

# Focus.

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Supporting  
business success in  
South Australia

March 2024

## Cracking the glass ceiling

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How our female  
leaders are  
inspiring others  
to succeed.





# Welcome.

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Welcome to the March 2024 edition of BankSA's *Focus* magazine.

South Australian women continue to take up a greater percentage of boardroom and senior executive positions than ever before and the pay gender gap is shrinking. But are we doing enough?

Women currently make up 47 per cent of the Australian workforce but earn on average \$253 a week less than men. In South Australia, that number is \$123.70 a week less, which puts our gender pay gap at 7 per cent, the second lowest in Australia behind Tasmania (5.2 per cent) and well below the national average of 13 per cent.

There's still work to be done. That's why I've recently joined SA Leaders for Gender Equity, a group of South Australian business and community leaders working towards a shared goal of achieving gender equity.

Chair of SA Leaders for Gender Equity, Jane Pickering, confirms there's still a long way to go. Women continue to hold a much smaller share of top leadership roles, despite research showing more women in leadership reduces the gender pay gap and bumps up profit margins.

In addition, Ms Pickering says that if we increase the number of women in executive and key leadership positions, we increase the number of women in 'executive feeder' positions.

From this year, new laws will require companies employing 100 or more workers to report their gender pay gap.

The Federal Government's Workplace Gender Equality Agency says employers have a key role to play in addressing entrenched gender norms and stereotypes that are a barrier to women progressing or fully participating in the workplace.

This edition of *Focus* profiles South Australian women who are leaders in their field and making a difference across a range of industries.

Jenny Hurley and Danielle Donaldson are both major players in South Australia's hospitality sector and are encouraging more women to take up senior roles in the industry.

Lisa Scamoni transitioned from an exciting career in the defence sector to running a major commercial electrical services provider, Tip Top Electrical Services, alongside her husband Rob.

Jane Petrie worked for more than 20 years in the European and UK institutional property industry before moving to Adelaide four years ago to head up the property portfolio management arm at ICAM.

Claire Scapinello overcame a devastating spinal injury to lead one of SA's biggest aged care providers, while Jo Boylan similarly is among a growing cohort of South Australian women leading aged care.

I hope you enjoy reading more about their amazing work while learning about initiatives underway to improve the representation of women in the workplace, both in South Australia and across the nation.

**David Firth**  
BankSA State General Manager  
Business



# Cracking the glass ceiling. Is it enough?

**Women are making their mark across South Australian boardrooms, with South Australia among the nation's best in reducing the gender pay gap year on year.**

Even so, women continue to hold a much smaller share of top leadership roles in South Australia despite research showing more women in leadership reduces the gender pay gap and bumps up profit margins.

This edition of *Focus* explores the issue of gender equity and equality in the corporate world and how SA businesses are the solution to helping level the playing field to yield better results for their companies and their employees.

We hear from six South Australian women leaders who are at the very top of their industry. From hotel industry pioneers to aged care policy change makers – these women are fiercely intelligent, driven by conviction and not afraid to challenge the status quo.

Danielle Donaldson heads RD Jones Group, which currently has holdings in hospitality, gaming and the technology industries. She says the traditionally male-dominated industry is changing and is attracting a much higher proportion of women, including in managerial roles.

"When I started out working in the hospitality side, I would have been the only female in the exec boardroom. Now we have four females and four males in the boardroom, and out of our 15 hotels, seven are female hotel managers," Ms Donaldson said.

While women in Australia make up 47 per cent of the Australian workforce and attain more tertiary qualifications than men, they continue to earn less and have fewer seats at the executive and board level. This has a direct impact on women's earnings and superannuation.

In South Australia, women earn, on average, about \$123.70 less a week than men.<sup>1</sup>

Over a year, this gender pay gap equates to women earning, on average, \$6,400 less in their annual base salary than men.

The wage disparity between South Australian men and women is falling year on year – which is good news.

And, as has been the case historically, South Australia is among those leading the nation to greater gender equity and equality.

Latest Australian Bureau of Statistics (ABS) data show South Australia's gender pay gap is 7 per cent (down from 7.8 per cent). The state's gender pay gap is the second lowest in the nation after Tasmania, which has a 5.2 per cent gap.

