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# THE Grace Paper

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FAMILY PLANNING, PARENTAL LEAVE & YOUR CAREER

December 2017

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SAY GOODBYE TO  
Mother's  
**GUILT**

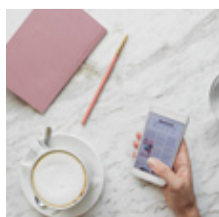
HOW TO CHAMPION  
*Change in the*  
**WORKPLACE**

WORKING WOMEN  
The Professional  
**JUGGLERS**



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FINANCE  
*Securing a better financial  
future for you & your  
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Achieving gender equality requires us to *REIMAGINE THE POSSIBILITIES FOR THE FUTURE* of work; for the potential of humanity.

*Prue Gilbert*  
Founder of Grace Papers



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**A** *ll born free...* Article 1 of the International Declaration of Human Rights states “all human beings are born free and equal in dignity and rights”.

On paper, Australian women and girls can do anything - they can attain an education, become a CEO, earn the same as men, and even play football at an elite level. There's never been a better time to be a woman. We are more empowered than ever before.

And for that, we are grateful to the giants - women in particular – on whose shoulders we stand today. Women who have fought so hard for the rights we now take for granted: the right to vote, to work once married, to divorce, to earn equal pay for work of equal value, for paid parental leave and reproductive rights.

Yet, when I recently took part in a march to end violence against women, I was reminded of the enormity of the challenges we still need to overcome in order to achieve equality:

- 80 men each year murder women they supposedly love. 1 in 4 women are subjected to violence at the hands of an intimate partner, and 30% of victims of domestic violence experience their first episode when pregnant. These statistics are *30% higher* for our Indigenous sisters.
- *25% of women* are sexually harassed in the workplace, despite this being in contravention of the Sex Discrimination Act.
- The gender pay gap still stands at *17.3%*, despite equal pay for work of equal value being enshrined in law. And the fact that women are twice as likely as men to retire in poverty has not inspired new policy.
- *1 in 2 women* face pregnancy discrimination in the workplace, despite Federal and State anti-discrimination protections in place.
- Just *16.5% of Australian CEOs are women*, despite Australia's global #1 position for women's education attainment.

### MY VISION

My vision for gender equality is for a world in which women can realise their full potential, personally and professionally, where they are equally responsible for the most important decisions in our society, and where they can live free from workplace discrimination and violence.

But to see gender equality through a prism of power and privilege that only affects women implies that freedom for men is absolute, which it is not. It is not until we acknowledge what men have to gain through gender equality that we will see more women in leadership positions, and less violence.

At present, 1 in 4 men experience sex discrimination for seeking parental leave and men's requests for formal flexibility are twice as likely as women's to be denied, meaning just 1 in 50 men take parental leave. As long as this continues to be the case, our society remains hostage to outdated stereotypes that no longer serve us. As such, my vision also includes a world where men can be vulnerable, care freely, and work flexibly.



At the heart of this is the reason we founded Grace Papers - including our digital platform that supports working mothers and fathers - to address the unfinished business of achieving gender equality.

### INTERNATIONAL HUMAN RIGHTS DAY


Sunday 10th December 2017 is International Human Rights Day, marking the beginning of a year of celebrations to recognise the 70th anniversary of the International Declaration of Human Rights.

To celebrate this crucial milestone, I am proud to unveil the inaugural edition of The Grace Paper. It's time to make a conscious decision to transform our gendered expectations.

I would also like to dedicate this edition to the late Minister for Women and the Prevention of Family Violence, Mother of 2 and Wife - Fiona Richardson - her legacy of instrumental change in gender in policy to address gender inequality, in particular family violence in Australia, must be celebrated.

Embracing gender equality requires us to reimagine the possibilities for the future of work; for the potential of humanity. It requires us to challenge the stories we tell ourselves to identify the beliefs that limit us. Its doing what we do...but with a dose of grace.

*Prue Gilbert, Grace Papers Founder*

The background of the page is a repeating pattern of stylized, hand-drawn faces of women. Each face is rendered in a different skin tone, including shades of brown, tan, and light skin. The hair is drawn with thick black outlines in various styles, such as braids, buns, and loose waves. Each face has a simple, bright red mouth. The overall style is artistic and celebratory, representing a diverse community of women.

**“Communities of women have never mattered more, having a safe place where working mothers can be real and vulnerable and know that thousands of others have your back, is a game changer. A place where how you are making it all work is celebrated, whether you are an entrepreneur or working for someone else. Find your people and lean on them.”**

OLIVIA RUELLO, BUSINESS CHICKS CEO

artwork by  
Kimothy Pikor



# WORKING WOMEN THE PROFESSIONAL JUGGLERS

Women have long *REPRESENTED THE ARCHETYPE OF THE JUGGLER*. But why is the juggler still an exception in the leadership of our government and our workplaces?

There's a Wendy Heath painting in my parents' home depicting what I like to think is a woman capable of anything, oozing sensuality.

Perhaps Heath drew inspiration from the first ever cover of Gloria Steinem's Ms magazine, an adaptation of the Hindu Goddess Kali, tears streaming down her face while she uses eight arms to juggle an over abundance of work and domestic tasks, a baby bump growing from within.

Make no mistake about how these images represent women: the juggler is formidable.

Juggler is a term that I've long claimed with pride. My ability to play a number of roles is central to my identity: wife, mother, entrepreneur, lawyer, sister, daughter. Each one of those roles means something different to me and fulfils me in its own unique way.

This year, however, I was surprised to see the re-emergence of the juggler in mainstream media - 45 years since it was featured on the cover of Ms. Magazine to sell a vision of a woman who could work and care.

With women making up almost half the workforce, it's baffling that the female juggler still makes the headlines. Why, for example, is it news when a female lawyer is promoted to partner while pregnant or on parental leave? Why is this not the norm?

BIAS AT PLAY

When we see these images in the news, it sends a message to working mothers: you can make it to the top, if you really want to. While that might sound empowering, I find it quite the opposite.

Such a discourse places the burden back on women to fit into a system designed for men, by men, rather than addressing the inherent ways in which women are excluded from the system.

The battle for affordable, quality childcare, for adequate paid parental leave for men and women, and for true workplace flexibility where roles at all levels can be redesigned to be part-time, and where pay is pegged to the role not to the person, is yet to be won.

UNFINISHED BUSINESS

It has long been assumed that gender equality will be addressed as part of generational change – that millennial attitudes about equality will mean more women will make it to leadership, and more men will share the care.

Yet a recent survey of 6000 Harvard MBA graduates suggests that's not the case: While a quarter of female HBS graduates aged 26 to 31 years old say they expected their partners' careers to be more important than theirs, yet half the men surveyed expect their careers would take precedence. 42% of young women expect to carry the lion's share of primary childcare duties, but two-thirds of men expect that their wives would be primary carer.

For as long as women shoulder the burden of childcare and domestic responsibilities, and just 6.3% of managers work part-time, those seeking to combine care and career will be the exception in leadership.

