



MENTORING PROGRAM GUIDELINES

Diversity & Inclusion Advisory Committee

June 2020

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Introduction

The mentoring program is managed by the Australian Investment Council and the Diversity & Inclusion Advisory Committee and demonstrates the industry's commitment to building an inclusive and thriving industry where everyone feels confident that they can contribute and progress. Its purpose is to empower both emerging and established leaders by fostering the sharing of insight, knowledge and skills.

The aim of the guidelines is to provide background on, and a framework for the basis on which participants engage in, the mentoring program. Participants are encouraged to approach the mentoring program in a way which works best for them, based on their individual style, experience and objectives and use this document as guidelines only.

Mentoring program benefits

Mentees

- Set career goals and start taking steps to realise them – for those starting out, wanting a change of direction or refresh, or simply wanting to extend themselves that little bit further.
- Build professional networks and knowledge from the senior industry leader's contacts and experience;
- Receive practical guidance and tips and more broadly help people learn how to achieve the most out of their career - at any stage of its development - and a fresh perspective.
- Retain and regain confidence if something does not go to plan, avoid mistakes and increase the likelihood of achieving success.
- Gain unique insight into industry and leadership issues.

Mentors

- Stay connected to the issues that emerging leaders in the industry are facing;
- Understand the ways in which the senior leaders in the industry can continue to improve the diversity of skills and experience across the sector; and
- Receive recognition of skills, knowledge and commitment to the industry.

Participant eligibility

The participant criteria is as follows:

- Senior general partners (Managing Director / Partner / Investment Director) and limited partners; and
- Junior - mid level female general partners (Analyst / Associate) and limited partners.

All program participants must be employed by firms that are members of the Australian Investment Council at the time of applying to participate in the mentoring program and throughout the duration of the mentoring program.

Matching participants

The matching of participants is undertaken by the mentoring program coordinator with the guidance of the Diversity & Inclusion Advisory Committee. Initial introductions are by way of email sent by the mentoring program coordinator.

Participant roles

Mentees are encouraged to take a very proactive approach to what they seek to get out of the mentoring sessions. The mentee's role is to:

- schedule and prepare for meetings – make a note of all issues / challenges and goals you would like to discuss prior to the meetings;
- seek advice and constructive feedback for personal and professional growth e.g. how you come across;
- actively contribute to resolution of issues and next steps; and
- follow through on agreed action items.

Mentors support this through effective questions, guidance and advice. The mentor's role (whether internal or external to the mentee's firm) is to:

- act as a sounding board;
- ask questions to support and challenge the mentee, e.g. "let's look at it from another perspective..";
- clarify mentee goals and needs;
- provide information about any similar situations faced;
- provide feedback in a constructive manner;
- recommend specific behaviours for effective performance; and
- open up the mentee to their network.

Mentors have a long term focus. Compare this to:

- a sponsor (internal only):
 - helps find opportunities;
 - provides navigation and actively promotes your cause;
 - smooths the bumps in the road to progression and advancement.
- a coach (internal only):
 - provides advice on choices or situations;
 - is someone to bounce ideas off;
 - gives you a boost;
 - key focus is skills development in short term.

Mentoring is **not** one participant directing or controlling another or being responsible for another's career development.

Participant responsibilities

Potential conflicts of interest

Both participants must disclose any potential conflicts of interest and bring any concerns to the mentoring program coordinator.

Meeting etiquette and frequency

Participants must act ethically and with respect to their matched participants' time. Participants are expected to commit to catch up on at least a quarterly basis over the period of one year. Mentees are expected to prepare for meetings in advance and encouraged to forward book all meetings or agree on a timetable that works for both participants at the commencement of the program. Online meetings through providers such as GoTo or Zoom can be utilised if in-person meetings are not possible.

Confidentiality

Topics discussed may be of a personal opinion or of a sensitive or controversial nature and therefore strict confidentiality must be maintained between both participants. By signing the mentoring program agreement both participants are agreeing to maintain strict confidentiality.

Employment restraint

Mentors are not, at any time during the mentorship, or for a six month period from the end of the one year period or the date the mentorship ceases (whichever is later), offer employment to their mentee or seek employment from their mentor (as applicable).

Program closure

The mentorship managed by the Australian Investment Council and the Diversity & Inclusion Advisory Committee will end after one year. However, an informal mentorship may continue beyond that period at the discretion of the participants.

Program review and evaluation

To ensure continuing success of the mentoring program, the mentoring program coordinator welcomes suggestions and feedback on the program at any stage from all participants and will request completion of a program evaluation survey at the conclusion of the one-year program. Please note that you are not required to provide any informal feedback throughout the program but the program evaluation survey is a mandatory part of the program.

The first meeting

Prior to the first meeting, the mentee should prepare answers to the following questions to identify goals and objectives for the program. These points should all be used as a starting point for the first meeting and built on in further meetings:

- Why are you participating in the mentoring program?
- What led you to a career in the private capital investment industry?
- What do you enjoy most about working in the industry?
- What challenges, if any, are you facing?
- What do you hope to learn and/or achieve by participating in the mentoring program?
- How would you like to work together – regularity and format?

At the end of the first and each meeting, participants should agree next steps so that the expectations of both participants are met.

Mentoring program agreement

The mentoring program agreement at page 5 of these guidelines is to be signed at the first meeting to confirm commitment to the program and the obligations imposed on both participants. A copy of the agreement is to be kept by the participants and also emailed to the mentoring program coordinator.

Mentoring program coordinator

Kelly Mohrenberger

Executive Operations Manager

Australian Investment Council

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Mentoring Program Agreement

We, _____ (mentor) and _____ (mentee), voluntarily commit to participate in the mentoring program managed by the Diversity & Inclusion Advisory Committee for the period of 1 year.

We acknowledge that either person has the right to discontinue the mentorship for any reason.

We confirm we have read the Mentoring Program Guidelines and acknowledge our respective roles and responsibilities as outlined in those guidelines.

We agree to:

- meet with our matched participant on at least a quarterly basis over the period of 1 year;
- act ethically and with respect to our matched participants' time;
- keep confidential the contents of all mentoring discussions; and
- not, at any time during the mentorship, or for a 6 month period from the end of the 1 year period or the date the mentorship ceases (whichever is later), offer employment to my matched participant or seek employment from my matched participant (as applicable).

Mentor

Signature: _____

Name: _____

Date: _____

Mentee

Signature: _____

Name: _____

Date: _____

Privacy disclaimer

The Australian Investment Council collects your personal information for the purposes of administering this mentoring program.

Our [Privacy Policy](#) contains details about how to access or correct personal information held by the Australian Investment Council and how to make a complaint about a breach of the Australian Privacy Principles as well as how any complaint will be handled.