

summary of achievements

Finalists 2011



11th 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 2011 Business Achievement Awards and acknowledges the contribution they have made leading the way in creating equitable workplaces for their employees.



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2011

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foreword

2011 marks the 11th anniversary of the prestigious EOWA Business Achievement Awards.

This year's finalists from diverse industries around Australia are leading the way in promoting gender equality in workplaces. They have demonstrated a range of interesting and innovative initiatives. Importantly, we are seeing an improved focus on creating a culture of sustainable change and improved accountability.

This booklet is a valuable resource as it profiles organisations and individuals who understand the value of gender equality and have taken positive steps to achieve it in their workplaces. I hope the initiatives undertaken by the finalists will inspire you to focus on gender equality initiatives in your workplaces.

I would like to thank the EOWA staff for their work on these awards. I would also like to particularly thank our four independent judges – Mark Goodsell, Barbara Pocock, Serge Sardo and Karen Toohey – for their commitment and rigorous review of the nominations.

Finally, congratulations to all finalists. You are leading the way in achieving gender equality in Australian workplaces.



Helen Conway
Director

the minister's award for outstanding EEO initiative or result for the advancement of women



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

- initiative(s) aligned with business strategy and championed by CEO and Executives;
- initiative(s) effectively addressing issues related to EEO for women; and
- results or initiatives that are outstanding.

CSL Limited

CSL is a global specialty biopharmaceutical company that researches, develops, manufactures and markets therapies to prevent and treat serious human diseases. Headquartered in Victoria, CSL employs over 10,000 staff and operates in more than 20 countries.

CSL opened the Thinking Kids Children's Centre, an early childhood education and care centre at CSL's Parkville site in Victoria, in September. The purpose-built, architecturally designed centre represents a significant investment in the future of CSL and offers 114 places for children aged up to six years. CSL employees receive priority access, with places also available to the wider community.

The concept of a work-based childcare service was initiated five years ago after a 2006 survey of CSL staff found that 63 per cent of the 107 employees who had taken maternity leave in the previous five years were no longer with CSL. This was a concerning trend for CSL because females represent a significant proportion of its Australian workforce (as at 2011, 51 per cent). In response to this finding, CSL engaged independent consultants, Complete Childcare Solutions, to conduct a feasibility study and assess the demand for onsite childcare. A survey released to all 1,800 Victorian-based CSL employees garnered a 31 per cent response rate (411 participants) and primarily indicated that more could be done to assist women returning to work following maternity leave. It showed that women struggled to find

the minister's award for outstanding EEO initiative or result for the advancement of women

suitable childcare; that there was a strong need for childcare located close to the workplace and that many former employees (those who had left during maternity leave were included in the survey) may have returned to CSL had childcare facilities been provided. Of note was that participants regarded quality and accessibility more important than affordability and flexibility.

The findings of the feasibility study, along with CSL's commitment to diversity and equal opportunity, resulted in the development of an onsite childcare facility. The design of services was shaped by the needs outlined in the survey results.

The Thinking Kids Children's Centre builds upon CSL's workplace diversity policies, including 52 weeks' parental leave, 12 weeks' paid maternity leave, flexible working conditions, lactation breaks for breastfeeding mothers, as well as facilities for women to express and store milk at work. A multi-purpose room has been included to cater for school holiday programs which aims to reduce the need for absence during school holiday periods.

Catholic Education Office, Diocese of Wollongong

The Catholic Education Office, Diocese of Wollongong provides service to 29 parish primary schools and eight secondary schools throughout the Wollongong area. The Office also serves the families, students and parishes that make up the Catholic communities in the regional areas of the Illawarra, Shoalhaven, Southern Highlands and Macarthur.

Eighty per cent of the Office's workforce is female so it has been imperative for the organisation to establish ways to retain female staff as well as create a culture where women feel valued, supported and encouraged to reach their full potential.

The 'Working Parent's Toolkit' and The 'Teachers Sharing Teaching' strategy was developed to allow the organisation to lead the way in gender equality. These strategies send a clear message to all staff that the Office is committed to offering genuine initiatives that give positive results for women in their working and personal lives.

So far in 2011, 95 per cent of flexible work applications have been accommodated. In the 2011 EOWA reporting period a total of 70 employees (66 female employees and four male employees) participated in job-share arrangements, including four women job sharing two assistant principal positions. The Office's retention rate is now steady at 90 per cent, ensuring the sustainability of its workforce into the future.

Hayman Island Great Barrier Reef

Hayman is one of Australasia's premier luxury nature-resort destinations on the Great Barrier Reef. Hayman is committed to sustaining its reputation as a quality employer that provides career progression, fun, adventure and a truly unique experience for its valued employees.

There has been an increase in the number of female managers on Hayman from 45 per cent in 2010 to 52 per cent in 2011.

A key initiative implemented by management has been the provision of flexible working arrangements for those with families. These arrangements include:

- with all employees living on the island, accommodation is now available to small families in non-management roles where previously this was limited to department heads and executive members;
- a Kids Club is available for children of employees, while they are at work, to attend at a discounted rate;
- start and finish times are flexible in some departments to accommodate Kids Club hours;
- casual roles are available in some departments such as food and beverage, and laundry to accommodate working parents;
- part-time roles are available on an as-needs basis to accommodate families;
- concessionaires on the island have opportunities for part-time positions. These often go to females with childcare responsibilities; and
- some accommodation has been renovated to house employees with children.

The University of Sydney

The University of Sydney is Australia's oldest university, with an international reputation for its teaching, research and community outreach.

The University has established two fellowships designed to assist female academics and carers. The Thompson Fellowship is designed to promote and enhance the careers of academic women at the University of Sydney. As women are significantly under represented at senior levels, the fellowships provide opportunities for women at mid-range levels to develop and strengthen their research, preparing them to apply for, and assume, roles at more senior levels in the near future. Twelve fellowships have been awarded since 2009.

