

**I AM WORTH IT**  
**The art of negotiation**

**ROOM TO READ**

When you educate a girl, you  
educate the next generation.

**Top Women  
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**THE POWER OF  
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**S N W**



# I AM WORTH IT

## The Art of Negotiation

by Taren Hocking - Director SWB

Negotiation is present in almost every aspect of our daily lives. We may not realise it but we are constantly in negotiations - or as Australia's leading personal brand expert recently told me, we are even though we may not be aware of it, all constantly up for re election! The thought of this sounds pretty daunting to me and realising I am not alone in such concerns, I was thrilled to be able to join SWB forces with RMIT and Professor Margaret Jackson, to produce a free seminar for the Graduate School of Business and Law, students, alumni a the SWB network to address this very issue and the bigger role it plays in women's representation in senior levels of Management in Australia.

One thing is for sure, business is all about negotiating. It's a critical skill. To some it comes naturally but for most of us it is an ability to be learned and practiced. For employees how you negotiate your remuneration package sets the tone for your relationship with an employer and it is agreed by many that this skill or lack there of is seen as a serious factor in the gender pay gap.

Taking responsibility for yourself and your career plan is the first step. Understanding the power of your personal brand, communication skills, body language, values, and how to begin to align them to business objectives and outcomes is the next.

The first in our joint Series with RMIT gave participants insights into the current corporate environment, an understanding of realistic expectations and formulas for successful negotiation strategies they could take back into their lives, careers and organisations.

Our panel of experts facilitated by **Megan Dalla-Camina** - Director of Strategy, IBM AUS and NZ included: **Amanda Mostyn** - Executive General Manager, People & Development, ASX, **Kathy Townsend** - Managing Director, **Kathleen Townsend** Executive Solutions Pty Ltd, **Jo Kerrigan** - Director and Co-Founder, Be Learning. Luckily for our SNV readers I was diligently note taking for the two fold reasoning of my own personal growth

and to be able to share my key learnings with you all here. During the session we heard from four very successful business women covering many varied angles and providing a fascinating insight into the art of negotiation. They covered tips and strategies gained from their personal and professional experiences all designed to help us improve our ability to translate the value and commitment we offer to an organisation by most importantly basing it on business criteria.

To enhance the impact of your negotiation intelligence it was unanimously clear from our panel that starting with solid research is the key. It is important to understand what a role is paying in your particular industry sector, but also good to look outside your industry and take into account other business external factors. For example during the GFC most corporate organisations took strong measures to cut expenses with many slashing or altogether postponing their graduate intakes. Needless to say it is pointless to go into any business negotiation with your head in the sand regarding the overall economic climate.

## *For employees, how you negotiate your remuneration package sets the tone for your relationship with an employer.*

From our position as women the research is piling high, the stats are clear! First and foremost we have to PUT OUR HATS IN THE RING. The panel cited so many examples and quoted the various research all pointing to the simple reality that women are in more cases than not too worried about damaging relationships and often approach their career from the perspective of, If I work harder people will notice and I won't have to ask or when they do ask they do so in a very indirect way that it doesn't ultimately serve their true intention in asking.

So SNV readers if you're thinking about a career move, needing that elusive pay rise or about to graduate with new qualifications here is the distilled top tips I captured from the session. Practice them all and you will be a true master in the art of negotiation.

## **APPLYING FOR A NEW ROLE/JOB**

**INFLATERS BEWARE** - Don't overprice yourself. You will get caught out! Most businesses do their research thoroughly before any new appointment and they will ask previous employers about your salary level. Dishonesty is definitely not the kind of impression you want to be remembered for by a potential employer. Listen to consultants if you have them, they are there to help you maximise your success.

That is how they get paid after all!

**WHEN TO ASK** - Don't mention salary in the first interview. Apparently this is a golden rule that many may be unaware of. If you must, the kind of approach that is appropriate would be along the lines of:

"Can you give me an indication of what is the career path for this role?"

During the second interview you should be better placed to then ask: Can you give me an indication of the package being offered for this position?

OR "Can you give me an indication of the salary range / benefits for this role?"

