



MEDIA RELEASE

1 October, 2003

Lack of profit centre experience thwarts women's careers: 2003 Census

Many women are missing out on Board and CEO jobs because they are not getting 'profit-centre' experience in Australia's major companies.

Released today the *2003 Australian Census of Women in Leadership* shows the number of women executive managers in Australia has increased to **8.8%** (compared to 8.4% in 2002). The number of women board directors has increased by 0.2% to **8.4%** (compared to 8.2% in 2002).

Announcing the results, Ms Fiona Krautil, Director of the Equal Opportunity for Women in the Workplace said that the focus on achieving equal opportunities should now be on building career pathways for women rather than just looking at positions. "The message for women graduating from TAFE Colleges or university is that they need to work across the company in roles that include manufacturing, sales, marketing and operations in order to compete for top level jobs, they should be very careful not to languish in roles that are not leading anywhere."

"There just isn't enough strategic focus within Australia addressing the issue of advancing women within the company,' says Fiona Krautil. "One look at the corner office or the board room will reveal how women are not reaching the upper echelons of the organisation; this is a problem that time is clearly not going to fix!"

Alarminglly, the 2003 Census also found that 49.1% of Australian companies have no women executive managers.

Mr John MacFarlane, ANZ CEO said that his organisation was aware of the pathways versus positions issue and had recently taken steps to address it.

"As a result of our ongoing commitment to diversity at ANZ, it is my expectation that the representation of women at Executive levels will reach at least 20% by the end of 2005," John McFarlane said.

"Too many women are seeing their careers peak a notch or two below the top because they haven't had a chance to gain the necessary line role," Ms Krautil said.

Corporate Women need to carefully plan career pathways that include a stint or two in line roles that have a direct responsibility for the profit and loss of the organisation.

"The new information on the small number of women holding line positions should serve as a wake-up call to business leaders about the under-representation of women in the feeder-pool to the top jobs. While we are glad to see some further improvement in this year's results, the rate of progress is still snail-like and small compared to the US," Ms Krautil said.

While women executive managers comprise of 8.8% of all executive positions, they account for only 4.7% of line roles. In contrast, men make up 95.3% of line roles.

According to the 2003 Census:

➤ The percentage of board seats held by women has increased by only **0.2%**, from **8.2%** in 2002 to **8.4%** in 2003 (compared with 12.5% in 2001 in the US and 9.8% reported in the Canadian 2001 Census).

➤ The number of companies with at least one woman board director is down by **0.6%**, from **53.3%** companies in 2002 to **52.7%** companies in 2003 (the main feeder group for CEO and Board positions).

➤ Not surprisingly, given the small numbers of women in core executive positions, just five of Australia's top 200 companies have a woman as CEO as at the Census cut off date of 31 March, 2003. (When property and investments trusts are included, this figure increases to just eight). As at 1 October 2003, there are just four, they are:

- Christine O'Reilly, Managing Director, GasNet Australia
- Katie Page, Managing Director, Harvey Norman
- Gail Kelly, Group Managing Director and Chief Executive Officer, St George Bank
- Theresa Gattung, Chief Executive Officer, Telecom, New Zealand.

This year's survey also found significant differences in the performance of particular industries:

The **best performing sectors** for women executive managers were software & IT services, telecommunications, retailing and health care equipment and services

The **worst performing sectors** for women executive managers were Consumer durables and apparel, pharmaceuticals and biotechnology, hotels, restaurants and the leisure industry and real estate.

The two censuses were undertaken by the Federal Government's **Equal Opportunity for Women in the Workplace Agency (EOWA)** in collaboration with the US-based **Catalyst** research organisation and **Macquarie University**. Sponsorship was provided by **ANZ & Esanda** (platinum sponsor), **Macquarie University** (gold sponsor) and **Edith University** (silver sponsor).

The EOWA *Australian Women in Leadership* census was launched last year and unlike previous surveys, it gives exact numbers of women in senior management and on the Boards of the nation's top 200 companies while allowing genuine international comparisons. The methodology is rigorous and approved by the ABS.

Today's result compares with 11.2% in Catalyst's second year (1998) of women executive managers and 8.7% in Catalyst's second year (1994) of women board directors. Unlike Australia, Catalyst run their Census alternate years. EOWA is hoping Australia will mirror the US experience where women's participation at senior levels has increased strongly since the census was first conducted there in 1994.

