



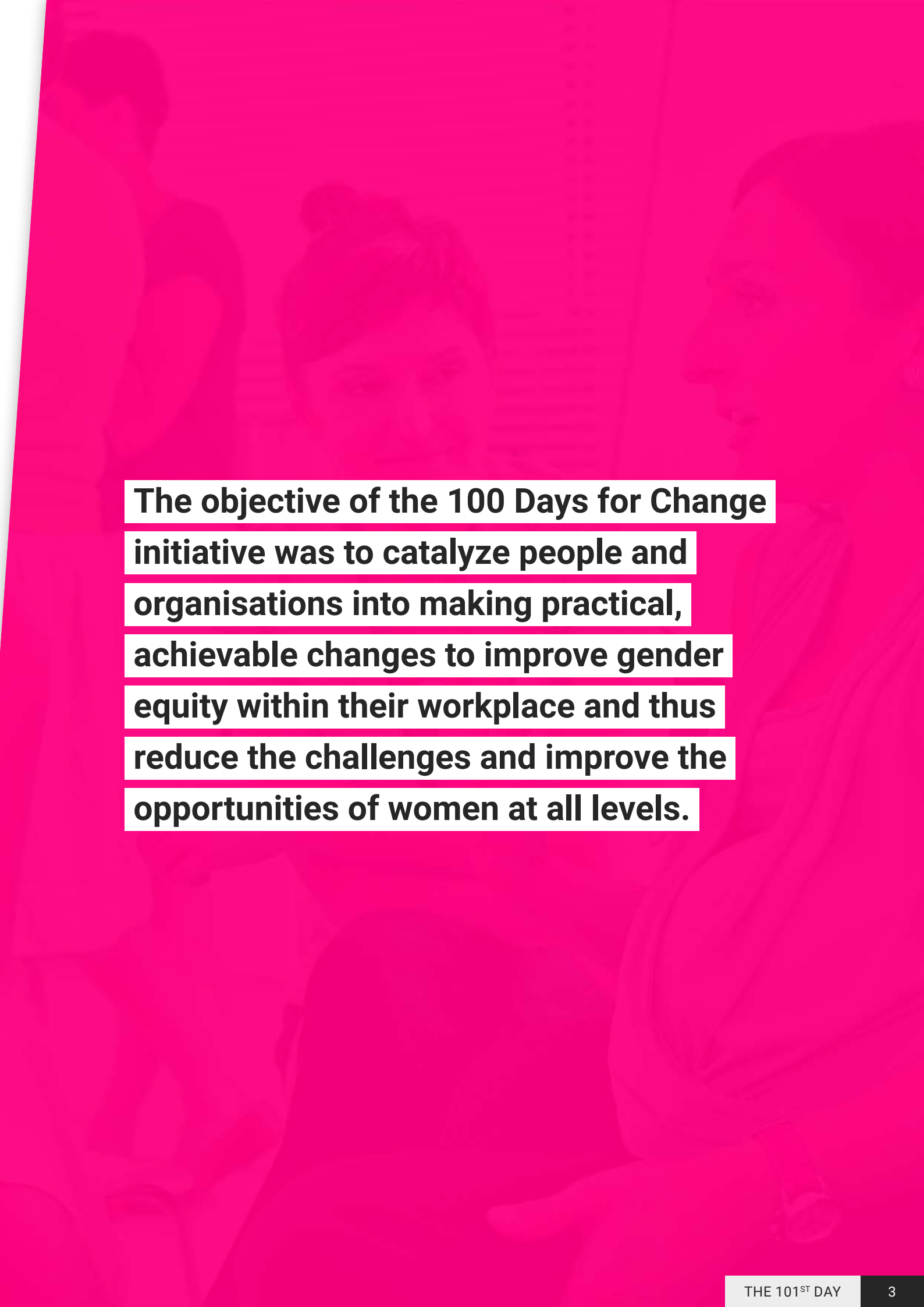
100 days for change

THE 101ST DAY

*A report by Women & Leadership Australia
on the 100 Days for Change initiative*

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A group of people, including a woman in the foreground, looking at a laptop screen. The image is overlaid with a semi-transparent pink filter.

The objective of the 100 Days for Change initiative was to catalyze people and organisations into making practical, achievable changes to improve gender equity within their workplace and thus reduce the challenges and improve the opportunities of women at all levels.

OVERVIEW

As Australia flounders in 35th place on the Global Gender Gap Report, it is becoming clear that practical, achievable change to increase gender equality is simply not happening fast enough.



At Women & Leadership Australia (WLA) we have been working with female leaders and their organisations for almost fifteen years and in this time have seen the challenges that women continue to face first hand. Based on a simple truth, that women still represent an enormously under-utilised national resource, we believe that supporting a greater percentage of women to step up into leadership across all vocations and industries will have tremendous cultural and economic benefits. We argue that gender equality is a critical economic and social challenge that affects all Australians and that the time has come for all of us to step up and do what we can to expedite change.

That is why we decided to team up with one of Australia's best-known female advocates, reporter, presenter and author Tracey Spicer, to launch a major national initiative designed to create practical, measurable change.

"It was an honour to be part of Women & Leadership Australia's 100 Days for Change. While women have come a long way in the workplace, there's still an awfully long way to go. What I loved about this campaign was the focus on practical change, from the grassroots to the top end of town: action, not words."

100 Days for Change was an action orientated initiative that aimed to catalyse individuals and organisations into making achievable change to increase gender equity in their workplace. The initiative represented one hundred days to work together and take practical action to effect real change. Our aim was to empower individuals and organisations, across all industries and sectors, to make all kinds of large- and small-scale changes.

The initiative ran from the 1st of July 2018 to the 8th of October 2018 and received a tremendous engagement within organisations across the country. From small independent businesses to leading private and public sector organisations we were humbled by the enthusiasm of so many to jump on board and be part of the initiative. We received widespread engagement and positive feedback from hundreds of organisations and individuals.

Most importantly, throughout 100 Days for Change we were able to witness collective action that elevated momentum towards achieving equitable working conditions for all, on both large and small scales. This report describes some of the fantastic outcomes that have been achieved.



