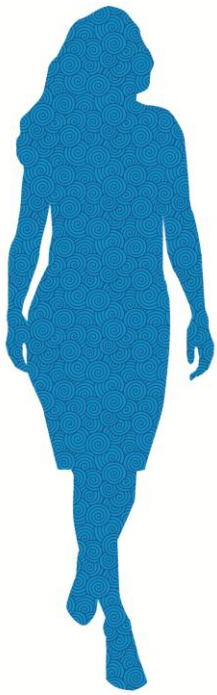
YWCA AUSTRALIA

WomenOnBoards™
the next generation of directors

acoss



# reflecting gender diversity

**An analysis of gender diversity in the leadership of the community sector**:
Inaugural survey results

September 2012

## Executive Summary

Our landmark survey of gender diversity in the leadership of the community sector is both a good news and a bad news story.

In a sector where women comprise up to 85% of the workforce, women make up 51.4% of the board directors among organisations who responded to the survey. This compares favourably against the gender composition of both public and the private sector boards. However, women are less likely to be in the formal office bearer positions than men – the percentage never rises above 50%, meaning that over half of all formal positions reported are still held by men (only 44% of boards surveyed had a woman as a President; 37% as a Vice President; 31% as Treasurer; and 35% as Secretary).

It is an even more complicated story when factors such as financial turnover are introduced. Our groundbreaking Gender Disparity Index of Community Sector Boards shows that men are more likely than women to be on the boards of organisations with financial turnovers greater than $30 million, and women are more likely than men to be on boards of organisations with a financial turnover of less than $1 million. In our view, this may be linked to the under-representation of women on public and private sector boards – if women have experience in organisations with smaller financial turnover they may be reluctant to transfer to a board with a higher turnover, more likely in the private and government sector.

Interestingly, our research demonstrated that there is a strong positive trend between women's participation on boards and the percentage of an organisation's income being derived from government sources. As the level of income from government increases, women become more represented in the boardroom (see Figure 25). In this context, where Board members are more likely to be cognisant of the requirements associated with meeting government regulatory requirements, there is an interesting opportunity to explore how to strengthen the pathways from community sector to Government Boards.

While 85% of the community sector workers are reported to be women, senior management teams were reported as having a composition of 60% women and 40% men. This compares favourably with ABS data which shows 34.9% of management roles being held by women.[1] So at one level good news, but the same ABS data set showed that the health care and social assistance sector, which includes the community sector, had the largest gender pay gap in Australia, at 32.6%.[2] So, women are doing well in senior management in a sector that underpays them.

Alarmingly, we found very low levels of reporting among respondents with 101-200 equivalent fulltime staff positions to the Equal Opportunity in the Workplace Agency (**EOWA**), the agency tasked with supporting organisations to achieve gender equality in the workplace. With proposed amendments to the EOWA legislation before Parliament that would see more effective and consistent application of bans for non-compliant organisations doing business with government, possible consequences in relation to

---

1 http://www.eowa.gov.au/Information_Centres/Resource_Centre/Statistics/Gender_Pay_Gap_Fact_Sheet_May_2012.pdf

2 http://www.eowa.gov.au/Information_Centres/Resource_Centre/Statistics/Gender_Pay_Gap_Fact_Sheet_May_2012.pdf

Commonwealth grants and financial assistance, and increased mechanisms to identify organisations that ought to report but are not, this has serious implications for the sector.

YWCA Australia, the Australian Council of Social Service and Women on Boards offer the findings of this report as a mechanism for generating increased awareness among community sector boards and senior management teams of the gender inequity currently facing women in the sector. It is our hope that in generating this awareness the community sector will strive to transform their gender bias and better harness the skills of women managers and board members.

## About the Project Partners

*YWCA Australia*

YWCA Australia is the national association of YWCAs in Australia and is part of the World YWCA movement. We are a women-led organisation that achieves positive change by providing advocacy, programs and services for women, families and communities.