Its time to address the unfinished business of the suffragettes and feminists who came before us and delivered us so many hard-won freedoms. To challenge the gendered expectations, we need government and workplaces to recognise the benefits to our economy and workplaces, and create policy that incentivises the change we need. But whether you're man or woman, girl or boy, freedom doesn't exist if you don't use it. So use the one power you do have, and choose your partner wisely.

Check your gender bias

Reference: Dr Helen Keleher & Emma Hutcheson

- WITH THE EXCEPTION OF BIRTHING AND BREAST FEEDING, DO YOU BELIEVE A FATHER CAN DO EVERYTHING THAT A MOTHER CAN?
- DO YOU BELIEVE THAT THE PARENT WHO STAYS HOME TO CARE FOR THE CHILDREN SHOULD ALSO BE RESPONSIBLE FOR HOUSEWORK?
- DO YOU BELIEVE MOTHERS ARE MORE NURTURING THAN FATHERS?
- IS IT MORE IMPORTANT FOR A MOTHER THAN A FATHER TO STAY AT HOME AND CARE FOR THEIR CHILD?
- DO YOU BELIEVE THE MOST IMPORTANT ROLE A FATHER CAN PLAY IS TO BE A 'BREADWINNER'?



'MEN AND WOMEN WON'T TRULY BE EQUAL... UNLESS MEN, TOO, ARE SAYING HOW CAN I JUGGLE TWO CAREERS?'

- Gloria Steinem

# DON'T LET PREGNANCY BE A BREAK IN YOUR CAREER

*Lauren Jauncey*

We catch up with [LAUREN JAUNCEY](#), previously Head of Diversity and Inclusion at Australia Post, to find out how she maintained momentum in her career during her three pregnancies.

There are many important personal events that take place during the course of your working life, and becoming a parent is often one of the biggest. However, it need not spell the end of your career, as it does for some 30% of Australian women.

In fact, pregnancy is the perfect time to reflect on your values and vision, and re-orient your career compass.

To find out more from someone who has been around the track, we caught up with Lauren Jauncey, previous Head of Diversity and Inclusion for Australia Post, a mother of three, and author of the Australia Post Gender Action Plan.

***YOU HAD THREE CHILDREN WHILE YOU WERE WORKING AT AUSTRALIA POST - THAT MEANS THREE MATERNITY LEAVES! COULD YOU TELL US A BIT ABOUT YOUR EXPERIENCE?***

My husband and I are originally from Tassie, and we had our first child in Melbourne. A few months into motherhood, I realised it was bloody hard work having a baby and no family support, so we decided to go back to Tasmania to be closer to our families.

At the time I was working as a Talent and Leadership Consultant for Australia Post. I thought I'd have to quit my job, but I felt I had a lot to offer the company so I went to speak to my manager about it. Together we came up with a plan which worked really well both ways, which allowed me to work from Hobart with some travel back to Melbourne.

***WHAT ADVICE WOULD YOU GIVE TO OTHER WOMEN WHO WOULD LIKE TO ASK FOR AN OUTSIDE THE BOX ARRANGEMENT IN TERMS OF THEIR RETURN TO WORK?***

It's all about developing your business case. You've got to be really clear about the value that you're going to be able to add to the organisation. Make it a no-brainer.

***HOW DID YOU COMMUNICATE YOUR PREGNANCIES TO YOUR MANAGERS?***

In all three cases I was reporting into female managers who were working mums themselves – so it was a pretty easy conversation. However, I do recall during my second pregnancy that I opted out of a really great career opportunity. My manager had asked me to apply for her role as

she was about to take maternity leave herself but I didn't go for it as I was coming up to my own maternity leave. In hindsight, that was a big mistake. I remember having an 'aha' moment while I was breastfeeding and reading *Lean In* by Sheryl Sandberg. I should have applied for the role as I would have learnt a lot and could have offered the team a lot, even if just for a few months.

***HAVE YOU FACED GENDERED EXPECTATIONS AS A COUPLE IN TERMS OF YOU BEING THE PRIMARY CAREER-PERSON AND YOUR HUSBAND CARING FOR YOUR CHILDREN?***

I think it's been more difficult for my husband, Lucas, than for me. There's an increasing amount of support out there for women who choose to take on the career role, but I don't necessarily see the same level of acceptance and support for men taking on the parenting role.

***THERE'S A LOT OF BIAS THAT GOES AROUND WHEN IT COMES TO OUR ATTITUDES TOWARDS MOTHERS, BUT WE THINK YOU'VE PROVEN THAT YOU CAN BE ALL AND SO MUCH MORE AFTER YOU'VE HAD CHILDREN YOU WON A STATE TITLE!***

That's true! I won the Tasmanian 200m State Title after having Frankie, my second child. Of the various successes I've had in athletics through my life, this was by far the most rewarding, and I think that's because I had my two of my girls and husband on the side cheering me on.

***YOU'RE RESPONSIBLE FOR A REALLY BOLD ACT THAT SHOWS HOW WE ALL HAVE A ROLE TO PLAY IN CALLING OUT EVERYDAY SEXISM. TELL US ABOUT THE STAWELL GIFT...***

The Stawell Gift is probably one of the best-known foot races in Australia, but the focus has predominantly been on the men's race. The prize for the men's race is worth around \$60,000, compared to \$6,000 for the women's race. I realised that Australia Post was the main sponsor, so I ended up sending a bold email to the executive managers who were responsible for the sponsorship - it was quite strongly worded! I ended up having a great discussion with one of the executive managers about it. Now Australia Post only sponsors the women's race, and it's worth \$60,000 in line with the men's race!



*“Prove that what you'll add is too good for them to say no to!”*





## THE TEN THINGS to stop saying to pregnant women & what to say instead

Pregnant women are subjected to plenty of personal questions they'd really rather not answer. Grace Papers founder Prue Gilbert shares her list of the ten things to stop and instead, start saying to the parent-to-be in your workplace.

When I was about 20 weeks pregnant with my first child, one of my colleagues decided to try to predict the sex of my baby. The conversation went like this:

*Hum:* "My grandmother taught me how to predict the sex of a baby, and I'm always right."

*Me:* "(Skeptically) Really?"

*Hum:* "Yes. Stand up. Turn around. Ok. It is a girl."

*Me:* "How can you tell?"

*Hum:* "Because your skin has broken out and your arse is starting to spread."

Well intentioned as the conversation may have been, it was unbelievably inappropriate. Objectification and discriminatory comments towards women are never okay. Of course, through our work coaching women, we know that these comments are not isolated. Here are some others we've heard recently. →

### *Time to stop...*

1. Bemoaning the fact that your team member has just told you they are pregnant.
2. Asking them whether the pregnancy was planned or an accident.
3. Asking them whether they would consider an abortion so they can get their job back. (Yes, I know it seems unbelievable, but it's happened!)
4. Asking them how long they plan to take for parental leave as soon as they tell you they are pregnant.
5. Responding, when they ask you for alternate duties for workplace and safety reasons, that you will have to reduce their pay because they will be performing a different role.
6. Commenting on how big/small/round they are.
7. Telling them what work they can and can't do now that they are pregnant.
8. Telling them that it would not be in their best interests to apply for a promotion because it will take them away from their family.
9. Sacking them!
10. Telling them that their role is being made redundant when you have backfilled it with a younger person who has no carer responsibilities.

