THE WOMEN'S INDEX
A NEW AUSTRALIAN INITIATIVE

THE GRADUATE
KAREN GEE GOES TO HARVARD

BEN & CO.

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When asked to finish the phrase 'If Only', the scientist and anthropologist Melissa Cefkin said, "If only I'd learnt sooner not to be apologetic for, dismissive of, or frightened by my own power. It's a lesson I'm still learning."

As the conditions for success for women slowly begin to change and the biases of the past start to shift, Ben & Co. dedicates this issue to women and ideas.

Chifley's womenswear powerhouse Karen Gee shares her empowering story of finding friendship with some of the world's brightest female minds at the Women's Leadership Forum at Harvard. In a week that changed her life, she tells us how its legacy lives on in her business.

Fabulous career, happy family, imperfections galore: we meet six leading women to celebrate the game-changers, flaws and futures of Sydney working women. Inspired by American political scientist Anne-Marie Slaughter's popular 2012 article in *The Atlantic*, titled "Why Women Still Can't Have it All", we discover how these women are redefining what "having it all" looks like.

Despite the different backgrounds and industries of the several women we meet in this issue, they all agree on one thing: to achieve real gender parity, we need to engage individuals and this includes men. We need more male role models, more invested bosses, mentors and male allies who "get it" and we need to be proactive in cultivating this sensibility within men.

As Crestone Chief Operating Officer Michelle Inns says, "I look forward to being part of how the finance sector comes together to bring not just gender but true diversity into all ranks. There needs to be real acceptance that a variety of leadership styles can contribute to positive shareholder, client and employee outcomes. We will know when we are there – when we are no longer talking about it."

If you have feedback or would like to get in touch, we'd love to hear from you.

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Mansur Gavriel



Selahatin

Editor's Choice



Ritual



Women in Tech



Paramount House Hotel

Health

Ritual – is a new vitamin brand built on simplicity, traceability and ingredients that work best in the body. Founder Katerina Schneider challenged top scientists to develop a single daily vitamin for women. The result is 'Essential for Women', made from nine fundamental nutrients that most women aren't getting enough of. Clean out your cabinets and make way for a new daily ritual.

Lifestyle

Selahatin – is a luxury toothpaste brand. Aiming to elevate the experience of an essential everyday routine, Selahatin's whitening toothpaste fuses classic spices and refreshing aromas with clinical performance. Flavours include Cinnamon, Orange & Peppermint and Green Mint, Peppermint & Menthol.
Mansur Gavriel – has entered the men's market with a line of accessories, including travel bags, backpacks, briefcases and wallets. Each piece is made in Italy from leather and canvas in a variety of subtle earth tones, and – in keeping with the brand's philosophy – is as minimal as it is functional.

Hospitality

Paramount House Hotel – This highly anticipated Sydney boutique hotel is finally open. Located in the former headquarters of Paramount Picture Studios, the building has an outdoor garden café, Art Deco cinema and rooftop health club. There is also a new restaurant, Poly, by the team behind Ester, which is set to open next month.

Technology

Women in Tech Australia – Following a sell-out inaugural conference in 2017, The Women in Tech World Series is returning to Sydney to bring eye-opening content and inspiration to Australia's tech scene. A must-go for women of all levels and skill sets working in technology, it's the biggest conference dedicated to gender diversity in tech in the region. September 6 and 7, ICC, Sydney.

An Inside Woman



With no formal fashion or business training, Karen Gee tells Ben & Co. how she built a cult womenswear brand and found inspiration at the Harvard Women's Leadership Conference.

In the lead up to the Women's Leadership Forum at Harvard, I questioned my ability to fit in. Am I good enough? Will I belong? I found myself feeling like an imposter. Knowing that I was going to be among some of the greatest business minds in the world was incredibly daunting, but I knew it would be a fantastic experience, not just for me, but for the brand.

I have always placed great value on building a very solid business model to be able to take us further, and I found that, after five years, the brand had some exceptional opportunities, each one with the potential to take it in a different direction. So, to ensure growth in the right fashion, I decided to look for ways that I was able to listen and learn, gather new ideas from different perspectives and implement them into the business.

From the moment I walked into the room at Harvard, I knew I had made the right decision. Although I have achieved some great things, I don't have an MBA or a Masters, but this wasn't something people there talked or cared about. What became clear was that I could use my own experience to help many of the women in the room overcome the hurdles they were confronted with in their businesses.

Prior to attending the Forum, I was given eight case studies to read through and assess. Once there, we were able to share our research and ideas, allowing us each to have an opinion and to learn from one another. It was a fabulous and interactive way to learn and we all truly had each other's backs.

One of the greatest lessons I took away is how much I deserve the success I've had, and how it's okay to say that. Women need to learn that we are capable of great things, we just need to believe in ourselves a little more!

I created the Karen Gee brand with no prior experience in the field. My parents owned and operated eight different businesses over the past 30 years and are now semi-retired, so I was very fortunate to have had that experience, and I've learnt invaluable things from them, which I try to implement into my business.

To have full control over your brand is essential; my parents always said "No one will run your business like you do. You must be present, accessible and sincere." During the past five years I've tried to be as hands on as possible in every aspect of the business, and I've learnt a great deal about every part of the process. In saying that, I have also learned that a good leader doesn't need to be good at everything – in fact, it's virtually impossible, and therefore a leader must know when to delegate.

I am terrible at processes and following a system – although I've improved dramatically. I like to make decisions right now, get the job done, or not do it and move on. From the age of nine, I was expected to wake up at 6am to work in the family business before school.

I've become accustomed to working long hours, but I have also learned that not everyone wakes at 6am, so I need to be mindful of that, and respect it! I've had to learn to slow it down and think before I leap. For some, this is very easy, but for me, it has been something I have had to practice. Being more conscious of it has allowed me to understand the value add to myself and the business. I think the most important thing is to lead by example.

The brand is made for women by women. It's a brand that understands there is no one size, colour or body that makes one woman more beautiful than the next. We are all different, and that's our super power.

We are well aware that women don't always feel their best, we all have our good days and bad days, our 'problem' areas and hang ups. The aim of Karen Gee is to create custom designs that cater to every shape, size and body and make each and every wearer feel beautiful.

We are big on promoting body confidence and self-love, and we purposefully design pieces that flatter and help you feel comfortable in your skin. I source the finest fabrics and pay attention to the smallest details to ensure that every piece is of the utmost quality. I've worked tremendously hard to create a brand that celebrates women and promises not just a purchase but an experience.