YWCAs undertake advocacy and deliver programs and services that develop the leadership and collective power of women and girls; support individuals, their families and communities at critical times; and promote gender equality and community strengthening.

*ACOSS*

The Australian Council of Social Service is the peak body of the community services and welfare sector and the national voice for the needs of people affected by poverty and inequality.

ACOSS' vision is for a fair, inclusive and sustainable Australia where all individuals and communities can participate in and benefit from social and economic life.

*Women on Boards*

Women on Boards (WOB) was founded to improve the gender balance on Australian boards. It is funded through subscriber fees and earnings from services to organisations seeking to improve gender diversity.

WOB partners with the corporate, government and non-profit sectors to hold events, host programs, create opportunities for women and coach and mentor them into career and director roles.

More than 14,000 women are registered with Women on Boards from all sectors and industries. The network has a large percentage of experienced and highly qualified female executives many of who are already professional non-executive directors or combining board work with their career roles.

## Table of Contents

Executive Summary ..... 2
About the Project Partners ..... 4
Table of Contents ..... 5
Methodology ..... 6
Why Women's Leadership? Domestic and international data and human rights framework ..... 8
Respondents: Geography and Areas of Work for the Organisations in the Sample ..... 9
Findings: Evaluating gender diversity of community sector leadership – Board membership ..... 11
Findings: Evaluating gender diversity of community sector leadership – Staffing – senior management ..... 18
Findings: Evaluating gender diversity of community sector leadership – Staffing – hiring practices ..... 23
Findings: Evaluating gender diversity of community sector leadership – EOWA Reporting among the Respondents ..... 25
Findings: Evaluating gender diversity of community sector leadership – Attitudes towards gender diversity and strategies to increase gender equality on boards and in senior management ..... 26
Where to from here? ..... 28
Appendix A – Survey questions ..... 29
Appendix B - Data ..... 35

## Methodology

In 2011, to mark one hundred years of International Women's Day, YWCA Australia, the Australian Council on Social Service and Women on Boards collaborated to shine a light onto the representation of women on the boards and senior management teams of the community sector in Australia. The study coincided with the Fair Work Australia (**FWA**) consideration of the gender pay gap for community sector workers, and the finding from FWA that the sector was subject to gender-based pay inequality.

This project has been guided by a Reference Group comprised of representatives from YWCA Australia, ACOSS and Women on Boards:

- Dr Caroline Lambert, YWCA Australia Executive Director
- Ms Eleanor Whiteway, YWCA Australia Volunteer Intern
- Dr Cassandra Goldie, ACOSS Chief Executive Officer
- Dr Tessa Boyd-Caine, ACOSS Deputy Chief Executive Officer
- Ms Ruth Medd, Chair, Women on Boards
- Ms Terese Edwards, ACOSS Deputy President

Our particular thanks to Eleanor Whiteway for her commitment to the project, even when she had returned home after her six-month volunteer placement with YWCA Australia.

The primary research tool was an online survey. The survey was predominantly comprised of optional closed questions, with the opportunity for respondents to provide additional comments in a limited number of questions. Appendix A reproduces the survey questions.

The survey was distributed electronically via YWCA Australia, ACOSS and WOB networks, and survey data was collected between 16 November and 12 December 2011.

YWCA Australia and ACOSS both operate in the community sector as a federated or peak structure, with organisational members. Women on Boards was founded to improve the gender balance on Australian boards. Over 8,000 women have completed profiles with WOB and 41% of these are on a board. Many of these women are career Non Executive Directors. The most common board membership is with a not-for-profit board. The survey was distributed to Members and networks of the three organisations.