**MORE THAN JUST \$\$** - Do not just focus on salary. Look at the big picture. What professional and development opportunities / benefits are offered by an organisation. Flexibility especially if you have children is also a serious plus for many. But even things like location and commute are playing bigger roles in the career decisions we make given the major impact they have on our lives. If you are really strategic, one thing you may also want to understand is the ability of the role to help you negotiate special projects that are going to benefit your success long term.

**SIDE WAYS** - Sometimes especially if you are changing industries you might need to go sideways before you can go up! It is important to approach these decisions with a long term strategy in mind and value whether the organisation itself, its culture and potential for growth, is right to support your ultimate career ambitions.

**CONFIDENCE COUNTS** - As a women, I am a firm believer most of us need to have more confidence in ourselves and our skills. In negotiations it is vital to be able to talk about your strengths and core competences especially in an interview situation. It is not about being dishonest about where your gaps are, but it is, in truth, keeping front of mind the reality that your colleagues (ok let's be honest especially the male ones - the research suggests it comes more naturally!) will be in there putting a positive spin and focus on what they can do and why they are the right person for the position.

## *Securing a role and negotiating your remuneration is the first step - but actually staying in the job and applying yourself is critical!*

**APPLES FOR APPLES** - Understand the difference in the overall remuneration package being offered. What is and is not included is not necessarily standard across any industry or in some cases

,organisation, so you want to make sure you are comparing apples with apples especially if looking at more than one role. You may want to also ask how your pay is structured to be able to fully compare opportunities.

**THINK CAREFULLY** - Before you speak, pause and breathe to make sure you're speaking from a centred place of awareness and not reacting to the emotional pull of the situation.

**UNDERSTAND YOUR VALUE** - What are your core strengths? It is good to understand both your functional skills vs your content knowledge. You want to think about what are your transferable skills and put together your overall value proposition.

**PLAN TO WING IT** - Being absolutely prepared is one thing but over planning can impede your ability to be spontaneous and open during the discussion, which is often what enables the other parties to connect on a deeper level with you. It is also a skill valuable to every organisation and any negotiation so it is one you want to master if you can.

**TAKE YOUR EGO OUT** - Contrary to what you might feel passionately, it is not about you. It is about what is best for the business and what the market wants. If you can, try and think about it as if you were representing someone else. Take the emotion out of the negotiation and focus on the facts.

**SEE BOTH SIDES** - Always put yourself in the employer's shoes and think about it from their perspective and try to understand what they are really looking for and why. Then if you are indeed that person it's about communicating that as effectively as possible. Now for women here is the dichotomy. This is not an easy out or a reason not to put your hat in the ring! It means really understanding what they are looking for in the role which may be very different from the list of ideal qualifications and exact experience.

## **SECURING A PAY RISE**

When thinking about asking for a pay rise it is also imperative to take many of the key elements outlined above into account. If this is a job you want to stay in BE CAREFUL and once again DO YOUR RESEARCH. Our experts said don't be afraid to talk to your HR Department its part of their role to help inform you, so seek as much advice as you can from them before making any requests.

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Just like in an interview situation there are unspoken protocols about the right approach and timing to making a pay rise request - that is if you want to be successful! Hopefully you have a regular review with your manager/s. If they are not forthcoming with you during your review the ways which you might want to broach the topic are: "Can you talk to me about what my value is to the business?"

"Can you tell me then what the criteria is for a pay increase?"

In entering any discussion about your position or during a review, you absolutely want to be able to demonstrate evidence of where you make a difference in the organisation.

Focusing on what you have delivered over and above your KPI's provides a much easier platform to enter the dialogue. Asking something like: "How will my performance impact my remuneration?"

### KEY ADVICE FOR GRADUATES

Many firms have staggered Graduate hiring programs throughout the year so don't be worried that you have missed the boat at the beginning of the year ñ do your research and find out what the process is for your wish list of companies.

Securing a role and negotiating your remuneration is the first step - but actually staying in the job and applying yourself is critical! When you get the job and hopefully it is the right job and you are excited and enthusiastic about it, keep that momentum going. First impressions do count. Remember you are most likely on probation but regardless during the first 3-6 months, it is important to show your new organisation that they have indeed hired the right person.