OBJECTIVE

We asked individuals and organisations across the country to announce and celebrate the changes they were making in an effort to publicly demonstrate Australia's appetite for change.

It was our hope that through the visibility of this grassroots movement, government agencies and big business would be further swayed towards making widespread change at a national level. Our overarching objective did not end with the conclusion of the 100 Days initiative, but ultimately continues to shape and inform our work as advocates for sustainable, practical change in all our workplaces and broader communities.

Just as a journey of 1000 miles begins with a single step, great change is accomplished through great commitment. 100 Days for Change aimed to encourage hundreds of organisations and individuals to take that first step on the way to gender equity. We set out knowing that many changes couldn't and wouldn't be 100% completed by the close of the initiative, but what we hoped to see was the launching of many different initiatives that would continue to have a lasting impact long after the 100 day period had ended: for example, the implementation of a mentoring program that would support the future career goals of dozens of women, or the confidence that an organisation's employees are supported in calling out discriminatory behaviour, or the analysis that becomes the driving force for pay parity across a whole organisation. The possibilities for widespread action and impact were, and still are, endless.

We hope that the pledges of change we received will continue to act as sustainable commitments with far reaching, long term effects. Initiatives and actions that continue to grow across networks and industries, no matter how big or small, are just the starting point. 100 Days for Change united many in solidarity towards a future of equality for all.



SUZI FINKELSTEIN
Director Advocacy & Leadership, WLA

"Over the past ten years, I have been privileged to work with thousands of female leaders to support their ongoing development. I have heard their challenges, witnessed their growth and worked with them and their organisations to enable change. Our ongoing connection to these women and their employers puts us at the heart of the gender equity debate and in a unique position to affect real change. I feel immensely excited to have been part of 100 Days for Change. This campaign inspired real change for both individuals and organisations alike."

BACKGROUND ON GENDER EQUALITY IN AUSTRALIA

Some significant progress has been made towards gender equity in Australia in recent decades and we are becoming more aware of the gendered issues facing our communities and workforces. Despite this, the gender gap is still prevalent. In many areas, women continue to earn significantly less than men (an average of 17.7% less across all industries and occupations), and are more likely to be discriminated based on their gender in the workforce. Female dominated industries (such as health, education, and community service) continue to be highly gender segregated, and men continue to dominate leadership positions across all sectors and industries.

In recent years we have seen an increasing number of women complete higher-level education (women now represent 57.5% of degree qualified work entrants) but so far this has had little impact on the amount of female representation on boards (currently only 28.5% of ASX 200 board members are female), as CEO's (only 6.5% of CEO's in the ASX 200 are women), ministers, judges, and justices. Additionally, women still take on the majority of responsibilities around childcare and men have less access to policies such as flexible working hours and paternity leave.

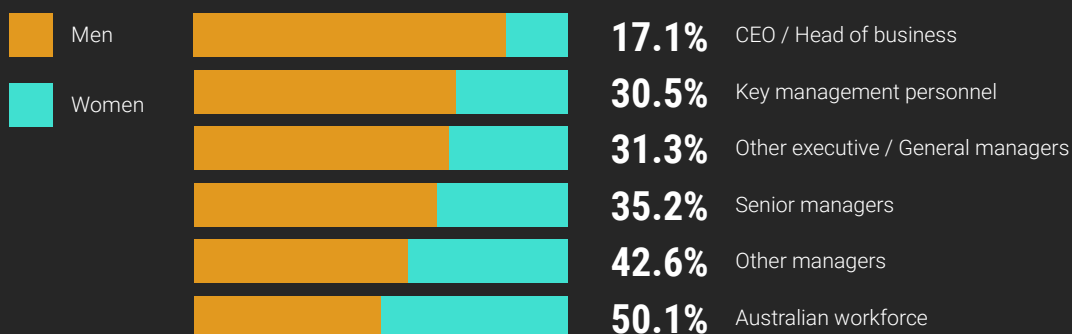
It's imperative for Australia's continued success that more women begin to contribute to the decision making of our communities, governments, and organisations at all levels. As an underutilised workforce, women have a tremendous amount to offer in terms of leadership influence and we will see great improvements to our society and economy when we achieve an inclusive and equal process of decision making.



Women represent 57.5% of degree qualified work entrants (ABS, 2016)



Only 6.5% of ASX 200 CEO positions are filled by women (ASX 2017)



Proportion of women by management category
(Workplace Gender Equality Agency's 2017-18 reporting data)

Men take home \$25,717
a year more than women
on average



Women comprise 39.1%
of all managers



Women hold 17.1%
of CEO positions



Women hold
25.8% of
board positions



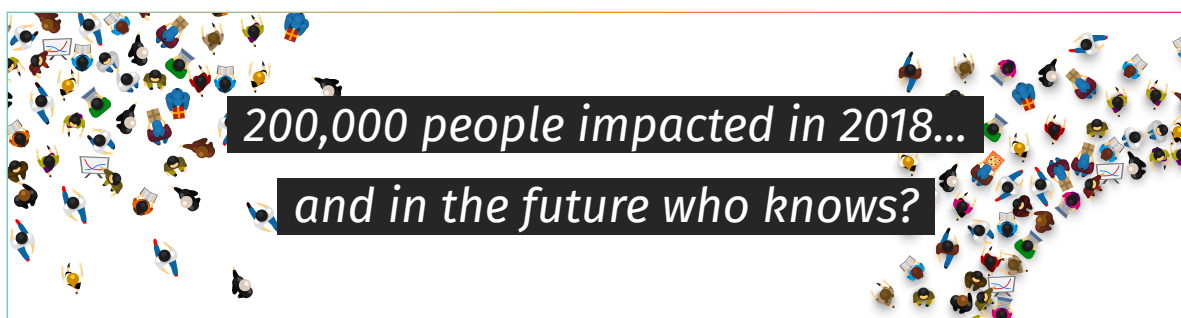
(Workplace Gender Equality Agency's 2017-18 reporting data)

SUMMARY OF OUTCOMES

During the 100 Days for Change initiative we received communication from hundreds of individuals and organisations across the country.