*Number of respondents*

We received 746 responses to the survey. We asked respondents to state at the beginning of the survey whether they were not-for-profit (NFP) organisations or not. The number of NFP respondents to this survey was comparable to that of analogous surveys, including the annual *Australian Community Sector Survey* run by ACOSS. We did not provide a definition on NFP and received responses from a wide range of organisations. See below and Appendix B for further discussion.

| | |
|---|---|
| *Yes* | 662 |
| *No* | 77 |
| *No answer* | 7 |

Eighty nine percent of the respondents identified themselves as NFPs. We excluded all respondents who answered ‘no’ or did not give an answer from any further analysis. Consequently, references to ‘the total number of organisations’ and calculations of percentages in the following analyses refers to the 662 organisations that identified as NFPs. Furthermore, not all respondents answered every question, and for some questions invalid responses and outliers were also removed (see Appendix B). For that reason the question-specific sample size is indicated for each question. Appendix B reports on the data generated by the survey responses.

## Why Women's Leadership? Domestic and international data and human rights framework

The United Nations has, for many years, called on Governments to take more concerted action to strengthen women's leadership. The UN Convention on the Elimination of all forms of Discrimination Against Women (**CEDAW**) in particular recognises the importance of women, on equal terms with men, participating in "non-governmental organisations and associations concerned with the public and political life of the country". And yet, in Australia, there is no data to enable us to measure whether the NFP sector is achieving this.

Why do we care? The Reiby Institute report on ASX500 Women Leaders notes that ASX500 companies with women directors delivered an average return on investment over three years 10.7% higher than those without women directors. Companies with women directors delivered an average Return on Equity (**ROE**) over 5 years 11.1% higher than those without women directors. In 8 out of 10 sectors, companies with women directors demonstrate higher ROE than those without women directors.

In the private sector business is making the case for women's leadership. Since 2007 McKinsey and Company have been releasing their annual "Women Matter" reports which have examined the strength and scope of women's leadership in companies across the world. The initial study demonstrated a link between women's leadership on the governing body and the company's performance, a finding reinforced by their 2009 survey of 800 business leaders that identified that leadership behaviours typically adopted by women are critical to performing well in the post-financial crisis world. The 2010 report, which confirms that women are still under represented in boards of corporations, focused on how to achieve gender diversity at top management levels. McKinsey have focused on this area because of the link between corporations identifying gender diversity as a priority and securing representation of women in high-level management roles (for example, Chief Executive Officer (**CEO**), Chief Operating Officer (**COO**), and Chief Financial Officer (**CFO**).

A 2011 Deloitte Touche Tohmatsu report on women in the boardroom presented information on quotas and legislative measures to improve the representation of women on corporate boards. Norway, which has introduced quotas to ensure representation of women on private sector boards, had more than double the percentage of women on boards than the other eleven countries reported on.

The McKinsey "Women Matter" reports point to the importance of organisations identifying gender diversity as a key priority, with CEO commitment and women's individual development programs playing a particularly important part of successful strategies. From the YWCAs perspective, we know this to be the case. YWCAs globally and nationally have quotas in place to ensure that young women are represented in governance bodies of the organisation. Our experience demonstrates the importance of backing up quotas with culture changing development programs, such as the Board Traineeships offered by YWCA of Canberra (http://www.eowa.gov.au/Case_Studies/_docs/YWCA_Canberra_Case_Study_women%20on%20boards.pdf) and their Women Out Front leadership program which provides women with short-courses on Director's duties and fora to explore women's leadership styles.