### *Time to start...*

1. Congratulating them (many, many times over for contributing to the human gene pool and bringing another human into the world who will pay taxes to help support you in retirement).
2. Asking them how they are feeling.
3. Asking them about their professional vision.
4. Asking them how you can best support them at work.
5. Asking them how flexibility might be implemented to accommodate their needs, as well as those of the business.
6. Reassuring them that a parental leave contractor is replacing their role.
7. Acknowledging the transition to and from parental leave.
8. Speaking up for them when they are absent, and ensuring they are not invisible.
9. Asking them how they would like to remain connected to the workplace while on parental leave.
10. Reminding them of their achievements and contributions, and affirming their identity as a valued member of the team.

*Can't remember any of the above? When in doubt, go to number four!*



A professional vision  
is a grown up way of  
answering the question  
*‘WHAT DO YOU  
WANT TO BE WHEN  
YOU GROW UP AND  
WHY?’*



# WHY YOU NEED A PROFESSIONAL *VISION*

A professional vision can smooth the transition back into the workplace after parental leave, and help you to achieve your personal and career goals, writes Grace Papers Coach & Facilitator, Amanda Meehan.

For many women, the decision to return to work after having a child centres around how many days they'd like to work rather than what they actually want their role to entail.

When this happens, and women don't communicate their professional vision and ambitions, and assumptions will likely be made on their behalf which can limit the opportunities open to them on their return and in the future.

The conversations you have with your manager transitioning to parental leave, and when you return to work after parental leave are pivotal in establishing whether, as a working mother, you want a job or a career.

*Why can it be hard to transition back into the workplace?*

Transitioning back into the workplace after parental leave is no mean feat, and can present a stumbling block which can have repercussions throughout your working life.

According to a recent study published in the Sydney Morning Herald, there has been a rise in 'mumpreneurs', women opting to become self-employed after having children. The survey provides a sobering insight into the difficulties women face when returning to the workplace: two-thirds of women interviewed said that inflexible work schedules, poor quality part-time jobs, and discriminatory attitudes towards part-time and flexible workers were the main reasons for choosing to go self-employed.

As such, pregnancy is perhaps one of the most important times for women to invest time in thinking about what they want from their careers and developing a professional vision that will stand them in good stead when transitioning back into the workplace.

*What is a professional vision?*

A professional vision is a grown up way of answering the question 'what do you want to be when you grow up and why?' It's a bit like a career navigation system, anchoring you to your values and your family's priorities, while still enabling you to stay true to the dream of what your career could look like.

Since having my first baby, I've used my professional vision to stay focused on my long term goals and perform work that energises me. It reminds me of the reasons why I work, and has helped me to negotiate the flexibility me and my family needs without compromising on the sort of work I do.

It takes a lot of effort to be a working mother, so why not ensure you're spending your time doing something that reflects your talent, experience and passion?

*How to set a professional vision*

There is a technique to setting a professional vision – here are some tips to get you started.

- Give yourself the space and time to *reflect* on your career to date.
- Imagine what you *want for your career*, for your family and for yourself. It can be a pretty daunting task so don't be afraid to look for help! The Grace Papers platform can, for example, guide you right through this process.
- Then, map this against your *key life values*.
- Work with a coach to *refine and create* a vision that is practical, actionable and authentic.



***“IF YOU LIMIT YOUR CHOICES ONLY TO WHAT SEEMS POSSIBLE OR REASONABLE, YOU DISCONNECT YOURSELF FROM WHAT YOU TRULY WANT, AND ALL THAT IS LEFT IS A COMPROMISE.”***

*- Robert Fritz*



# HOW TO CHAMPION CHANGE IN THE WORKPLACE

*Adam Fennessy*

We catch up with [ADAM FENNESSY](#), husband, father of three, partner at EY and former public servant for over two decades to find out more about how we can all take responsibility for championing change in the workplace.

We're all responsible for championing gender equity in the workplace, but it's not always easy to be the person who puts their head above the parapet to fight for what's right.

We spoke with Adam Fennessy, a father of three, a partner at EY and former public servant with over two decades' service at state and federal government level, to find out more about his experience of championing change in the workplace.

## *TELL US ABOUT BECOMING A FATHER FOR THE FIRST TIME...*

I became a father 12 years ago, and it was an overwhelming experience. You think some sort of magic dust will be sprinkled over you that will make you ready to become a parent, but you're still the same person, with the same behaviours and biases! You need to develop your parenting skills and learn new behaviours.

## *HOW DID YOU WORK OUT PARENTAL LEAVE?*

A colleague of mine was a part-time executive, and she asked me if I'd go part-time. I was worried I'd find it embarrassing or that it would affect my career, but my colleague challenged me on that. When I told my boss that I wanted to spend more time with my children, he said 'well there goes your career'. I received push back at every stage. And then again when a new boss came along, who wasn't particularly supportive either and wanted me to go full time. In the end, I voted with my feet and left.

By the time I went back to working full-time, I still worked 4.5 days a week on principle! At that time, I had worked my way up the hierarchy and was in a position to enable and support flexible working arrangements for those in my own team. When I became Secretary (CEO equivalent) of my organisation, we made all roles flexible throughout the organisation.

## *HOW DO YOU GO ABOUT MAKING A BUSINESS CASE FOR FLEXIBLE WORKING?*

I'm member of the Male Champions of Change network, which has had a huge impact on my ability to lead these discussions in my own workplace. Male Champions of Change is a group of male CEOs who commit to increasing gender equity in their organisations.

I wanted to bring flexible working into my own workplace, so I leveraged data from other organisations to put together the evidence base. This approach was eventually adopted across the Victorian Government, which

has around 36,000 public service employees, and over 265,000 in the broader public sector. It was a slow push - as author Dr Anne Summers says, 'progress is not success'.

## *YOU'VE BEEN SUCCESSFUL AT INCREASING FEMALE REPRESENTATION IN THE WORKPLACE - CAN YOU TELL US HOW YOU WORKED WITH RECRUITERS TO GET THERE?*



While I was the CEO equivalent of the Victorian Government's Department of Environment, Land, Water and Planning, I made increasing the percentage of women in our executive team a top priority. When we hired new members of our executive, we'd task recruitment firms with bringing us a gender balanced shortlist, and we would convene a gender balanced recruitment panel. If the recruiters couldn't bring us a balanced shortlist, we'd stop working with them. 28% of the executive were women when I first started, and it was 50% two and a half years later. We called this 'conscious merit' - it allowed merit to flow through the process in a way it had not been able to before.

## *HOW DO WE GET MEN MORE INVOLVED TO SEE HOW GENDER EQUALITY CAN BENEFIT THEM?*

I think you've got to go right down to the language - I talk about 'parental leave' instead of 'maternity leave', and we actively encouraged more men to work flexibly so it moved away from a women's issue, or a men's issue to an issue for all of us. There are numerous reasons why people might need flexibility at work - parenting, looking after ageing parents, study, starting up their own business - and we celebrated that via our internal social media. For example, I shared selfies of me dropping the kids off at school - it might sound cheesy, but if you're a father, dropping your kids off at school is absolutely normal, and as a leader, I wanted to model that behaviour.