The vast majority of these communications were hugely positive and represented people acknowledging their support, asking how they could be involved, suggesting people we could reach out to and helping to spread the message far and wide. After distilling this huge amount of information and categorising the various responses, we estimate the number of actual pledges for specific changes to be just over two hundred. Actual pledges were determined by their ability to be action orientated, achievable and practical. Pledges were further categorised into individual/organisational and by content/theme.

The themes of pledges varied considerably and ranged from such things as an individual parent pledging to have a conversation with their children about inclusive language, to multinational corporations committing to significant policy change and implementing strategies that will directly impact thousands of employees. Regardless of the scope and complexity of each pledge, each and every one carried with it an amazing level of positivity and commitment to follow through. Looking at the total impact of the initiative and its widespread reach across Australian organisations and communities, it is staggering to think that approximately 200,000 individuals have been impacted by the changes pledged and that this number will grow considerably through the continued effects of these changes in subsequent years.



VERONICA LAKE
Director Partnerships
and Alliances, WLA

"For fourteen years WLA has been at the coal face of the gender equality conversation and privy to the lived experiences of so many amazing women. What we hear time and again is that organisations need to start to proactively overcome the barriers that women leaders face if real change is going to happen. We simply cannot and will not wait another two hundred years for parity. I feel privileged and inspired to have been a part of the 100 Days for Change initiative, creating real difference in the lives of thousands of women across Australia."

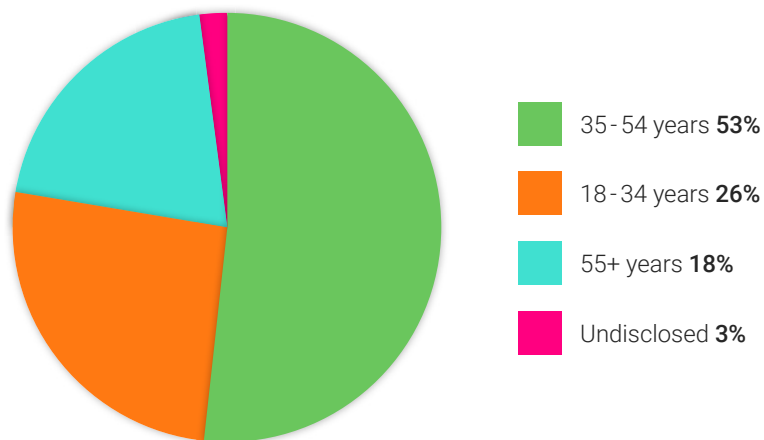
PROFILE OF PEOPLE WHO WERE INVOLVED

Respondents

Made an individual pledge **59%**

Organisation made a pledge **41%**

Age



Sector



9%

Health Sector



11%

Education Sector



12%

Associations and Societies



27%

Government/ Public Sector



41%

General Businesses

Position



33%
Executive



18%
Other manager



12%
People manager



6%
Frontline staff



30%
Other

ORGANISATIONS INVOLVED

There was a vast array of large and small organisations involved including:



The 100 Days for Change campaign received tremendous engagement across social media as well as the WLA member network. All up we estimate the campaign was viewed by approximately 1.3 million people and over 13,000 individuals chose to interact with the campaign in some way. We hope that this exposure will further influence individuals and organisations towards thinking and acting in ways that help improve gender equity.

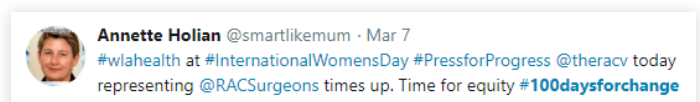
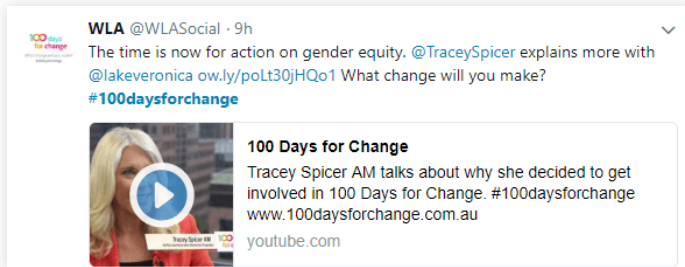


Over 250 associations and networks chose to partner with us to spread the message around 100 Days for Change across their industries and sectors. We estimate that their combined engagement helped us reach around 30,000 individuals.



During the campaign the 100 Days for Change webpage had over 17,000 views

SNAPSHOT OF SOCIAL MEDIA ENGAGEMENT





WHAT IS YOUR CHANGE?
MENTORING, COACHING AND EMPOWERING OTHER WOMEN

I will use my newly acquired coaching skills to empower, mentor and coach women both inside and outside of my organisation to support and lift their confidence and be the best they can be.

KYLIE JAMES
 Director
 Department of Health

100daysforchange.com.au

WHAT IS YOUR CHANGE?
SUPPORTING WOMEN RETURNING TO WORK AFTER HAVING CHILDREN

I will be working on the following initiatives:
 Creating more flexible workplace arrangements for women returning to work after having children
 Developing a forum/safe space to support women to balance commitments such as looking after young children with their career aspirations.

KERRIE MARTAIN
 Clientia - Department of Veterans Affairs

100daysforchange.com.au

WHAT IS YOUR CHANGE?
CHAMPIONING OTHER FEMALE CONSULTANTS

I am going to call other female consultants out when they are undercharging and help them to see that they need to value their time and should be charging competitive rates for their work.

