


MENTORING PROGRAM GUIDELINES



**Diversity, Equity & Inclusion Advisory
Committee**

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Introduction

The mentoring program is managed by the Australian Investment Council and the Diversity, Equity & 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

- Receive practical guidance and tips and more broadly help people mentees to realise their potential and get the most out of their career within the private capital investment industry.
- Build professional networks and knowledge from the senior industry leader's extensive experience and relationships.
- Gain unique insight into industry and leadership issues, and to create a safe environment in which you can have an open dialogue and benefit from thought-provoking insights shared by the mentor.
- Establish a long-term connection within the industry, which assists with your career development over time.

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 are as follows:

- Mentees: Junior – Mid-level female general partners (Analyst / Associate) and limited partners; and
- Mentors: Senior general partners (Managing Director / Partner / Investment Director) 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 Council in consultation with the Diversity, Equity & Inclusion Advisory Committee. A number of key considerations are taken into account in the matching process, including the location of mentee and mentor, industry segment experience, and avoiding any actual or perceived conflicts of interest. Once matchings are completed, initial introductions are made by way of email sent by the Council to both mentee and mentor.

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:

- It is highly recommended once paired with Mentor, Mentee should initiate initial contact;
- Set goals for mentoring relationship e.g., what do you want to work on? how can the mentor help you to develop strengths in ways other than your day-to-day role?
- Schedule and prepare for meetings – make a note of all issues / challenges and goals you would like to discuss prior to the meetings; you should set forward meeting dates during first meeting. Consider meeting once a month either in-person or via videocall;
- Seek advice and constructive feedback for personal and professional growth;
- Actively contribute to resolution of any non-commercially sensitive issues and help to identify potential 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:

- What my mentee can expect from me;
- How would you like for us to work? Regularity, hybrid in-person and videocall;
- Maintaining a non-judgemental approach;
- 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 you have faced; e.g., "share your journey";
- 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.

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, Equity & 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. A program evaluation survey request will be conducted twice during the twelve months. The first survey 6months into the program and 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 surveys 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:

- What led you to a career in the private capital investment industry?
- Why are you participating in the mentoring program?
- 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? *It's highly recommended where possible to meet face to face especially for the first meeting.*

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 coordinator

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