

A resource sheet for women

An interview with Clare Endicott

Clare Endicott's experience as a solicitor enables her to bring her legal expertise to the boards and committees on which she sits. Clare has led a dynamic career as an experienced board director on boards in many different industries and with different interests. Read about Ms Endicott's advice to other aspiring board members.



Introducing Clare Endicott

Clare Endicott is an experienced board director. She is currently the Deputy President of the Guardianship and Administration Tribunal, a Director of the Port of Brisbane Corporation, a Member of the Medical Radiation Technologists Board of Queensland, and a Director of Guide Dogs Queensland. Previous positions include membership of the Queensland Institute of Medical Research and a Director of Queensland Rail.

The first board

Ms Endicott's first appointment in 1995 was to the board of Guide Dogs Queensland, and she remains on this board to date. Her personal commitment to the organisation has also benefited her other corporate work and her experience gained on the not-for-profit board has proved a good foundation for other appointments. "Although not-for-profits may be less structured than a statutory authority, many of the governance issues are transferable to other boardrooms."

"I have obtained subsequent board appointments through networks and registration on the former Women's Register [now amalgamated with the Queensland Register of Nominees to Government Bodies]. A willingness to be involved in a variety of activities has been important – it has been through unlikely opportunities and networks that my board appointments have arisen." Ms Endicott also recommends that aspiring board directors keep abreast of current affairs and key social issues.

Career development

With considerable experience as a solicitor specialising in employment law, Ms Endicott brings legal expertise to the boards and committees on which she sits. She pursued a career in law when women were not well represented in the profession.

"It is through my board experience, rather than formal training, that I have developed a considerable knowledge in corporate governance issues. My background in employment law enables me to look at issues impartially, and keeps me attuned to risk management issues."

Diversity on boards

"I believe that a diverse board membership benefits board decision making and process: variable skills sets and work/life experience can result in alternative approaches to issues or problems. I regard an effective Chair and Chief Executive Officer as crucial to good board process."

Supporting women's participation on boards

For aspiring board directors, Ms Endicott recommends that women have confidence in their abilities, and don't shy away from some self promotion. "There needs to be a better appreciation of the importance of gender balance on boards, particularly for boards that deal regularly with the public. This appreciation needs to be promoted by employers through leadership and educational opportunities for women. I believe there is still an important role for programs that specifically target women's development in the professional and commercial fields."

More information on the *Women on Boards* Strategy can be found on the Office for Women's website.

Visit www.women.qld.gov.au/womenonboards or call 1800 177 577 between 8.00am and 6.00pm.