## Respondents: Geography and Areas of Work for the Organisations in the Sample

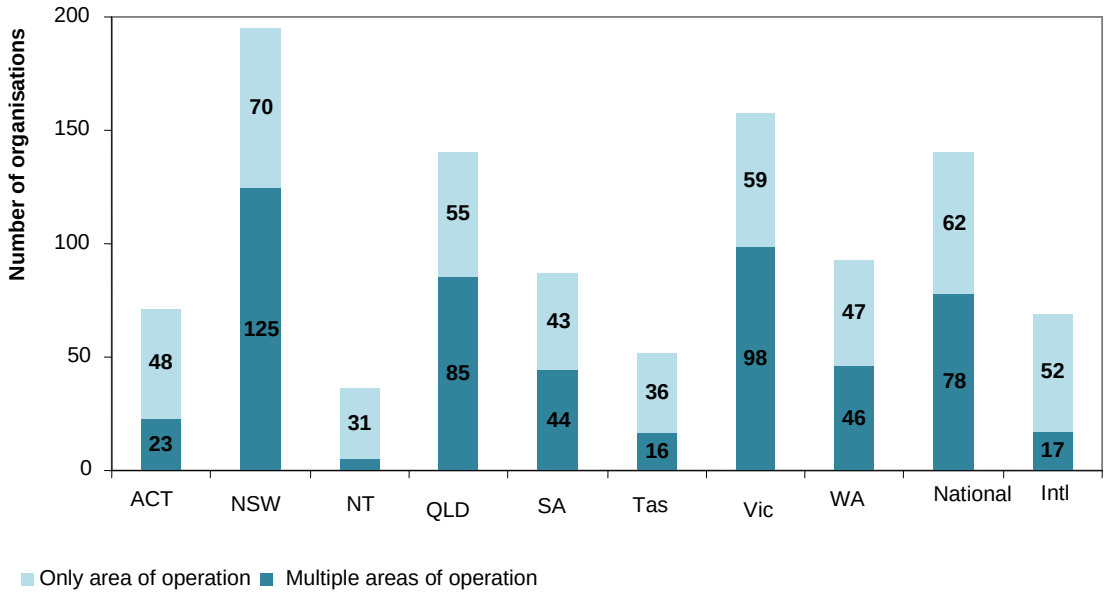
As noted in the methodology, we received a total of 746 responses, 77 were from non-NFP respondents and 7 gave no response to the question, leaving us with a sample size of 662. The following section of the report provides an overview of the demography of our respondents.

*Demographics*

We asked respondents to tell us about their geographic location and the types of work they do.