The top 200 companies represent 90% of Australia's market capitalisation.

ENDS

For more information contact

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www.eowa.gov.au



2003 AUSTRALIAN CENSUS OF **Women Executive Managers**

Some FACTS about Women Executive Managers		
For the top 200 companies listed on the Australian Stock Exchange (by market capitalization) at 31 March 2003 and featured in the Census.		
<ul style="list-style-type: none"> ⊖ Women hold 8.8% of Executive Management positions (compared to 8.4% in 2002) ⊖ 49.1% of companies have <u>no</u> women executive managers (52.6% reported in 2002) ⊖ 62% of women occupy staff roles as opposed to line positions that ultimately lead to CEO or Board appointments ⊖ Women hold just 4.7% of all line positions (down from 5% reported in 2002) ⊖ As a group, 38% of women executive managers are in line positions compared with 74% of men ⊖ 62% of women are in staff positions compared with 26% of men 		
Best Performing Industries		
<ul style="list-style-type: none"> ● Software & services ● Telecommunications ● Retailing ● Health Care equipment & Services 		
Worst Performing Industries		
<ul style="list-style-type: none"> ● Consumer durables & Apparel ● Pharmaceutical & Biotechnology ● Hotels, Restaurants & Leisure ● Real Estate 		
What Gets Measured Gets Done		
An international comparison of the percentage of executive managers that are women:		
COUNTRY	LATEST CENSUS FIGURES	FIRST CENSUS FIGURES

FACT SHEET

Australia	8.8% (2003)	8.4% (2002)	
United States	15.7% (2002)	8.7% (1995)	
Canada	Not yet released	12.0% (1999)	



2003 AUSTRALIAN CENSUS OF Women Board Directors

Some FACTS about Women Board Directors		
For the top 200 companies listed on the Australian Stock Exchange (by market capitalization) at 31 March 2003 and featured in the Census.		
<ul style="list-style-type: none"> ⊖ Women hold 8.4% of Board Directorships (compared to 8.2% in 2002) ⊖ 47.3% of companies had no women directors (compared to 46.7% in 2002) ⊖ Only 10.7% of companies had 2 or more women directors in 2003 (compared 9.9% in 2002) ⊖ Only 5.9% of companies had 25% or more women directors 		
Best Performing Industries		
<ul style="list-style-type: none"> • Insurance • Telecommunications • Banks • Consumer durables & apparel • Retailing 		
Worst Performing Industries		
<ul style="list-style-type: none"> • Automobile Components • Technology Hardware & Equipment • Commercial Services & Supplies • Transportation 		
What Gets Measured Gets Done		
An international comparison of the percentage of Board Directors that are women:		
COUNTRY	LATEST CENSUS FIGURES	FIRST CENSUS FIGURES
Australia	8.4% (2003)	8.2% (2002)
United States	12.4% (2001)	8.3% (1993)
Canada	9.8% (2001)	6.2% (1998)