The Brown Fellowship is open to university researchers whose careers have been interrupted by the undertaking of sustained primary caring duties. The Brown Fellowship aims to assist recipients to re-establish or enhance their academic research careers. Ten Brown Fellowships have been awarded to women at the University since 2009. Although the Brown Fellowship is open to both male and female staff, and applications are welcomed from men, to date all applicants have been female.

The fellowships are available for up to two semesters, providing relief from routine teaching and administrative responsibilities (or funding to secure technical research assistance), with the intention of helping recipients develop a more intensive research focus in their careers.

Twenty-two fellowships have been awarded since 2009: four fellows (18 per cent of recipients) have achieved promotion (two to associate professor level); seven fellows (32 per cent) have applied for promotion in 2011; and nine fellows (41 per cent) have indicated plans to apply for promotion in 2012.

The evaluation reports show that most fellows made significant progress against their research objectives and, moreover, that this can be attributed directly to the time and space afforded by relief from non-research duties.

The fellowships have also been instrumental in motivating and retaining quality staff. The evaluation reports suggest that the fellowships are contributing to a culture of work satisfaction and engagement, and a wider awareness of the University of Sydney as an employer of choice.

Maddocks

Maddocks is an Australian law firm with over 450 people and offices in Melbourne and Sydney. The firm provides legal services to corporations, businesses and governments throughout Australia and internationally in the infrastructure, government and finance and services sectors.

The initiative to take action to increase gender diversity at partner level is an acknowledgment that a key element of Maddocks' ongoing success and sustainability is an increase of diversity in leadership ranks.

To achieve this initiative, Philip Jones, a Senior Partner and Chairman from 1 January 2010 until 30 June 2011, drove a compelling diversity project that has already resulted in the internal promotion of four women to partnership.

Maddocks is an equal partnership and successful change is often dependent on the ability of a leader to positively influence their fellow partners. Maddocks has successfully engaged the partners in creating a platform on which the firm can further develop a culture of inclusiveness. In addition, Maddocks has identified ongoing initiatives to address the challenges encountered by many females in their quest to progress their career, including managing systemic obstacles centred around women having families and associated caregiver responsibilities.

outstanding EEO practice for the advancement of women in a non-traditional area or 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, including:

- 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; and
- demonstrating positive outcomes for women in a non-traditional area/role.

Downer EDI Limited

Downer EDI Limited (Downer) is a leading provider of engineering and infrastructure management services to customers operating in various market sectors, including minerals and metals, oil and gas, power, road and rail infrastructure, telecommunications and water. The organisation employs over 21,000 people globally.

Downer is committed to ensuring that it has a diverse and inclusive workforce. Part of this strategy is the employment of indigenous women on Downer's sites, which involves community consultation and information sessions and a specific invitation for women to attend. Downer focuses on advancing women to the second stage of the interview process and, where possible, selecting two female candidates to combat feelings of isolation in a male-dominated environment. There are currently 14 indigenous women working at Downer.

National Australia Bank

National Australia Bank (NAB) is a financial services organisation with over 40,000 people, operating more than 1,750 stores and business banking centres globally. The bank operates major financial services franchises in Australia, as well as businesses in New Zealand, Asia, the United Kingdom and the United States.

The Board Ready initiative is a NAB designed and run program that educates senior women at NAB about its subsidiary board operations and prepares them for subsidiary board directorships and potential external directorships with community partners. The program consists of a variety of networking, behavioural, observation, mentoring and alumni activities that take place throughout the year. Participants select what they would like to participate in, and when.

Board Ready has been developed to help NAB achieve its target of raising the proportion of women on subsidiary boards from 14 per cent to 30 per cent by 2015, in recognition of the fact that diverse boards make better decisions and contribute to better financial performance and workforce participation.

Of the total number of Group subsidiary directors, the proportion of women has increased from 14 per cent in October 2010 to 20 per cent on 30 September 2011. Moreover, 19 women from the Board Ready program have been appointed, or are in the process of being appointed, to Group subsidiary boards since the program's inception.

Rio Tinto Iron Ore

Rio Tinto's iron ore group is a member company of the Rio Tinto Group (Rio Tinto Ltd and Rio Tinto Plc) and the second-largest supplier to the world's iron ore trade.

The organisation's iron ore business in Australia has achieved its target of 20 per cent representation of women in senior management roles. Contributing to this success is focused support and the development of high-potential female managers. This is achieved by ensuring that women participate in external and internal formal development programs, as well as coaching and mentoring. To maintain the pipeline of women into leadership, there is a target to ensure 50 per cent of women in middle management who are identified as high potential are promoted or moved laterally within two years.

Key statistics

- 22.7 per cent of senior leadership are women
- 21.3 per cent of employees are women
- 28.5 per cent of graduates are women
- 86 per cent of employees who were scheduled to return from parental leave in the 2010–11 reporting period did return, 50 per cent in a full-time capacity and 50 per cent part-time.

St Barbara Limited

St Barbara operates mines in Western Australia assisted by an Operations Support Team. The organisation implemented a number of initiatives in 2010–11 with the intention of promoting a culture that embraces gender diversity.

One of the key initiatives is the development of a diversity policy, which is supported by a range of measurable gender diversity objectives, all aimed at increasing the number of women across the company. These objectives include incentives to support a smooth transition back to work for women returning from parental leave, such as:

- adjusting an eligible employee's annual leave and long-service leave balance to reflect the leave an employee would have accrued had he or she been working during the periods of both paid and unpaid parental leave periods of up to 52 weeks;
- contributing to the eligible employee's superannuation fund to reflect what would have been paid if the employee had been working throughout both paid and unpaid leave periods of up to 52 weeks; and
- paying 18 weeks' parental leave for those earning over \$150,000 and therefore ineligible for the government scheme.