My advice to people who want to run their own business is to find your passion and have a strong vision for what you want to achieve. Don't give up, and never be led by negative, unhappy people. Instead, surround yourself with happy, successful people, because they are the ones who will want happiness and success for you in return.

Five weeks post Harvard, all 68 of us who attended keep in regular contact and share news of what's going on in our work. There is endless support, inspiration and encouragement. I have not only brought back new knowledge and tools for my business, but I have also made lifelong friends from all over the world.

For me, the lessons learned and confidence gained has been invaluable. I truly believe that passion and a vision can take you anywhere if you have enough of it, and I felt a strong sense of that at Harvard.

Karen Gee
Upper Ground, Chifley

← Karen in her Chifley showroom.

→ Karen sources the highest quality fabrics including tweed from a mill in London that also supplies Chanel.

↓ Customers can buy off the rack in store or tailor any piece to meet individual requirements.





"The brand is made for women by women. It's a brand that understands there is no one size, colour or body that makes one woman more beautiful than the next. We are all different, and that's our super power."









Winter Services On Hand

Ben & Co. celebrates the specialists and service providers who work day in, day out to keep our lives running smoothly.

From grooming and self-care to dry cleaning and clothing alterations, take advantage of special offers from retailers on Level One and Upper Groundat Chifley.

Visit chifley.com.au to view the offers.

Fishbowl scales up at Chifley



From surf to city, Chifley welcomes Fishbowl to Level One.



"It's not about having the best or most original idea, it's about the best execution. A sandwich shop isn't a new idea but if you make the best sandwiches, people will come back."

When Casper Ettelson, Nic Pestalozzi and Nathan Dalah opened the first Fishbowl in Bondi in 2016, they were in their early twenties, had no previous food or restaurant experience, and had never run their own business. "We really didn't know what we were doing", says Nic, "but I knew we'd figure it out."

Two years and seven locations later, they clearly have. After only seven months in Bondi, they opened their second shop on Crown Street in Surry Hills, and now have restaurants across Sydney, with further openings in Dee Why and Chatswood due in September. The forecasted turnover for 2018 is $15 million.

Nathan got the idea for Fishbowl while he was on holiday in Los Angeles. "There was a new wave of salad bars emerging so I tried them all. I took something from each of them and then came back to Australia and tried to do something better."

The steps from idea to realisation were steep. "We found a tiny, 28-square-metre location in Bondi – we wanted to go to the places where people love and care about food – and from there we got thrown into the deep end", says Nathan. "From finding a site to working out where to get the product, what to pay for it and how to store it – these were all things we'd never done before."

But they learnt fast. A small location was crucial as it meant they could limit capital requirements and wouldn't need a big loan. "Because our product is mostly raw, the fit outs don't need any heavy cooking machinery such as grease traps, exhausts and stove tops," explains Nathan, "So we knew if we could find the right space, we could probably do it all with our savings."

Six months later, Fishbowl – which serves a cross between Hawaiian poke (a century-old fisherman's lunch of raw fish off-cuts) and a Japanese sashimi salad – was born. "We worked with a Japanese chef to develop flavours that were more aligned with Japanese food and sushi, to give people the flavours they're familiar with, just presented in a different way," explains Nic.

Build-your-own-bowls are constructed using a base (brown or white rice, vermicelli or something leafy), a protein (tuna, salmon, kingfish or tofu), Japanese-style vegetables such as radish, edamame, shallots, ginger or red onion, a dressing, and a topping of something crunchy (fish roe or edamame dust) to finish it off.

Taking advantage of Australia's access to high quality fish and produce, all of Fishbowl's fish is sustainably caught, sourced from the only ASC (Aquaculture Stewardship Council) certified source in Australia.

"We've always cared about the lifecycle of the product but as time's gone on ethical sourcing has become something we're actively championing", says Nathan. "We used to use bio-plastic bowls (a biodegradable form of plastic) because they were completely transparent, but our priorities shifted from aesthetics to concern about our footprint so now they're made from a sugarcane pulp and stuff that would otherwise be thrown away. We're also consciously trying to reduce the amount of plastic that we use; we don't use straws and we offer ten percent off to people who bring their own bowl, which is very popular in Manly and Bondi."

Customers can expect efficient, friendly service in fresh and stylish interiors. Each location has been designed using local architects to make the spaces thoughtfully designed and coolly minimal. "I've always believed we should focus on giving people beautiful food, but let's try and give people an environment that's up to that food standard," Nathan says. "Let's give them design and music and friendly service and have it be super easy."

According to Nic and Nathan, starting a new business is not about having the best or most original idea, it's about the best execution. "A sandwich shop isn't a new idea but if you make the best sandwiches, people will come back. Attention to detail is everything, across every layer of the business," Nic says. "And that's something we never forget. I always say, 'We're comfortable being uncomfortable' – there's no complacency, instead we're constantly asking 'What can we do to improve?' That's what makes it fun and challenging.

"We enjoy it because it's busy and because it works but we're very aware of all the different elements that go into delivering the best product and being able to continue to do so."

↗ Founders Nathan Dalah and Nic Pestalozzi.

↑ Salad bowls use the finest produce, sourcing locally where possible, from trusted partners and growers.

Fishbowl
Level 1, Chifley





↗ Marie Peter-Toltz, *Tonight Think of Me*, acrylic, spray paint and oil on canvas, 2018.

↑ Chen Ping, *Red Girl in The Forest*, oil on canvas, 2016.

Forms and Beauty



What do we consider beautiful within contemporary art? Is it colour? Is it the sensation of texture explored through paint? Rich and thick and dollopy like butter, or smooth and silk-like. Perhaps it's the sheer control of technique or the perfect rendering of subject matter that makes art exemplary for one person but not for another.

A new exhibition at Chifley, curated by its art partner, Nanda Hobbs, displays the work of four female artists, each of which invite the viewer to delve into a deeper subconscious and deconstruct our perception of beauty.

Contextualised through the use of medium, Chen Ping's paintings explore striking forms of women through a vigourous application of paint. Compositionally, the paintings seem to move like they have been captured in a blurred moment. The female form is reconfigured by the artist through his textural use of oils, layered with a fluid, rhythmic application.

L.A. based artist, Marie Peter-Toltz presents her viewer with female figures in a paradise of our mind. Her poetic conversation explores the female role, weaving in the socio-cultural expectations and trends placed upon women.