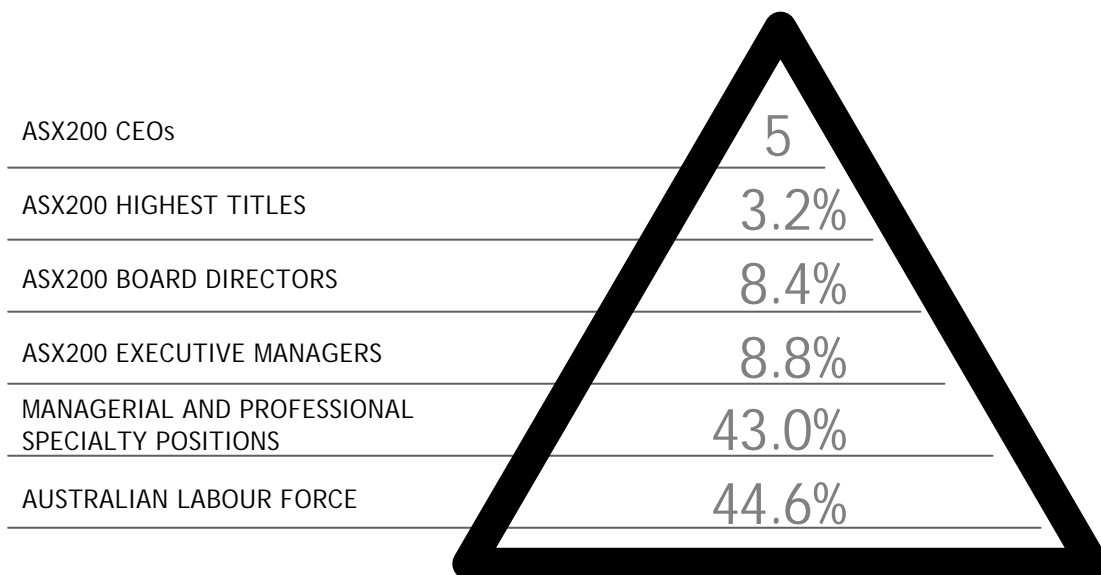
FACT SHEET



2003 AUSTRALIAN CENSUS OF WOMEN IN LEADERSHIP

Catalyst Pyramid

Australian Women in Business



Source: EOWA 2003 Census of Women Board Directors & Women Executive Managers, ABS Labour Market Statistics 6105.0 – July 2003.



2003 AUSTRALIAN CENSUS OF WOMEN IN LEADERSHIP

Census Background Information

The second year of the *Australian Women in Leadership Census* was conducted in partnership with Catalyst, the New York-based research organisation and in collaboration with Dr. Graeme Russell from Macquarie University. The Census provides statistics about women's representation on Boards and in executive management positions across Australia's top 200 companies, who represent 90% of Australia's market capital.

The 2003 Census revealed a 'trigger' of change however does not report any significant modification in the numbers of women in board positions or executive management positions. It is hopeful that the Australian Census will mirror the change that has been monitored by Catalyst that is, in 10 years time both Board and Executive management figures have doubled. With the Australian workforce at 44.6% we can only hope to achieve the same trend.

EOWA plans to conduct the census each year and, in 2004 will release an International Census list which compares Australia with Canada, the US and several European countries. This additional Census will supplement the research into the factors that need to be addressed to ensure more women are represented at senior levels.

The Australian study replicates that undertaken annually by Catalyst, a US non-profit research and advisory organization, which examines the Fortune 500 companies in the US and Financial Post 500/560 in Canada.

International Labour Organization

The International Labour Organization (ILO) recently highlighted the absence of standard international data. The census provides internationally comparable data by employing the Catalyst methodology.

Process

The census refers to data as at 31 March 2003. EOWA sought and verified the number of female board directors and executive managers (as a percentage of the total group) for the top 200 organisations listed on the Australian Stock Exchange. As a result of this process it became clear that

several of the companies listed in the ASX200 index were Trusts and Investment entities with a small number of employees. The full

list of organisations is included in the appendices however to ensure comparability with the 2003 findings these organisations were excluded in the calculation of overall findings. The number of companies included in the Census was 169.

The project involved a letter to the CEO of each of the companies listed on the Australian Stock Exchange. The letter urged companies to nominate a person responsible for providing the data and to contact the Macquarie University. This resulted in 94 companies making contact with the researchers. The process also included phone calls and emails urging companies to respond. , which resulted in a verification rate of 80 %; in all, 159 companies out of 196 originally identified.

This process involved validating the company's total number of directors and number of women directors/women executive managers and verifying the names, titles, and gender of executive managers for the period between April 1, 2001 and the cut-off date, March 31, 2002. Macquarie University researchers audited the data numerous times to ensure accuracy.

Methodology

It is important to note that this research employs a census rather than a survey methodology.

The industry coding system used was applied by the Australian Stock Exchange: GICS (Global Industry Classification Standard). As explained, this "is a joint Standard and Poor's/Morgan Stanley Capital International product aimed at standardising industry definitions. To bring Australia in line with the rest of the world Standard and Poor's has reclassified all ASX listed entities according to GICS. The Australian market has traditionally been broken down into 24 industry sectors unique to this country.

GICS consists of 10 economic sectors aggregated from 23 industry groups, 59 industries, and 122 sub-industries currently covering over 12,000 companies globally."

Defining the senior or executive management group in an organisation is problematic and at times it is difficult to know if comparisons across companies are valid. In this second year of the census we have identified and attempted to validate the particular positions of those who are in the executive management group, defined as reporting directly to the CEO of the company. In coding the titles of the executive managers we have used the system previously developed by Catalyst.