The national gender pay gap is 13 per cent, which is the lowest national rate since gender pay gap records started in 2014.

The progress is great. But can we do better?

Yes, says the South Australian Leaders for Gender Equity, which believes South Australian businesses are key to helping drive necessary change against the combination of social and economic factors reducing women's earning capacity.

"While South Australia is doing better than the rest of the country, we still have a long way to go to close the gender pay gap," said SA Leaders for Gender Equity chair Jane Pickering, who is also CEO of Eldercare.

Ms Pickering said increasing women's representation in leadership roles was a priority focus for the group of South Australian business leaders.

"Recent research conducted by the University of South Australia has highlighted that if we increase the number of women at executive and key leadership levels, we increase the number of women in 'executive feeder' levels," said Ms Pickering.<sup>2</sup>



**“While South Australia is doing better than the rest of the country, we still have a long way to go to close the gender pay gap.”**

**Jane Pickering**  
Chair for SA Leaders for Gender Equity



“Women generally fare better in organisations that are led by women in executive positions and board positions across several indicators, including pay.

“An added benefit is that businesses with women in senior management or executive roles are 21 per cent more likely to make above average profits.”<sup>3</sup>

Latest data from Federal Government agency Workplace Gender Equality Agency (WGEA) shows that in leadership roles, Australian women make up:

- 18 per cent of board chairs;
- 22.3 per cent of CEOs;
- 34 per cent of board members; and
- 38.6 per cent of senior managers.

The WGEA has called on employers to eliminate the barriers of bias, discrimination and entrenched gender stereotypes that devalue women and their work and drive the gender pay gap. It said increasing the number of women in leadership reduces the gender pay gap, and improves profitability and productivity.

Research commissioned by WGEA shows increasing the representation of women across each of the key leadership roles in an

organisation added market value of between \$52m and \$70m per year for an average-sized organisation.

From this year, new laws will require companies employing 100 or more workers to report their gender pay gap. This will help prompt more organisations to think about the ways men and women are valued in their workplace.

“Employers have a key role to play in addressing the entrenched gender norms and stereotypes that are a barrier to women’s progression or full participation in the workplace,” said WGEA CEO Mary Wooldridge.

“With dedicated, intentional action to address the gender pay gap in their organisation, Australian employers will contribute to accelerating progress to close the national gender pay gap.”

Equally critical to tightening the gender pay gap is changing attitudes about what work is considered valuable. “This will make a huge difference to pay rates,” said Ms Pickering.

“Compare aged care to mining. We know that the pay rates in these sectors, on average, are vastly different. This goes back to the social value of ‘women’s work’ and how much we as a society are prepared to pay for this work.”

WGEA’s latest Employer Census found the gender pay gap increased in eight industries in 2023, including mining. Nationally, the gender pay gap is highest in construction (29 per cent) and financial and insurance services (28.6 per cent) and the smallest in public administration and safety (3.7 per cent). In South Australia, the gender pay gap for transport, postal and warehousing is 30.8 per cent compared with 19.3 per cent nationally.

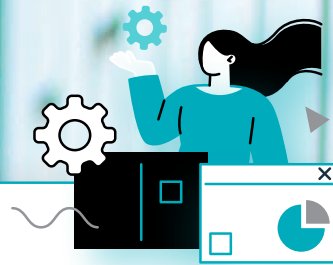
BankSA General Manager of Business, David Firth, said South Australia had long been regarded as a progressive state, leading the nation on equal participation of women in society.

South Australia was the first Australian state to allow women to vote, the first to give females the right to stand for election to parliament, and the first to admit women to university courses.

“South Australian female business leaders are making significant positive changes in offices and boardrooms across our state and breaking down gender biases along the way, but more can be done,” Mr Firth said.