Kathrin Longhurst's *Ode to Feminism* triptych speaks to a world that struggles with identity, not only from the nationalist point of view but with male/female ideology, while Zoe MacDonell's cosmic shapes and electrically pulsing colour contrast with pops of collage woven into silk.

↑ Chen Ping, *Wind*, oil on canvas, 2018.

From 10 July
Lower Ground, Chifley
nandahobbs.com

The Gender Agenda

Are the behaviours of yesterday stopping women from joining the financial services industry? Behaviours may have changed but the number of female financial advisors is still too low. Bernie Connolly, Senior Financial Adviser, Morgan Stanley Wealth Management, tells us how women can improve financial teams.



Over the past three decades, the financial services industry has changed for the better for women. Much as has been the case in industries like engineering and information technology, the whole banking and financial services sector had, in the past, appealed far more to men than women. I'd argue that the key to attracting more women to the sector in the future is more education, and fewer barriers to finding out about the finance industry.

A combination of things has worked against the sector in the past when it comes to attracting more women. For a start, some of the roles in banking and finance have not lent themselves to flexible work practices, and historically the industry has not been perceived as a supportive work environment for women. The dearth of senior female role models hasn't helped either. The real dinosaurs of the industry, those who did not easily accept the changes that were happening in broader society, have retired or been moved on, and the current generation have been brought up in a far more inclusive world.

I worked on the trading floors for banks in Sydney, London and New York. Let's just say there were all sorts of inappropriate behaviours and practices—not at Morgan Stanley I should note—that were often discriminatory and intimidating, and sadly destructive for many people, and unwelcoming for minorities. I wasn't the only one in the 1980s and 1990s that endured several open-and-shut cases of serious harassment. In this day and age, those types of incidents simply wouldn't be tolerated.

The most important change today is that there is now more support for women when they call out unacceptable behaviours, and that equality and non-discrimination issues in our industry are now treated with the seriousness they deserve. And yet, while behaviours have improved, there's still an inadequate gender split across the industry.

Diversity and inclusion are important to attracting the right staff from the broadest pool of talent, and providing an environment where everyone can flourish. Of course, in order to change the gender disparity in the sector you need to not only improve the entry-level hiring of women, but also to retain and develop this talent into the senior leaders of tomorrow.

Morgan Stanley in Australia has a good story to tell here. In 2017, 48 per cent of all our hires were female. So far in 2018 the intake has been 70 per cent female. The firm has recently established a Diversity Council in Australia which drives the diversity and inclusion agenda internally at both a policy and implementation level. The Council is led by senior management with a focus on promoting a culture of openness and working together to challenge the status quo. The firm also has a number of supporting networks in Australia for inclusion, including a Women's Business Alliance and a Pride and Allies Network. Change around diversity and inclusion is only possible with senior management buy-in and support of this kind.

As a founding member of a team that manages investments of more than $1 billion for around 35 very important not-for-profit organisations, we work with an incredible cross section of society. It's important that we reflect the values of those clients in diversity and inclusion. I'm finding that clients are now looking for a broader approach in line with the diversity of their own organisations, and their families. Good advisers need to reflect this shift.

An example of this broader approach is the increasing interest and demand for investment portfolios to encompass sustainable and ethical investing strategies. While clients in the not-for-profit sector and families have always demanded investment strategies that support positive social impacts, positive environmental impacts and strong corporate governance, the process and methodology has become more rigorous and defined in recent years, and this requires a diverse skill set from investment advisers.

Another example of a broader and more holistic approach is the need to look beyond Australia to diversify portfolios and seek new growth opportunities in overseas markets, as well as different asset classes and opportunities. To outsiders, the banking industry may appear to be all about money, whereas it is actually about people and money.

I have found that there have been great advantages being a woman in this industry, especially when you are part of a diverse team. It means clients can gravitate to whoever they feel most comfortable dealing with. It can sometimes be hard for senior executives and leaders to ask for advice, because they often think that they should know it all. I suspect that sometimes people find it easier to ask me for advice in private because I'm a woman, and because of a fear of appearing ill-informed in front of their usually male peers. It might be a gender thing, but other times it can be an age thing and sometimes it's just a chemistry thing. Either way, more diverse team are the future of the industry. A diverse team, which includes diversity of race, sexual orientation, age and gender, can help to change the culture of an organisation and break down the "locker-room mentality" that has been associated with poor behaviours in the industry for so many decades.

The International Monetary Fund's (IMF) Christine Lagarde famously said "What would have happened if Lehman Brothers was Lehman Sisters?" I would argue, instead, for highly diverse teams at all levels of a business, with many "outsiders" who can put the brakes on what could otherwise be a destructive culture, fostering a culture of inclusion instead.

The industry offers jobs for many different skill sets and personality types. My advice to young people considering a career in banking and finance is to consider the huge variety of roles in the sector, and to look at working for firms that are truly committed to diversity.

Morgan Stanley
Level 39, Chifley

HAVING IT ALL,

New Zealand's prime minister Jacinda Ardern has just had a baby, making her the second head of state in history to give birth while holding office. A moment to celebrate or a fact of modern life? Either way, she's in good company with the millions of working women who juggle career, family and everything in between, each and every day.

Ben & Co. meets six women at the top of their game as we celebrate the game-changers, stumbling blocks and bright futures of Sydney working women.













REDEFINED



"I simply do not think that as long as we go on acting as if child rearing is womens' responsibility, we'll ever make proper headway."

ABBIE GALVIN

Principal, *BVN Architecture*

You can't open a paper or read social media without somebody speaking about the importance of women in the workplace and the need to have new standards and codes to enable flexibility, and I think that is fantastic. There's an amazing confidence in youth and I can see that in my own girls—they don't position themselves as women making their way in the world, they position themselves as fabulous young people with amazing energy and ideas.

I go from meeting to meeting with various women in roles that traditionally women haven't been seen in quite so much. There are so many female engineers coming through the ranks these days. There have always been lots of female architects, but you don't often see so many women in construction and engineering, and now they're all sitting at the table. If we continue to slowly, slowly, plug away, we'll turn around and we won't even notice the difference.

I never registered that having children was going to be an issue in terms of working and neither did my husband. I was back very early and my husband was bringing babies in for breastfeeding, I was expressing in store rooms, I was leaving early so that I could be home for the afternoon feed. The key was having very open, supportive colleagues and an extraordinary husband—and there was a real naivety to it.