### TO START OUT ON THE RIGHT FOOT TO SUCCESS OUR EXPERTS SUGGEST

**BOTTOMS UP** - Even if you have been in the work force for some time and gained lots of transferable skills or if you are making a move into a new industry or into an entirely new role, then be prepared to go in at an entry level. If you have the passion and commitment, you will be noticed and rewarded soon enough.

**BE ENTHUSIASTIC** - Once you have secured the position, it's not all over. In fact it is just begun! Our experts suggest

if you really want to make an impact, get involved in all aspects of the company volunteer for committees and take part in social / sporting activities. This is how you start to network and get to know people in the organisation.

**VOLUNTEER** - Once you've settled in and become familiar with the organisation and your role, start to volunteer for special programs and projects. All of our experts AGREED that this is a key building block in a successful corporate career.

**SEEK OUT MENTORS** - As you start to network in the organisation through using the advice above you will get to meet senior leaders. Do not be afraid to ask someone you admire for their advice or to have a coffee with you so you can learn more about their career. People love being asked advice so make sure you take the opportunity to reach out to people who can help you along the way. Mentoring is also seen as an important part of being a true leader today so it is very unlikely you will get a knock back if you approach it the right way.

**DON'T FORGET THE BASICS** - Hard as it is to believe many people forget the importance of following the basic office rules such as respecting the office working hours and dressing appropriately to fit the organisations culture and public profile.

**GIVE & YOU WILL RECEIVE** - Work diligently and remember each role is your next launching pad. If you approach each role this way and give it your best, taking into account the advice above ( being enthusiastic, volunteering, seeking out mentors and respecting the organisations standards), the rewards will come and when you reach the BIG negotiations you will be well prepared.



## ROOM TO READ

When you educate a girl, you educate the next generation.

Room to Read was established after John Wood took a holiday in 1998 from his fast-paced senior executive job at Microsoft Australia to trek through Nepal. John visited several local schools and was amazed by the warmth and enthusiasm of the students and teachers, but saddened by the shocking lack of resources. Driven to help, John quit his job and built a global team to work with rural villages to build sustainable solutions to their educational challenges ñ including the provision of books, libraries, schools and girls' scholarships (the Girls' Education program).

Room to Reads Girls Education program operates in eight countries (Bangladesh, Cambodia, India, Laos, Nepal, Sri Lanka, Vietnam and Zambia) and has benefitted more than 9000 girls to date, with an aim of reaching 10,000 by the end of 2010. Within each country the program is specifically tailored to the community's context and needs. The local teams identify out-of-school girls and those who are most at risk of dropping out of school due to economic or cultural pressure. Some girls are selected individually to participate, while in other cases an entire classroom of girls is provided with additional support.

*"There is no policy for progress more effective than the empowerment of women and girls. A nation that neglects its children, especially girls, is a nation that neglects its future and development."*

- Former United Nations Secretary-General Kofi Annan

Economics, cultural bias and gender discrimination often exclude girls from educational opportunities in the developing world. Yet, it is widely acknowledged that educating girls is the most powerful way to address global poverty and the single best investment one can make. When girls learn, their families, communities and societies all benefit. Educating girls is directly linked to positive outcomes including improved family health, increased likelihood of educating the next generation, and improved general economic development.

"Girls education yields some of the highest returns of all development investments, yielding both private and social benefits that accrue to individuals, families and society at large."

- World Bank

### Room to Read in Australia

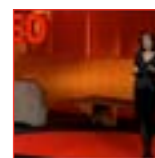
Room to Read launched a fund raising presence in Australia in early 2009, with the formation of a Sydney chapter. Since then, interest has been building around the country and there is now a network of chapters, including Brisbane, Canberra, Melbourne and Perth as well as Sydney. Part of a global network of 50 chapters, each one is managed by a team of volunteers, contributing their time and efforts to raise awareness and funds for Room to Read.

As a response to the growing interest across Australia, Room to Read recently introduced two permanent roles; to identify and develop new sources of funding and to support the chapter network. Jennie Orchard, Development Director Australasia says, "We have been thrilled with the Australian response to Room to Read, with over \$3 million raised since February 2009. It is an inspiring story and the strong focus on results resonates very clearly."

To learn more visit

<http://www.roomtoread.org/australia> or contact [australia@roomtoread.org](mailto:australia@roomtoread.org).





