued benefits to women with family. This often includes the opportunity to access part time work for those with ageing parents and children, days of emergency leave, staff discounts on after school care and other flexible practices.

In 2006, Karen was the instigator of the Aspiring Women Leadership Conference. This initiative was grounded in Karen's growing concern about the decline in female aspirant leaders for roles in schools.

Karen's commitment to the professional development of women in education, her mentoring of other female leaders both at St Aidan's and in other schools, and her commitment to leading the alliance of Girls' Schools at both the State and National level, clearly demonstrates that she goes the extra mile for the advancement of women.

A recent staff survey indicated that over 96% of staff rate St Aidan's, as an employer, as either 4/5 or 5/5. This positive and energetic school culture reflects Karen's dynamic leadership.

Rosemary Wallage, [Interwork Limited](#)

Interwork is a specialist disability employment agency, providing employment programs, services and support to people who experience disability, long-term injury or other life disadvantages.

As CEO for Interwork, Rosemary Wallage has been a driving force behind initiatives that support a workplace that provides a positive environment for women.

Rosemary actively mentors women in the workplace and throughout the industry sector. She has an open-door policy and is always available to provide assistance and support. Rosemary is aware of the challenges that face women in the workforce and she is sensitive to creating a work-life balance work environment. More importantly, Rosemary leads by example.

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Rosemary has demonstrated qualities of good leadership, by applying solutions to the workplace that assist in achieving a work-life balance. As an effective and respected leader, Rosemary understands the need to be flexible.

The employees benefit by having: flexible working arrangements including nine day-fortnights; working from home arrangements and flexible start and finish hours in the day.

Rosemary believes that in order to have a successful business you must have a happy workplace. By implementing and encouraging the best practice of work-life balance initiatives, Interwork has seen the benefit of productivity growth in their business. There remains strong commitment and loyalty from their employees to produce positive results.

Rosemary is committed to the continuous improvements in the advancement of equal opportunities for women.

Helen Zimmerman, [ACL Pty Ltd](#)

The ACL Group is an English language provider and offers English language tuition and teacher training to domestic and international students, as well as settlement services to migrants and refugees in Australia.

When it comes to the advancement of women in the workplace, Helen Zimmerman 'walks the talk'. Equity and diversity are ingrained into ACL's organisational strategy, thus the building of a values-based, sustainable company that provides opportunities and challenges for its diverse workforce in a strong and inclusive framework. In an industry which is dominated by female workers, EO is second nature to Helen.

ACL employs more than double the amount of women to men (71%) and has more than double the amount of women managers. ACL has created the environment and support structure for women and staff from diverse cultural and language backgrounds – an attribute Helen is increasingly proud of.

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Helen has championed the advancement of women in her role in the areas of recruitment, training, professional development and flexible working conditions. Under Helen's leadership, ACL was one of the first private sector education providers to provide paid parental leave – well above industry standards.

She has also been responsible for the provision of induction, leadership and management, "Selecting the Best" and personal effectiveness training, with a strong awareness and knowledge of issues related to EO and sex-based harassment being reinforced by mandatory compliance training.

Helen has maximised flexibility of employment for staff in the areas of part-time or casual hours to suit: leave without pay options; salary averaging options for additional annual leave; and working from home provisions where possible with technology provided.

Helen is very well respected by her peers in the education industry, having held various board and council positions. In 2000, Helen was awarded the prestigious Private Sector Award for the Telstra NSW Businesswoman of the Year.

Leading Organisation for the Advancement of Women (<800 employees)



Awarded to the organisation that demonstrates that it:

- Strategically positions EEO for women;
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- Drives an inclusive organisational culture;
- Takes action on issues relating to employment matters; and
- Delivers improved outcomes for women and the business.

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Avant Insurance Limited

Avant is a medical defence organisation providing medical indemnity insurance and member services to more than 50,000 medical practitioners and students.

Avant's philosophical position on being an equal opportunity employer is to ensure all employees are well resourced and supported in work/life balance and career development. This translates into all areas of HR policy and practices across the employee life cycle, which provides opportunities to assist women reach their potential.

They are particularly proud of their achievements in paid parental leave and return to work rates which has seen over 80% of women return to work year on year, most on a flexible work arrangement.

They are keen to ensure gender diversity and have recruited female talent to their boards and senior management teams in the past year.

Avant has an open, consistent and transparent process for determining remuneration which contributes to fair and equitable remuneration for men and women doing work of equal value.