There are numerous struggles, they occur constantly—we're both travelling, or I'm missing a parent teacher night. You feel an incredible responsibility to your family and you feel an incredible responsibility to your work colleagues and clients as well. I always feel like I don't have enough time to spend on either and if I was to be honest, it's the family that suffers more than the office does in terms of where I allocate my time. I think our industries have a big impact on that.

At BVN, we do very well in terms of equality at work. Half of our architects are women but once you get up to senior level, that percentage tends to drop off. I think by far the biggest discriminator is having children, when the balance of work and family really does become very hard. Within my own practice, there's an equal push from women and men for changes around flexible work, but I think predominantly within the industry, it is driven by women. It absolutely has to be driven by both because I simply do not think that as long as we go on thinking child rearing is womens' responsibility, we'll ever make proper headway.

We need more male role models. To enable a cultural shift, we need to see the guy who is working three days because he is sharing with his partner who is working four days or full time. We need to not see that as a failure in men, but as a fantastic thing for our guys to be doing. People cast all sorts of aspersions and make all sorts of judgements and opinions about guys who share childcare—we talk about the importance of women being on boards, women being in senior positions, but we need to be changing equally the perception of the other side.

I don't think anyone can ever have it all. I'm very lucky that I've been able to work in a fantastic profession that I really enjoy, which many people don't have the benefit or the opportunity to do. I have a wonderful family and I feel like I am constantly learning and progressing in what I do. It doesn't always make it incredibly easy, but the path I've taken has been serendipitous.

EDWINA MCCANN

Editor, *Vogue Magazine*

Sometimes change happens so gradually that it creeps up on you. I grew up in male dominated newsroom environments where there were some incredibly strong female voices. I didn't feel that my gender stopped me in any way—I'm not saying for one minute that I haven't seen in my career some pretty bad behaviour—but the level of support for women in the workplace has changed dramatically.

When I had children, I had to create my own flexibility, but now that flexibility is just inherent. My male manager is incredibly involved with his young family and he's talking to me as often as I am to him about responsibilities to family. Our new CFO is a woman, and our last female CFO was promoted—there's no discrimination against female talent.

At *Vogue*, we're very female weighted and, to me, pay looks absolutely equal across genders. I have one fashion editor who has five children under the age of five and she continues to work three days a week. If we're providing an environment where she feels comfortable working, then I think we're doing reasonably well.

One of the huge—if not the biggest—impediments in terms of return to work and support for women in work is the structure of childcare in Australia. We talk about flexibility in the workplace, but what about flexibility in childcare? Quite often, people will return to work after their first baby, but it's the cost of the second baby in childcare that makes work untenable. I've lost very talented people in that period where it's just too expensive and too difficult to work. I hate the fact that some women basically pay to remain in the workforce and pursue their career goals. It's grossly unfair.

There are so many statistics—including productivity commission findings—out there to support the idea that we need to be more flexible when it comes to childcare arrangements for both parents. The economics of it make enormous sense. I've always had help at home and I have incredible parents and a partner who have always been supportive. My mother jokes that they all work for *Vogue*. And my partner calls himself PA3—my mother being PA2!

But, in the end, the work will get done, and family just has to come first. A lot of me doesn't really mind if people think I'm too dedicated to my family and that I play the soccer mum too much for the editor of *Vogue*.

I've come to the conclusion that there's probably no such thing as 'having it all' and the real lesson—and this isn't to say you should put up with injustices—is to be content with what you've got. Parenting is never perfect, and just like making decisions at work, sometimes there is no right or wrong. You certainly can't be paralysed by the fear of making the wrong decision. It's good for my kids to see somebody who is working hard and genuinely content going to work. We shouldn't undervalue that contribution—I think a lot of the working mother's guilt that we get wound up in is probably a little misplaced. Quentin Bryce said 'You can have it all, but not all at the same time.' I've always taken it to mean that sometimes, you're going to get family right; and sometimes, you'll get work right. Sometimes you'll feel like you're failing. That's ok—the point is to keep going on both fronts and to forgive yourself.



← Abbie Galvin.

→ Edwina McCann.

CONNIE MCKEAGE

MD, *OneVue*

I had a presentation this morning and I was the only woman in the room, and the only woman presenting. Never before has there been more investment and care—from men and women—to bring genuine diversification into financial organisations, but I don't think we're having the right public discussion, which is how to get women running more profit and loss businesses with a natural evolution into board positions.

The level reporting to my direct reports actually has more senior women than men, so I'm hoping that, in the next few years, we have a natural evolution, a genuine diversification that is driven by people's underlying core capabilities.

At OneVue, we have full pay transparency from the management all the way through, and we have as many men who have flexibility in the days that they work as we do women.

I don't really talk about gender and diversity, I talk about inclusion, and we make sure that our work environment makes people feel included. We've stopped the 'Hey, Robbo', type communications and we call people by their names.

The first people who came to see me when we stopped that kind of language were men who hated their nicknames. If inclusion doesn't show up in day-to-day behaviour and culture, the big-ticket items do not matter.

People don't labour for this thing called a balanced life—it's not really a balanced life, it's an integrated life. You integrate the things that are important to you into your life, and I can honestly say I'm very happy with mine. It's flat-out and I'm juggling a lot of things, but I manage this in a way that I feel I'm doing the best that I can in the specific areas that make me happy—work, health, all of it.

What most people need is more time—and it's not whether you're there or not, it's whether you're present or not.

I ask myself what I can delegate so that I can free up my time to spend on the things that I value. One of the most important people in my life is my ironing man. I have a cleaner who comes once every two weeks and I get my groceries delivered. You can have it all, I really believe that you can. You just can't do it all.

There are things I know I can't do but they're not about gender. I accepted early on that I can't do everything and I can't be good at everything, so I've never in any way felt limited. I don't think family and career is an either/or situation. Everybody who is in a relationship knows that it is not 50/50 all the time. Sometimes it's 90/10, sometimes it's 10/90. I took a very long-term view of that, which is, what do I need to do to do both to the best of my ability? Am I doing my job? Tick. Do my family feel loved and cared for? Hopefully, tick. That's good enough.

I make mistakes all the time. When you're pushing boundaries, or juggling lots of things, you need resilience—and the key to that resilience is the ability to forgive yourself and move on. I'm not looking for perfection, I'm looking for happy.



← Connie McKeage.
→ Emma Dunch.