The methodology has been approved by the Australian Bureau of Statistics.

[ENDS]



2003 AUSTRALIAN CENSUS OF WOMEN IN LEADERSHIP

EOWA Background Information

“To create an Australia where every woman can achieve her greatest potential in the workplace.”

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

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

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

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

[ENDS]





Profile – Fiona Krautil, Director



Fiona Krautil was appointed Federal Director of the Equal Opportunity for Women in the Workplace Agency (EOWA) in April 1999. Her work involves contact with more than 3,000 private sector organisations¹ as well as providing policy advice to the Federal Minister for Employment and Workplace Relations.

Prior to EOWA, Krautil was Head of Diversity at Westpac where she led the bank's 'leading practice' diversity process, achieving a shift in the organisation's culture to provide a workplace that was more inclusive for women. Westpac subsequently received a Silver Corporate Work and Family Award² in 1998.

Before joining Westpac, Fiona was Equal Opportunity Manager at Esso Australia where she successfully developed and implemented diversity strategies that resulted in Esso winning a number of Best Practice awards. She is also a member of the National Diversity Think Tank³ and the Enterprise and Career Education Foundation (ECEP) board.

With a Bachelor of Science Degree with Honours, a Post Graduate Diploma in Management and a Master of Business in Change Management, Fiona is the proud mother of two daughters: Stephanie, 13, and Alexandra, 8.

[ENDS]

¹ Employers covered by the Act include private sector employers, community organisations, non-government schools, trade unions and group training companies with 100 or more staff. All universities in Australia are also covered by the Act.

² The Work and Family Unit, Department of Employment, Workplace Relations and Small Business run corporate Work and Family Awards.

³ The National Diversity Think Tank is a collaborative working forum providing leadership in developing, sharing, implementing and evaluating leading-edge diversity models and materials to provide better solutions for the Asia-Pacific region.



Biographical Notes

Sandra Yates AO

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Sandra Yates is the Chair of Saatchi & Saatchi Australia, a major multi-national advertising firm. She also chairs the NSW TAFE Commission Board, and the Sydney Writer's Festival. In addition, Sandra chairs Books Alive, on behalf of the Australia Council for the Arts. Books Alive is a Federal Government initiative, and is part of the Book Industry Assistance Package.

Sandra is also the managing director of her family company, The Demeter Group Pty Ltd, a consulting practice that provides strategic advice to management on marketing and communications.

In 1994-95, she was the Chair of the Australian Council for Women, the Australian Government's advisory body for the 4th United Nations Conference on Women held in Beijing in September 1995. In that capacity, she was a Government adviser and delegate to the Conference.

She was previously the publisher of *Time* magazine - a position she held from 1990 - 1993. During that period, she led *Time* to its current position as the No 1 news and business magazine in Australia in both circulation, and readership, and increased advertising revenue by 50%.

Prior to that, Sandra was President and CEO of Matilda Publications Inc., a company she founded with her then business partner, Dr. Anne Summers, in New York in 1988, when they raised \$20,000,000 on Wall Street, and completed the second woman-led LBO in US corporate history.

The company successfully launched *Sassy* (a magazine for teenage girls) and led *Ms* magazine to its highest ever circulation.

She was employed by the John Fairfax organisation between 1980 - 1988, working in both newspapers and magazines. Following a successful turnaround of the advertising sales performance of the magazine group, she was selected to attend the Advanced Management Program of the University of Hawaii, and was subsequently appointed Deputy to the Chief Executive of Fairfax Magazines, a position she held until her departure for New York. At that time, Fairfax Magazines (which was subsequently absorbed into the ACP Publishing Group) was the second largest publisher of magazines in Australia, selling in excess of 30,000,000 magazines annually.

Sandra is a Past President of Chief Executive Women, and the YWCA of Sydney, and a former director of Reynolds Wines Limited, terraplanet Limited, UNICEF, and Musica Viva. She is currently a board member of the Taronga Foundation, and a member of the Advisory Council of the Australian Graduate School of Management. Sandra is a Past President of the Magazine Publishers Association of Australia, and a former director of the Magazine Publishers Association in the US.

In June 2002, she was admitted as an Officer in the Order of Australia for services to women's organizations, vocational education and training, and the advertising industry.

[ENDS]

EOWA is proud to be associated with organisations that lead the way in advancing women in the workplace.