The organisation has achieved significant results for women:

- the proportion of women at St Barbara has increased over the last three years from 15 to 17 per cent;
- the number of women recruited has increased from 18 per cent in 2009–10 to 27 per cent in 2010–11, including women recruited to roles such as IT specialist, graduate metallurgist, environmental superintendent and senior resource analyst. During the same period, 38 per cent of the 13 promotions were women;

- in the Exploration Division, 52 per cent of the St Barbara employees are women and all of those women fill non-traditional roles, including geology and leadership roles;
- all requests for flexibility were met in 2010-11; and
- the gender pay gap has decreased by 17 per cent over two years.

St Barbara has also introduced a Leadership Development Program. Of the 68 participants, 26 per cent were women. Since completing the program, three of those women participants have been promoted into leadership roles.

James L. Williams Pty Ltd

James L. Williams has been creating environmentally thoughtful engineering solutions for the mechanical and air-conditioning services industry since 1875. The organisation's core business is the fabrication, installation and maintenance of air conditioning and mechanical services.

James L. Williams introduced an initiative to include female apprentices in a non-traditional area of work, pioneering a change in culture to see females realise their potential and understand that they can obtain the necessary skills to have a fruitful and satisfying career in a traditionally male-dominated industry.

The organisation worked in consultation with the Queensland Plumbers Union Women in Plumbing group (WIP), the Services Trade Industry Fund and the registered training organisation, Joint Industry Services Training (RTO) Pty Ltd, to promote this initiative.

The business has successfully recruited two female apprentices, of whom one has completed her trade and the other is in her third year.

The strategy included:

- developing a partnership with WIP;
- attending careers days at schools through WIP;
- developing a work-experience program;
- reviewing employment policies and procedures to reflect a commitment to equal opportunity; and
- devising a mentoring and coaching program involving the CEO.

diversity leader for the advancement of women



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 employment matters; and
- delivers improved outcomes for women and the business.

Philip Jones, Senior Partner and Chairman, **Maddocks**

Philip was a member of the inaugural equal opportunity committee at Maddocks in the mid 1990s. When the committee proposed the introduction of paid maternity leave for women in the mid-1990s, Philip was the partner advocate who presented the case to the board and had the proposal approved.

At the time, very few law firms offered paid maternity leave and if they did it was limited to lawyers and not available to women in secretarial and shared service roles. Philip was resolute that any paid maternity leave policy must apply to all women in the organisation, not just those in a fee-earning capacity.

In his role as Chairman from January 2009 – June 2010, Philip had the authority and influence to engage the partners and provide ongoing support to the CEO in gender diversity matters. Philip was conscious that there was a lack of gender diversity in the partnership.

One key initiative of Philip's is the introduction of a policy that will support women in a much more structured way. This involves developing an individual planning programme for each female practitioner preparing for and returning from parental leave to have regular meetings and communication with the practice team leader and practice group head, and increased communication prior to the practitioner's

return to work, to allow that practitioner to meet with clients and with their colleagues who have been managing clients and matters in their absence. The program grants assistance to females returning from maternity leave by way of 12 month budget relief/concessions and extra marketing resources.

The diversity initiative has already had noticeable results in both tangible figures and endorsed partner commitment. In the June 2011 promotions, four of the seven new partners were female. Two are part-time due to family commitments and two are in the commercial group (where previously there were no female partners). This means that now approximately 25 per cent of the firm's partners are women.

The commercial group also promoted one female senior associate to special counsel and identified three further women to participate in the high potential program (a program designed to assist progression to partnership within two years).

Furthermore, across the firm 13 associates were promoted to senior associate, six of whom were female, and 15 lawyers were promoted to associate, of whom 73 per cent (11/15) were female.

Helen O'Brien, Assistant Director, **Catholic Education Office, Adelaide**

The Catholic Education Office assists schools in enriching the lives of staff, students and their families by providing support that promotes the spiritual, physical, emotional, social and intellectual wellbeing of all. Helen has been committed to ensuring that identifying and responding to matters regarding equal opportunity for women in the workplace has become part of the fabric of the Catholic Education Office.

Helen has strived to create a culture of acceptance and commitment. The outcome is that these matters are everyone's responsibility, championed by Helen, who has seen an attitudinal change in relation to women's roles in her organisation. She has a particular interest in opening up opportunities for women to undertake further training or professional development to encourage them in their leadership journeys. There are 25 women in senior management positions, 36 per cent of whom work part-time. The leadership team comprises five members, of whom three are women. There is a 100 per cent return rate from maternity leave with the majority accessing part-time work.

Helen is an advocate for justice and equity for all employees, especially women. Many employees, including women, have benefited from the opportunity to act in higher level duty positions. Study and professional learning is encouraged and a record number of study incentive grants have been accessed over the past 12 months.

Kerry Thomas, Employee Relations Manager, **L'Oréal Australia Pty Ltd**

L'Oréal Australia is a cosmetics wholesaler operating nationally, with a head office located in Melbourne and sales teams operating in every state.

As Employee Relations Manager, Kerry Thomas has implemented numerous programs in support of women during her time at L'Oréal, including a paid parental leave scheme (13 weeks at full pay for permanent staff with at least two years' service, offered in addition to the government-paid parental leave scheme), the Stay-in-Touch program for parental leavers and the Flexible Working Arrangements policy.

As a direct result of these initiatives, in tandem with her passion and tenacity, Kerry has been instrumental in driving significant benefits for women working at L'Oréal. The retention rate for parents returning from leave is 92 per cent (an improvement on 67 per cent in 2004). Of this number, 61 per cent return to flexible workplace arrangements. As well, 61 per cent of all promoted staff are women. Staff turnover is currently 14 per cent across the organisation, a decrease of 4 per cent over the past two years.