Geographic Representation

**Figure 1: Number of organisations working in each geographic region**



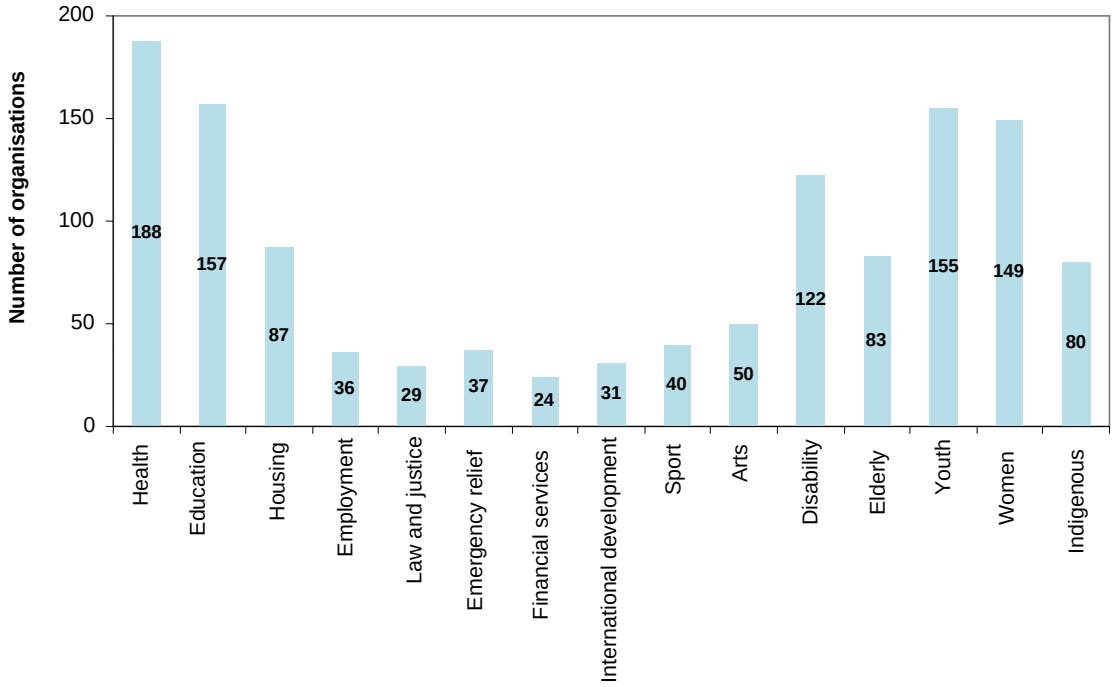

Respondents (n = 656) work in every state and territory, as well as nationally and internationally. No state or territory was poorly represented. The largest number of NFPs are working in New South Wales (195 organisations), Victoria (157 organisations) and Queensland (140 organisations). The smallest numbers of respondents work in the Northern Territory (36 organisations).

In the larger states, New South Wales and Victoria, the majority of organisations worked only in that particular state, while in the smaller states and territories, ACT, Tasmania and NT, the majority of organisations working there were also working in other states. These data represent a good mix of local, national and international NFPs from every state.

Sector representation

Respondents were spread across a wide range of sectors (n = 653).

**Figure 2: Number of organisations working in each sector**




The majority of respondents work in the sectors of health (29%), education (24%), youth work (24%), women (23%) and disability (19%).

In all sectors, the majority of organisations working in that sector also work in at least one other sector, suggesting that most NFPs follow a multi-sector model of working (see Appendix B). The number of organisations in each sector who work in only that sector ranges from 3% (Aboriginal and Torres Strait Islander and income support) to 48% (law and justice and sport). 'Broad-spectrum' sectors, where the sector is defined by the customer (e.g. women, youth, elderly, Aboriginal or Torres Strait Islander people) were more strongly represented. 'Narrow-spectrum' sectors, where the sector is defined by the type of service it offers (e.g. law and justice, financial services) are more specialised, with between 40% and 50% of respondents working only in that sector.

One hundred and twenty four respondents identified as 'peak bodies', representing every sector (see Appendix B). The largest number of peak bodies were reported in the health sector (48 organisations) followed by the women's sector (32 organisations).[3]

[3] We also reviewed our Sample to ascertain the source of their income and whether there were any anomalies. There were none, and so we did not exclude any data from the Sample on the basis of income source.

## Findings: Evaluating gender diversity of community sector leadership – Board membership

Of the close to seven thousand community sector Board Directors (**BDs**) (including non-executive Board Directors) reported on in the sample, the majority (51.4%) were women (Figure 3). For both female and male BDs, the highest number of BDs are in the 51 – 65 age range, with respondents reporting 58.1% male board members and 41.9% of female board directors. The second highest number of BDs for both genders is in the 41 – 50 age range, with respondents reporting 57.1% female board directors and 42.9% male board directors. Among younger BDs (18 to 40), there are significantly more women (75.8%) than men (24.2%) (Figure 4). Six percent of the total number of female BDs are aged between 18 and 30, against only 2% of male BDs that age. Sixteen percent of the total number of female BDs are aged between 31 and 40, against only 8% of male BDs that age. However, a greater number of older men remain on boards. Thirteen percent of male BDs are aged over 65, against only 6% of female BDs (Figure 5).

We analysed the gender disparity among boards. Gender disparity (**GD**) is calculated as Number of female Directors – Number of male Directors, for each organisation: a gender disparity value of 0 indicates that the organisation has equal numbers of female and male BDs. The data are plotted as a frequency distribution (Figure 6). The largest category (54 organisations) have a GD value of 0. The data are mainly symmetrical about the 0 axis, indicating that there is a fairly even spread of organisations with high numbers of women, and organisations with high numbers of men on their boards. There is a slight positive skew, indicating that more organisations have an over-representation of men than have an over-representation of women. The mean GD value is -0.34, median -1. This means that, on average, there are very slightly more men in each boardroom than women, even though the total number of women is higher due to some organisations employing large numbers of women.