“Businesses play a critical role in raising awareness of, and reducing the barriers to, workplace equality and diversity and must





# Levelling the paying field

## The challenges:

- × Gender discrimination including unconscious bias
- × Undervaluing 'caring' professions
- × Domestic duties, unpaid care, and family responsibilities
- × Labour market inequalities/ workforce participation
- × Unequal distribution of women and men in high paying roles and industries

## The solutions:

- ✓ Changing community attitudes to gender equality
- ✓ Shifting social attitudes/biases on value of women in society
- ✓ Supporting development of women leaders
- ✓ Develop and support flexible workplace arrangements for men and women
- ✓ Strengthen workplace policies against sexual harassment and discrimination
- ✓ Conduct Pay Gap audits

lead in order to drive systematic change.

"Apart from it being the right thing to do, more women in leadership positions participating in the decision-making process makes good business sense.

"A diverse workforce, from the top to the bottom, drives and sustains cultural change and is healthier for the bottom line by boosting productivity, reducing turnover and expanding thinking and innovation. That has to be good for everyone."

1. The ABS gender pay gap data set estimates full-time weekly base salary employees in public and private sector, excludes overtime, pay that is salary sacrificed and superannuation, and excludes junior and part-time employees.

2. Jill A. Gould, Carol T. Kulik, and Shruti Sardeshmukh, "Gender targets and trickle-down effects: Avoiding the 'decoupling dynamics' that limit female representation in senior roles", 2023.

3. Dame Vivian Hunt, Lareina Yee, Sara Prince, and Sundiatu Dixon-Fyle, McKinsey and Company Report: Delivering Through Diversity, 2018.

Source: Australian Bureau of Statistics and Workplace Gender Equality Agency, KPMG Australia.



# A valued seat at the table.

**Lisa Scamoni has never been one to worry about what other people in the room might think of her.**

She cut her teeth in the male dominated world of defence contracting, where she was usually the only female in the room. Now she runs Tip Top Electrical Services with her husband Rob in an industry where female electricians make up only 2 per cent of the workforce.

Despite this, Ms Scamoni has seen a notable shift in attitudes towards women over the life of her career – from being treated like the note taker at a meeting to being an equal among her peers with a valued opinion.

"I started at 21 working in the predominantly male defence industry where the ratio of males to females was around 30 to 1. I was fresh as a daisy, and not knowing anything and having to deal with some fairly high-standing people who pretty much wouldn't even shake your hand, but I'd just step forward and put my hand out," Ms Scamoni said.

"Now 20 years on in the building industry I don't think it is the same. My seat at the table is as valued as everyone else and I do not feel that stereotype anymore.

"I've been fortunate to have some really beneficial lessons early on in my career, so when I came into this business I didn't feel that stereotypical male dominance. You've got to establish early that everyone's got a seat at the table and there's a reason why you're there."

Ms Scamoni completed an Associate Diploma

in Information Systems straight out of school and worked in retail before applying for a Project Administration position within the defence project team at Digital (now Hewlett Packard).

"I really enjoyed working with all the team at Digital and the customer project team," she said.

"About five years later I was promoted to Account Manager, Defence for SA and National Accounts. This added to the travel requirements to Sydney, Canberra and Brisbane where most of the head offices were located.

"One of the most important things I learnt from the defence industry was a resilience and appreciation for planning for a disaster 'just in case it may happen' before it does. The strategies and techniques employed by the expats throughout this project was pivotal in the way I now approach my work and life."

As much as Ms Scamoni enjoyed her defence role, the extensive travel required was not conducive to raising a young family. She was coming off maternity leave with her second child and no longer felt she could leave her young family and travel interstate as required, so she moved across to her husband's family business, Tip Top Electrical Services, which specialises in medium density residential, commercial and industrial projects. More recently the company has worked on the DHL and AFL Max facilities at Adelaide Airport, the Metcash facility at Gepps Cross, for Ahrens in the Barossa and up at Olympic Dam for BHP.

Ms Scamoni oversees and manages the finances, day-to-day operations and employees, and liaises with clients. She enjoys turning up to site meetings and collaborating with other trades to ensure smooth project integration of all services and trades. She also spends time on SA Power Networks consultative panels.

"My knowledge of the intricate building process may not be 100 per cent but with lateral thinking and taking a high-level view, I always manage to contribute something that is valuable," she said.