Eighty per cent of the total workforce is female. The management committee has a 60:40 ratio of male to female. Of the senior management group, 51 per cent are male and 49 per cent female.

L'Oréal has a variety of different groups who access flexible workplace arrangements. The largest groups are mothers, who request part-time options or flexible start and finish times to accommodate family responsibilities. Increasingly, parents (both male and female) are accessing telecommuting options, either on an as-needs or a more systematic basis, to fit in with their families' requirements. Many of L'Oréal's younger staff in the Young Professionals program join the organisation as part-time interns in the penultimate year of their degree for a 12-month period, changing to full-time on graduation. A comprehensive employee survey is currently being undertaken across L'Oréal Australia. The results of this survey will drive the development of equal opportunity strategy and initiatives over the coming months.

Sally Macindoe, Partner and Chairman of the Partnership Council, Norton Rose Australia

Norton Rose Australia is a member of Norton Rose Group, an international legal practice offering a full business law service. In Australia the firm employs over 1,000 people in five locations.

Sally Macindoe is a partner of Norton Rose Australia and the National Leader of the Environment and Planning practice. She was the first woman elected to the firm's Partnership Council (the Board) in 2005 and has been the elected Chairman since January 2010. Sally is also co-Chair of the firm's National Diversity Committee and oversees the development and execution of the firm's diversity strategy.

For six years Sally has led the firm's gender diversity activities. In so doing she has worked with the Partnership Council, the Australian Managing Partner, the Executive and the broader partnership to understand the impact of gender diversity issues on business performance, and has successfully encouraged them to commit to a strategy and targeted initiatives around gender diversity.

This work has involved chairing a committee to look at improving women's pathways to partnership; reviewing Norton Rose Australia's diversity operations; establishing national and local diversity committees chaired by business leaders who are advocates of the diversity program; leading the firm's first gender pay equity audit; sponsoring an externally facilitated analysis of the issues surrounding talent retention and career advancement for women; translating the results of that analysis into targeted initiatives about flexible work, talent identification, mentoring and career development support; and, together with the Australian Managing Partner, establishing organisational gender diversity KPIs, which are monitored each quarter and against which the Executive team's performance is measured.

Since 2005, when Sally's diversity work began, Norton Rose Australia has doubled the number of women working flexibly and has increased the rate of women returning from parental leave (for more than 12 months) from 50 per cent to 81 per cent. Perhaps most importantly, the firm has more than doubled the number of women at partnership level and has increased the number of women at the next level of leadership by over 20 per cent.

Katie-Jeyn Romeyn, General Manager Human Resources,
St Barbara Limited

St Barbara is one of Australia's largest ASX-listed gold producers and explorers. Its key assets are the Leonora and Southern Cross Operations, both located in Western Australia.

Katie-Jeyn is a member of the Executive Leadership Team and leads the Human Resources function for the company. Previously there was a less-structured process with regard to diversity at St Barbara. However, Katie-Jeyn has developed a structured process that has resulted in an understanding of the value of diversity as a strategic priority.

One of Katie-Jeyn's key initiatives in 2011 was an industry-leading Parental Leave Guideline, which incorporates paid parental leave and attractive return-to-work incentives specifically designed to encourage St Barbara employees to have a work-life balance that includes family and career. The one employee who has taken a period of parental leave since the introduction of the Parental Leave Guideline in January 2011 has returned to work on a part-time flexible working arrangement.

Through these and other initiatives, Katie-Jeyn has successfully raised awareness regarding the importance of promoting women in the workplace and creating a diverse workforce. As a result, successfully addressing gender diversity is now owned by the Board and the Executive Leadership Team. St Barbara is committed to becoming an Employer of Choice for Women recipient in 2013. This work will be championed by the Managing Director and CEO, and led by Katie-Jeyn.

leading CEO for the advancement of women



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.

Ralph Norris, Chief Executive Officer, **Commonwealth Bank of Australia**

The Commonwealth Bank Group is one of Australia's largest providers of integrated financial services. Under the leadership of CEO Ralph Norris, the bank has been on a transformational journey of culture change designed to foster diversity and encourage people engagement and accountability. Ralph established and chairs the Diversity Council and implemented a diversity strategy to ensure the foundations for a respectful and inclusive workplace were laid. Through Ralph's commitment and role modelling, the culture has developed to a level where unconscious bias in the workplace is openly addressed.

Ralph plays an active role in the development of women both internally and externally. Through his involvement in women's mentoring programs and Elizabeth Broderick's Male Champions of Change, he is taking a lead role in initiating change that will help increase diversity in leadership, with a key focus on increasing the representation of female leaders.

In 2010, Ralph set a gender diversity target for the organisation and increased leadership accountability. Today, over 40 per cent of management roles are filled by women and the organisation has seen the percentage of women in the most senior roles increase from 26.5 per cent to 29 per cent.

While women in leadership is a key focus, it is not the only diversity initiative underway. Ralph is an advocate for adaptable work practices and encourages flexible work so employees and the business can balance their multiple commitments.

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

St Aidan's Anglican Girls' School is a prep to year 12 school located in Brisbane. Principal Karen Spiller is a well-respected educational and business leader who is focused on developing women's talents and encouraging their progress into formal leadership positions.

Karen has mentored four of her colleagues, who have since been appointed as principals. Karen also promotes the mentoring of younger female teachers to assist with career advancement and plans, as well as supporting personal learning and encouraging further study.

Employees are provided with the opportunity to shadow senior employees through the work shadowing program for leadership and have individual development plans and regular coaching sessions to ensure progress. As a result of these initiatives, two-thirds of the Board and over three-quarters of the Executive are women.

The school's Collective Workplace Agreement has enshrined family friendly practices, specifically providing flexibility and benefits to women. This has resulted in one-quarter of all teaching staff working part-time.