EMMA DUNCH

CEO, *Sydney Symphony Orchestra*

A full and satisfying life is a nuanced business and you shouldn't regard it as being defined by the job that you do. In life and career, we make the road by walking it—and there is no straight path. Coming back to Australia after 20 years in New York has been really eye-opening, particularly the fact that the welfare of women in the workplace is heavily regulated here. It's actually a much better scenario in this country than the one I have just left.

The system remains implicitly biased and we need to keep deconstructing the visible and invisible barriers to women advancing. Nine people out of 10 will not work to change the status quo, that is just human nature. I want to be that person who asks, how could this be changed to make it more fair?

Australia's two largest orchestras are run by female CEOs. You have to love what you do and it's not possible to forge a career in this sector without the commitment to working at all hours of the night and day, because that's when the performances take place. It's a gender-equal obligation.

I didn't have children but with the support of my partner I was able to pursue my career with a singular focus. I could never have moved so far or so fast if I had been caring for young children, so I have the greatest respect for all of my colleagues who have reached leadership roles and are also raising kids. I have no idea how they do it.

Jobs in orchestras are tenured for life and, previously, predominantly male audition panels would overwhelmingly select other men as their lifelong career colleagues. We now audition around the world with a blind screen, and carpet on the floors to muffle the sound of high heels entering the audition room. This concept was a revolution and it's amazing how quickly orchestras around the world became gender balanced once musical excellence in the audition room became the only criteria for success.

The SSO is about 50 per cent women, with a strong cohort of female senior leaders. There are several couples with children and we have very flexible rostering and unlimited sick leave for musicians. Historically, it was 'Either you're in or out.' Now we ask how we can adapt for our musicians. That's been a real mind shift.

Pay is based on job function, not gender. If James and Jenny can both play the violin, they're going to earn the same salary, and that's fair and appropriate. Hopefully we're a little microcosm of what the rest of the sector will end up looking like.

Having it all depends on who you are, what you want and the job that you do. In my case, to compete successfully in a system that is somewhat imbalanced and to reach the top has required unbelievable stamina, drive and resilience. As such, I'm not surprised that many people look at what it takes to get to whatever is the top for them and decide to opt out and have a more balanced life.

We only get one life, so you have to decide, how do you really want to spend it?



"If James and Jenny can both play the violin, they're going to earn the same salary, and that's fair and appropriate."



"I feel like there's a bit of weight on my shoulders when it comes to breaking boundaries around parenting in my industry, but I'm happy to do it."

CAITLYN REES

Head Sommelier Fred's, *Merivale Group*

I don't think it's possible for women to have it all, but I don't think men can, either. Working in a restaurant is like being on a sports team. You're really relying on each other, and if someone, especially a full timer, is out—because of a sick baby, for example—it's a big deal. It's hard to replace that person and there are immediate consequences. You've got to weigh up your priorities in life and, at the moment, I have to choose between work and family.

As I've started thinking about having children, I see that it is hard being a woman in my industry. If I stopped and had a baby now, the momentum of my career might just stop. I don't want to walk away from something I've worked up to—I'm really proud of it. I've opened that restaurant and I've written that wine list and I've created something and I don't really want to hand it over to someone else just yet. There's no template for a sommelier who wants to have kids, there are no resources. I have to figure it all out for myself.

I'm not aware of any flexibility around parental leave in my workplace, our industry has a long way to go in that regard. There's no pay transparency. It would be really upsetting if I realised that my male colleagues were earning more than me—I like to think that it's not happening in my current situation.

When I first started, the gender imbalance was really apparent. I would go to a trade tasting or masterclass and be the only woman in a sea of men, but it is getting more diverse. I started a group called Women's Wine Society. It would be easier to be silent about things but I felt a pretty big responsibility not to do that. I have had to take on more than my male colleagues and it's challenging, but worth it.

I often work from 9:30am until 12:30 at night. It used to be the case that a 70-hour working week, working 15-hour days and partying all night, was glorified. Now, we're discussing mental and physical health at work and it's only a matter of time before that continues into the question of family. I'm looking forward to being a part of that change.

I feel like there's a bit of weight on my shoulders when it comes to breaking boundaries around parenting in my industry, but I'm happy to do it. I don't feel it would be ok if I dropped down to being a casual sommelier to focus on family—I need to uphold some sort of example. Things won't change unless people like myself make a bit of noise, so I try to ruffle a few feathers. It's up to us to us to pave the way for the next generation.

I recently gave a talk and started discussing family with an audience of 40 women. I asked if anyone in the room had advice for me, but no-one had children. They said, 'You're just going to have to do it and let us know.' They were joking, but I think it's pretty true.

BRIDGET LOUDON

Founder, *Expert360*

If it made me mad every time someone said 'he' when they were referring to a candidate or CEO or developer, I would have left this industry a long time ago.

Technology is very male-dominated and within it are some deep-seated gender biases. But while there have been challenges and opportunities in my career because of my gender, I've never been made to feel there's anything I can't do.

At Expert360, we're almost 50/50 men/women, our leadership is 60/40 and our engineering team is 30 per cent women. We have pay equality and we do training around gender and unconscious bias.

I had the entire female workforce of the company over to my house to talk through how we can better support each other—we're a women-founded company and ambitious women are attracted to ambitious women. We talk a lot about the pay gap, but I think the real thing that I think we need to focus on is the wealth gap. Ultimately, inequality between men and women is exacerbated by the wealth gap. Money makes money and there is a greater return on assets than there is growth in wages, so how do we help women grow their asset base?

But the 'having it all' debate is not just about women in the workforce—it's about men and women in the workforce. I don't plan to have children for a little while and I would be lying if I said that I would have been able to manage my achievements to date alongside raising a family. Having said that, I don't see raising a family as my responsibility alone—my partner is really committed to playing a larger role in that but, also, I am committed to getting support around me.

From a very young age, my mum taught me to outsource so that I can give that time back to my career. I was 12 years old and she said: 'When you have your first full-time job, get a cleaner.'

Gradually, the time that I have outside work has become high-quality time spent on things that I like; I'm able to essentially buy time, reinvesting in my career.

That has been one of the now-not-so-secret keys to being able to give it everything. And when I have a family, I will lean on that philosophy as well—as my mum told me, 'Every working woman needs a wife.'

There are key moments of truth in life where you need to prioritise family or career over the other. They will constantly pull at each other, but it is really important that you are there, and that you are 100 percent there.