"My motto is if you don't understand something, ask the question. Don't try to 'fake it until you make it'. I generally learn something new every day."

Ms Scamoni's advice for anyone, male or female, embarking on a career is borne out of something she learnt from her father.

"My dad always said in Italian: 'Hard work is not going to kill you. If you want something you need to work hard for it,'" she said.

"I think no matter female or male you need to put your best foot forward. The sky is the limit and what you want to make of it. The opportunities are there for the taking and you need to strive for the position you want."

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## First spark:

**Tip Top Electrical Services was founded in 1960 by Lisa's father-in-law Romeo Scamoni.**





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**“My motto is if you don’t understand something, ask the question. Don’t try to ‘fake it until you make it.’”**

**Lisa Scamoni**  
Operations Manager at Tip Top Electrical Services



# Better care at heart of Claire's purpose.

## When Claire Scapinello was in her 30s, she suffered a devastating injury to her spine.

The Adelaide-born retail executive was rapidly scaling the corporate ladder in Sydney when doctors told her she would never walk again after she had hyper-extended her back while surfing.

"I was paralysed from the waist down," said Ms Scapinello, now CEO of South Australian retirement and ageing care services provider ECH.

She had experienced a traumatic spinal infarction. "It basically means a stroke in your spinal cord, like a blockage that cuts the blood supply off to your spine," Ms Scapinello said.

She spent three months recovering in a specialist stroke unit in Sydney, far from her family in Adelaide, and among elderly patients recovering from stroke, knee and hip replacement surgery.

"It was basically an aged care home," she said.

"What struck me most while I was in the unit, was how institutionalised and isolating it was at a time when you're dealing with such a significant change in your life. Everything was very structured around breakfast at 7.30am, lunch at 12pm and dinner at 5.30pm – every single day."

The experience gave her a genuine appreciation of how important it is to maintain a sense of connection and purpose and that there needed to be a better way to support older people after a significant health episode - such as a stroke or heart attack or from simply growing older and losing the capacity to do the normal things in

life, like button-up a shirt or walk unaided.

Ms Scapinello did learn how to walk again. She also learned not to "sweat the small stuff" and that "almost every problem in life can be solved".

Fourteen years on and Ms Scapinello is a CEO at age 44. She has been leading ECH, one of South Australia's largest providers of retirement living, since June last year. Prior to ECH, she was Chief Digital Officer at RSL Life Care NSW.

"We really want to ensure that our residents get more out of life in whatever time they spend with us and at whatever stage they are in their life," said Ms Scapinello.

While part of her vision for ECH customers certainly reflects her experience in that rehab unit, it also manifests her more recent and very personal exposure to gaps in the aged care system.

Over the past decade, she has helped her mother Sandy support her father Arty, who lived with advanced dementia, to receive home care. Although her father lived in a residential aged care facility up until his recent passing, Ms Scapinello said it took her family far too long to access the home support they needed at the time.

"It was a real learning for me, before I moved into this industry, seeing my mother navigate through the aged care system. My father waited more than two years before he was even offered a home care package," she said.

"So I can certainly talk a lot about purpose – finding purpose in personal experience and that purpose driving what I do and how I do it."

For Ms Scapinello, the customer has always been placed at the heart of her decision-making.

And while she is committed to improving the lives of all older South Australians, she has a very personal link to doing that at ECH. Her future father-in-law Ray Thomas is an ECH customer.

"It is my job to ensure in my time with the organisation that I have been able to make real and positive change for our customers and our employees," she said.

"I also think, for me, what sits at the forefront of my mind is that there is a very personal element to ensuring the growth and sustainability of ECH, as much as there is a professional one."

Ms Scapinello recently released a five-year strategic plan focussed on connecting communities across the ECH network, providing easier access to preventative health services, and providing extra support for people so they can age for longer at home.

The strategy builds on her more than 20 years of experience in executive roles across aged care retirement, commercial, retail, residential property, and consumer goods.