DEANNA VARGA
 Director
 Mayvin Global

100 days for change
 What change will you make?
 #100daysforchange
 100daysforchange.com.au

100 days for change
 What change will you make?
 #100daysforchange
 July 1st - October 8th

nawic_act - Follow

nawic_act Did you know that Australia is in 35th place on the Global Gender Gap Report? Women & Leadership Australia are teaming up with one of Australia's best known female advocates, reporter, presenter and author Tracey Spicer, to launch the 100 Days for Change national initiative. Women & Leadership Australia's 100 Days for Change is a grassroots, action orientated initiative that will catalyse individuals and organisations into making

wasocial, gypsydaj, djascanberra, amanda.laverie, voncontronica, nicola.lawdermilk, maymrodenberg, micromerit and Blithroughthahaze like this



WHAT IS YOUR CHANGE?
BE A STRONG AND ACTIVE FEMALE ROLE MODEL

Continue to be a role model of a successful professional mother within and outside of my organisation. Share with others how I manage this and challenge the behaviours/beliefs that don't support this.

SARAH WITHELL
 Head of Health Safety & Environment
 QILSA

100daysforchange.com.au

WHAT IS YOUR CHANGE?
PROVIDE OPPORTUNITIES FOR FLEXIBLE WORKING HOURS FOR STAFF

Provide paid parental leave.
 Provide subsidised workplace childcare.

KATE KELLEHER
 Managing Director
 Kell Kelleher Consulting

100daysforchange.com.au

WLA @WLASocial - 25m
 As part of 100 Days for Change, @lsqld has developed the Life Sciences Women of Influence Award to recognise an individual female for her endeavours, passion & dedication to the life sciences industry. Nominations close 8 October
lsq.com.au/Documents/Publ... #100daysforchange



Kieran Gilbert @Kieran_Gilbert · Jun 4
 Thanks to my superb producer @TrudyMcIntosh #brilliant #100daysforchange

Tracey Spicer AM @TraceySpicer
 Time for the second tip. This one only takes ten seconds! Find a female colleague or superior and congratulate them publicly on a job well done for something they've worked on recently. To pledge your support, post your change with the hashtag #100daysforchange @WLASocial

THEMES OF CHANGE

Changes were pledged under two separate streams, individual and organisational change. Evaluating the wide range of changes pledged, we were able to loosely categorise the submissions under six major themes:

1. Inspire/empower others by example
2. Encourage positive/different thinking
3. Work towards a specific goal or achievement
4. Create opportunities for women
5. Increase understanding/awareness
6. Implement policy or strategy

Organisational changes mainly focused on implementing gender equity policies, raising awareness, and creating diversity and inclusion strategies. Some of the reoccurring themes of organisational change included:

- Mentoring programs
- Pay gap analysis
- Talent development programs
- Culture change initiatives
- Celebrating and highlighting women
- Networking and connecting events
- Implementing diversity and inclusion policies/strategies
- Implementing flexible working arrangements for all staff
- Wellbeing programs

Individual changes encompassed a wider range of original ideas and tended to focus on personal behavioural change, opportunities to inspire others and ways to encourage different thinking.



EXAMPLES OF ORGANISATIONAL CHANGES PLEDGED

Women and Firefighting Australasia

Pledged to launch an online mentoring program to increase opportunities for members to have access to female mentors, and encourage their male champions of change to mentor more females.

Western Sydney University

Pledged to implement a female mentoring program where their alumni give their time to further the networks of rising students and give advice and assistance.

Bendigo and Adelaide Bank

Pledged to encourage staff to champion and role model flexible work arrangements.

Russel Kennedy Lawyers

Pledged to implement a gender equality strategy to increase female representation to 50% over the next 5 years.

Jones Lang LaSalle Incorporated

Pledged to implement a strategy to identify high potential female talent and create a 'shadow' program with key business leaders.

The Australian Federal Police

Pledged to recruit more women into the organisation and develop more women into leadership positions.

AUSTRAC

Pledged to establish a women's network throughout the agency.

The Nine Network

Pledged to launch a mentoring program for female employees.

Driveco

Pledged to use gender neutral language in recruitment drives.

EY

Pledged to launch a 'Glidepath to Leadership' program that supports high-potential females.

Fancy Films

Pledged to launch a documentary series profiling a range of inspiring female leaders.

The Port Authority of NSW

Pledged to create and implement a mentoring program for women in the organisation.

Northrop

Pledged to increase women in leadership roles and normalise flexible work arrangements.

The Salvation Army

Pledged to launch new policies, workshops and leadership development.

Prompt Engineering

Pledged to provide working mothers with flexible hours, location and support.

Austin Health

Pledged to implement domestic violence awareness training for all new recruits.

Global Mercedes Funds Management

Pledged to offer flexible working solutions for mothers/fathers.

EXAMPLES OF PERSONAL CHANGES PLEDGED

Melissa Young

From the Australian Red Cross Society: pledged to challenge her own unconscious bias and champion gender parity and flexible working environments.

Nigel Gilbert

From the Royal Australian Airforce: pledged to be honest with himself and others and to call out gender bias and question the norm.

Sarah Withell

From BHP Billiton: pledged to be a role model of a successful and professional mother inside and outside of her organisation.

Hannah Lee

From the Department of Attorney General and Justice: pledged to go for coffee with a junior female colleague once a month.

Lisa-Marie Stones

From Charles Darwin University: pledged to actively seek young women in the organisation to mentor.

Sarah McLaren

From the Department of Defence: pledged to discuss emotional intelligence with her all-male team to support their journey in reaching parity across home and work.

Nicole Spencer

From the Department of State Development: pledged to use gender neutral and leadership inspiring language with her children.

Michelle Hopkins

From the Department of Education: pledged to take every opportunity to lift up the women coming through the ranks of the organisation and use gender neutral language in policy and papers.

Sardi Calver

From Flinders University: pledged to proactively find ways to support other women in her workplace to progress and to make time to be a mentor.

Nada Stankovic

From Fujitsu Australia: pledged to call out examples of bad behaviour and to suggest a pay gap review, school hour working days for parents and return to work programs.

Phebe O'Mullane

From Noosa Hospital: pledged to do one typically boy thing with her daughter every day.

Paula Davies

From SA Health: pledged to recognise that she is part of the solution and to never remain silent when she ought to speak up (no matter what the personal cost).

Elizabeth Batten

From St Marys Catholic Primary School: pledged to actively work towards gender equity in her Year 1 and 2 Classrooms.

Jessa Rogers

From the University of New England: pledged to ensure all committees and group projects she is leading have at least 50% women.