Avant has three women on their board of 13, 34.3% of the senior management positions are held by women.

Dell Australia Pty Ltd

Dell began selling IT solutions to customers in Australia in 1993. Its Australian headquarters are located in Sydney, and they have offices in Adelaide, Brisbane, Canberra, Hobart, Melbourne and Perth.

The programs and policies Dell has in place have resulted in a gender mix throughout the organisation that is broadly consistent from entry level through to executive level significantly and above industry average. Dell has had a 100% return rate from parental leave and is seeing an increase in the number of flexible work practices including part-time, remote work and tele-work options. Pay equity for individual contributors and management remains at 99%.

The business has also supported and funded the implementation of 12 weeks paid parental leave for both mothers and fathers within the organisation with 21% of employees taking parental leave over the past 12 months being male. Senior management leads by example with flexible work practices and a strong message sent to team members that you can integrate work life balance and flexibility in your role and be successful at Dell.

Dell also continues to promote additional networking and mentoring programs for women internally and externally through the Dell WITEM™ program aimed at creating greater gender balance and accelerating the development of leadership skills of senior ICT women across the industry. To date, more than 120 mentor-mentee pairs from amongst Australia's largest government departments, commercial companies, IT vendors and educational institutions have benefited from the program. It continues to expand across Australia with several new programs launching every year.

Medtronic Australasia Pty Ltd

Medtronic is a medical technology company, providing lifelong solutions for people with chronic disease. Their operations are focused on providing therapeutic, diagnostic, and monitoring systems for cardiovascular, neurological, diabetes, spinal, and ear, nose and throat markets, operating from more than 250 manufacturing, sales, research and administration facilities that serve physicians, clinicians and patients in more than 120 countries.

Medtronic's Blueprint For Change (B4C) initiative is the organisation's primary strategic program for institutionalising and integrating diversity and inclusion at every level within the organisation. One such initiative born from this strategic plan is the 'Women in Leadership Exchange' program, which continues to bring together women from a diverse range of functions, levels and locations across the global workforce. This program has seen early success in the acceleration of career development for mid and senior level female employees, with several female employees moving into management roles both locally and within the region as a result of the program's networking, mentoring and development opportunities.

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In 2009/10, 52.5% of promotions went to women and the return rate from maternity leave was 90.3%

Microsoft Australia

Microsoft Australia is a wholly owned subsidiary of Microsoft Corporation, with close to 800 full-time staff, working in capital cities across Australia. Their core business is sales, marketing, consulting and technical support of Microsoft products and technologies.

Focused development, flexible work arrangement and an open transparent and supportive culture are just some of the areas they have worked hard in to attract women to their business and keep them there, both by developing them and giving them the support and confidence they need to go for the roles they aspire to. They aim to create an environment that gives women the best chance at work, while respecting and encouraging their lives outside of work. Their technology helps – work can be done anywhere and people aren't expected to be at their desks at certain times, but they also actively flush out norms that might not work for women – such as early morning meetings that might clash with the school run and trying to focus business travel between Monday to Friday to avoid encroaching on weekends.

As a result of these initiatives and culture: 38.5% of the leadership team is female; 54.5% of graduate hires in the past year are female; female hiring is at 32% – 7% above current population; 13.5% of women were promoted at recent annual review (compared to 12% of men) and the maternity leave return rate is 93%.

St Aidan's Anglican Girls' School

St Aidan's is a Prep to Year 12 Anglican day school for girls located in suburban Brisbane. It has established an initiative to promote the leadership experiences and support the leadership aspirations of female teachers in independent schools around Australia. This has been achieved by a range of initiatives including: the development of the Aspiring Women Leaders Conference which provides middle managers the information, skills and experience to move into senior leadership roles; a formalised Senior Leadership shadowing program for aspiring women teachers including leadership mentoring, coaching and shadowing; succession planning, networking, multi-skilling and role modelling for all staff and the First Steps in Leadership Conference introduced in 2010 – for both men and women who are teachers.

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Over 200 aspirant leaders have participated in the conferences with over 50% of attendees having been promoted to higher positions within their schools. The Aspiring Women Leaders Conferences have been a most successful example of women mentoring and encouraging others. 14 female members of the St Aidan's teaching staff have participated in the leadership mentoring/shadowing program. Three members of female staff from within the organisation have been promoted to the position of Principal in other schools in the last six years.