## WHY WE HAVE TOO FEW WOMEN LEADERS

Source : [www.ted.com](http://www.ted.com)

Facebook COO Sheryl Sandberg looks at why a smaller percentage of women than men reach the top of their professions -- and offers 3 powerful pieces of advice to women aiming for the C-suite.

[More>>](#)

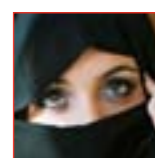


## Ten Body Language Mistakes Women Leaders Make

Source: [forbes.com](http://forbes.com)

If you want to be perceived as powerful, credible and confident, be aware of the nonverbal signals you're sending.

[More>>](#)



## Muslim women leaders meet, discuss issues

Source: TNN

AHMEDABAD: Muslim women leaders from 10 states made their representations to Dr Syeda Hameed, member of the Planning Commission of India (PCI) on the third day of their national consultation here on Sunday.

[More>>](#)



## Women leaders warn against politicizing Hague process

Source: [www.standardmedia.co.ke](http://www.standardmedia.co.ke)

Women leaders led by two MPs have warned against politicising what they called fundamental truths about the post-election violence.

[More>>](#)



## The Men and No Women of Web 2.0 Boards (BoomTown's Talking to You: Twitter, Facebook, Zynga, Groupon and Foursquare)

Source: All things digital

While it was wink-wink cute when Spanky, Alfalfa and Buckwheat huffed and puffed about keeping out Darla-which they never ever could do- back in the last century, it's not quite as adorable when it comes to the boards of all the major Web 2.0 hotshots these days.

[More>>](#)



## RIVERS IN HOT WATER

Source: [www.ragtrader.com.au](http://www.ragtrader.com.au)

Budget fashion retailer Rivers Australia is among 12 companies to have allegedly flouted laws concerning women in the workplace.

[More>>](#)



## Obama orders new federal breastfeeding policy

Source: The Washington Post

President Obama is asking federal personnel officials to draft "appropriate workplace accommodations" for federal employees who are nursing mothers.

[More>>](#)



## U.S. WOMEN POISED FOR WAGE GAINS

Source: Economy Lab - Washington

In a new report, the New York-based analysts argue that womens earning power will recover from the recession far quicker than that of men.

[More>>](#)



Anne Summers has launched a philanthropic venture called Words Working 4 Women (WW4W) in which words books, articles, speeches and so on will be available to be purchased on a special website with the proceeds going to fund women entrepreneurs in developing countries.

It will be a way of creating a genuine exchange between people with means, those of us with the money, to buy books and ,people, in this case women, who need funds, to invest in their businesses so they can support themselves and their families.

### This is how it will work.

- Every purchase from the WW4W online bookstore will generate funds that will go to a portfolio of micro credit loans to women entrepreneurs in developing countries.
- I will select a number of women entrepreneurs registered with Kiva.org to begin our philanthropy.
- The money that is raised by the sale of words will go to these women.
- I will administer the portfolio, at least in the early stages, but every part of the exchange will be transparently available for scrutiny on the WW4W website.
- You will be able to track the money raised from the sales of words, the loans made to women entrepreneurs (together with details of their business projects), the progress of the businesses, and in due course the repayment of the loans.

So far after only one week over 200 people have registered their support. People have also started forwarding the details to friends around the world so WW4W already has supporters in China, Mexico, Dubai, Turkey, Canada, Spain, Indonesia, India and the UK and Australia.

SWB hopes you agree with Anne that her idea is a worthwhile and genuinely exciting way of sharing resources between women in different parts of the world.

Register Your Support for Words Working 4 Women. This means, simply, that you agree that WW4W is a good idea and you would like to be kept informed of progress as the project develops.

# SNV VIDEO

## Businesses can crack the glass ceiling

SWB named as one of the key organisations businesses can participate in to help progress women leaders.



## Is your body suffering from a drought?

Our bodies are 70 percent water.



# THE POWER OF SUPPORT

**L**ife can be so unpredictable. If the last twelve months have proved anything, it shows us that while the world is exciting, it can also be chaotic, very chaotic.

Whether you are juggling work, a family, a life, or all three, there is never much time for a break. Rain, hail or shine, the show must always go on.