I have now joined as a partner at EY in our Government and Public Sector practice. I am proud that EY is a strong supporter of Grace Papers, and encourages women and men to work flexibly. EY recently conducted a "Flextober" campaign as a way of raising awareness during October amongst our staff - both men and women - of the benefits of working flexibly for our people and our organisation. This reflects EY's purpose of building a better working world.



**WHEN YOU HAVE A CHILD,  
IT'S ARGUABLY THE BIGGEST  
THING THAT'S GOING TO  
HAPPEN IN YOUR LIFE.**

*The way we're trying to look at it at PwC is encouraging the fathers to be absolutely involved and take parental leave. So they can be there as a rock through that early period, and learn and grow through that experience. Then bring their learnings - skills, perspective, empathy and context - back to the workplace.*

**Luke Sayers,**  
*CEO, PwC Australia*



## IMPORTANCE OF PARENTAL LEAVE AND RETURN TO WORK

**Kate Jenkins**

*Sex Discrimination Commissioner*

We know that the financial impact of having children reverberates for the rest of women's lives, and can affect their lifetime economic security. Wages and superannuation are on hold for many women who take parental leave after the birth of a child.

However, we also need to acknowledge the structural barriers that both women and men face in taking parental leave and accessing flexible work. These include the limited availability, affordability and accessibility of early childhood education and care services, as well as the underlying stereotypes and assumptions about childbearing, parenting and the roles of women and men in the home and in the workplace.

Managing pregnancy, parental leave and return to work in the workplace is critical to the growth of a strong economy and a cohesive society.

Taking parental leave should be a positive experience for both parents, and is crucial in maintaining work life balance. More importantly, adequate support for parents to return to work ensures a long term and productive working life, greater lifetime financial security and a healthy family.





## 10 things your workplace can do TO DRIVE GENDER EQUALITY

When it comes to *ENABLING GENDER EQUALITY*, there's more we can all be doing. Here, we share ten smart strategies to level the playing field in workplaces across the nation.

With women accounting for just 16.5% of Australian CEOs and women seven times more likely to leave the workforce during parental leave (WGEA), it's time to take a step back and reflect. What can we do in our own workplaces to address our gendered expectations?

### *1. CREATE A VISION FOR GENDER EQUALITY AND DEFINE WHAT SUCCESS LOOKS LIKE*

What does gender equality look like for your organisation? Is it equal male and female representation at leadership level? Is it closing the gap in retirement savings between your male and female employees? What values & behaviours will you reward?

### *2. ADOPT BEST PRACTICE PAID PARENTAL LEAVE POLICIES FOR ALL EMPLOYEES, AND ADVOCATE FOR GOVERNMENT POLICY CHANGE*

Just 45.9 per cent of employers offer paid parental leave (PPL) for primary carers (WGEA) as a top up to the Government's 18 weeks at the minimum wage. PPL supports parents and babies on a range of health and wellbeing criteria, and enables women to return to work. Providing mums and dads with 18 weeks of PPL at the replacement wage, plus superannuation, with zero qualifying period is a game changer.

### *3. CULTIVATE A CULTURE WHERE EMPLOYEES FEEL AUTHORISED TO CALL OUT BIAS AND DISCRIMINATION*

The standard you walk past is the standard you accept. CEOs must use strong language when talking about bias, discrimination and harassment, and demonstrate that there is zero tolerance for it. But if they also invite employees to raise concerns and ask for the chance to right a wrong, they enable a culture where employees can speak up without fear.

### *4. CLOSE THE GENDER PAY GAP IN RETIREMENT*

Considering women are 2.5 times more likely to retire in poverty than men, Viva Energy is an example of how a defined vision for gender equality inspires action. In August 2017, the company became the first in Australia to offer a full-time superannuation contribution of 12% for the paid and unpaid components of employees' parental leave, and pay the full-time super contribution for the first five years if they choose to return to work in a part-time capacity.

### *5. PROVIDE A SPONSOR AND EDUCATION FOR THE PERSON TAKING PARENTAL LEAVE*

You don't know what you need until you wish you'd had it. Such is the case for

education, professional development and coaching for parents-to-be as they navigate pregnancy, parental leave and their return to work. Primary carers can miss out on great career opportunities in the lead up to and during parental leave, but when leaders proactively sponsor carers, employers retain their best talent, and women's careers advance.

### *6. CONDUCT A PERFORMANCE AND PAY REVIEW FOR EVERY EMPLOYEE BEFORE THEY GO ON PARENTAL LEAVE*

Pay and performance go hand in hand, and upcoming parental leave shouldn't stand in the way of an employee being suitably remunerated and acknowledged. To close the gender pay gap (currently 15%), ensure salaries are pegged to the job rather than the person, allow for out-of-cycle reviews to accommodate parental leavers, and set aside special budgets to close the gender pay gap.

### *7. MEASURE ENGAGEMENT WITH FLEXIBLE WORK ARRANGEMENTS*

Punishing and inflexible work hours are career limiting to employees who require flexibility. Use engagement surveys to ask staff if they feel they can ask for flexibility, and measure any increase in female participation, as it is likely to be directly correlated with access to flexibility. Monitor the uptake of formal flexibility by women and men, and redesign senior roles to be able to be performed part-time.

### *8. SET TARGETS AROUND THE NUMBER OF MALE EMPLOYEES TAKING PARENTAL LEAVE, AND ESTABLISH INITIATIVES THAT ENABLE YOU TO REACH THE TARGET*

Women continue to perform 2.5 times the domestic and caring work as their male partners - an entrenched gendered norm. Actively encouraging male employees to take extended parental leave and work flexibly sets change in motion, in terms of workplace culture and family dynamic.

### *9. SCRUTINISE REDUNDANCIES OF THOSE ON PARENTAL LEAVE, WHO WORK PART TIME AND ARE EXPECTANT MOTHERS*

If any part time employees, expectant mothers or employees on parental leave have been made redundant in your workplace, actively investigate why and how it came about. Identify any trends and commonalities to enable you to take steps to prevent it from happening in the future.

### *10. CONSCIOUSLY CONSIDER EXPECTANT MOTHERS, PART TIME EMPLOYEES AND THOSE ON PARENTAL LEAVE FOR PROMOTIONS*

It's good for business to promote talented employees, and promotions in the workplace should go to the best candidate. All too often, candidates who are soon to become parents, are on parental leave or work part time are overlooked for promotions, to the detriment of the employee and the employer. The key is redesigning these roles to be part-time.



# SAY GOODBYE TO MOTHER'S GUILT

After coming in to wake me several times during the night, my 4-year-old baby girl stood in front of me, tears rolling down her face. My suitcase lay open on my bed, and she was watching me as I packed for another interstate work trip. It was true, I had been away a lot recently, writes Prue Gilbert.

As I looked at her, I felt a familiar pang in the pit of my stomach.