The St Aidan's Education Leadership team is entirely made up of women. Women, through the actions of this team and their role modelling, are encouraged to actively pursue leadership opportunities. It also has an effect of 'normalising' leadership aspirations.

Family friendly practices, which usually benefit women, have been introduced including: access to part time work for care of children and ageing parents; an emergency leave day for family occasions which sits outside sick/carer leave entitlements; 50% discounted after school care and vacation care at the school and 14 weeks paid maternity leave and one week paid paternity leave.

Leading Organisation for the Advancement of Women

(>800 employees)



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Bluescope Steel Limited

BlueScope Steel Limited is committed to building a diverse workforce that reflects the communities and cultures where they operate. Gender diversity is a business priority, and initiatives are in place to attract, develop and retain women and increase the participation of women throughout the organisation and in management positions. These include professional women's networks and leadership development programs with specific modules on gender leadership.

Flexible Work Guidelines and the Parental Leave Support Program have been positively received and used extensively. They undertake regular EEO awareness training and employee engagement surveys with follow-up focus groups and action plans. To ensure accountability, diversity KPIs are being cascaded through the organisation, and regular remuneration reviews are conducted to ensure gender pay equity.

Since 2004/05 Bluescope Steel have seen a positive trend in females occupying executive level roles and taking on international and non-traditional role assignments. To support this, the number of females in managerial roles has doubled and there has been a 50% increase in females occupying supervisory roles. BlueScope Steel have worked actively to identify and support high potential females, including facilitating mentoring programs by executives.

A Gender Diversity Project launched in 2009 has championed new initiatives including a Diversity Council to provide visible leadership and sponsorship of diversity objectives. Overall, their goal is to create a diverse and inclusive workplace that will attract, encourage and develop a talented and capable workforce.

Freehills

Freehills is an Australian-based international law firm providing commercial legal services with the resources and expertise of around 1000 lawyers, including over 200 partners, through offices in Australia and South-East Asia. Freehills has a long history of leading the legal industry in its support of women and their career development, and is committed to creating a work environment that enables all women to be successful and fulfilled.

Freehills' gender diversity initiative is driven through its Women at Freehills (WAF) Strategy, which is part of the firm's overall three year strategy. The WAF Steering Committee is comprised of the CEO (as its sponsor), partner co-chairs, as well as about nine other senior men and women within the firm. The task of the Steering Committee is to oversee the effective implementation of the four key workstreams which are focused on increasing the number of women in the partnership pipeline and within the partnership itself, increasing the number of senior talented women in internal and external leadership positions, partnering with clients on gender diversity initiatives, and innovative work practices. A key feature of the WAF strategy has been the appointment of male partner champions to act as drivers of cultural change within the organisation.

Women comprise: three of nine members of the Freehills' Board; 59% of senior lawyers; 21% of their partnership (compared with 16% in 2004); 58% of senior Business Services Managers. In the July 2010 promotions, women comprised four of six new partners and 33 of 56 new Senior Associates.

Griffith University

Opening in 1975, Griffith University now offers over 300 degrees across 5 campuses and is home to more than 40,000 students from 124 countries.

Griffith has funded an annual Women in Leadership program since 2004, and establishes corporate KPIs to increase the percentage of women in senior roles. Already well above the sector average, (25% of senior academic staff) the University has set itself the goal of being a national leader in this area and achieving its target of having 33.3% of women in senior academic roles by 2013.

Reversible part-time appointments for the care of dependants enable staff returning from parental leave to return on a part-time basis for up to five years, with the guaranteed option of reverting back to full time, and the cost of paid parental leave (up to 26 weeks) is reimbursed from a centralised fund.

Flexible working conditions enable staff to meet dual demands on their time and the opportunity to work part-time is available to most staff including those in more senior positions. Many staff are able to work from home on an occasional basis.

Recruitment procedures require that shortlists for senior roles must contain at least one woman, resulting in more attention paid to how to attract suitable candidates, especially those in which it has been traditionally difficult to attract women applicants.

In 2009 three of four vacancies at the Senior Executive level were filled by women and women were appointed to 31% of Associate Professor and Professor vacancies. Women hold 45% of senior staff roles and over the past three years the average return rate from parental leave was 98%.

Monash University

Monash University is a tertiary educational institution with approx 7,600 staff and 60,000 students across a network of eight campuses including one in Malaysia and one in South Africa, as well as a centre in Prato, Italy. Its statement of purpose is to improve the human condition by advancing knowledge and fostering creativity. Monash is a member of the Group of Eight Australian universities.