I think if you scratch the surface of anyone who is pushing hard to do anything in their lives, a lot of people are just keeping it together. There is a very fine line between absolutely nailing it and feeling like it's all falling apart. If I manage it seamlessly on the surface, it's only because I'm pedalling hard in the background.



← Caitlyn Rees.

→ Bridget Loudon.

Photography by Ana Suntay-Tañedo
Hair & makeup by Gillian Campbell
Styling by Samara Wilson

A Winter's Tale

As temperatures drop, wrap up in style with Chifley retailers this season.





Previous Page: 1. **Rodd & Gunn** Christchurch Jacket $499, **M.J. Bale** Tintura Cream Shirt $129.95, **Rodd & Gunn** Bartholomew Rego Pant Black $249.00. 2. **Escada** Bravan Off-White Jacket $1,798 on sale for $719.20, **Karen Gee** Wrap Shirt Cotton White $500.00, **Escada** Tamineh Off-White Pants $1,098 on sale for $439.20.

Opposite Page: 1. **Suit Shop** Navy Linen Jacket Made-to-Measure from $1,375, **Suit Shop** White Giro Inglese Shirt Made-to-Measure from $250.

This page: 1. **Escada** Dapleat Dress $998 on sale for $499, 2. **Aquila** Ledbury Knit Black $159.00, **Rodd & Gunn** Archers Coat Granite $549.00, **Rodd & Gunn** Bartholomew Rego Pant Black $249.





Below: 1. **Karen Gee** Valentina Jacket $1,300, **Lizunova Fine Jewels** Dawn Earrings $1,300. Right: 2. **Karen Gee** Influence Trench $1,200, **Marina Rinaldi** Barre Shirt $1,435.

Opposite Page: 1. **M.J. Bale** Grey Aprile Jacket $599.00, **M.J. Bale** Glencoe Merino V-Neck Knit Sweater $129.95, **M.J. Bale** Arran Scarf $129.95.







A Measure of Progress



A new initiative that tracks the economic wellbeing of Australian women is gaining the attention of high-profile business leaders. Bianca Hartge-Hazelman takes us through the evolution of The Women's Index.

In case you hadn't noticed, women are trending. But it's not so much an instant-media hashtag, it's about years of effort, timing and empowerment.

Social media has enabled the voices of women to unite, to be heard and become louder than ever before, especially when it comes to calls for gender progress.

For the first time in Australia's history there are over three million women in full-time work, and about double that in part-time jobs. More women are studying at universities than men and at the top end of town, corporate Australia is increasingly embracing gender diversity. That's just the good stuff, however, because elsewhere the struggle continues.

As a journalist with a mild to intense obsession with covering women's money matters under the brand Financy, it's the economic disadvantages that women face that stops me short, at least from popping any champagne.

You don't have to look too far to find someone debating the need for more gender diversity on boards, or questioning the need to close gender pay gaps in the workforce, or even claiming that women have gone too far with harassment claims.

There are arguments over the need for greater financial literacy in schools, the stamping out of financial abuse in the home and, most of all, the career-break and child-rearing penalties for women, particularly in superannuation savings. And those arguments are just between "friends and followers" on social media.

Then you've got mainstream media's click baiting headlines being used to stoke controversy, and often it's a case of promoting the voices of men who are unsure of how to cope with all the gender issues. And the women who are not wanting any part of it.

For me, it's all overload, and as a mother of three girls, it's been keeping me awake at night.

As a business owner, all the increased focus on women creates a new opportunity, and that's where the Women's Index, a metric on women's economic progress, was born.

Somewhere between the 2am ceiling staring and the 4am idea cracking "I've got it, where's my notebook?" is when I realised that we are failing to help women progress on gender issues. If we are not tracking their progression.

It's like trying to fix a moving object when no one can agree which direction it's going, or why it should even be fixed in the first place.

But how does a data journalist build an economic index, let alone a metric for measuring the economic wellbeing of Australian women, not once but every quarter?

The answer is like anything in business, and a little bit like motherhood for that matter: friends, coffee and now, thankfully, corporate sponsorship.

So, at 38 weeks pregnant with my third daughter, the Financy Women's Index was launched on International Women's Day in March 2017, with the help of ex-Bloomberg editor Daniel Petrie, who is the specialist chart builder and data analyst behind Data Digger.

Now, five publications later, the Women's Index is the only benchmark that tracks and scores, using a points system, the economic progress of Australian women on a quarterly basis.

Currently, this is how it looks: the Financy Women's Index edged 0.3 percentage points higher to 111 points in the June quarter from March, marking a small recovery in women's economic progress.

But this result was actually rather disappointing because progress continues to lag the December quarter by two percentage points, from a high of 113 – a record period for women's economic progress that was largely driven by top corporate board appointments.

The Index score is produced by analysing official data and trends among women; from the courses they study once they leave high school, to what industries they work in, their earnings and savings in superannuation, through to those occupying board positions in the top 20 companies by market capitalisation.

The initiative has been a massive undertaking and, until recently, has been a self-funded labour of love, which was frankly, unsustainable. Breaking point nearly came late last year, prior to the release of the December quarter result.

I recall an eye twitch and mourning the loss of a goldfish as signs that maybe the 16-page report was getting a little too much to deliver four times a year.

But as anyone in business knows, perseverance and consistency are key.

That was when the call came. OneVue managing director Connie McKeage asked what she could do to help, and with that she became the first personal sponsor, followed by the Association of Financial Advisers (AFA), and partner The Economic Security Council 4 Women (eS4W).

The momentum has continued, with AMP Financial Planning a new sponsor for the upcoming reports, along with platinum partner, No More Practice and media partner Women's Agenda.

Like anything, securing funding for a business or an initiative is critical but it's not the only thing that determines whether it can be successful.

Key to the Women's Index succeeding in the years ahead is its ability to remain a living index that continues to be developed and enhanced. For that to happen, I've also had to acknowledge that this is outside my skill-set.

To help better understand women and their economic progress, an Advisory Committee was appointed in June 2018 to review and help grow the Index, which will also undergo further developmental changes and enhancements to ensure the integrity of future reports.

This Committee includes AMP Capital's Head of Investment Strategy and Chief Economist Shane Oliver, Australia and New Zealand Banking Group's Senior Economist Joanne Masters, Deloitte Access Economics Partner Nicki Hutley, Melbourne Institute of Applied Economic and Social Research Professorial Research Fellow Roger Wilkins and Agenda Agency founder Heidi Sundin.