Ridden with mother's guilt, I promised my daughter I would visit her at kinder and bring in a special morning tea for us to enjoy together before I headed off. I mentally added it to my 'to-do' list: I also had my classroom helper duties for my preppie and a number of work calls to make before my dash to the airport by 11.20 that morning. I'd really be pushing it!

## *Staying true to my principles*

Once I'd boarded the plane and settled into my seat, the journey gave me time to reflect back on my moment of mother's guilt. What was it all about? What would I have done differently if I were to do it again?

In the course of my reflection, I returned to my two key principles:

- 1. My values*
- 2. My professional vision*

My values are my priority and underpin everything I want to achieve: family, equality and mature love.

Each of these is also interwoven into my professional vision: to drive social and economic independence for women by making it easier to establish a long-term attachment to the workplace.

In turn, my work must be flexible enough to also prioritise the needs of my husband, children and parents, ensuring they each know how much I love them.

## *Reflecting on guilt*

Thinking back to the morning's events, I reflected how Mary-Jane had happily left for kinder, excited that I would be visiting a little later that day. And Little Fitzzy had been so happy that I was class helper that he shuffled across the room on his bottom, just to rest his head against my knee.

I had planned plenty of fun activities for the coming days too: that Friday, I'd taken the day off work and was taking the children to the Zoo, and on Saturday morning we were having brunch with my parents.

Meanwhile, my visit interstate was to Sydney, to pitch Grace Papers' digital platform to some big audiences who shared our passion to empower more mothers to stay true to their values and achieve economic freedom.

I often say that guilt is nothing more than an attack of the conscience. After taking a step back and checking in with it, I felt nothing but grateful that when it came to my values and my professional vision, I was able to not only 'do it all' but build a better world for my children as I did it.





*With an average full-time gender pay gap of over \$26,000 a year, under-representation of women in senior roles and on boards, and chronic gender segregation across roles and industries it is time for a rethink about how we work.*

*Women and men want to participate at home, in the community and in the workplace,*

**WE NEED WORK**  
**CULTURES & PRACTICES**  
**THAT SUPPORT THIS.**

***Libby Lyons***

*Workplace Gender Equality  
Agency Director*





### WHAT WE'RE BUYING...

*Mama Disrupt* - a quarterly magazine offering the very best curation of lifestyle trends for busy mums.



### WHAT WE'RE READING...

*Men Explain Things To Me*, by Rebecca Solnit - essential and witty essays on topics spanning mansplaining to marriage.



### WHAT WE'RE LISTENING TO...

*The Guilty Feminist* - comedian Deborah Frances-White and her guests talk about their feminist principles and confess the insecurities, hypocrisies and fears that underlie them.



### WHAT WE'RE DANCING TO...

*Happy Hour*, by Catsplay - this joyous celebration of jazz is by Andrew Hagger, who we interviewed on p.22. You won't be able to help but tap-your-feet!



### WHAT WE'RE WATCHING...

*The Handmaid's Tale* - this drama based on Margaret Atwood's bestselling novel is available on SBS On Demand.

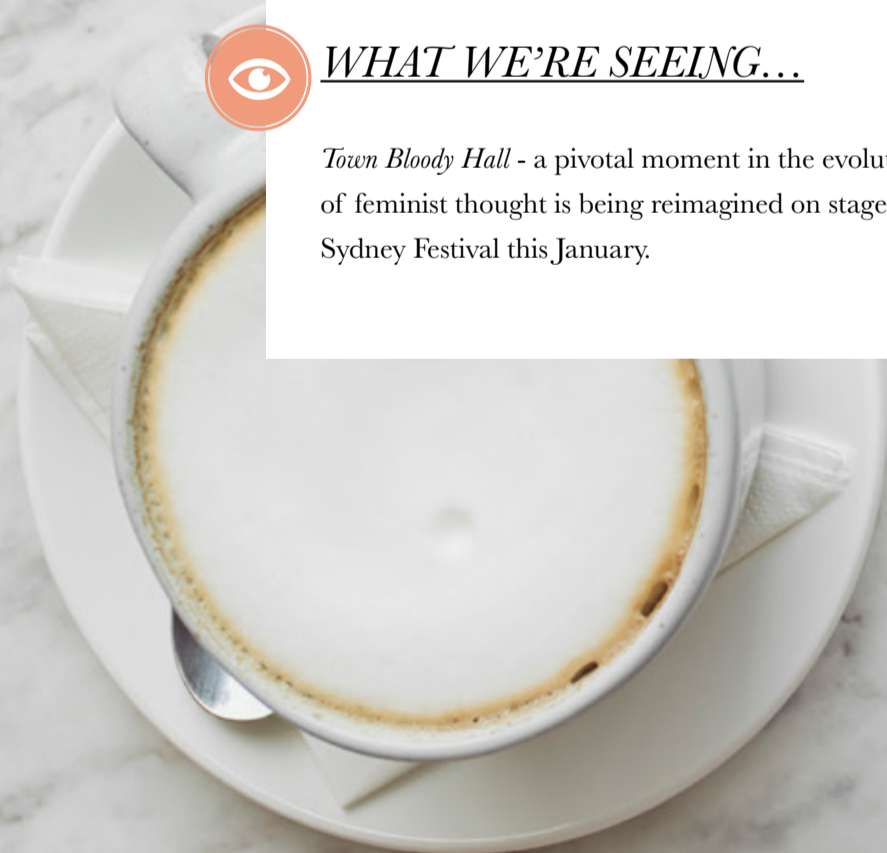


### WHAT WE'RE SEEING...

*Town Bloody Hall* - a pivotal moment in the evolution of feminist thought is being reimaged on stage at the Sydney Festival this January.



# Our LOVE LIST



# FIGHTING FOR EQUAL PAY IN THE AFLW

*Lauren Arnell*

In sport, women strive for equality on and off the pitch. We catch up with [\*LAUREN ARNELL\*](#), Captain of Carlton Football Club, to find out more about the AFLW pay debate and the fight to give gender inequality the boot.

The establishment of the Australian Football League Women's (AFLW) in February this year marked a pivotal moment in women's sport, bringing female achievements on the pitch into the public eye. However, as sponsorship deals and advertising contracts are drawn up, a polarising debate has opened up about the remuneration of female athletes.

We catch up with Lauren Arnell, Captain of Carlton Football Club, to find out more about the journey so far.

*LAUREN, THANK YOU SO MUCH FOR JOINING US TODAY. WHAT A BIG YEAR IT HAS BEEN FOR YOU AS YOU'VE STEPPED INTO CAPTAINING THE CARLTON FOOTBALL CLUB. REFLECTING BACK ON THE YEAR, WHAT HAVE BEEN YOUR TOP THREE HIGHLIGHTS?*

It has been an incredible 12 months and this is a great question - I'm learning now that I do need to spend a little more time reflecting! My highlights of the year, in no particular order, would have to be:

1. The first night of AFLW preseason, in November 2016. It was the first time the players had come together to begin the long-awaited journey as Carlton AFLW players, and staff and players from both teams were there to welcome us before we hit the track.
2. February 3rd 2017 marked my first ever game of AFLW and we beat Collingwood in front of more than 25,000 supporters, including my family and friends. There are no words to describe how great that experience was, not just for the players and the club, but also for women's sport nationally.
3. My niece, Amelia, was born July 5, 2017. She is just the best! As is my sister, Moira, who is embracing and conquering life as a new mum.