## Ageing well:

**ECH has more than 6000 customers and nearly 2000 properties across 109 villages.**





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**“I was paralysed  
from the waist  
down.”**

**Claire Scapinello**  
CEO of South Australian retirement and  
ageing care services provider ECH.





# Seeking a better work-life balance.

**Hotels are in Danielle Donaldson's DNA. Her earliest childhood recollections are as a toddler running around the front bar of one of the several hotels owned by her parents, Richard and Denise Jones. Christmases were also spent at a pub where her father would often be working.**

Ms Donaldson officially joined the business, the RD Jones Group, after completing a Marketing Degree at the University of Adelaide. She steadily learned the business while stepping up to more senior managerial roles as well as completing a Masters in Entrepreneurship and Innovation.

RD Jones Group currently has holdings in hospitality, gaming and the technology industries including hotels in South Australia and Victoria, Worldsmart Retail, Worldsmart Technology and the Jackpot Club. It owns 15 hotels including the Moseley Bar & Kitchen and the Moseley Beach Club at Glenelg, as well as the Gully Public House & Garden at Tea Tree Gully.

There was always an expectation that Ms Donaldson would eventually take over the family business at some stage. Sadly that opportunity came sooner than expected due to the sudden passing of her father in 2016.

It has been a steep learning curve in what has traditionally been a male-dominated industry, but Ms Donaldson said the industry had changed considerably in recent years and was attracting a much higher proportion of women, including in managerial roles.

A lot of that has to do with the industry's

recognition of a need for more of a work-life balance to attract the best talent.

"I think before, the mentality of hotel managers was that you'd be working until two in the morning and basically lock up the pub. That's completely changed," Ms Donaldson said.

"Our hotel managers are now 8:30am to 6:00pm. There's not many that would work every weekend, so I think that's allowed women to feel a bit more comfortable in the industry.

"When I started out working in the hospitality side, I would have been the only female in the exec boardroom. Now we have 4 females and 4 males in the boardroom, and out of our 15 hotels, 7 have female hotel managers."

The recent evolution of hotels to a more family-friendly atmosphere with significantly improved food offerings has also played a role in attracting females to the industry. In turn, those women have contributed to further changes in the industry.

"We've done a lot of renovations to our pubs, which has made them a lot more female friendly. We've got a real focus on dining now and delivering food," she said.

"You can see across all the hotels that there's a real focus on quality food, whereas 20 years ago we didn't have much variety beyond schnitzels."

As a family business, Ms Donaldson still seeks to maintain flexibility between work and home. She is fortunate that she can share the load with her husband Luke and brother Ryan,

who both work in the business.

Where possible she tries to offer the same flexibility to her team, although noting the new work-from-home phenomenon is a bit harder to achieve when you're working behind the bar or in a restaurant.

"There's the potential to lose a lot of females in the hospitality industry because they won't have that opportunity, but we still afford some flexibility where we can work their hours around kids," she said.

Ms Donaldson said one of the most important pieces of advice imparted by her father was that it was OK to fail.

"He would say to try things as much as you can, just keep moving and don't be stagnant. Try and fail and just learn from it and try again. If you fail, it's OK and it's no reflection. At least you're giving it a go," she said.

Things have definitely changed for the better in the industry over the past 20 years, but not always. There are still rare occasions where Danielle walks into a meeting with her older sibling Ryan and there's an accidental assumption that her brother is in charge.

"Whether it was a female thing or being the boss's daughter, I did find I wasn't taken seriously back when I first started. But I think definitely over time I've proved myself."

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## Local pub:

**RD Jones Group owns 15 hotels across South Australia and Victoria.**





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**“The need for female managers is really important and there’s a lot more women putting their hand up.”**

Danielle Donaldson  
Managing Director at RDJones Group



# Hotel queen is the 'best mentor'.

**Her leadership style is "firm but fair". She has "uncompromising standards". She leads with conviction and passion and she "won't shy away from tough conversations".**

Meet Jenny Hurley - one of the pioneering women leaders of South Australia's hotel industry.

Jenny and husband Peter Hurley are joint directors of the Hurley Hotel Group.

They are South Australian hotel royalty who have been managing a portfolio of iconic hotels since the 1970s that currently include the Marion, Royal, Kensington and Arkaba.