Australian Government
Equal Opportunity for
Women in the Workplace Agency



Australian Government
Equal Opportunity for
Women in the Workplace Agency

2003 AUSTRALIAN CENSUS OF WOMEN IN LEADERSHIP



Available for Media Comment

A number of high profile women from ANZ and Esanda are available for media comment on the *2003 Australian Women in Leadership Census*.

Profiles included:

Elizabeth Proust, Managing Director, Esanda

Jenny Fagg, Managing Director, Credit Cards Australia

Judith Downes, Head of Finance & Business, Information Centre

Lynne Sutherland, State Manager, Personal Banking Queensland

Sonia Stojanovic, Head of Breakout and Cultural Transformation

Vicki Shields, Head of Australian Contact Centre

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Australian Government
Equal Opportunity for
Women in the Workplace Agency



Elizabeth Proust – Managing Director Esanda



“I keep the issue of gender diversity on the agenda and I do this in a way that makes people understand that it is an important issue; one which both men and women need to solve from both an economic and an equity perspective”

When Elizabeth Proust commenced her career she aspired to work for a long time and to see how far she could go. “I did not know what level of seniority I might achieve but thought that ambition, hard work and some luck would do it for me,” she said.

Two turning points in Elizabeth’s career gave her a real sense that she could achieve significant success. Being the first woman from BP Australia to be seconded offshore to BP International, and then as Chief of Staff for the Premier of Victoria, where she managed large numbers of staff.

Elizabeth considers this self-belief and the combination of skills, experience, a supportive husband and being in the right place at the right time as the root cause to her success. “I’m also good with people and, since most of my roles have involved managing significant numbers of people, this has been crucial,” she said.

She feels fortunate to have worked with many inspirational people but says her journey has been about finding inspiration all around her and not just from one person. She says, “The people who have really inspired me have been close to home.

“My parents, who made great sacrifices to educate me and who encouraged me to believe that there were no boundaries to what I could achieve; and my husband, without whose active support and challenge, the journey would not have been possible.”

Elizabeth’s leadership efforts saw her recently recognised as one of the top 25 Australian leaders by BOSS Magazine.

“Since I joined ANZ, I have been provided with a number of challenging roles which have allowed me the freedom and opportunity to extend my leadership skills,” she said. “I have also been encouraged to attend INSEAD and the London Business School to hone these skills. As well as this, ANZ has introduced “Breakout”, a cultural transformation program, to demonstrate its commitment to leaders at all levels of the organisation”.

KEY DATES

March 2002

Managing Director, ANZ Asset Finance

February 2001

Managing Director, Metrobanking, ANZ

September 2000

Assumed responsibility for Group Marketing, ANZ

February 1999

Assumed responsibility for Corporate Affairs, ANZ

January 1998

Joined ANZ, Group General Manager Human Resources and Management Services

1995

Appointed Secretary of the Victorian Department of Premier and Cabinet (the most senior public service position in Victoria)

1990

Appointed CEO of the City of Melbourne





Jenny Fagg – Managing Director, Credit Cards Australia



“We need a greater acceptance that people have different styles and approaches to work. By acknowledging this, we can help individuals contribute to their fullest potential and hence strengthen the organisation overall”

Jenny Fagg knew from an early point in her career that she wanted to hold a senior management role. “I began work as a Human Resources Officer at Kodak, Australasia. My aspiration was to hold an executive role, initially in human resources and then in general management,” she said.

This ambition became reality and over the last 17 years Jenny, has held executive roles in a variety of management disciplines at ANZ, KPMG and Citibank. She believes her success is due to “a results orientation, an analytical capability at both the strategic and detail level and an inclusive style of leadership.”

It was Jenny’s first manager who helped create her passion for working with people. “My first boss was hugely influential and inspirational, embodying many fine qualities: integrity, intelligence, common sense, generosity and a sense of humour,” she said. “He definitely influenced my leadership style, both as an aspirational role model and by supporting me when I fell short of my own expectations.”

Her current challenge, as the Managing Director of ANZ’s Credit Cards Australia, “is to build sustainable Cards businesses with truly differentiated, great value products – in an environment of sweeping reforms to the credit card industry.”

Jenny believes that ANZ’s cultural transformation program called Breakout has contributed to her leadership development. “In particular, I try to live at all times the four elements of trust: reliability, acceptance, openness and congruence,” she said.