Fiona Simpson

From Western Sydney University: pledged to have discussions with her children (both boys) about gender equality.

During the 100 Days for Change we spoke to a number of organisations in more detail about the changes they were making and how these changes would affect their staff and culture.

Case Studies





As part of 100 Days for Change Northrop implemented a range of strategies to help increase women in leadership roles and normalise flexible working arrangements.



We spoke to Jamie Shelton, CEO of Northrop about their changes.



What was it about the 100 Days for Change that grabbed your attention?

We'd been trying to make some inroads into raising gender representation within Northrop, and particularly in the senior levels, and, while we had some great initiatives running, they just didn't quite have the focus and the emphasis that we could bring to them with the 100 Days for Change.

How did you go through that process of deciding what areas to focus on?

We did some work, both with women within Northrop, and separately, with men. We got some good stories from the women in relation to what it's like to work in Northrop, what are the things that are holding them back? How do they feel that they might be disadvantaged? And we had some good discussions with the men around helping them to be better aware of the biases which develop as men grow up. And so, by taking those two viewpoints, it really helped us to understand where we could start making a difference. The terminology that we use is co-creating. And so, the men and the women come together with their different viewpoints and buy in to actually bringing about a change.

How are you normalising flexibility across the organisation?

We got the senior men talking about their flexible work arrangements, or their desire for more flexible work arrangements. Some of them would talk about their regrets, and when their children were younger, why they didn't take those opportunities, and now they see they're about to finish school, and they wished that they had. So, trying to normalise it, making it something that was important to all of us, and that it wasn't just a problem for women has absolutely helped a lot there.

What would you say is standing out as a new initiative that you're putting focus on?

The senior leadership team at Northrop (just seven of us spread across the business) have all committed to sponsoring an up and coming woman in the organisation. Once again, there's a need for us to really understand how we're going to go about that. We have had some success with that in the past, but we do absolutely see the need to do more than just be there in a mentoring type of role. We need to be much more in a sponsorship role in order to help these women to progress. The other initiative is gender mapping across the organisation. This is the first time we've done that, right down to individual teams and individual people, so that we can get a better appreciation of where we stand at the moment across all roles, and all locations. The intention there is to get really quite granular and quite targeted and to then be accountable and have different managers accountable for the progression of women in their part of the business.

You've also mentioned targets that you've set together. We often hear about the challenge around merit. Women want to be there because of the merit that they bring, and they're worried about how they are seen if they're part of a target system. What advice do you have around that? Or, what have you noticed?

It's interesting, initially we thought this was really a topic for the men to come to grips with, but it's also something that really helps the women to understand how this has worked against them as well. They haven't necessarily seen it, particularly those who may have been working for 10, 15, 20 years and they've just been used to what the industry has been like. For them to be able to make an adjustment to say, "Well, you know what? Maybe I can feel differently about this than I do," and that can help change the merit discussion. I'd have to say for Northrop, we're just really now learning about how valuable to the organisation some of these very talented women are and what they bring is, in many ways, a different skill set. They have quite different strengths which, in this day and age, are probably more valuable than ever.

Now that we're progressed through the 100 Days for Change, what learnings do you think you've noticed?

It was always our intention with the 100 Days to get things moving, and we have absolutely done that. We've put in place those targets, and we're now started some of those training programs, and we've mapped the women across the organisation. We're doing more and more in relation to flexible work, etc. So we're very much on that pathway at the moment. Our next step is to bring it deeper into the organisation, to take it down through more tiers of managers. Our engagement with women has been quite deep to date, and this is probably a product of us not having as many women as what we do men. I think it's about 23% women across all roles. But to date, we haven't deepened that engagement with men, so one of our real challenges is to deepen that engagement, and we're embarking on that now.

What advice would you give to other organisations starting this journey?

There are a couple of things I think. First of all you need to engage with the leadership on this right from the onset. We went down a different path where we hadn't done that, and we weren't really getting that far. So, number one, absolutely engage with the leadership. Number two is to pick some things that you can do, and do quite quickly, that are significant in the organisation, that people will notice, and that people will feel in the organisation.



The Salvation Army in Australia is currently experiencing a major transition. Gender Equity is one of their priorities, identifying and eliminating unfair and discriminatory practices and increasing leadership opportunities for women. The Salvation Army will be launching a new diversity policy, planning lunchtime workshops and introducing leadership development for their women staff.

We spoke to Julie Campbell, National Gender Equity Advocate at The Salvation Army about their changes.



How did you find out about 100 Days for Change and why did your organisation choose to take part?

We heard about it from one of our staff who is currently doing a WLA course. We're in the middle of a huge transition in The Salvation Army, and gender equity is one of our priorities, so we thought it would be a great opportunity for aligning ourselves with other corporates and organisations, while also giving us another reason to highlight this issue within our organisation.

What does this transition look like?

Our major transition is that we're coming together as one administration nationally, so our focus really is on developing a policy for equity, diversity, and inclusion. We're looking at renewing and developing policy that covers the entire organisation, and we now have a minimum target of 30% women on our main board, our councils, committees, and at all leadership levels. We've had a huge push on that this year, and our departments have been encouraged to look at their situations in terms of implementing these strategies and staffing. We know it's not easy in all departments like HR and IT, but they're aware of it.

In terms of these policies, have you seen or do you expect to see any change in the organisation?

Definitely, we've always believed in women in leadership but what we haven't done is provide opportunity and development. For women particularly, there always seemed to be a ceiling, so we're really working on that, we want to see empowerment for our women, to find their voice. We want to reflect the community that we serve, so we want to assist and address issues in our society. Coming out of this we look to be a stronger force in our community. We're demonstrating and addressing the issues within so we can be more effective in the community. And we have a spiritual perspective too because we're a Christian organisation, so we believe we've all been created equal, and we all have a place in the community. When we're all working to our greatest performance we are a more powerful force.

In terms of implementing policies, are there any tools or resources you've drawn on?