Karen is regularly invited as a speaker on advancing women in the workplace and leadership development. She was awarded a 2011 Churchill Fellowship to pursue her passion for better preparing women for leadership in schools via coaching, mentoring and the highly successful Aspiring Women Leadership Program.

Deborah Waterhouse, Vice-President and General Manager, Australia and New Zealand, **GlaxoSmithKline**

Deborah Waterhouse is Vice-President and General Manager Australia and New Zealand of GlaxoSmithKline (GSK), a research-based pharmaceutical and consumer goods company employing 2,000 people across Australia and New Zealand.

An EOWA Employer of Choice for Women, GSK is publicly committed to supporting and advancing women in the workplace. Deborah has spearheaded a number of policies as part of this commitment, from paid parental leave, corporate family programs and development opportunities to flexible working arrangements. In particular, Deborah has cultivated a culture of flexible work practices, which include supporting part-time work at management levels, to ensure that all employees can effectively balance work and family life.

Deborah models work-life balance herself. She purchases additional leave each year, takes her children to school one day a week and attends school concerts and events. She includes work-life balance as a topic in Town Hall meetings and other presentations.

Deborah is active in mentoring men and women at GSK as well as women in other organisations. To maximise the value that employees, especially women, bring to GSK, she has focused on allocating employees challenging and interesting work and providing a range of development opportunities as well as a suite of benefits.

GSK has had success developing women to fill non-traditional roles in manufacturing, engineering and IT and more than half of the company's Executive team are females. Overall, the gender split is nearly 50/50 and GSK's overall gender pay gap has remained under 5 per cent for the past three years.

Alan Robson AM, Vice Chancellor, **The University of Western Australia**

Alan Robson has been the leadership force behind gender equality reform at the University of Western Australia (UWA) for the past 18 years. Alan oversaw the recruitment of the university's first gender-balanced executive, and his commitment to gender equality has seen historic appointments of women into a range of senior leadership roles. Alan oversaw the UWA Review of the Position of Women, which not only gave voice, visibility and institutional acknowledgment to the concerns of female staff but also highlighted the structural and attitudinal barriers to be dismantled to achieve gender equality reform.

Alan also funded and championed the UWA Leadership Development for Women program (LDW), now in its 18th year. Evaluations of this year-long program demonstrate that LDW alumni have greater retention and promotion rates than non-LDW women, and men. The program focuses on positioning women to confidently and successfully assume leadership roles at all levels of the organisation, and to be authentic in their leadership.

Alan personally mentors 11 women enrolled in this program. Alan also championed the introduction of a generous and flexible parental leave scheme that offers up to 36 weeks' paid leave for both male and female parents, as well as same-sex couples.

Under Alan's leadership the UWA has come from being a university with no focus on women's participation in the workforce to being one of the best. As a senior academic male of the generation likely to find the push for new ways of thinking about women and diversity in the UWA workforce unsettling, Alan's strong commitment and passion for change has created a climate of acceptance that may not have been as strong were he not a respected member of the 'majority' world that had the most to lose from such change.

Gail Kelly, Chief Executive Officer, **Westpac Banking Corporation**

Westpac is one of the four major banking organisations in Australia and New Zealand employing over 38,000 staff and providing a broad range of banking and financial services including retail, business and institutional banking and wealth management services.

Gail Kelly is an active and committed champion of equal opportunity. She chairs the bank's Diversity Council and chairs quarterly talent sessions with the executive team. Women in Leadership measures are in her own performance scoreboard as well as those of her direct reports and key managers. In October 2010 she announced The Westpac Group's new plans to increase the percentage of women occupying senior management roles in the organisation to 40 per cent by the end of 2014, citing that targets are an important symbol of commitment.

Gail speaks regularly both internally and externally on women in leadership, and on driving equality. She has spoken publicly about the launch of The Westpac Group's policy to pay superannuation on unpaid parental leave for all permanent employees both men and women. Westpac employees are paid up to 39 weeks of superannuation on unpaid parental leave on top of the superannuation contribution paid during paid parental leave of 13 weeks.

Gail has demonstrated her commitment to staff in addressing the gender pay gap by undertaking annual gender pay analyses. She mentors younger women and requires each executive in the organisation to undertake a mentoring role in order to build mentoring into the fabric of the bank.

Gail believes that equal opportunity should be a serious economic and business issue which needs dedicated and relentless focus.

leading organisation for the advancement of women (less than 800 employees)



Awarded to the organisation that demonstrates that it:

- has policies in place (across the seven employment matters) that support women across the organisation;
- has effective processes (across the seven employment matters) that are transparent and gender inclusive;
- has strategies in place that support a commitment to fully utilising and developing all staff, removing barriers to women;
- provides education to all employees (including managers, casuals and contract staff) on their rights and obligations regarding sex-based harassment;
- has a gender-inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable; and
- delivers improved outcomes for women and the business.

Amgen Australia Pty Ltd

Amgen is a biotechnology company that in Australia employs 170 staff, of whom 129 are women. The company has a range of programs to ensure all staff reach their full potential.

The Mentoring Program provides mentees an opportunity to access the knowledge and experience of colleagues, with benefits for mentors in the form of coaching and leadership skill development. Twenty per cent of Amgen staff are in the mentoring program, of whom 53 per cent are women.

The FlexAbility Program is designed to integrate the best interests of staff and the business by providing flexible work solutions of flexitime, part-time, telecommuting, job sharing and remote work. Twenty-four per cent of employees at Amgen are on flexible work arrangements, of whom 92 per cent are women.

Amgen provides 12 weeks' paid parental leave and supports transition plans that enable employees to return to work in a staggered manner so that work-life balance is manageable. This approach has resulted in an increase of women returning from parental leave from 57 per cent in 2007 to 100 per cent in 2011.