KEY DATES

November 2003
Appointed Managing Director, Credit Cards Australia, ANZ

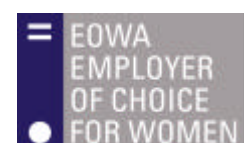
January 2000
Appointed General Manager, Consumer Finance Risk Management & Personal Loans, ANZ

1998
Director and Retail Lending Specialist, KPMG

1996
General Manager, Customer Finance Marketing, Citibank

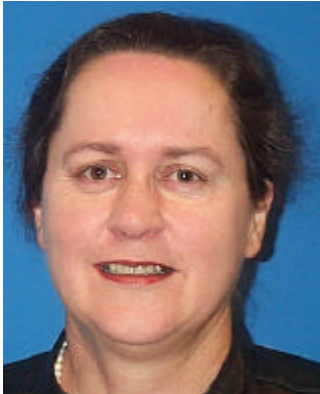
1993
General Manager, Consumer Credit, Citibank

1991
Executive Manager, Credit Cards, Collections & Recovery, Citibank





Judith Downes – Head of Finance & Business Information Centre



“Gender is but one of many characteristics that define each unique individual and has no significance in determining aptitude for a role”

Judith Downes began her career as a secondary school mathematics teacher before moving into finance and accounting roles. “My initial aspiration was to influence significantly how my students learnt maths while positively impacting mathematics teaching in Australia,” she said.

“I have always believed that I could contribute at senior levels,” said Judith. She attributes this self-confidence to her strong ability to influence results by gaining the support of others and developing ideas in ways that improve outcomes.

As a leader, Judith aspires to maintain her calmness and resilience. “I worked with an inspiring leader who calmly accepted an impossible situation and had the strength to continue without dropping the ball,” she recalls. “Her calmness and resilience showed me that you can, with courage, change the impossible into the possible.”

Judith prides herself on her leadership in managing change and strives to sustain high levels of morale in her team when faced with peak and difficult periods. She has significant technical expertise in financial analysis and draws on her breadth of experience to develop innovative solutions and new directions for the finance team.

ANZ has given Judith the freedom to implement flexible work practices in her team. “ANZ’s cultural transformation program, Breakout, has encouraged me to develop a leadership style based on my confidence and trust in the finance team,” she said.

KEY DATES

March 2002

Appointed Head of Finance & Business Information Centre, ANZ

March 1999

Head of Financial Services, ANZ

July 1996

Joined ANZ as Senior Manager, Group Accounting Policy

May 1993 – July 1996

Manager Professional Standards (CPA)

January 1992 – May 1993

Technical Consultant, Australian (CPA)

July 1989 – January 1992

Assistant Manager, Business Services, Coopers & Lybrand

1975 to 1980

Senior Mathematics Teacher, Education Department of Victoria





Lynne Sutherland – State Manager, Personal Banking Queensland



“Organisations and their people need to master the art of having open, honest and direct conversations so as to foster greater inclusion where people are recognised for their ideas and individual contributions”

Lynne Sutherland’s approach to career planning has been to accumulate interesting experiences that add to her skill base. “I would like to be able to say that I have a well mapped out career plan, the reality is though, I never have had one,” she said. “I have always known what interests me, and what I need to develop, so I have looked for and taken opportunities to learn, develop, and broaden my knowledge and skill base.”

She attributes her success to being flexible, adaptable and mobile so she can move out of her comfort zone regularly. “The best move I ever made was a sideways one into a product management role with profit and loss accountability,” she said. “This opportunity gave me a greater sense of achievement through the delivery of tangible results.”

Lynne recommends that people take considered risks with their careers, and take every opportunity provided so that they can better position themselves for roles in the longer term. She recalls being offered a five- week role in Jakarta for a marketing and distribution review. “It was a great experience for seeing how well you can cope and deliver in a completely unfamiliar environment,” she said. “And the skills you learn from that are transportable to any other job.”

As a leader, Lynne aspires to make things simpler for people, to lead by example, to be fair and most importantly, to be authentic.

“ANZ has contributed to my leadership capabilities in a number of ways,” she said. “I have been trusted to do my job and fortunate to have had opportunities to try new things, some of which I asked for and others I was offered.

“I have reported to and been mentored by some of the best leaders within ANZ. This has allowed me to observe successful leaders and to adopt aspects of their leadership for myself.”