The duo has weathered changing times that have challenged the industry from the recession 'we had to have' in the 1990s, to the GFC in 2007 and more recently the pandemic. Change has also bred innovation and evolution, leading to leaner, digitised and greener business models to meet higher customer expectations.

Jenny, a former nurse and midwife, said she would not have followed any other career path.

"I don't know what else I'd do!" Jenny said.

"I love the pub and being at the pub. I love the people. I love the staff and I love making sure we do things right. It's such an enjoyable business to be a part of."

The mother of three and grandmother of five married the local publican, Peter, then in Whyalla, in 1979. From there, the couple began to build their hotel empire at a time when the number of female hotel directors could be counted on one hand.

"I have never really thought of being a woman in

business. I was just in business. I just got on with doing what I had to do," she said.

Jenny's children - Nick, Anna and Samantha - fondly recall sleeping under their mother's desk at the Hurley Hotel Group headquarters, the Arkaba Hotel in Fullarton, while she helped manage the expanding business. All three children are part of the hospitality industry, including Nick who has just begun business consultancy firm Veritasus Consulting focusing on hotel revenue management.

"As a mother, I was fortunate that I could be flexible with my work and caring times," Jenny said.

"Being in hospitality meant I could be with the kids and go to work after they were in bed. Or sometimes take them with me.

"Of course, Peter was a rock of support if I ever needed assistance and we were a team who rarely disagreed and both had a strong sense of hospitality."

Jenny's advice to those wanting to build a career in hospitality - no matter what age or gender - is simple: "Be strong, believe in yourself. Learn from your mistakes and don't hesitate to admit if you are wrong. Find a mentor - who doesn't have to be a female. Enjoy what you do."

It's a mantra Jenny's daughters have witnessed in action.

"Jenny is a very strong leader and as I have grown up, I have been very fortunate to learn from her example," said Anna Hurley. The 34-year-old is Project Manager for the Hurley Hotel Group.

"Her leadership style is firm but fair," said Anna. "She has uncompromising standards with a focus on customer service.

"I can see how her strong leadership has influenced the role of women across the business."

Hurley Hotel Group Finance Director Samantha Oakley (nee Hurley) said her mother "won't shy away from a difficult conversation and wears her heart on her sleeve".

"She's very authentic and genuine," said Samantha, a mum of three children.

Samantha said Jenny's career path in hospitality was a shining light for women who want to be leaders in the field.

"She has taught me that success doesn't come easily, it takes hard work, passion and resilience. She has also taught me that it's possible to pursue a successful career and be an active mother.

"Having young children myself now, I really appreciate how she managed to be present at home while running such a successful business.

"She is pretty amazing, Anna and I often reflect on how lucky we are to have such a loving mum who has also taught us to work hard to be successful.

"We've had the best mentor we could wish for."

## Leading employer:

**The Hurley Hotel Group employs 600 people and owns or part-owns 12 hotels in SA and NSW.**





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**“Be strong, believe in yourself. Learn from your mistakes....Enjoy what you do.”**

**Jenny Hurley**  
Joint director - Hurley Hotel Group.





# More career choices in schools.

**Not many students know what they want to do when they leave school. There's the usual career advice – should they consider medicine or science, or maybe become an accountant or teacher? It's safe to say 'property fund manager' isn't prominent on the list of future job opportunities.**

Jane Petrie would love to see that change. It took her a few years and a career pivot to find her way into the property industry from her native Scotland.

More than two decades on and after moving to Adelaide from London in 2019, she now heads up the property portfolio management team at ICAM, a South Australian institutional fund manager specialising in real estate and infrastructure funds.

Ms Petrie said while the property industry in the past had been male-dominated, she believed that a strong shift to diversity and inclusion meant there were growing opportunities for women in the sector. However, the challenge is to present it as a career choice from an earlier age than was the case for her.

"I'm a great advocate for talking to females at school because I think the main thing is not everyone knows when you're at school - am I going to be a doctor or am I going to be a scientist?" Ms Petrie said.

"I'm not sure how much is known (in schools) about the whole fund management industry. It's definitely something that I think would be very helpful where, as a female, you

could really have an impact on the next generation.

