



# Five Values to Drive Change

INTERNATIONAL WOMEN'S DAY 2022  
#BREAKTHEBIAS

80 years have passed since women were allowed into the Australian workforce during World War II.

In almost a decade of exponential change, massive technological progress, and the pandemic that brought about upheaval (some for the better), the new national gender pay gap in Australia has dropped to 13.8% from 14.2%.

In 2022, women continue to live and work in a world that's unsafe, inequitable, and violent. How can women #breakthebias, which is the rallying cry of the 2022 International Women's Day?

How can we reduce the inequality and bring about change in the way women live and work, access medical support and protect ourselves from violence?

As we've seen this week, Australian women are using the power of their collective voices to ask for safety, respect and equity, for long-lasting and impactful change.

For International Women's Day this year, we asked 5 senior leaders to share what they think it'll take to bring about meaningful change this year and beyond.

Along with their voices, women can also draw upon these 5 values in their lives and careers to #breakthebias beyond IWD 2022.

## Be Radical

Jannine Fraser, Group CEO, Directioneering, says, "Young people are proving themselves capable of a stronger, considered and more radical voice than my generation.

We should foster this rethink, support their energy and radicalism on different levels to inspire change. Not stamp it down.

I look at younger women today and they are proud to have a voice and are more prepared to fight for that right. They're smart, strong and proud to stand out."

## Persistence Will Win

Founder of Breast Cancer Network Australia and Chair of Royal Women's Hospital in Victoria, Lyn Swinburne AO, says if you want change, be prepared to persist in what you believe and never give up. "It won't happen overnight. It's about chipping away with persistence and not feeling discouraged when things don't happen quickly."

Lyn believes that change can be brought about when one employs kindness and draws upon it in every situation. It's a value that she's also found useful over her career. "Be kind to people you meet, think about their needs and be considerate of other people. Kindness is important in life, and equally in the workplace, no matter where you work in the organisation."

## Use Empathy as Your Strength

Lynne Haultain, Executive Director at Victoria Law Foundation, says, "Recognising and using empathy as a value in your life and workplace will be more important as we create future workplaces. Empathy is an instinct that comes naturally to most of us but many second-guess it and themselves. If you can create a business case for empathy and a broader, more human response to certain circumstances, it'll help you achieve what you want and help you navigate change."

"See your empathy as strength in whatever you're trying to achieve in your life or work."



## Take More Risks

Chairman and Non-Executive Director of various organisations, Christine Christian AO, recommends women who are thinking of executive roles to go for it. "It's not until you take that first big risk and get out of your comfort zone that you realise what you are capable of."

"However, it's easier said than done for many women who prefer to put their heads down, work harder and smarter than everyone else and wait for recognition to follow. This approach is fine if they are working in a meritocracy and it may work for most of your career. It doesn't work for that last couple of steps." says Christine.

## Inclusion and Equality are the Future

Annette Kimmitt AM has strived to create inclusive environments wherever she has worked. It's her career's defining value and she believes it has the ability to create significant change. Everyone needs to think inclusively, and more importantly, act on it.

"I didn't experience inclusion, particularly in my early career. As I grew more senior in my career, I was able to play an important role as a leader to create more inclusive environments. Where everybody could bring their true and whole selves to work, and feel valued and liked that they belong. When you have better diversity in the workplace, it becomes more inclusive because of the diversity."

As for the gender pay gap that exists in Australia, Annette believes it's a simple decision for leaders to make in their organisations.

**"I have a 27-year-old daughter, and I don't want my daughter to face the same pay disparity that I've experienced throughout my career.**

**It's inequitable. It's not fair. It's demeaning to women."**

-Annette Kimmitt AM





# What is the Hope for the Future

For our daughters and women in general?



**Lynne Haultain**  
Executive Director,  
Victoria Law Foundation

*“I hope that my daughter and other women get meaningful work in a happy, supportive environment. I can already see an absolute commitment by many of my daughter’s peers for meaning. It must be about the work and not just the salary.”*



**Annette Kimmitt AM**  
CEO, NED

*“My biggest hope is that leadership decides once and for all to close the gender pay gap and women are genuinely able to progress in a meritocracy where there’s equal pay for equal work.”*



**Lyn Swinburne AO**  
Founder Breast Cancer Network  
Australia, Chair of Royal Women’s  
Hospital in Victoria

*“I want a world where people are kind to one another, think of one another and are considerate of other people.”*





**Christine Christian AO**  
Chairman, NED

“My hope is that women stop playing it safe, and go for the P&L roles that give them the experience they need so they can get the most senior line roles and, ultimately, the executive leadership team.

*I want young women to be fearless and shameless about articulating their ambitions so they can be considered for the top roles.*



**Jannine Fraser**  
Group CEO,  
Directioneering

“I hope our next generation fosters kindness and inclusion. Not just the bandying around of those words but concrete action which brings about real change. Marginalising any group is fundamentally flawed and self-defeating.

*I hope our young people have the resources, our backing, and the stamina to create the societal changes desperately needed. There's a lot to contend with in the world right now. But we can take that important first step to #breakthebias.*

## **ABOUT DIRECTIONEERING GROUP**

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