KEY DATES

January 2001

State Manager, Personal Banking, Queensland, ANZ

September 2000

Mass Market Segment Manager, Personal Banking, ANZ

June 2000

Acting Regional Manager, Victoria and Tasmania, ANZ

February 1998

Senior Manager, Mass Market Segment, Australia, ANZ

June 1997

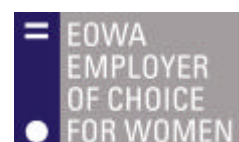
National Manager Loan Products NZ, ANZ

March 1997

Seconded to ANZ Global – Global Marketing Review, ANZ

June 1996

Marketing Manager Consumer Lending & Savings Portfolio NZ, ANZ





Sonia Stojanovic – Head of Breakout and Cultural Transformation



“I provide opportunities for my people to be who they really are by providing coaching and development that strips away the shields so they can shine in their full potential as an integrated human being”

When Sonia Stojanovic began her career as a teacher she had no aspiration to reach executive level. “I just wanted to see the world,” she said. “My plan was to work for a year, then travel the world and see where that took me.”

Sonia always went with the flow in her career and would seize opportunities as they arose. She viewed career development as “an opportunity to learn and develop rather than climb a ladder.”

The turning point came when Sonia was headhunted for a role at Heinz Australia. She stepped from a middle management ‘Quality’ role at Shell directly into an executive position and found herself with senior accountability.

“This resulted in me becoming far more serious about my life and work,” she said. “I was able to participate in global initiatives and this attracted me. Australia was one thing, but I now wanted to move upwards and outwards so I could be a part of the global stage.”

Sonia started to actively seek leadership opportunities and made a number of sideways moves to align herself better for the role that she wanted. “I also took a reduction in salary at one stage in order to achieve my goals,” she said.

To succeed, Sonia believes you must “trust your intuition, persevere, remain optimistic, value all learning and take risks.” She also advises, “do what you love, be honest, act with integrity, support the people in your team, celebrate the successes of your people, develop yourself personally and have a supportive personal relationship.”

Sonia’s experience at ANZ has assisted her to further develop these qualities. “ANZ has contributed much to my leadership development,” she said. “I have realised the importance of having a trusted mentor; of seeing opportunities in testing situations and having the willingness to try something new even when I did not have the required skill set.

“It has also allowed me to recognise that work is part of life and that it is important to nurture those who support you on the home front.”

KEY DATES

August 2001
Head of Breakout and Cultural Transformation, ANZ

February 2001-August 2001
Acting Head of Group People Capital, ANZ

October 2000
Project Manager – Perform and Grow, ANZ

October 1999
Joined ANZ as General Manager, Human Resources, Communication and Corporate Affairs, International Banking Division

August 1997
Appointed Human Resources Director for Heinz Asia Region

February 1996
Appointed Director of Human Resources, Heinz Australia

April 1988
Joined Shell Australia





Vicki Shields – Head of Australian Contact Centres



“I want organisations to be representative of the wider community and to be run by people who have the skills to manage in a way that ensures alignment to their key constituents – their staff, their customers, their community and their shareholders”

When Vicki Shields joined ANZ, she did not know what she wanted to do. “All I knew was that I wanted to work collaboratively with people and make a difference,” she said.

The turning point for Vicki was her first managerial role. “I was actually on parental leave at the time when I got the call and while it meant returning to work earlier, it was worth it,” she said. Further promotions to senior management, combined with motherhood and postgraduate studies reinforced her strengths, closed some gaps and enhanced Vicki’s desire to be successful.

Vicki attributes her passion, belief in people, outcome focus and courage of conviction as the keys to her success. “I have been able to forge relationships with people who have been willing to assist me and had some wonderful teams who rallied around to ensure our goals were achieved,” she said.

Many people have inspired Vicki. “I consider people who value diversity in others and who act with integrity, honesty and genuine caring while still achieving business results to be inspirational leaders,” she said.

As well as these inspirational leaders, Vicki feels that ANZ has also contributed to her leadership development. “ANZ has provided me with new opportunities in the form of vastly different and stretching roles,” she said. “Also, our cultural transformation program, Breakout, has showed me unique ways of learning about myself and others.”

For organisations to flourish, Vicki feels relationships need to be open and trusting. She values people for their skills, their opinions and the diversity they create. Vicki believes, “You can learn something from everyone you work or come into contact with and certain people will have a greater impact upon you than others.”