*WHAT IMPACT HAS THE AFLW HAD ON GENDER EQUALITY DISCOURSE IN AUSTRALIA?*

This is one of the added, and perhaps unforeseen, bonuses of the AFLW. As players, we started out because we love the game. When we were asked to evaluate what we thought we were worth, it started a really eye-opening

journey that gave me lots of opportunities to learn about gender equality. There have been four key women who have helped me on this journey – Prue Gilbert (Grace Papers), Rebecca Smith (PwC), Sarah Green (Of Character), and Libby Lyons (WGEA Director). I think the AFLW pay debate will continue in the long term, and I believe that eventually we'll see AFLW players remunerated fairly as full-time athletes. However, there's still a lot to be done and I believe it always starts with education.

*THE AFLW 2018 PAY DEAL HAS BEEN HERALDED AS AN IMPORTANT MOVE FOR THE LEAGUE. WHAT DO YOU BELIEVE IS THE NEXT STEP IN THIS AREA?*

It's a positive step forward, but there are undoubtedly many more discussions to come between the AFL and the AFLPA. One tricky element is revenue - for the first season of the AFLW, free entry for all was a way of making the games inclusive and welcoming, and broadcasting of all games was particularly important. While we're not building revenue, the argument for fairer pay for players is weakened.

*TELL US A LITTLE BIT ABOUT YOUR CHILDHOOD. WHAT GENDERED EXPECTATIONS DID YOU FACE AS A YOUNG GIRL GROWING UP IN COUNTRY VICTORIA?*

I am a triplet and spent my childhood on a cattle farm in Clarkefield, north of Melbourne. Dad was a full-time police officer and Mum was expected to look after the kids and the house, plus all types of hands-on farm work. In that respect, I grew up with varying elements of gender stereotypes. We kids also helped out on the farm, and being triplets helped us to discover our own distinct personalities, and sport became my passion. I vividly remember the only doll I was ever given - mostly because I disliked it so much! Mum has always been a strong role model in my life – if something needs doing, you just get it done.

*DO YOU HAVE A MESSAGE FOR YOUNG GIRLS THINKING ABOUT PLAYING AFLW?*

Give it your best go! No matter what you want to do, find a way. If playing footy is your passion there are now endless opportunities for you to get involved. Enjoy!





## BUILDING YOUR CASE FOR *Workplace Flexibility*

Flexible hours in the office can increase job satisfaction and reduce stress, but if your manager needs more convincing, Grace Papers is on hand to provide advice and support.

Having flexibility over when and where you work can make you feel more engaged, efficient and productive - professionally and personally.

Forbes recently published the results of what is believed to be the first randomised control trial into workplace flexibility, conducted inside an American Fortune 500 company. The study found that employees who were placed on a flexibility program were happier at work and less prone to burnout than their colleagues who stayed in the office, working traditional office hours.

The study adds to a growing body of research which shows that, when workers have a say over the hours and location of their work, they are not only able to do their jobs more efficiently but are also able to successfully manage their lives outside of work.

This balance may be enviable, but it's certainly not unachievable.

### *Overcome the flexibility stigma*

Overcoming the stigma around flexible working is one of the first hurdles you're likely to face. In a culture of presenteeism, this stigma comes from the misconception that those who request to work flexibly are less committed than those who don't.

This stigma has real life consequences: around 70% of Australian workers believe flexible working programs could help them achieve a better work-life balance, but 32% have never asked for fear that it would prevent them from being promoted.

It's this same stigma that prevents the majority of carers, primarily women, from being promoted to senior roles, and sees 30% of women 'opt out' of the workforce either while pregnant or after taking parental leave.

This stigma doesn't just affect women, either. Nearly 60% of working fathers say they would like to work part-time provided they could also have a meaningful career, yet men's requests for flexibility in the workplace are even more likely to be declined than women's.

Being able to acknowledge, dismantle and overcome this stigma is the first step towards being able to establish a flexible working arrangement that suits your family, your employer, and your own needs.

Talking through opportunities for flexible working arrangements can be a nerve-racking conversation to have with your manager, especially if your employer doesn't have a flexible working policy in place. But the old adage is true: if you don't ask, you don't get.

It's worth putting aside some time to think about how you want the conversation to go, and what you'd like to get out of it. These four questions are likely to be top of your manager's mind, and should form the basis of your business case:



Around 70% of Australian workers believe flexible working programs could help them achieve a better WORK-LIFE BALANCE.

## How to get the FLEXIBILITY You need at work

### 1. *What's the upside for the business?*

Having more control over the hours you work and where you work them sounds great, but what benefits will it bring to the business? How will this arrangement bring value to your role? Have three or four key benefits in mind, and come back to them throughout the conversation.

### 2. *How can you express ambition with your request?*

Use your professional vision (see p.11) to be up front about your career goals and how your proposal for flexible working fits into this trajectory. There's nothing like an expression of ambition to confuse the biases your boss holds! Just 6.3% of all managers work part-time, so it's vital you demonstrate your commitment to the business and ongoing or future projects by showing you've considered how a flexible work arrangement will work in the long term.

### 3. *How will flexible working impact those you work with and for?*

Flexible working will have different impacts on the people around you, depending on whether you are interested in being able to work from home or would like to change your current hours of

work. Your manager is likely to be thinking about the implications of your proposal for colleagues, customers, stakeholders and the business more widely, so your business case should address these concerns. Before going into the discussion, you should also map your stakeholders' biases towards flexible working. No two managers are born equal, but by being prepared you can call out the "benevolent bias" offered your way.

### 4. *What solutions can you present to overcome foreseeable hurdles?*

Think through some of the potential barriers to you and your manager coming to a successful flexible working arrangement, and how you can acknowledge any resistance to your proposal. Focus on how the job can be redesigned to reflect the fact that it no longer a full-time role, and be ready to come to the table with solutions that could work for your workplace and those you work with.

With some preparation, a solid business case and an open mind, you may just be one conversation away from establishing a flexible working arrangement that meets the needs of you, your family and your employer.

# *FATHERHOOD: NAVIGATING CHOICES*

*Andrew Hagger*

We catch up with [ANDREW HAGGER](#), CCO at NAB Consumer Banking & Wealth Management, to talk about the importance of choice and working together towards gender equality.

Becoming a parent usually brings about a range of emotions, from excitement to nerves and everything in between. It can be a tricky road to navigate, and new parents in particular may feel they're at a crossroads without a map.

Andrew Hagger knows that feeling all too well. Having grown up in the Adelaide Hills, Andrew travelled the world before moving to Kenya with his wife Pam, where they had their first child. The decisions the couple made at that pivotal moment paved the way for their family life, and are choices Andrew has continued to reflect upon in the years since.