With the help of the Advisory Committee, there is scope for enhancements to ensure it becomes a leading economic indicator on Australian women.

The Women's Index has a bigger role to play in helping highlight important economic trends and areas of disadvantage among women, as well as spurring an ongoing conversation around their economic wellbeing on a regular basis.

financy.com.au

Figure 01
Financy Women's Index

Women's economic progress improved 1.4 percentage points in the financial year to June 30, 2018.

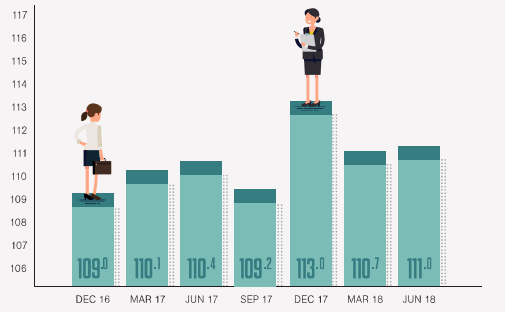


Figure 02
Female Super Balance as Percentage of Male

The gender gap is slowly narrowing in superannuation savings.

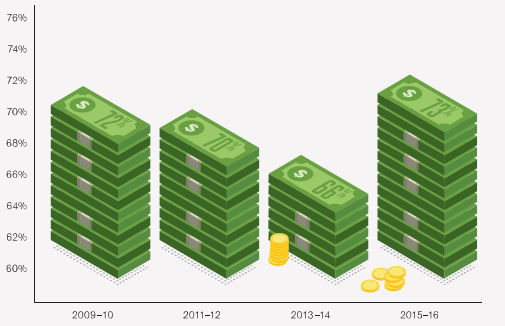
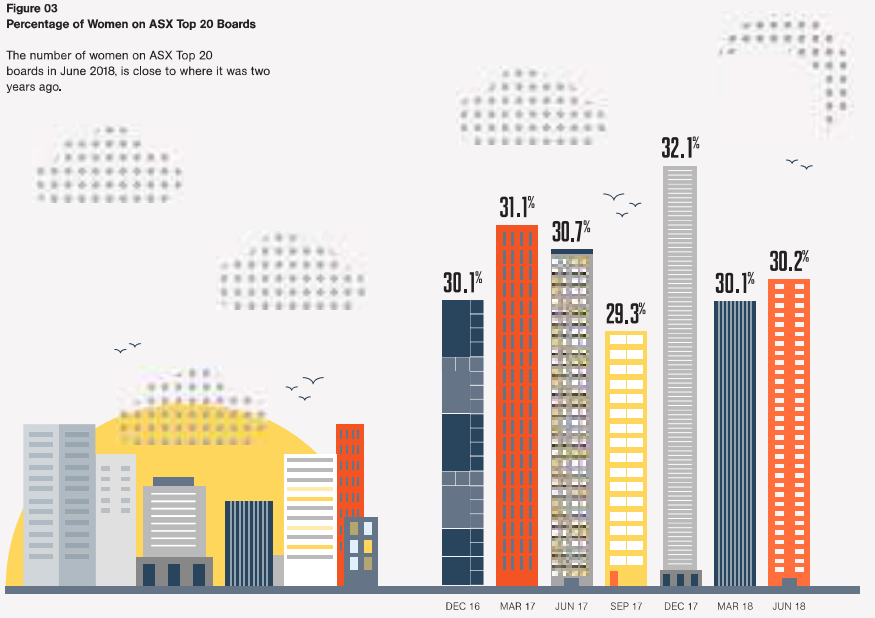


Figure 03
Percentage of Women on ASX Top 20 Boards

The number of women on ASX Top 20 boards in June 2018, is close to where it was two years ago.



CFO
Investec Australia Property Fund (IAPF)

Kristie Lenton

According to Kristie Lenton, Chief Finance Officer at Investec Australia Property Fund (IAPF), education and reconditioning are key to ensuring equal opportunity for women in male-dominated industries in the future.

Lenton tells Ben & Co. how Investec's lack of formal hierarchy encourages growth and development for all.



"I read an article recently that said that if we continue on the current path to equality it will take 50 years to close the gap. To me, it seems unfathomable that the next generation still won't have equal employment and pay."

Can you describe your role as Chief Finance Officer at IAPF?
I manage the overall finance area of the team, which encompasses internal and external reporting and balance-sheet management. I am part of the management team that oversees deal activity, capital raising, regulatory compliance and other key matters related to managing the business. As CFO, presenting key financial data to the audit and risk committee and board, along with presenting fund results to our investor base in South Africa are also key aspects of my role.

What is your business background, and what steps brought you to this position?
I began my career in a medium-sized Chartered Accounting firm where I worked in tax and business services while studying for my CA. After five years in the professional accounting environment, I decided it would be a great opportunity to gain experience in the listed space, so I joined the real estate division at Babcock & Brown. This was a significant learning experience, particularly during 2008 and 2009 when the GFC hit, resulting in the delisting and liquidation of Babcock & Brown. Following this, I joined Investec in 2009, where I started in the central finance team. I was promoted to Head of Group Finance in 2012. I was also fortunate to be involved in the sale process of Investec Australia's banking business, which I saw as a fantastic opportunity, and also gave me exposure to M&A activity. Following the sale of the banking business in 2014–2015, I joined the property-investments area as the CFO.

How would you describe your management style?
I would say that my management style is inclusive and encouraging, but you would really have to ask the people I work with about that! I would like to think that the people I have worked with have felt that they were valued and that they developed personally and professionally while with me.

What do you think makes a great boss, and what have you learned from managers you've had in the past?
A great boss is someone who loves what they do and fosters that belief in their staff. I don't think the main task of a manager is to provide technical ability, but to provide an environment that enables growth and development while delivering on business objectives. I have had good and not so good lessons from managers, both past and present, which have shaped and continue to shape who I am and how I operate.

Would you say your industry is still male-dominated? Do you see or feel change? If so, what sort of change?
I would say Financial Services is still a male-dominated industry, as are many other industries. I do see the need for change but change for the right reasons ,such as getting the right people in the right roles, not just hiring to meet a quota. Education and fostering young female talent in organisations is such an important goal for future leaders for both genders, in all industries.

Do you think valuing family over professional advancement, even for a short time, is at odds with the social pressures on career professionals in Australia today?
I do think that thinking still exists, but there are more organisations today which allow women to have a family while also supporting their career growth. Flexible working arrangements and job sharing opportunities make it easier for women to continue their careers. The trick is finding the right organisation that adopts this working style. However, I do think we need to encourage more organisations to adopt flexible working arrangements, for both men and women.