"When I was growing up, I had no idea that this industry existed. I remember I met someone who was a partner in a property consultancy, and I said, oh, did you study architecture? I had no idea what they had to study. I wish I'd known when I was at school that this existed because I think it's a perfect fit for me.

"Through my life and my professional career, there have been individuals, sometimes male, sometimes female, that helped pull me up to the next stage. And then it's up to you."

Ms Petrie said her first calling was the arts and admitted she missed the art scene from her time living in London and Europe.

"I love the arts and thought I wanted a career in the arts or in the media. I worked in the BBC World Service - that was my dream come true. But I realised I wasn't sure it was really for me," she said.

"So I think you pivot in your life. You adapt to opportunities that come up and I met some very good people that were in the property industry. They said to me, 'why don't you think about getting involved in the property industry'?

"I did some postgrads and professional qualifications, I gained experience in the industry and I've never looked back really since then."

Ms Petrie worked for more than 20 years in the European and UK institutional property industry where she managed, repositioned

and transacted a variety of core and value-add assets and portfolios.

She now heads up the property portfolio management arm at ICAM and manages commercial properties like 91 King William St (now RAA Place) and the Churchill Centre, as well as ICAM's property funds in the strategic retail and industrial sectors.

ICAM is now getting into the seniors living sector, which Ms Petrie described as an exciting new sector for her, having worked in commercial property for so long.

Ms Petrie noted that generally in Australia there were considerable efforts being made to have equal representation by women.


"I don't find being female is in any way preventing me from doing anything at all, because I think it's very much up to the individual to make the most of opportunities that they're given," she said.

"If you get a few knocks on the way it can make you stronger and I think one constant thing for everyone, whether male or female, is knowledge – that constant learning and openness to learn with humility and the ability to change, assess the situation and adapt or change when necessary."

## High places:

**ICAM manages Adelaide's most recognisable city building at 91 King William St, recently rebadged as RAA Place.**



A woman with long, wavy brown hair, wearing a dark blue blazer over a white top, stands in a modern office setting. She is looking towards a man whose back is to the camera on the left. The man is wearing a dark suit and glasses. They are positioned around a blue table. In the background, there is a large, arched mirror reflecting the office environment, which includes wooden slat walls and office furniture. The lighting is bright and professional.

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**“Through my life and my professional career, there have been individuals, sometimes male, sometimes female, that helped pull me up to the next stage. And then it’s up to you.”**

Jane Petrie  
Head of Property Portfolio Management at ICAM



# Nursing is part of Jo's bloodline.

**Conviction is the key to leadership success in an aged care sector rapidly evolving from the regulatory spotlight of a Royal Commission, according to Josephine 'Jo' Boylan.**

The Chief Executive of Clayton Church Homes (CCH) has spent the past 30 years advocating for healthy ageing and better standards of care for some of the most marginalised aged care residents and clients in South Australia.

Her drive to advocate for older South Australians in care stems from a nursing career that began in the 1980s when she was the only one of more than 250 nurse graduates to specialise in aged care.

"Aged care has really been my calling," said Ms Boylan, head of CCH for the past 18 months. "It's an industry where we can always do better but also an industry where you see the most exceptional situations and experiences and care and people who give above and beyond - you don't always get that in the acute sector at all."

Early in her career, Jo completed a Master of Nursing degree on transformational leadership and a Master of Public Health degree on healthy ageing for older Australians receiving aged care services. This paved the way for her to become a well-known, fierce advocate for industry change, well before the Royal Commission into Aged Care Quality and Safety began in 2018.

"In 2002, I could really see the changes that were required in aged care," Ms Boylan said. She successfully campaigned for the removal of chemical and physical restraints used in residential care and for a greater focus on

physical and social wellbeing to keep ageing Australians fitter and more engaged in life for longer.

"This was a huge task," said Ms Boylan. "Because, at the time, there was extraordinary resistance to change."

The strength of her conviction helped her continue to advocate for a healthy ageing approach requiring multidisciplinary services. Eventually, the necessary paradigm shifts away from a traditional, medical model of care began to occur.