All of our heads of departments and executive leaders have now gone through training on unconscious bias, and we've had two lunchtime events speaking on gender equity, what it is and how it affects us. We've also introduced a pilot leadership development program for 20 women officers who are in the clergy. We believe this will not only help them but improve us as an organisation.

Were the events and workshops popular? Was there a good response from staff?

Some events weren't voluntary because it was part of a bigger planning day, however, we explained this is really important to us, especially in this time of transition, at all staffing levels. We also wanted a bit of a refresher course, and people were happy to do it. At the two lunchtime events in Melbourne and Sydney, we did a little gender equity training. This was a voluntary thing and the people that came were really engaged. We provided an opportunity for questions about how it fits in with The Salvation Army we're trying to develop. It was all really well received.

What are your thoughts on 100 Days for Change?

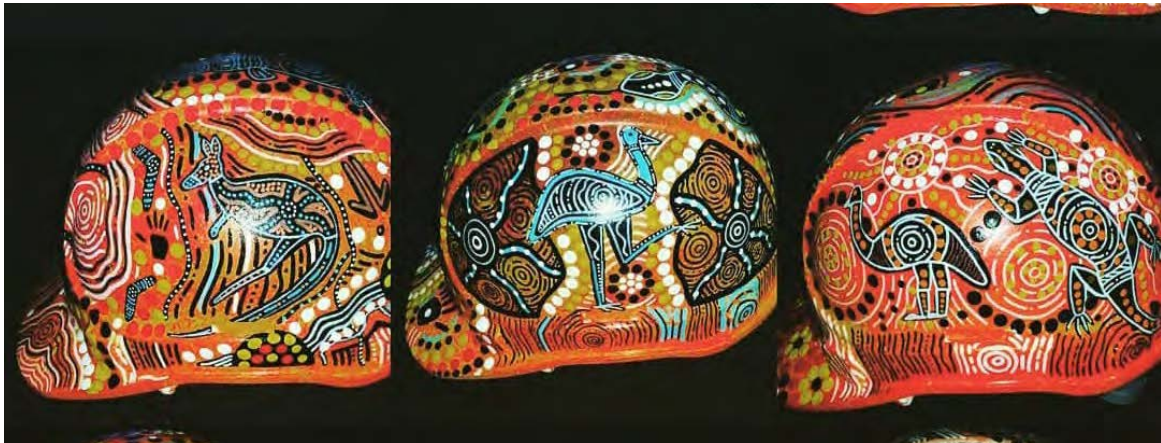
I think this is a great opportunity for creating awareness and challenging companies to be intentional about it. It's quite uniting really. We're already on the journey and it helps to raise the level and to be part of a community. Thanks for raising the opportunity for women. It's great to be working on it all together.



As part of 100 Days for Change Indigenous Women in Mining are creating a space for Indigenous women in the mining and resources sector to connect online. The aim of this space is to help Indigenous women understand their presence in the industry and to share stories amongst women who live away from their home communities.



We spoke to Florence Drummond, founder of Indigenous Women in Mining Australia about her organisation's change.



How did you find out about 100 Days for Change and why did you decide to get involved?

I'm actually currently doing the Executive Ready course with WLA. It's such an established body for women in Australia. I just felt that it was such a strong organisation to work with and definitely something that will help me through my career. As an organisation we wanted to find a framework and network with strong women who are interested in what we're trying to do.

Why did you want to create a space for Indigenous women to connect?

I found that being in a remote location means you can't assume everyone's experience is the same. Reaching out to women who are also in this space will actually give me a lot of information about what they're doing, what they're going through, and how we can help them. I formed this organisation in order to connect with other Indigenous women who are living away from home, away from their family and community. Sharing stories with other women really allows us to be in a vulnerable space and to share connections, in terms of connection to culture and family, while still being strong to what we're trying to do.

What was the initial response to the space and story sharing?

The response initially was brilliant, the support from my friends and family was great and this response was also validated on a national scale and through the international conversations I've had, so there's definitely a need for it. We want to do the voice of the women justice so we can do what needs to be done.

Could you tell us about the barriers Indigenous women have faced in the mining industry and what you've learned through sharing stories?

From what I've experienced within the industry there is a lack of room for growth and professional development. Mining has been going on for so long and Indigenous people have been in the industry for so long, but most of us are still in low level, operator roles. Why is that happening? How can we improve this? Women in the field need to be able to voice their aspirations to be leaders. That's how we can start to fix it. People from the outside are assuming that we're happy as operators and we don't want to progress. The biggest finding I've seen is the lack of education so we have to focus on development and education even as adults and assess the skills that we have and how to improve so we can step up into leadership roles.

What does the future look like for Indigenous Women in Mining Australia?

I'm really driven to push this forward and stay as positive as possible. There's so much support out there for this, it's just a matter of creating a framework that's backed up by data and practicality. There's an International Women in Mining organisation as well; it's good to have a chat with them and really see what's worked and how it can help us move forward. Even though we're women in different cultures, and different countries, we have so much alike. Instead of trying to reinvent the wheel it's about trying to learn from each other and share the knowledge across the globe. That's how I plan for it to grow. There's so much to talk about and it will heal a lot of relations between Indigenous and nonindigenous women in Australia, I really want that to be a focus.





As part of the 100 Days for Change campaign Fancy Films created From A to Me, a documentary style web series that profiles a diverse range of Australia's most inspiring female leaders. Featuring candid, in-depth interviews and authentic discussion about what it means to be a female leader in Australia today. The series engaged and empowered its viewers. A series about women, by women...

We spoke to Keryn Nossal, Director at Fancy Films, about their pledge



Why did you choose to make a pledge for the 100 Days for Change?

I thought it was a good idea because the timing was right for us to come out of our day-to-day life and try to contribute to the conversation. I'm really passionate about this and was already watching the space, so to speak.

How did your staff respond when you put forth From A to Me?

They were pretty excited. They were pleased to be a part of the global conversation from an Australian perspective and they felt passionate about being part of something bigger.

How did your audience respond?