We were interested to understand the relationship of Board leadership to staffing gender profiles, in a sector that is highly feminised.[4] We asked a question in the survey which asked respondents to report on the percentage of female staff they employed, to the nearest 5%. We then calculated the average gender disparity value for each category of percentage of female staff. There is a relatively strong positive trend, indicating that the number of women in the boardroom (in comparison to the

Among respondents 51.4% of Board Directors were women compared to 48.5% men. But, women were more likely to be on boards with a turnover of less than $1M and men were more likely to be on boards with a turnover greater than $30M

[4] In the community services sector, currently the subject of a national equal pay case, the evidence shows around 85% of the workforce are female.

number of men) rises as a percentage of female staff in the organisation rises. However, for all percentages of female staff less than 90%, the mean GD value is less than 0, indicating that there are more men in the boardroom than women. It is only once the percentage of female staff reaches 95% that the mean GD value rises above 0 (Figure 7). This pattern is most likely caused by organisations that have exemptions to employ and recruit only or primarily female staff and leaders. Thus, the presence of a very female-dominated workforce does impact on the gender distribution of the Board, but only at very high levels of female employment – over 95% female workforce. Disappointingly, from a gender equality perspective, in workforces with 50% to 95% female workforces, the percentage of female staff is not generally reflected in the number of women on the Board.

We were also interested to assess whether there was a relationship between gender diversity on board and organisational turnover. Our research shows a strong negative trend between annual organisational turnover and Board gender disparity (Figure 8). At lower levels of turnover (between $0 and $1,000,000) there are proportionally more women in the boardroom than men. For levels of turnover higher than $1,000,000, the opposite is true. Again disappointingly, from a gender equality perspective, the level of organisational turnover has a significant effect on the gender disparity value. Organisations with more money have comparatively more men in the boardroom. Interestingly, our research demonstrated that there is a strong positive trend between the Board GD value and the percentage of income derived from government sources. As the level of income from government increases, women become more represented in the boardroom (Figure 9). In this context, where Board members are more likely to be cognisant of the requirements associated with meeting government regulatory requirements, there is an interesting opportunity to explore how to strengthen the pathways from community sector to Government Boards. For instance, is it the case that organisations receiving government funding have greater awareness of government policies such as gender diversity? Do they have more frequent contact with messages about the importance of gender diversity in workforce and governance arrangements and their responsibilities to ensure this diversity? How do we translate this level of understanding to those organisations that show little or no awareness of their responsibilities regarding gender diversity?