Now a father to three grown up children and musician in the band Catsplay, Andrew caught up with us to talk about the importance of choice, open conversation and working together towards gender equality.



***THANKS FOR JOINING US TODAY, ANDREW. LET'S START FROM THE BEGINNING - WHAT WERE YOUR EXPECTATIONS FOR FATHERHOOD?***

When I look back on that time, I think about the conversations we didn't have. We were at a fork in the road, but we never talked about how we'd work it out. We were living in Kenya and my wife was out of the workforce - there was no market for physiotherapy there at the time - and so she became a stay at home mum. We didn't realise we had choices; it was just how things were done. I try to convince the kids that I changed 50% of their nappies, but they have none of it! In truth, I wish I had.

***WHY IS GENDER EQUALITY IMPORTANT FOR MEN?***

If my wife and I had decided to have some of the conversations around career and childcare responsibilities, it could have led to very different outcomes for us. It was a sliding doors moment. In the context of the workplace, we've talked for years about getting parental leave right, enabling women to return to work and receive promotions, but we're now also beginning to talk about fatherhood and the parental leave that men can take.

***WHAT CAN PEOPLE DO TO CLOSE THE GENDER PAY GAP, FROM AN INDIVIDUAL PERSPECTIVE?***

At present, women retire with 55-60 per cent of the superannuation funds that men do, and they live longer. It's also worth considering that around one in three women don't make any additional payments on top of their workplace superannuation. Having said that, in the 25-40 year old demographic, the wealth of women is the fastest growing. It shows that we're making progress, but it's just not happening fast enough. When it comes to financial planning, pregnancy is a key moment. Your whole world is about to change, so it's a great time to seek financial advice that will set you in good stead for the years to come.

***WHAT WOULD YOU SAY TO PEOPLE EXPERIENCING GENDER DISCRIMINATION AT WORK?***

There was a report released by the Human Rights Commission a few years back which says that half of all women experience some form of pregnancy-related discrimination. I think there's work to do on raising awareness about this - a lot of people don't realise that they're experiencing discriminatory behaviour until after the event. Often, this discrimination comes from leaders, and so calling it out can be difficult. I'd always recommend people come straight to the top - once it's out in the open, it can be addressed and worked through together.

***WHAT DO YOU THINK IS THE BIGGEST CHALLENGE FOR WORKPLACES WHEN ADDRESSING GENDER INEQUALITY?***

There's an unconscious bias that permeates in ways you can't even see, and tackling that requires a multifaceted approach. You can make policies to try and stamp it out in the workplace, but it happens at an individual and societal level too. It's well known that, when job hunting, women look at nine requirements for a role and won't apply if they only have six of them. There's no silver bullet, and it will take time.

***LASTLY, WHAT CAN MEN DO TO ENSURE THAT WOMEN ARE STEPPING UP BESIDE THEM?***

Those who have inspired me the most are those who do something to help when they see others who lack the privilege they have. At its core, to lead is to serve - the more we are able to do that, the more fulfilled we will be, and the bigger impact we will have on those around us.



*As a husband and a father of a girl and a boy, I always understood the ethical arguments for diversity. As a CEO, and now chair I get the business arguments, which are compellingly argued by the Male Champions of Change. But having listened to Rosie Batty, I understand that the only way to prevent women being trapped in an abusive relationship, is to provide them with*

**ECONOMIC FREEDOM.**  
**MORE WOMEN IN THE**  
**WORKPLACE WILL**  
**CREATE MORE FREEDOM.**

**Gordon Cairns**

*Chairman, Woolworths, Origin Energy*





*3 practical tools for parents-to-be to plan their finances*

1. Understand your paid leave entitlements at **humanservices.gov.au** and check your workplace policies.
2. Be budget smart with ASIC's Budgeting for a Baby tool - **moneysmart.gov.au**.
3. Seek independent advice on your superannuation and life insurance at **aiofp.net.au**.

## Things you must know to secure a better *FINANCIAL FUTURE*

*Did you know that Australian women retire with an average \$92,000 less than men?* 40 per cent of single women retire into poverty and 60 per cent of women aged 65-69 have no superannuation.

These statistics are undeniably alarming, especially as life expectancy increases and those dollars have to stretch even further.

The short-term financial thinking that many of us succumb to means that we are not giving ourselves the best chance to access greater wealth in the long term, and pregnancy is a crucial moment when this way of thinking could be challenged.

So here are some top tips to help new and expectant parents secure a better financial future.

### *1. Set a professional vision*

A professional vision is a grown up way of answering the question 'what do you want to be when you grow up?' It's a bit like a career navigation system, anchoring you to your values and your family's priorities, while still enabling

you to stay true to the dream of what your career could look like. Having a professional vision and being able to articulate it to your managers and colleagues will be extremely valuable during back-to-work negotiations.

### *2. Abandon gender stereotypes*

If you're entitled to paid parental leave and your salary pales in comparison to your partner's, it can make sense for you to stay at home and tend to your newborn's needs. But it isn't the only way, and it is worth mapping the leave entitlements of each partner and factoring in superannuation over the long term to your decision-making processes.

Once this is decided, work to abandon gender stereotypes doesn't end there. What does gender equality at home look like to you? How could it work in your family?

### *3. Know your value*

60 per cent of women have never asked for a pay rise, compared with 46 per cent of men, and those that did asked for around \$1800 less than men. Many women feel grateful to have a job after they have kids, and shy away from striving for what they really deserve. Knowing your value can help you get recognised and compensated in line with your career goals.



# CELEBRATING DIVERSITY IN SPORT & SOCIETY

*Kelly Applebee*

**KELLY APPLEBEE**, Diversity Manager at the AFL Players' Association, tells us why diversity is important on and off the pitch, and how she balances sport and career with raising her two daughters.

The evolution of women's sport at an elite level does more than educate girls and young women about the opportunities in sport - it shows them that they can achieve success, whatever career path they choose.

We catch up with Kelly Applebee, Diversity Manager at the AFL Players' Association to find out more about why celebrating diversity is important on and off the pitch.

***KELLY, THANK YOU SO MUCH FOR JOINING US TODAY. TELL US MORE ABOUT YOUR ROLE AS THE DIVERSITY MANAGER AT THE AFL PLAYERS' ASSOCIATION....***

I work to develop new programs that celebrate the many cultures that exist within the AFL, and support our Indigenous and Multicultural players. Every player has unique circumstances, so I might work with industry stakeholders to help them understand how best to support each player, arrange a mentorship programs, or arrange celebrations of Indigenous or women's Rounds for the AFL Players' Association. It's about ensuring everyone's voices are heard.

***2017 HAS BEEN A BIG YEAR FOR WOMEN'S SPORT IN AUSTRALIA. WHY DO YOU THINK THE CREATION OF MORE FEMALE SPORTING LEAGUES IS SO IMPORTANT?***

As a female, it's a great time to be involved in sport. New opportunities are arising for women at an elite level in the AFLW, soccer and the Women's Big Bash League (WBBL), and the games are being televised. It was great to turn my television on the other day and see cricketer Ellyse Perry being interviewed about The Ashes. When a young girl sees women being involved in sport, it doesn't only show her that she can play sport at the highest level, but that she can be highly successful in her career, whatever that might be.