Monash has demonstrated its strong commitment to equal opportunity for women in the workplace for more than twenty years, with a range of strategies, policies and programs in place to attract, retain and advance female employees. Programs include the University-Wide Mentoring Scheme for all levels and the Senior Women's Leadership Shadowing Program for senior female staff. Monash also offers outstanding flexible work options and maternity leave provisions.

In 2009: 36% of staff promoted or recruited into executive positions were women; 40% of staff promoted into senior management positions were women; almost 25% of all staff recruited into non-traditional roles were women; return rates from maternity leave were 95%. Currently, University Council is comprised of ten men and nine women.

Murdoch Childrens Research Institute

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Murdoch Childrens Research Institute is a child health research institute in Australia. Its team of 1,450 staff conduct innovative world class research in areas such as diabetes, allergies, asthma, premature birth and mental health problems, cancer and genetic disorders.

Murdoch Childrens has participated in forums to investigate why women are still significantly under-represented in the scientific and technical fields, particularly in positions of leadership; identify the barriers that still exist for women and exchange ideas on how these issues can be addressed to develop policies and procedures that support women throughout their career.

As a result of the information gathered at these forums Murdoch Childrens has enhanced and continue to develop strategies, policies and procedures both internally and externally through advocacy that provide women in science with access to information and support to break down barriers. An example of a strategy they have adopted is to locate external 'successful' women to participate in interview panels, strategic reviews of the science at the Institute as well as act as mentors to women across the Institute.

MCRI has a staff that is 80% female. 54% of female candidates are successful in securing competitive grants and 78% of females are promoted or recruited into line management roles. 93% of females return from maternity leave to work full-time or part-time.

PricewaterhouseCoopers

PwC is a provider of assurance, tax, and business consulting services. They believe that the best outcomes are achieved through close collaboration with clients and the many stakeholder communities they serve. PwC employs over 6,000 people in eight cities around Australia.

At PwC, they measure success by their ability to create the value that clients, people and the wider investing public are looking for. PwC has a specific women's leadership strategy that seeks to lay the foundations for building the skills, resources and capabilities of both their existing and new women joining PwC. They have a number of initiatives designed to develop women into leadership roles, and improve succession planning and talent management. Examples of these initiatives include the Sponsoring Women, Building Female Leaders & My Mentor Program.

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181 women participated in these programs. From 2008 – 2010 there has been a significant increase in the representation of women in leadership positions: the leadership team has increased from 9% to 25%; the board of partners has increased from 17% to 20%; business unit leaders has increased from 8% to 32% and service team leaders has increased from 14% to 19%.

91% of their staff returned from parental leave and of staff returning from parental leave, 72% work part-time and 28% return full time. 54% of experienced hires were women.

Message from our Sponsors



AUSTRALIAN INDUSTRY
GROUP

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 around 750,000 staff. 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.

www.aigroup.com.au

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Commonwealth Bank of Australia

The Commonwealth Bank is Australia's leading provider of integrated financial services. With over 35,000 employees and the largest customer base of any Australian Bank, we are committed to our role as a diverse and inclusive organisation for our people, our customers and our community. Valuing and respecting the varied perspectives, skills and approaches of our people is fundamental to providing excellent customer service to a diverse community and allows our people to contribute to their full potential. The Commonwealth Bank is a long-standing supporter of community activities and organisations. This support and investment is directed at a broad range of activities that bring long term benefits to a diverse Australia.

Commonwealth Bank is committed to developing, promoting and retaining talented leaders through a range of initiatives and employee offerings. These initiatives include mentoring, career resiliency and high potential development programs and a range of flexible working, parental and carers support options. We are proud to partner with EOWA for their Business Achievement Awards. Through the awards we hope to raise awareness of gender diversity.

www.commbank.com.au



ExxonMobil



ExxonMobil Australia

ExxonMobil realises that success depends on attracting and retaining the best, most innovative, most results-oriented employees. The company's view is "our people are our competitive advantage and the key factor in achieving our goals".

Our organisation is therefore very serious about the people we choose to recruit and develop and so we aim to provide an environment where the right type of person can grow and succeed.

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www.exxonmobil.com.au

Freehills

Freehills

Freehills is committed to a high performance culture. Our key strategic priority is creating an inclusive workplace where it is possible for our people to successfully take on roles that fulfil and challenge them. Integral to achieving this is our vision – to create an exceptional experience for our people and our clients.