It will be a proud moment for Ms Boylan this year when she officially opens CCH's redeveloped Summerhill site at Uraidla. The \$28 million, 60-bed residential aged care site focuses on healthy and independent ageing and includes a gym and supporting health and wellbeing services.

"Nearly every room has a view over the vineyard right through to Uraidla - it is one of the most stunning places," she said. "This site is a stand out in aged care and is designed on the small house model of care."

Establishing small-scale living areas or units is one way to deinstitutionalise traditional aged care.

"We've got a very strong vision for positive ageing and Summerhill really hits that vision very clearly."

Ms Boylan is among a growing cohort of South Australian women leading aged care.

This is despite the continued under-representation of women aged care leaders,

even though more than 80 per cent of the workforce is female.

"I've seen some extraordinary women come through who are really moving and shaking aged care," she said.

"I think they've got strong conviction. It's a great strength. It helps overcome resistance, sparks passion and leads to results."

So where does this conviction come from? "Being a nurse," said Ms Boylan.

"A lot of these women (leaders in aged care) have got a nursing background and so their advocacy is very strong."

Ms Boylan said the aged care industry was observing a leadership gender shift with strong clinical and operational background experience.

"This new age care Executive/CEO profile is required to communicate and collaborate effectively with staff, residents, clients and families and always demonstrate compassion and empathy, while implementing organisational strategic vision, driving initiatives, and continuously improving service," she said.

"Thankfully - there is now a balance in good clinical governance, person-centred care, quality of life and in managing finances and budgets effectively. The future of aged care is looking good."

## Better care:

**Jo Boylan leads a team of more than 400 employees caring for 600 residents.**





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**“Aged care has really  
been my calling.”**

**Josephine (Jo) Boylan,  
CE Clayton Church Homes (CCH)**



## BankSA Profile: Nancie-Lee Robinson - BankSA Foundation

# Creating brighter futures for those in need.

**Nancie-Lee Robinson may have only been in her new role as Senior Manager Grants and Social Impact at BankSA Foundation for a few months, but already she has been impressed by the support shown by both BankSA staff and customers in support of local charities.**

BankSA Foundation has a proud history of charitable and community support that began in 1941, when staff of the Savings Bank of South Australia (BankSA's predecessor) decided to send comfort parcels to colleagues serving in the armed forces in the Middle East during World War II.

More than 80 years on, the Foundation now provides grants to small, local charities to help create brighter futures for children and young people in need.

Ms Robinson said she was new to the banking industry, having worked in sustainability and community impact roles across a range of sectors including telecommunications, transport, infrastructure, health and education.

In her early career, Ms Robinson taught in schools in Salisbury and Elizabeth, and this helped set her off on a path of supporting social and financial inclusion.

She said she enjoyed working in the corporate sector because companies tend to have clear goals for how they support the community.

"I'm really enjoying the opportunity to see the innovative ways local charities are addressing the needs of SA children and young people who are doing it tough. Our charity partners are at the frontline of challenging and often confronting situations, and their passion and commitment is inspiring," Ms Robinson said.

"BankSA Foundation tends to fund charities that don't receive a large amount of government support. We focus on supporting initiatives that help children and young people reach their full potential."

The latest round of grants has recently concluded, with six charities receiving up to \$50,000 each - Grandcarers SA, Gold Foundation, Sammy D Foundation, Restless Dance Theatre, Deadly Science and Zahra Foundation Australia.

"Grandcarers SA is an interesting one. Many grandparents end up in a situation where they become primary carers of their grandchildren, and need financial and emotional assistance," Ms Robinson said.

"This organisation helps provide some of the funds and materials needed for children to participate in social and community life, like going on camp or playing footy."

Ms Robinson said it was exciting to see the motivation of BankSA's staff to get involved.

"I've seen a number of employee-led fundraising activities, including fun runs, bake-offs and raffles. Staff also donate to BankSA Foundation via payroll giving," she said. "Customers and suppliers are equally generous contributors."

For more information on BankSA Foundation and to find out how you can support its initiatives, go to:

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





BankSA Foundation  
Multi-Year Grant recipient,  
Youth Opportunities.

# BankSA Foundation. Backing local charities to create brighter futures.

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