***HOW DO YOU BALANCE YOUR ILLUSTRIOUS SPORTING AND WORK CAREER WITH MOTHERHOOD?***

It's a team effort really! I'm fortunate to have a supportive partner and family who lend a hand in the day to day duties at home, which allows me to

pursue my career. In my experience it is possible to be a working parent, but you need to be able to balance your time. I've come to the understanding that my working day doesn't happen from 9-5, but when my house is quiet and the children are in bed!

***WHAT EXPECTATIONS OR CHALLENGES HAVE YOU BOTH FACED AS A SAME-SEX COUPLE FROM YOUR WORKPLACE & COMMUNITY WHEN IT COMES TO PARENTING AND BALANCING THE JUGGLE?***



Juggling the demands of having young children and a busy lifestyle is the same for us as any other couple, and I'm grateful to the Players' Association for making me feel so supported during my periods of parental leave. We have two daughters - my partner Emma gave birth to our elder daughter Ella and was the primary carer for her, and I gave birth to Charlotte, so I've taken parental leave this time around. The financial implications have been a big consideration for us too, so I will go back to work and Emma will take parental leave in a few months. I think it makes a huge difference for both parents to enjoy time with the children.

***WHAT DID IT MEAN TO YOU THAT AUSTRALIA VOTED YES TO MARRIAGE EQUALITY?***

If I'm honest, I have mixed emotions towards it. I'm so grateful that Emma and I will now be able to have the same legal rights as other couples, however I feel there is still a great deal to do to support individuals following the campaign period. While same-sex couples still experience some challenges in certain pockets of the community, I want to make certain our children grow up understanding how proud we are of them and our family.

***IF THERE WAS ONE THING YOU WOULD LIKE TO SEE HAPPEN FOR YOUR DAUGHTERS IN YOUR LIFETIME, WHAT WOULD IT BE?***

For me it's simple: equal rights on all fronts.

# How can we achieve gender equality?

## A VISION FOR CHANGE

Throughout The Grace Paper, we have presented you with resources, tips and commentary on how we, as a movement, can shift attitudes, perceptions and even, gender equity policy.

### *BUT WHAT MORE CAN WE DO TO REACH GENDER EQUITY IN OUR LIFETIME?*

It is our belief that rather than fixing a system that's already broken, we need to envision what it is we want.

As social change expert, David Gershon says, asking people to solve a problem is very different to asking someone to envision change: "in the former, outcomes will be defined by the parameters of the problem; in the latter by the parameters of people's imagination."

Much of the commentary and debate around equal pay, for example, has revolved around explaining the reasons for it. In our experience, most of us understand how the pay gap is calculated, and how it came to exist. But when women are more likely to earn \$1 million less than their male counterparts over their lifetime, we need to do more than explain it: we need to transform it.

We need a vision that will provide women with economic and personal security over their lifetimes; that will see them retire with adequate superannuation balances and transform the beliefs that continue to undervalue their contributions.

As Prue flagged at the outset of this paper, our vision for gender equality is a world in which women can realise their full potential, personally and professionally, are equally responsible for the most important decisions in our society, and live free from workplace oppression and violence. A society where men can also be vulnerable, care freely, and work flexibly.

### *What will bring the breakthrough?*

To get there within our lifetimes, we advocate for the adoption of two concepts: 'dadirri' and grace.

In Aboriginal culture, the term 'dadirri' means to practice deep and respectful listening to encourage people to explore and learn from their ancient heritage, culture, knowledge and understanding. While we can speak 150 words a minute, neuroscientists believe our brains can process up to 1,000 words a minute when we listen.

Imagine if we were able to unlock the power of deep listening in our workplaces, in our homes, in our workplaces and in our Parliament?

What would happen if the corporate, political and community leaders of Australia modeled - and - rewarded leadership with 'grace'.

We love the term grace. And its one that means something different to each of us.

In our minds, acting with grace requires self-awareness. Grace inspires compassion, and reminds us to embrace vulnerability. Grace promotes justice, and encourages us to stand up for what is right and fair. Grace means using our power graciously so as to serve others, and acknowledging our privilege for the benefit of the disadvantaged. Grace asks us to listen to understand, not just to respond, because to act with grace requires us to place humanity at the heart of all we do.

Best of all, grace empowers others believe in themselves, encouraging them to build awareness of their own gifts, and to imagine their own potential.

That is our vision for change, and what we like to think is our superpower: the power to imagine. For as we like to say: if she can dream it, she can be it.

Join us this year, as we celebrate 70 years since the International Declaration of Human Rights, by reflecting on how "dadirri" and a dose of grace can empower you to achieve gender equality.

### *VISION IN PRACTICE*

#### *Viva Energy*

Viva Energy is one company that's looking outside the box to address the issue. With a goal to close the retirement savings gap, they started with providing better parental leave support and providing employees on parental leave with superannuation payments for the full duration. If they return to work in a part-time capacity, they will continue to receive the full-time equivalent of their superannuation payments for the next five years. Now that's turning vision into action.



“When powerful people want money, they get it. When powerless people want money, they are told to collect evidence.”

**Richard Denniss**

*Chief Economist, The Australia Institute*





### *Dear future daughter*

I want to tell you a story, a story about me, your mum, because I think it is important.

I had a turning point in my life. Up until this particular moment I had followed exactly what had always been expected of me. I was high achieving, hard working and diligent. I did what I was told. I followed convention. But I didn't follow my heart. I didn't listen to what I really wanted. In fact I didn't know how to listen. I didn't even know how to ask myself the right questions.

I followed the path of a corporate lawyer. But it wasn't right for me.

Somewhere deep down amongst the fear, anxiety and self-doubt I found courage, purpose and motivation to completely change the course of my life.

Now I work to support women. I run a co-working and event space called One Roof that gives women the tools, resources, community and office space to ensure they have what they need to thrive in business. This is a cause I am deeply passionate about.

My work is hard and all-consuming. Most of the time I am presented with new challenges and problems to solve. Sometimes I have no idea how to solve them.

But I am happy. I am excited. I am passionate. I am surrounded by people who are inspiring and inspired. I love what I am doing.

My dear daughter, life is a constant mix of emotions. Know that while, most of the time, it is challenging, confusing and uncertain, you can simultaneously find that it is beautiful, interesting and exhilarating.

The greatest gift my parents, your grandparents, gave me was unconditional love and an unwavering belief in me. Know that I will always love you. That I will always believe in you.

And the greatest gifts you can bring to this world and to your life is kindness, love, compassion for others, an open mind and a curiosity to learn. Please dear child give a sh\*t about the world and people around you. And enjoy the ride.

And finally my dear daughter know that I work tirelessly to bring about equality. To level the playing field so that women and girls have equal opportunities and a chance to succeed. Equality is an interesting concept. Interesting in that it is so vital and yet not fully realised. I hope that by the time you read this letter my work, and that of so many others, has shifted the dial. I hope your world is a more equal one.

*Love,  
Your Mum*