In addition:

- 98 per cent of Amgen employees believe that 'People here are treated fairly regardless of age, sex, race and ethnicity and sexual orientation';
- 33 per cent of the leadership team are female;
- 65 per cent of staff in all management roles at Amgen are female;
- 14 per cent of females in management roles are working part-time;
- 100 per cent of staff promoted in 2011 were females;
- 75 per cent of career moves by staff in 2011 were by females;
- 88 per cent of new hires in 2011 were female;
- Amgen's retention rate for 2011 was 92.36 per cent, of which 90.53 per cent were female.

Amgen continues to focus on deeper levels of success for their existing equal opportunity and career development programs.

Catholic Education Office, Adelaide

The Catholic Education Office works to assist schools in enriching the lives of staff, students and their families by providing support that promotes the spiritual, physical, emotional, social and intellectual wellbeing of all.

The office is committed to ensuring that identifying and responding to matters regarding equal opportunity for women in the workplace is part of the fabric of the organisation, and it has now become embedded in the culture. This is important for the leadership team at the Catholic Education Office as it strives to create a culture of acceptance and commitment. The outcome is that these matters have become everyone's responsibility.

leading organisation for the advancement of women (less than 800 employees)

Women are encouraged to access opportunities to undertake further training or professional development to encourage them in their leadership journeys. There are 25 women in senior management positions, 36 per cent of whom work part-time. The leadership team comprises five members, of whom three are women. There is a 100 per cent return rate from maternity leave, with the majority accessing part-time work.

The Catholic Education Office seeks to ensure justice and equality for all employees, especially women. Many employees, including women, have benefited from the opportunity to act in promotion and higher level duty positions. Study and professional learning is encouraged and a record number of study incentive grants have been accessed over the past 12 months. Administrators are offered nine hours each year to work in a community engagement project within other organisations.

Henry Davis York

Henry Davis York (HDY) is a law firm that practises nationally from its base in Sydney and has a specialist banking, recovery and insolvency practice in Brisbane. With 57 partners and more than 380 staff, the firm specialises in financial services and the NSW government sector.

Gender diversity is an integral component of HDY's people strategy and, in keeping with its reputation for an inclusive culture, the firm is committed to excellence in this area. In testament to this commitment, HDY's employees ranked equal opportunity as the firm's highest rating attribute in their 2011 engagement survey.

The firm has a variety of initiatives in place to ensure it provides a positive workplace, a range of career choices for women and a family-friendly work environment to facilitate success. The introduction of improved flexible work practices and a dedicated flexibility manager have ensured equity of process and support for all those applying to work flexibly. The firm now enjoys a return-to-work rate after maternity leave of over 90 per cent, most on a flexible arrangement.

Women are well represented in the leadership ranks at HDY. The firm has a female managing partner, and 67 per cent of senior directors are female, as are 68 per cent of special counsel and senior associates. Almost one-quarter of these senior female practitioners work flexibly. The number of female partners has doubled in the past five years and now stands at 28 per cent.

ITC Ltd

ITC delivers quality higher and vocational education and training and supports the University of Wollongong (UOW) with vital professional services. Through its brands, ITC offers university pathway programs, English language courses, IELTS testing, vocational qualifications and professional development, plus qualifications in the aviation and film industries. ITC also provides UOW with marketing, communications, student recruitment, community relations, fundraising and alumni services.

Equal Opportunity programs include a Leadership Mentoring Program, an annual CEO award that recognises exceptional leadership by a female member of staff, an annual women's forum that is hosted by the CEO, a formally established Diversity and Equity Committee, and specific training and development tailored for women.

These programs have contributed to the following outcomes:

- 33 per cent of board members are women;
- 50 per cent of executives are women;
- 67 per cent of managers are women;
- 76 per cent of staff attending a course, conference or workshop are women;
- 80 per cent of staff accessing professional development assistance are women;
- 75 per cent of staff returned from parental leave during the year; and
- 67 per cent of staff are women.

ITC has also achieved the EOWA Employer of Choice for Women citation since 2002 and the Australian Regional Women Leaders Convention 2011 Employer of Choice.

ASX Limited

ASX Group is part of the financial services industry and was created by the merger of the Australian Stock Exchange and the Sydney Futures Exchange in July 2006 and is today one of the world's top-10 listed exchange groups measured by market capitalisation.

ASX has taken a strategic approach to removing barriers to women and to realising the potential of its entire workforce.

The Balance@ASX program, in place since 2009, provides a holistic approach, incorporating all the elements that support its employees' desire to balance work, personal and family life. Since 2009, the number of women who have accessed flexible working arrangements upon return from maternity leave has increased from 63 per cent to 92 per cent.

The key statistics as at 30 June 2011 are:

- 25 per cent of the ASX board are women;
- 27 per cent of management are women; and
- 75 per cent of staff who take parental leave have returned to work.

As part of the ASX Diversity Strategy, ASX participates in programs to develop, retain and promote female talent. A review of current programs is likely to incorporate additional initiatives such as senior executives mentoring junior women, skill-building programs aimed specifically at women and sponsorship for high-potential female staff.

leading organisation for the advancement of women (more than 800 employees)

Awarded to the organisation that demonstrates that it:

- has policies in place (across the seven employment matters) that support women across the organisation;
- has effective processes (across the seven employment matters) that are transparent and gender inclusive;
- has strategies in place that support a commitment to fully utilising and developing all staff, removing barriers to women;
- provides education to all employees (including managers, casuals and contract staff) on their rights and obligations regarding sex-based harassment;
- has a gender-inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable; and
- delivers improved outcomes for women and the business.

National Australia Bank

National Australia Bank (NAB) is a financial services organisation with over 40,000 people, operating more than 1,800 branches and service centres, 1,750 stores and business banking centres globally and responsible to more than 460,000 shareholders. NAB operates major financial services franchises in Australia, as well as businesses in New Zealand, Asia, the United Kingdom and the United States.