And while we would love to be all things to all people, sometimes we need to rely on other support networks to keep the show on the road.

More and more women are working, living, and travelling more than ever before. And as travel needs grow, so too does the careful planning necessary to ensure things run smoothly in our erratic world.

We are such a time poor society now that, for most of us, holidays tend to be planned for sooner rather than later and the need to make the most of that window to get away doesn't always align if both people in the relationship are working, Jacqui Timmins, General Manager, Travelscene American Express said.

And that's sparked a trend with an increasing number of women choosing to make time for themselves with individual breaks.

From joining an escorted tour through to going it alone, a licensed travel agent will help you to develop an itinerary which maximises the experience of solo travel whether you're looking to chill out or explore.

Our Member agencies are telling us that while their clients are researching online, they want the safety of booking through a licenced travel agent, Ms Timmins said.

From booking direct flights which get in at a decent hour, rather than having connecting flights which required you to overnight in transit ports, to recommending hotels in a



safe part of town and helping you sidestep additional costs such as single supplement charges, a good travel agent is worth their weight in gold.

Travelscene American Express Member agencies around Australia bring that expertise and experience to the fore each and every day of the year.

Travelscene American Express, Australia's leading premium travel group, has the skills, resources, and relationships to be able to get you where you need to go, in the style to which you're accustomed (and deserve), on time, and on budget.

*An increasing number of women are choosing to make time for themselves with individual breaks.*

Expert travel agents can and do save you time. They are responsive, flexible and, most importantly, they will find the right deal for you, each and every time. Plus, as Ms Timmins points out, they will advise on the right mix of travel essentials.

They make sure you have a range of payment options from cash to credit cards, Passports, the right insurance policy, and a phone card or SIMcard which will work where ever you are going. This not only takes the stress levels down when you're travelling but it is also a safer option, making you less of a target, and more prepared should something happen.

At the end of the day though there are some great deals to be taken advantage of and a whole world to be explored and whether you're travelling alone, with a partner, friends or a family, a good travel agent will make the world of difference.

Perhaps we can be all things to all people with a little bit of help from support networks like Travelscene American Express. They will plan carefully, so that you have one less thing to worry about.

**Try us today - visit <http://www.travelscene.net.au> or call 13 13 98 to find your nearest Travelscene American Express Member Agent and learn just how easy travel can be.**



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# WOMEN DONORS ONLINE PROJECT SHOWCASE

After much anticipation and many months of development, the Australian Women Donors Network is delighted to officially launch the Online Project Showcase.

We have designed this online portal to assist both organisations who deliver programs for women and girls, as well as the funding community who are looking for organisations to support in 2011 and beyond. There is no charge to use the system.

To view the portal, click on Online Project Showcase under the Projects & Resources section on our website or click through from the front page link <http://www.womendonors.org.au>

Please ensure you read the Guidelines before commencing, so that you are aware of criteria and advice provided before adding or perusing projects. There are currently five projects on the Showcase, and we expect there will be many more over the coming weeks and into the New Year. Please share this news with your network.

This launch would not be possible without the generous support of our Principal Partners ANZ Private, ANZ Trustees, Trawalla Foundation and the expert IT advice and program design provided by ANRIC and PreFlight. ANZ Trustees, one of the largest charitable and not-for-profit investment managers in Australia, can assist you to set up a PAF (Private Ancillary Fund) or other suitable types of charitable foundations as one option of supporting the projects in this Showcase.

**WOMEN DONORS** investing  
in women & girls

Join The Tribe **Change your world** Attend the Summit

24 - 26 FEBRUARY 2011 - MELBOURNE



MICHAEL REYNOLDS  
MARCI SHIMOFF

A GATHERING OF LEADING MINDS

 MARIEL HEMINGWAY	 TED NING	 TERRY ROBSON
 SHERRY STRONG	 PROF MARC COHEN	 GLENN WIGHTWICK
 ANDREA ALBRIGHT	 CRAIG BOSWORTH	 KAY RICHARDSON
 MARK ABADI	 ADAM HORLER	

REGISTRATIONS NOW OPEN

World Wellness Project  
WORLDWELLNESSPROJECT.COM

## AROUND THE WORLD

**WASHINGTON** - The fate of the largest job bias lawsuit in U.S. history - a claim that Wal-Mart Stores Inc. shortchanged women in pay and promotions for many years - hinges on whether the Supreme Court will let the class-action case go to trial.