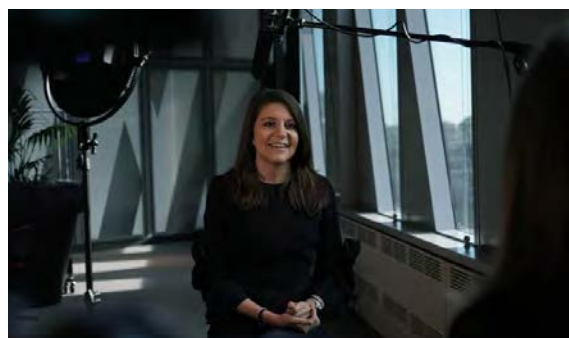
So far we've had an overwhelming response to the authenticity of the content and the honesty of the women involved. The biggest response has been "good on you, keep it up, we love *From A to Me*".

Why do you think this issue is so important? Why do you think it's important for Fancy Films to be involved?

It's important because I believe, as Tracey Spicer says, "there is a wave of feminism" right around the world. It is important for Fancy Films to show an Australian perspective on that. Obviously, as a woman, I believe we should address the issues that women are facing. I believe we are story tellers, and these inspiring stories were something we could record and find an audience for. So why not incorporate what we do into what we can do for women?

Have you had any 'wow' moments that really stuck with you whilst making From A to Me?

Yes, a couple. One was about cross cultural connections and the stories that Helen Drennen spoke of in relation to understanding how Indigenous women lead. I also think Tracey Spicer's discussion around language stood out. It's an easy change to make but important as well. All of the women talk about so many good things. You can take a little gem out of all of them. It's not meant to be heavy. The videos are meant to inspire and be implementable.





As part of the 100 Days for Change initiative Richmond Valley Council will be expanding their Try-a-Trade program for school girls. The program enables high school girls to work with the council's crews in the field. A wide range of vocations are offered including road construction, engineering, water and sewerage work and mechanics. The council will also be holding workshops for all their female employees. The workshops are entitled Women in the Workplace, and will offer attendees development on essential skills including Emotional Intelligence, Assertiveness, Communication, Resilience and Accountability. Richmond Valley Council will also be implementing a Domestic and Family Violence Policy.

We spoke to Caroline Redwood, Manager People and Culture at Richmond Valley Council about their changes.



Why did you choose to make a change as part of 100 Days for Change?

Because this is very, very important and I think that workplaces are very behind. I just wanted to empower our women. I think our women have a lot to contribute and we just need to have the power and access to speak up and connect with each other in order to continue to develop personally along with our organisation.

What is your Try-a-Trade program?

We're very focused on getting our youth into council and we have probably one of the best youth employment schemes that I've seen. Through Try-a-Trade we really wanted to connect young women with roles they may not traditionally think about and it's been so successful. The program started back in June.

Over five days the girls got their white cards and permits and now many have applied to be school based trainees for next year, so that's really exciting. I don't have a lot of women working in the field e.g. roads, sewer, resource recovery etc. We currently have only 5 out of 150 field staff that are women, and some other councils have none. There is a mentality that women can't work in this field, and it creates barriers that we're trying to break down. We do this by opening doors and creating opportunity. We're in a rural area and the council is one of the biggest employers, so it's quite important to us that we diversify gender and particularly age in our workforce.

What was the response to your Women in the Workplace workshops?

From the women we saw fantastic feedback, we really focused on resilience, accountability, emotional intelligence, and self-awareness, nothing like that has been done here, especially for all staff levels. I had one person who was transferred to another company and said, "I want to come back here if this is the direction we're heading." She's now back. I'm not a conventional leader; I swear and I have tattoos so I'm really about breaking the mould of what you should be and people were happy with that. Being authentic goes a long way. Some of the evaluation feedback was very inspiring. One participant said that she now knows her "true value as a woman" which was just amazing. There was negative response from some, we had feedback like "why are you focusing on women?" I think the depths of feminism and equity are not fully understood by many, so I had to keep it on a surface level. I am here to support all my staff so I also organised mental health training for our men as male suicide is a problem across the country.

What was the response to the implementation of your domestic violence policy?

Good. It was a bit confronting, some of the women have gone through things like that and they found it very difficult to do the course, but now those women are supported here. A lot of the men were quite shocked, and were, I suppose, angry that this happens and to the extent of how it happens. It went really well though.

Do you think the success of your changes will mean more focus on improving diversity within the council and broader community?

Well it's absolutely a focus of mine: diversity in race, gender and age. We also have a lot of Indigenous people here so that's a focus in terms of opportunities as well. I will keep pursuing it, it cuts both ways, I manage People & Culture and there were no men in my team when I started so I had to bring some in for that diversity element. I definitely think women will change the old school thought process. The managers and coordinators are very aware I'm focused on diversifying our workforce. And we will be doing Try-a-Trade again for sure. There is work here at council, and it doesn't just have to be for men, females can definitely get out there with their hard hats.

Did you meet as many goals as you had planned throughout this time?

Yes, we met all of them for Try-a-Trade, empowering and connecting our women and implementing our domestic and family violence initiative. We have had to look at how we function and if we are sufficiently catering to a mixed workforce. It's all well and good to say "we're doing this", but if you don't have the internal infrastructure, then there's always an issue. We have to have our organisations set up so that issues don't arise. I spent quite a bit of money on training our union delegates and other staff that have large reach. There's always something to consider. When I first got here I went to a meeting with our field staff and one of the guys was saying he had two females on his team they didn't even have female toilets. There's no point saying "we'll have women" if you don't have the proper amenities to accommodate us. I got them toilets immediately.

IN CONVERSATION WITH SUZI FINKELSTEIN AND TRACEY SPICER AM

Suzi: Tracey Spicer, it's wonderful to have you here today because it's quite a milestone. We're sitting at the official conclusion of the 100 Days for Change campaign. It was about a year ago that we had the first conversation about this campaign. Did you think we'd be sitting here at this point looking back with such an overwhelming response and engagement across Australia?

Tracey: I have been stunned by the response from corporate Australia and individuals to the 100 Days for Change campaign. It has been thrilling to see the passion with which people have approached this project, but most importantly the practical measures that have been put in place, everything from mentoring to sponsorship to domestic violence leave, to even broader change. What I love about this campaign is the ripple effect. What's really stood out for you? What surprised you about this campaign?