A key strategic priority for NAB is building and maintaining a workforce that is representative of customers and communities and in which individual differences are valued and respected. NAB recognises that a diverse and inclusive workforce builds competitive advantage and a sustainable business – enabling the company to attract and retain talented people, deliver innovative business solutions, and respond more effectively to customers' needs, leading to improved financial and business outcomes.

NAB's Gender Action Plan helps the company do this in a variety of ways. These are:

- Building the pipeline – unlocking female talent.
- Building capability – building leader capability across the organisation as well as greater engagement of men in gender diversity progress.
- Recruiting principles and protocols – mandating female participation in job candidate pools and gender diverse interview panels, as well as ensuring all recruitment into senior management has a strong gender balance. This has now extended to NAB's external recruitment supplier base.
- Measurable objectives – setting clear, measurable objectives ('targets') in those result areas that the company believes are most critical to progressing gender inclusion and equal opportunity.
- Building reputation – maintaining NAB's EOWA Employer Of Choice For Women status; contributing to national and industry working groups, forums and networks; sharing and promoting best practice; and promoting gender diversity and inclusion advocacy with customers and community.

As at 30 September 2011, 28 per cent of the Group's executive management were women, compared with a starting position of 23 per cent in June 2010.

Of the total number of Group subsidiary directors, the proportion of women has increased from 14 per cent on 1 October 2010 to 20 per cent on 30 September 2011.

Forty-four per cent of graduates who have accepted positions in NAB's 2012 graduate program in Australia are women, compared with 40 per cent for the 2011 program.

Forty-seven per cent of the Australian talent development program participants, on an aggregated basis across NAB's core talent development programs, were women, up from 40 per cent in the 2010 financial year.

Australian Catholic University

Australian Catholic University (ACU) is a publicly funded university open to students and staff of all beliefs. The university has six campuses located in Queensland, New South Wales, the ACT and Victoria, approximately 1,400 staff and more than 20,000 students.

ACU is committed to ensuring equal opportunity for all, a culture informed by its mission and strongly supported by long-established policies, procedures, programs and practices. These practices include 12 months' paid maternity leave (first offered in 2001, with ACU being the first employer in Australia to offer this entitlement); flexible work policies and practices (such as flexible work hours, part-time work and job sharing) that support career, work and life balance; research awards for female academics returning to work after a period of parental leave; and sponsorship of the Australian Regional Women Leaders' Convention. This multi-faceted approach assists women at ACU to reach their potential and results in women being represented at all levels of the organisation.

At ACU women constitute 68.7 per cent of the workforce. There have been positive outcomes in increasing female representation at all levels of the organisation, including senior management. This includes appointing two women to Deputy Vice-Chancellor roles, female Executive Deans in all five of the university's faculties, and women holding a number of high-level administrative positions. Since the implementation of 12 months' paid maternity leave, the retention rate of staff has been 91.38 per cent overall.

The university's recently approved Staff Enterprise Agreement has introduced a framework for the implementation of Academic Career Pathways, which create a range of career pathways and recognise the contribution of academic staff in the areas of teaching, research or administrative leadership. This initiative creates flexible opportunities for women and men, allowing them to make changes and move into relevant career pathways at the different phases in their career life cycle. Essentially, this innovative initiative means that staff members with family, caring and other responsibilities will be able to progress their careers while focusing on one of the previously mentioned pathways that best suits their lifestyle and capacity for performance at the time.

Corporate Express Australia Pty Limited

Corporate Express is one of the leading suppliers of business products and services in Australia. With a head office in Mascot NSW, the company has 43 locations and 2,000 staff nationwide.

Corporate Express' annual Business Women of the Year program was first launched in 2010 and aims to address an under-representation of females in leadership roles through developing professional skills and raising awareness of women's work achievements. The program focuses on mentoring, skills development and visibility across the business. It also has a university partnership with four female leaders mentoring female students and 86 women in the formal talent-mapping process, and has implemented a job swap where a senior female leader transferred into the warehouse manager role.

Corporate Express has set targets for the percentage of females in its top three layers of management, which are measured and reported to the CEO quarterly. Results against these targets are below:

Management Group	Targets to 2015	Actuals to 2011
• Executive	25%	43%
• Senior Leadership Team	30%	36%
• Direct reports to Senior Leadership Team	45%	44%

In July 2010, Corporate Express launched its new Flexible Work Guidelines. The plan is to expand this program through further engagement and ensure that the organisation is promoting flexible arrangements consistently across the entire business, including the provision of opportunities for working mothers.

Stockland

Stockland is one of the largest diversified property groups in Australia. It owns, manages and develops a range of assets, including residential communities, retirement living villages, shopping centres, office and industrial assets.

As part of Stockland's programs to maximise the potential of all its staff, it awarded an international research fellowship to three female employees to identify opportunities to maximise the advancement and empowerment of women in business. After researching leading practices in 20 organisations across five countries, Stockland implemented two new development programs specifically for women, together with training to prevent unconscious bias in its leadership team.

These new programs supplement its existing gender diversity initiatives, which include women's networking events, a comprehensive parental transitions program and access to flexible working arrangements.

Stockland has set a target to increase the number of women in management roles to no less than 40 per cent by 2015. The organisation is making good progress towards achieving this target, with the number of women in management roles increasing from 28 per cent in 2007 to 37 per cent in 2011. The introduction of the Parental Transitions Program has driven a significant improvement in the return rate from parental leave, which has increased from 56 per cent in 2008 to 94 per cent in 2011.

Westpac Banking Corporation

Westpac Banking Corporation was founded in 1817 and was the first bank established in Australia. Today it has a presence in Australia, New Zealand, the Pacific region, and key financial centres globally. Westpac employs over 38,000 people.