The court is likely to announce soon whether it will hear the retail giants appeal asserting that a single suit cannot speak for more than 1.5 million employees. Business lawyers and civil rights advocates are closely following the case for its implications for class-action litigation. "This may sound like just a technical, procedural issue, but because of the economics of it, class-action certification is often the most important issue to be decided," said Washington lawyer Roy Englert Jr. If the court permits the case to proceed as a class action, it will put enormous pressure on the retailer to settle, he said. The plaintiffs have not specified the damages they would seek, but given the size of the class, it could be in billions of dollars.

The U.S. Chamber of Commerce and several large corporations have joined with Wal-Mart, the nation's largest employer, in urging the court to hear the appeal and to restrict the use of class-action claims. They argue it is unfair to permit plaintiffs lawyers to lump together many thousands of employees from stores across the country and to rely on statistics to prove illegal discrimination. But civil rights advocates say the only effective way to challenge systemic discrimination in a large company is to bring a claim on behalf of all of the affected employees. If the Supreme Court takes this case, it will signal this business-friendly court is hostile to class actions against corporate defendants, said Stanford Law School professor Deborah Hensler, an expert on civil litigation. This month, the court heard another case that could decide the fate of class-action suits involving consumers and their purchases.

Lawyers in San Diego filed a class-action suit against ATT Mobility alleging that its ads promising free cell phones were fraudulent because the buyers had to pay \$30 for sales tax. In its defence, ATT said the fine print that came with its phones said all claims must be handled individually through arbitration, not through a class-action suit. If the high court agrees with ATT and decides that the Federal Arbitration Act trumps the buyer's right to sue, consumer advocates fear it could mean the end of class-action claims involving products and services. The Wal-Mart case began in 2001, when lawyers in San Francisco sued on behalf of six current and former employees, led by Betty Dukes, a Wal-Mart store greeter in Pittsburg, Calif. They alleged the Arkansas-based retailer had hiring and promotion policies that allowed male managers to award higher pay and better jobs to men. They sought lost wages and benefits for

more than 1.5 million women who had worked at Wal-Mart and Sam's Club stores since 1998. "We found Wal-Mart to be an outlier based on salary data for men and women employees," said Joseph Sellers, a Washington lawyer for the plaintiffs.

*Wal-Mart was so preoccupied in growing its business that it left in place personnel policies that were a throwback to practices from 20 or 30 years ago.*

A federal judge in California said the suit could be tried as a class action; the U.S. 9th Circuit Court of Appeals upheld that decision in April by a 6-5 vote. In its appeal, Wal-Mart's lawyers said it was unfair and unconstitutional to force the company to defend itself against the broad allegation that discriminatory decisions were made in 3,400 stores. The company's policies forbid discrimination and support diversity, said Los Angeles lawyer Theodore Boutros Jr., who filed Wal-Mart's appeal.

The Supreme Court said it would hear another free-speech challenge to a law that seeks to limit election spending - Arizona's Clean Elections Act - setting the stage for a ruling that could doom efforts in several states to restrict the role of private money in politics by offering candidates public funds.

The law offers state candidates public money if they agree to forego private fund raising. If a publicly funded candidate faces a wealthy, free-spending opponent, the law provides him or her with extra matching funds. In a case pitting states rights against the power of the federal judiciary, justices will hear arguments today about a federal court order requiring California to release inmates from its overcrowded prisons. Eighteen states have joined California in urging the justices to reject the order as overreaching and arguing that it threatens public safety. - Chicago Tribune, Associated Press



# Top Women Watch

Reporting on women in top jobs in Australia and around the world



Yasmin Allen on her appointment to the Board of Cochlear



Fiona Balfour on her appointment to the boards of Metcash Ltd and Tower Australia



Naseema Sparks on her appointment to the Boards of PMP Ltd and Chartis



Samantha Mostyn appointed to the Boards of Virgin Blue Holdings Limited & Transurban Group



Nancy Milne joined the Australand Property Limited Board Morton Joycelyn - Crane Group Limited



Jane Diplock AO on her appointment to the International Integrated Reporting Committee



Shirley Int Veld - Asciano



Jayne Hrdlicka on joining Qantas, to run Group Strategy and her appointment as non-executive director of Woolworths



Wendy McCarthy AO, on her appointment to the Board of Goodstart Childcare Ltd.