Freehills has a long history of leading the legal industry in its support of women and their career development. We are proud that we were the first major Australian law firm to appoint a female partner in 1978, and we remain focused on creating a work environment that enables women to take on leadership roles.

Freehills is thrilled to have women make up a third of our board and that four out of the six new partners in the July 2010 intake were women. Women comprise over 60% of our lawyers and we also have a number of women in senior leadership roles such as our COO.

Our 'Women at Freehills' strategy includes partner development programs focused on improving career conversations, challenging mindsets and assumptions about gender; coaching programs; focus groups; setting partner targets; parental support programs; flexible working plans; and regular policy reviews.

www.freehills.com



IBM

IBM is a global technology and innovation company, with solutions and services spanning all major industries. With 400,000 employees in more than 170 countries, diversity and inclusion have been an integral part of the corporation's culture since its inception.

IBM values diversity and recognises the need to capitalise on the skills and talents of all segments of its workforce. IBM's programs and policies encourage, develop and support diversity for all employees.

IBM has been an Employer of Choice for Women for 10 years in a row and has won many awards that recognise its leadership in the diversity space. Other recognition the company has received this year includes:

2010

- Named Fair & Flexible Employer by the Victorian Government's Working Families Council
- Received the "Fair Go" Award at the Deaf Community and Interpreter of the Year Awards (NSW)
- Won the 'Organisation' category at the Aust. Sign Language Interpreter (Victoria) Awards

www.ibm.com/au/en/



McDonald's Australia

Australia's first McDonald's restaurant opened in Yagoona, Sydney, in 1971. Today there are more than 800 McDonald's restaurants across Australia, 75 per cent of which are franchised and run by local business men and women. The organisation employs 85,000 people in restaurants and corporate offices Australia-wide, and is the largest employer of youth in the country. McDonald's creates more than 6,000 new jobs each year and spends over \$40 million per annum on training and people development. In 2009 McDonald's spent more than \$1.8 billion on food, packaging and other goods and services, 94% of which was Australian sourced.

www.mcdonalds.com.au

The Equal Opportunity for Women in the Workplace Agency

EOWA was established by the Australian Government to assist employers to improve equal opportunity outcomes in the workplace. Following is some information on the resources EOWA makes available to organisations to help improve their equal opportunity programs.

Workshops

EOWA runs a series of workshops throughout the year across Australia.

Workshop topics include:

- How to develop a workplace program and prepare a compliant report
- How to position your organisation for Waiving, EOWA Employer of Choice for Women and the EOWA Business Achievement Awards

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Research

EOWA carries out research into the issues confronting women and business. Our most recent research pieces which are available on our website are:

- The **2010 EOWA Australian Census of Women in Leadership** which measure the percentage of women in board directorships and Executive Key Management Personnel in ASX200 companies
- The **Annual Survey** of reporting organisations that asked organisations about their paid maternity leave programs, pay equity and the impact of the Global Financial Crisis on equal opportunity programs.

Pay Equity Course

EOWA is currently finalising the development of a one-hour interactive course designed to build understanding of pay equity issues and remedies. It is for human resources practitioners and other interested people. It covers legislation, statistics, pay equity histories and case studies, and checklists and tools for use with components of remuneration and techniques of valuing work and setting remuneration. The course will be available free online in early 2011.

EOWA calls on business to support the Women's Empowerment Principles

Women's Empowerment Principles – Equality Means Business

The Women's Empowerment Principles are a set of Principles for business offering guidance on how to empower women in the workplace, marketplace and community. They are a result of collaboration between the United Nations Development Fund for Women (UNIFEM, part of UN Women) and the United Nations Global Compact.



Sub-titled Equality Means Business, the Principles emphasise the business case for corporate action to promote gender equality and women's empowerment and are informed by real-life business practices and input gathered from across the globe.

The Women's Empowerment Principles – Equality Means Business include:

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work – respect and support human rights and non-discrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

In an effort to bolster high-level corporate leadership for gender equality, top executives are invited to sign a CEO Statement of Support for the Women's Empowerment Principles.

UNIFEM Australia is encouraging 100 Australian CEOs to sign the CEO Statement of Support for the Women's Empowerment Principles to mark the 100th Anniversary of International Women's Day on March 8th, 2011.

If you would like further information about the Women's Empowerment Principles – Equality Means Business and the CEO Statement of Support, please visit UNIFEM Australia: www.unifem.org.au/weps.



Australian Government

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