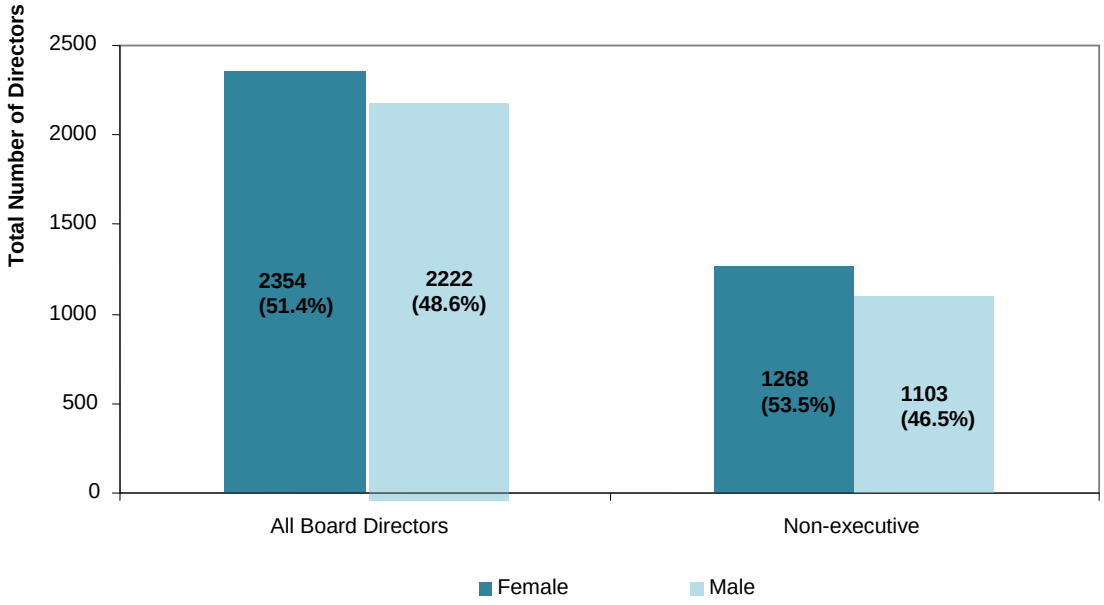
Finally, we were interested to better understand gender equality in the context of office bearer roles. Only 2% of respondents replied that no formal positions on their Board were held by women. Forty-four percent of all respondents said that the President of their Board was female. Percentages ranged between 31% (Treasurer) and 44% (President) for office bearer roles. Between 31% and 37% of organisations had a female Vice-President, Treasurer or Secretary, again much higher than in corporate organisations. However, the percentage never rises above 50%, meaning that over half of all formal positions are still held by men in this highly feminised sector (Figure 10).

Overall, our research demonstrates that while the community sector has, comparative to other industries, achieved a greater degree of gender equality in boards, there are concerning anomalies. Most particularly our research demonstrates that while more women than men are employed in the community sector, women are not more likely than men to be on community sector boards. Worryingly, women are more likely to be on the boards of community sector organisations with lower incomes, with more men likely to sit on boards of organisations with a higher turnover.

Left unaddressed, this has concerning implications for the representation of women on community sector boards. This issue is of importance because of the view put forward by some commentators that the there is an emerging trend toward amalgamations in the sector.[5] As organisations amalgamate, the assumption is that the turnover of the organisation will increase. The risk is that as the sector structures change the gender diversity of its boards will diminish. While taking nothing away from the tremendously hard work associated with being a board director of a smaller organisation, this finding also has serious implications for the development of board skills among women on community sector boards, and the opportunity for women to move from community sector boards to other high turnover boards, particularly public authority boards.

It is also interesting to consider this data in light of a broader discussion on remuneration of large NFP boards (with turnovers of, for example, $30 million or more). Women on Boards have long argued that when an organisation reaches a turnover in this region, it is reasonable to consider remuneration of board members. It is interesting, in this context, to recognise that if organisations were to move in this direction, the sector would provide reimbursement to a larger number of men than women, contributing to the gender wage gap that exists already in our community.

**Figure 3: Board Directors (with the cohort of non-executive Board Directors included within the overall number of Board Directors), by gender**




[5] See for example, Gerrard Brown, *Australian Not For Profits: Growing with Reason*, presentation to Third Sector Expo, 2012.