The Westpac Group was the first private-sector company to pay superannuation on unpaid parental leave. Westpac aspires to increasing the number of women in senior leadership roles to 40 per cent by 2014.

To deliver sustainable change for women, Westpac has a program that:

- intervenes in processes to drive behavioural change and outcomes;
- focuses on change leadership and cultural symbols; and
- communicates both internally and externally.

Over 60 per cent of employees at Westpac are women – and in the past 12 months the bank has increased the percentage of women in leadership by more than 4 per cent from 33 per cent to 37.5 per cent. In addition, it has improved the representation of women on the Westpac board – from 1 December 2011, 40 per cent of board positions will be held by women.

All employees (both men and women) benefit from the diversity strategy. One of the key actions is to leverage the results of Westpac's research partnerships with leading academics and industry bodies. Research areas include valuing unpaid work, unconscious bias and mainstreaming flexibility.

sponsor profiles



Australian Industry Group

The Australian Industry Group (Ai Group) is a peak industry association which along with its affiliates represents the interests of more than 60,000 businesses in a broad and expanding range of industry sectors. We are committed to helping build competitive and sustainable industries through global integration, skills development, flexible workplace relations, infrastructure development and innovation.

Our Chief Executive, Heather Ridout, takes every opportunity to advance women in work, including through speeches, the media, direct action within Ai Group and her participation in many business forums and networks. At an individual level, Heather has acted as a mentor for a number of women within and outside Ai Group. She is seen as a role model by many women and often receives correspondence from women motivated by her position and influence.

Ai Group's extensive member services include representation and advocacy, practical information, advice and assistance to members on workplace discrimination and harassment issues as well as compliance with EOWA reporting. A comprehensive suite of training programs for employers and employees is also available, and in the past 12 months we have delivered over 400 discrimination, harassment and bullying sessions to more than 5,000 participants.

Our workplace relations team can assist employers on EOWA reporting, discrimination and harassment matters. Our law firm, Ai Group Legal Pty Ltd, can provide workplace legal services from conducting workplace investigations to representation in discrimination and harassment actions. Our team of nationally accredited mediators is also available to assist in resolving workplace conflict which can arise in such matters.

Ai Group is proud to both embrace and advance equal employment opportunity, not only within the organisation, but across industry as a whole.

www.aigroup.com.au



Commonwealth Bank of Australia

The Commonwealth Bank is Australia's leading provider of integrated financial services. With more than 52,000 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 a diverse workforce through a range of initiatives and employee offerings. These include strong leadership commitment, setting a gender diversity target and measures, raising awareness of unconscious bias and building the talent pipeline. Through our partnership with EOWA and the Business Achievement Awards we can recognise the progress other organisations are making in achieving gender diversity. We are proud to partner with EOWA for their Business Achievement Awards to raise awareness of gender diversity and recognise outstanding achievements.

www.commbank.com.au

sponsor profiles

ExxonMobil



ExxonMobil Australia

ExxonMobil Australia has played a significant role in the development of Australia's oil and gas resources. We are Australia's oldest oil and gas company, with a total investment of over A\$16 billion. We pipe hundreds of millions of cubic feet of gas, extract and refine millions of barrels of oil and store and transport billions of litres of fuels to meet the community's energy needs.

We are the operator of the Kipper Tuna Turrum Project, which represents a multi-billion dollar investment to develop cleaner-burning natural gas supplies to help secure Victoria's energy future, and co-venturer in the Gorgon Project in Western Australia, developing a world class resource containing in excess of 25 per cent of all Australia's known gas resources.

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.

We are proud to have been selected as an EOWA Employer of Choice for Women for the last 10 consecutive years. We remain committed to being an employer of choice and value the strengths of a diverse workforce. ExxonMobil is strongly committed to developing local people. We employ talented and committed individuals from a variety of diverse backgrounds who reflect the communities in which we operate.

www.exxonmobil.com.au



IBM Australia

IBM is the world's leading information technology and business consulting company, with solutions and services spanning all major industries.

With more than 425,000 employees worldwide in nearly 170 countries, diversity and inclusion have been an integral part of the corporation's culture for almost 80 years in Australia.

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 every year since the first citation in 2001 and has won many awards that recognise its leadership in the diversity space. In May 2011, IBM was named the Most Friendly Employer for Gay, Lesbian, Bisexual and Transgender (GLBT) employees at the inaugural Pride in Diversity Australian Workplace Equality Index Awards. IBM was also awarded the Highest Ranking Private Sector Employer and the GLBT Employee Network Group of the Year at the Pride in Diversity awards.

www.ibm.com.au

supporter



Dress for Success

The mission of Dress for Success is to promote the economic independence of disadvantaged women by providing professional attire, a network of support and the career development tools to help women thrive in work and in life.

Dress for Success Sydney is a registered charity that provides appropriate clothing and styling advice for women who may be seeking to re-enter the workforce after a period of unemployment, women who may need to dress formally for a range of other situations such as appearances in court, attending a funeral, returning to the community after a period of imprisonment or any other circumstances when access to our services would make a difference.

Dress for Success Sydney can also provide support in terms of building confidence for a job interview, resume writing assistance or simply a friendly, supportive environment for women who may just need a little extra help to move forward. Through its innovative, volunteer-operated programs, Dress for Success improves the employability of disadvantaged women by increasing confidence and restoring dignity.

Dress for Success Sydney is an affiliate of Dress for Success Worldwide based in the USA. Since 1997, Dress for Success has served more than 550,000 women around the world. Each year we reach more than 50,000 women in the United States, Australia, Canada, the United Kingdom, New Zealand, Australia, the Netherlands, Mexico, Poland and the West Indies.

www.dressforsuccess.org/Sydney



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Australian Government

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