Suzi: Firstly, it would be the number of changes. We've had over two hundred official pledges, and so many more organisations have said that they're using it as a catalyst. The engagement across Australia has been overwhelming, particularly in terms of the diversity and creativity of the changes. There are definitely themes but quite different outcomes in terms of what's important for each person and organisation. In terms of the language, what are you noticing about the change in conversations that are happening now?

Tracey: People are taking gender equality seriously in the workplace. That's what I've noticed over the past three to six months. And part of that is to do with the momentum created by big social movements in the last couple of years. We haven't seen such social change since the 1960s. So that's certainly what's underpinning it from a grassroots level. But the change I've seen in the last three to six months is at executive and board level, really taking it seriously, rather than being dismissive of it. They are actively trying to take practical steps because they are finally convinced; they know it will be better for the bottom line. They know it will be better for their workforce. They know they'll get more millennials working for them if they have a better culture. Are you seeing an energetic passion for change amongst a lot of young people in the workplace?

Suzi: It's interesting. I think we're actually seeing it at both ends. We're definitely seeing the energy and the inspiration from the aspiring junior leaders. But what's also been very heartening is we've had a lot of CEOs and senior people really wanting to check in as well. I think it's interesting when we start looking at some of the typical initiatives that were on the table before. Organisations are now saying, "Okay, how do we actually make it stick?"

Tracey: One really good example of that was CBRE. I went out and spoke to some of their employees and they turned their business around when it came to the gender composition of their board, in a very short period of time, and the energy of the women in their workplace saying, "I'm so proud to work for this company because they're taking gender equality and broader diversity and inclusion seriously." That was very exciting. I could see that they were completely on board and that was something that was going to stick and was actually binding the whole workforce together. Also, King & Wood Mallesons has put in place domestic violence leave. Now even as recently as two or three years ago, it was a very brave company that would do something like that because it might risk some kind of backlash within the community. But now it's seen as something that's normalised, something that's good and something that's positive. It's very exciting to see the diversity of change that's happening, but also the way in which it's been welcomed by the workforce and the broader community.



Suzi: Because that really is what creates culture shifts. It's not just a policy; a process that's sitting at one level. It's actually creating change. We had a pledge from the Salvation Army. Even though it wasn't actually about culture change, what they noticed was that it was a unifier and the conversation grew from there. It wasn't just sitting in a policy somewhere. It was actually about day to day behaviours and actions. A lot of the themes were about language, and the biases that we all have. What do you notice about that starting to shift?

Tracey: We often talk about unconscious bias when it comes to male managers checking their own biases and of course that's important. But one of the women who made a pledge said, "I'm going to be more conscious of my own unconscious biases." So we all have them and we have to acknowledge that, whether it's gender, whether it's cultural, whether it's to do with people's ability or people's sexuality. We all have those inherent biases. And what 100 Days for Change has done is broaden that conversation to include everybody. Rather than saying, "It's you blokes, you all have unconscious biases." No, we all do deep down inside. So that was a real light-bulb moment for me reading that woman's pledge.

Suzi: We had a wonderful pledge from someone within the Department of Education. This individual was intending to do a review of their recruitment language and their communication around policy implementation. I think we're starting to see that it's not just about what we do, but it's also about how these changes manifest into our brand and what that conveys to others. Have you noticed this too?

Tracey: Definitely. One of the pledges from a man that I thought was fantastic was, "Not only am I going to notice the gendered language, but I'm going to actively call it out." And the way he wrote that in his pledge, you understood that it actually takes great courage to call that stuff out.



Watch the full interview at
wla.edu.au/100daysforchange.html

IN

CONCLUSION

100 Days for Change was a truly galvanising moment. Starting with the simple principle that lots of small changes collectively make a massive overall difference, the initiative received hundreds of pledges and dramatically increased awareness of the issue of gender equity in the workplace.

WLA would like to thank all participating individuals and organisations for stepping up and being a part of this significant project.

The 100 Days for Change initiative catalysed many individuals and perhaps more importantly many organisations into making some really practical changes to help improve gender equity. The initiative also contributed to the increasing awareness about the seriousness of the issue and helped inform the dialogue around it. The campaign proved that there is a genuine desire to improve our standing of 35th in the Global Gender Gap Report, and that this passion exists in all sectors of society.

Yet regardless of whether change comes as the result of a specific initiative or through a more gradual realisation that gender equity is in the best interest of us all, we look forward to a time when such initiatives are no longer needed and the benefits of diversity, equality and inclusion are widespread and ingrained in our workplaces.

Thanks again to all of those who supported, promoted and pledged throughout the initiative. Together we have already started to make a significant difference.



NEXT STEPS...

Although 100 Days for Change officially concluded on 8th October, for anyone passionate about gender equity and equality in Australia, the work continues.

100 Days for Change clearly demonstrated that individuals and organisations at all levels are tired of simply paying lip service to the workplace gender inequality challenges we face and are genuinely energised and prepared to work towards change.

WLA will continue to work with individuals and organisations across the country to help them put in place the foundations for long-term change and to help them support and develop their female leaders. We will also continue to agitate for change through the work that we do and in partnership with our many stakeholders and friends.

Over the past fourteen years we have accomplished so much, helping to transform the lives and careers of thousands of Australian women. Our suite of initiatives, programs and events have played a big part in supporting the vital fight for equal gender representation throughout Australian working life, particularly within the senior levels of organisations. Find out more about how we can help you and your organisation by checking out wla.edu.au.

In 2019 we will be turning fifteen and we have much planned to mark this exciting milestone. We are currently planning our most exciting and ambitious year ever – follow us via social media or subscribe to our newsletters to keep up to date with the latest developments and announcements.

As for your next steps, remember change doesn't have to be externally focused. Challenging your thinking and adjusting your interactions with others can also have a huge impact. Help us keep this work relevant and visible by reaching out to your networks and engaging in meaningful conversations. The ball really is in your court...

What change will you make?





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