

### **Speech by Gino Butera**

EOWA Employer of Choice for Women event, Parliament House  
23 May 2007

Ladies and Gentlemen,

I was recently asked by an industry journalist why we at Cummins put so much effort into different ways to attract, retain and promote women into our workplace. The insinuation was that our motive was purely political in nature. I assured him that this was not the case but it told me very clearly that we still have a long way to go to help people fully understand the benefits of diversity.

J. Irwin Miller – former CEO, Cummins Inc. 1951-1977 put it best when he said – “In the search for character and commitment, we must rid ourselves of our inherited even cherished biases and prejudices. Character, ability and intelligence are not concentrated in one sex over the other, nor in persons with certain accents or in certain races or in persons holding degrees from some universities over others. When we indulge ourselves in such irrational prejudices we damage ourselves most of all, and ultimately assure ourselves of failure in competition with those more open and less biased”

This is a powerful statement and Mr Miller highlights the point that diversity in the workplace is not a political or social cause but a prudent business decision.

In context with why we are here today it means that as business leaders if we fail to attract talented women into our industries then we will ultimately assure ourselves of failure. In this highly competitive environment this is not only the right thing to do but it also makes good business sense.

I am proud to say that at Cummins we are leading by example. We operate in trucking and industrial markets supplying diesel engine power, parts and service support. This is called a “non-traditional” industry. Winning the award for **Outstanding EEO Practice for the Advancement of Women in a Non-Traditional area/role** was a highlight for us as it recognised the progress we have made in a sometimes challenging environment.

We have put a lot of effort in our diversity efforts at Cummins and most of it was easy and some not so easy. The easy part was putting direction, structure and councils in place. The hard part has been to change the culture of the organisation and industry to look at different ways to attract, retain and promote women into our workplace. We had/have blokes who are really threatening by this change and some who had convinced themselves that women simply did not want to work in our industry. We had some who thought that women with the right skills and experience are too hard to find and others who even suggested forming a “Men’s Network Group” as some form of protection for the rights of men.

We have now moved on from this but when challenged we still face the same excuses for not broadening the search, for not changing our male oriented culture and for not being creative in our recruiting techniques.

Our focus has also been in part is to create an environment where the best women in the workforce want to work for us – that is ... to create a value proposition for all employees – men and women.

At Cummins, we have made some progress but we still have along way to go, however, it starts with genuine leadership, a real desire to succeed and the ability to see the benefits that a diverse workforce can bring. We have faced criticism along the journey, but we have persisted and at the end of the day I know that we are better for it.

Thank you.