In relation to the gender pay gap, will salary transparency ever happen? Do you think it should?
I hope it will! Sooner rather than later. I read an article recently that said that if we continue on the current path to equality it will take 50 years to close the gap. To me, it seems unfathomable that the next generation still won't have equal employment and pay.

What do we need to do to ensure equal opportunity for women in the future?
Education is something that seems to be progressing, with a lot of university courses now made up of equal or majority women participants. The gap seems to widen, unfortunately, when women enter the workforce. It is important to foster young women at that point, and to ensure they are given the right tools that encourage their development and aid in their career progression. The only way to ensure equal opportunity for women in the future is to get more women in male-dominated industries, which is something that can be done through education and reconditioning.

In a crowded wealth-management sector, what makes Investec stand out?
Investec's point of difference is its approach and the fact that it goes the extra mile for its clients. The 'Out of the Ordinary' culture creates an environment for people who will go to the extra trouble, people who are entrepreneurial free thinkers, have a can-do mindset, and who will deliver exceptional service for clients.

What are the best three things about your job?
The flat structure, with no titles allows all employees to collaborate without a formal hierarchy limiting their interactions. The culture of Investec is unique, and something that makes it more than just a job, it's a place that fosters creativity and encourages growth and development. The diversity of my role, in that the property team is quite small, so roles are broad and provide opportunities to get involved in other areas of the business.

What do you like about working in Chifley?
The building, its style and position... and the view isn't bad either!

What's one thing about you that your colleagues might not know?
I'm classically trained in playing the piano and also gave piano lessons to kids during my time at University.

Investec
Level 23, Chifley



Tesla Luxury Chauffeur Service Now Available

Chifley is partnering with Evoke, Australia's first zero emissions luxury car service, to provide Chifley tenants with a new sustainable transport option. The Chifley Tesla Model S has a dedicated driver on site and is available exclusively to Chifley tenants for city meetings, transport to surrounding business districts and the airport.

The Chifley Tesla chauffeur service is available to book Monday to Friday. A Tesla workplace charging bay is also available on P1 of the Chifley car park (entrance via Bent St). Charging on site is simple and convenient, with a two-hour time limit to ensure all drivers have the opportunity to charge their cars.

Chifley is proud to make a sustainable difference to city travel and contribute to the clean-air benefits it delivers.

To book your Chifley chauffeur service visit chifley.com.au

BEN & CO.



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Chifley Early Learning Centre's extracurricular program includes regular adventures to the Botanic Gardens, Opera House, State Library and more.

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The parents are happy too. They have peace of mind knowing a chef nutritiously fuels little bodies for learning and active play, with breakfast served at 6:30am through to the evening dinner service.
Drop offs are easy with allocated parking bays and lift access. Parents can also enjoy a complimentary coffee and baked treats in the community lounge or take them away.

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www.chifleyelc.com.au
Phone: 02 9221 9773
Email: welcome@chifleyelc.com.au

The People of Chifley



Michelle Inns, Chief Operating Officer, and Lucienne Layton, Chief Risk Officer at Crestone.



We know the name Crestone, but in practical terms, what does the company do?
MI: Crestone protects and manages our clients' wealth. Our business is built on trusted relationships and a holistic platform to deliver investment advice and wealth management services. Our focus is to provide the best opportunities, domestically and internationally, for our clients. We ensure that those opportunities presented align to their wealth goals and aspirations, whether it be for this generation or the next.

And what's your role, as a COO/CRO?
MI: My role as COO is to work with our teams and strategic partners to deliver our platform capabilities and quality client service to clients. My focus is therefore on strategic initiatives as well as active management of day-to-day operations.
LL: I am tempted to say, "What isn't my role" but essentially my team and I partner with the organisation to make sure we collectively have identified and managed all the things that might negatively impact our business strategy or that keeps us awake at night. My vision is that best practice risk management is about building an organisation that can respond to risks and opportunities arising in the business environment in an agile way because its employees can recognise and deal with these things quickly. I prefer to be seen as a coach rather than an enforcer.

What was the journey to where you are now?
MI: I have worked in a number of different businesses and roles, including Performance and Business Analyst roles in London, to Project Manager at UBS in Sydney. Mike Chisholm asked me to help him start planning for Crestone back in 2014 and then, in 2015, I led the program to establish the business operation. The rest is history.
LL: On a personal level, it has been about making changes that continually put me in a position where I can experience new things and keep learning and growing as a manager and a leader. I have had multiple changes in my career path and have spent time in the law, as a regulator, a consultant and in-house. I think I have finally accepted that I am a person who thrives on change and likes to solve tricky problems which means that organisations that are in start-up, M&A, transition and sale interest me most. Crestone has hit a sweet spot for me and I couldn't be prouder of what this organisation has managed to achieve in just over two years of operations.

What's your experience as a woman in a male-dominated industry? Do you feel that there's been a change? What would you still like to see different?
MI: Since I started my career there is a positive conversation around diversity. While over 50 percent of finance sector employees are women, there are still challenges elevating women into senior roles. The issues are complex, and I look forward to being part of how the finance sector comes together to bring not just gender but true diversity into all ranks. There needs to be real acceptance that a variety of leadership styles can contribute to positive shareholder, client and employee outcomes. We will know when we are there—when we are no longer talking about it.
LL: Women need to make sure that we have a voice and, yes, I have seen many changes, some good and some bad. The key is to have courage and be confident in the contribution you bring to a business. You don't have to be loud and aggressive to be heard but you do need consistency and resilience to send the message home. The change I would like to see is that organisations learn how to clear a metaphorical space for women to be heard without seeing it as a concession and that they take time to listen—there is some really smart thinking out there to tap into.

What's the best part of your job?
MI: We're a people business. I really enjoy seeing our team come together to solve challenges and achieve more than they expected.
LL: Challenges and variety and also the people—it doesn't get better than this.

Can you tell us something about you that your colleagues might not know?
MI: I'm a keen cyclist and runner and have recently started ocean swimming. A pity that over the last couple of years I keep getting injured!
LL: I learnt to drive on a Dello (it has three gears and you need to double de-clutch to change gears) and I used to take an Aston Martin DB3S (previously raced by Alan Puckett) to the local drag strip with my Dad.

Crestone
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