KEY DATES

June 2001

Head of Australasian Contact Centres, ANZ

2000 - 2001

Head of ATM’s Australasia, ANZ

1996-1999

National Manager Direct Distribution, ANZ

1995-1996

Project Manager – Treasury, ANZ

1992-1995

Manager Lending Support Centre, ANZ

1991-1992

Project Manager, ANZ

1989-1991

Marketing Manager, ANZ

1988-1989

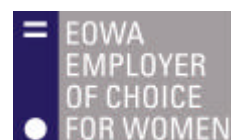
Human Resources & EEO Officer, ANZ

1986-1988

Training Officer, ANZ

1979-1986

General Banking in Retail Network, ANZ





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2003 AUSTRALIAN CENSUS OF WOMEN IN LEADERSHIP

Partner



Catalyst

Catalyst is the premier North American-based non-profit research and advisory organisation working with partner companies across the globe to capitalise fully on women's talents and abilities. The leading source of information on women in business for the last four decades, Catalyst publishes annual censuses to determine and disseminate the facts about women in the top-most reaches of North American business.

In 2003 Catalyst again partnered with EOWA to produce a census of Australia's top 200 companies using Catalyst's methodology. This data is Australia's only definitive measure of women at the top level of business.

Catalyst and EOWA don't just believe in advancing women in business because it's the right thing to do – we believe in advancing women in business because it's good for the bottom line.

www.catalyst.org

EOWA is proud to be associated with organisations that lead the way in advancing women in the workplace.

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Platinum Sponsors



ANZ & Esanda

ANZ, including its finance company Esanda, is aspiring to be the bank with a human face in which a diverse workforce plays a central role. Gender diversity is a key component organisations can leverage for corporate success, as it enriches organisational culture, perspectives, creativity and innovation, as well as leadership and management style. By sponsoring the Census we hope to assist in recognising the importance of women in corporate Australia and inspire others to value difference within their organisations.

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2003 AUSTRALIAN CENSUS OF WOMEN IN LEADERSHIP

Collaborator & Gold Sponsor



Macquarie University

Macquarie University is proud to be both a Gold Sponsor of the 2003 EOWA Women in Leadership Census and a collaborator on the project, using the Catalyst methodology to conduct the Census on behalf of EOWA.

Since its establishment, Macquarie University has recognised the importance of diversity and equity in education and employment. At Macquarie, women:

- constitute 57 per cent of all students enrolled
- receive 51 per cent of all higher degrees awarded
- receive 60 per cent of all honours degrees awarded
- have occupied half the positions of Dean under the University's current structure
- have been Directors of four of the 12 National Centres of Excellence that Macquarie has hosted since 1988
- currently make up more than 40 per cent of University Council members.

Macquarie University has been a leader in equal employment opportunity, appointing Australia's first female Vice-Chancellor, Professor Di Yerbury, in 1987. Professor Yerbury, who is now Australia's longest serving Vice-Chancellor, was recently elected President of the Australian Vice-Chancellors' Committee (AVCC), becoming only the second woman to be president since the AVCC was formed in 1920.

Under Professor Yerbury's leadership, the University has recognised the crucial contribution that women make to research, teaching and administration, and has consistently increased the participation of women in academic and senior management roles. The Vice-Chancellor has also advocated for recognition of women through membership of the University Council and conferring honorary degrees.

Macquarie University has implemented a range of award-winning strategies to improve women's participation and retention. The University currently offers flexible work options to staff and 14 weeks paid parental leave, including paternity leave, to temporary, permanent and long-term casual staff. The University owns its own childcare centre, established on-site in 1993, and also provides facilities for two other on-site centres that provide childcare services to staff and students.

For many years the University has promoted women's participation more broadly in the community, hosting the successful annual Women, Management and Employment Relations Conference since 1989, and participating in innovative research projects such as the Women in Leadership Census.

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Silver Sponsor



Edith Cowan University

Edith Cowan University is a market leader in education for the service professions with strong links with business and industry. In sponsoring the 2003 Census ECU continues to build on its namesake, Edith Dirskey Cowan, and her tireless commitment to improving the status of women. The 2002 'EOWA Employer of Choice for Women' Award is an acknowledgment of the University's success in offering an inclusive work and learning environment.

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