Belinda Hutchinson will join the AGL Energy Limited this month



Her Excellency Ms Quentin Bryce AC, the Governor-General of the Commonwealth of Australia, has formally accepted Vice Patronage of the Australian Women Donors Network.

Wotif.com welcomed its first female to its Board of Directors, Kaylene Gaffney, on Monday 22nd November - a move that brings the gender balance of the Board closer in line with what has long been reflected throughout the business.



Bonita Boezeman AO on her appointment to the Board of Manacomm Corporation Ltd



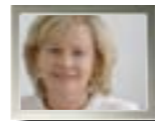
Fiona Harris on her appointment to the Board of Aurora Oil & Gas Ltd



Diane Smith Gander - Transfield Services Limited



Catherine Brenner appointed to the Board of Boral Limited



OZ Minerals Board recently announced the appointment of Non Executive Director Rebecca McGrath



Chris Froggatt Myer has announced a new Board member in the form of human resources specialist The department store revealed Froggatt was appointed an independent non-executive director effective December 9



Vijoleta Braach appointed to the Boards of Maksytytis and AWE Limited Professor Braach-Maksytytis is currently the Deputy Vice-Chancellor (Innovation and Development) of the University of Melbourne. Professor Braach-Maksytytis is also a Director for the Australian International Health Institute and the Ian Potter Museum of Art. She was formerly the head of the Office of the Chief Scientist of the Commonwealth of Australia and a former Director of CSIRO Global development.



Colette Garnsey on her appointment at Pacific Brands as General Manager Underwear & Hosiery



Anne Brennan - Charter Hall Group



Sandra McPhee joined the Westfield Retail Trust



Gina Rinehart joined the Ten Network Holdings Board as a new stakeholder.



BHP Billiton Chairman Jac Nasser announced the appointment of a new Non-executive Director, Baroness Shriti Vadera, to the BHP Billiton Board, effective 1 January 2011.



Elana Rubin joined the Mirvac Group Board

## NEW AUSTRALIAN MASTER OF WINE

Congratulations to Kate McIntyre on being awarded her Masters of Wine (September 2010) from the Institute of Masters of Wine based in London. Kate undertook tasting and theory exams and wrote a 10,000 word dissertation on Chardonnay titled: Australian Chardonnay in crisis - reality or industry perception.

The prestigious qualification is very difficult to achieve because of the searching examinations and tastings. Currently there are only 289 Masters of Wine in the world. In 1998 Kate was the inaugural winner of the Negotiants "Working with Wine" Fellowship and in 2001 was the Professional winner of the CIVC Vin de Champagne Award.

In July 2003, Kate returned to Champagne as one of thirty Australians, (and past winners of the Vin de Champagne award), to be inducted in to the Ordre des Coteaux de Champagne, bestowing upon her the title of Dame Chevalier. Kate was awarded her Masters of Wine in September 2010. She is currently working as a freelance wine writer and educator. She has written extensively for newspapers and magazines as well as contributing to Discover Australia Wineries; and Wine: A Global Encyclopaedia..

## SWB 2011 FOUNDATION PARTNERS



Australian Government  
Department of Finance and Deregulation

DEPARTMENT OF  
PREMIER AND CABINET



## SWB 2011 SUPPORTERS



## SWB 2011 ALLIANCE PARTNERS



SWB is pleased to be supporting UNIFEM's International Women's Day. Please visit the website for further details  
<http://www.internationalwomensday.org.au/>

## SNV USEFUL LINKS

The Australian Institute of Company Directors tracks on a real-time basis all new appointments to boards of ASX200 companies

<http://www.companydirectors.com.au/About+Directorship/Board+role/Board+Diversity/Gender+diversity+on+boards+-+statistics.htm?LM>

BBC Woman's Hour (UK) - An excellent BBC radio program looking at the news, politics and culture from a woman's perspective

<http://www.bbc.co.uk/podcasts/series/whnews> -



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[www.swb.com.au](http://www.swb.com.au)