**Figure 4: The ages of Board Directors, by gender**

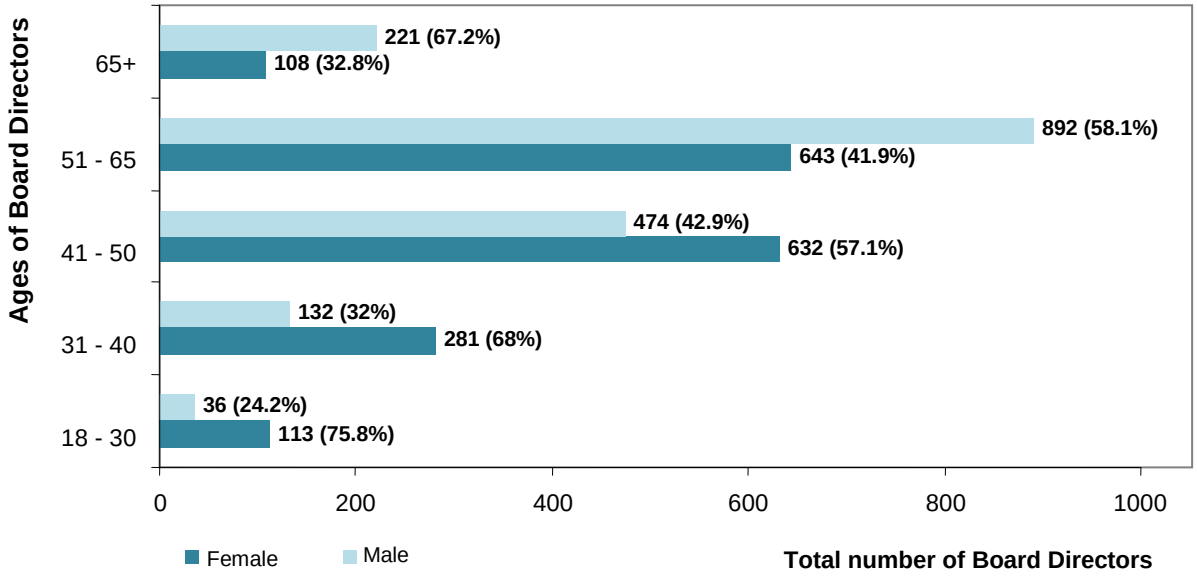



**Figure 5: The ages of Board Directors, by gender, as a percentage of the total number of Board Directors**

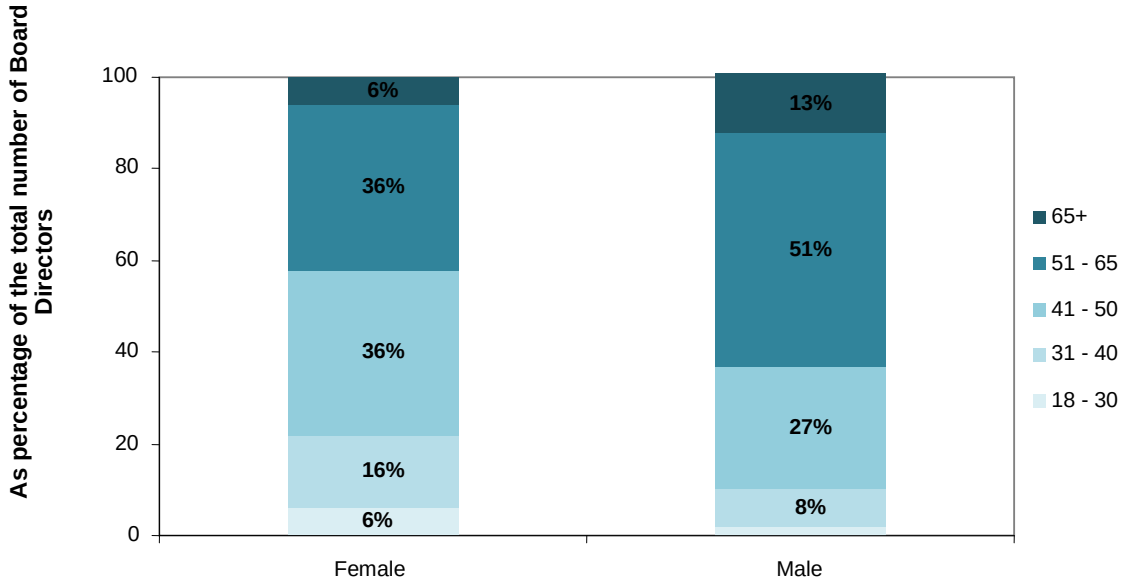


**Figure 6: Board gender disparity values**

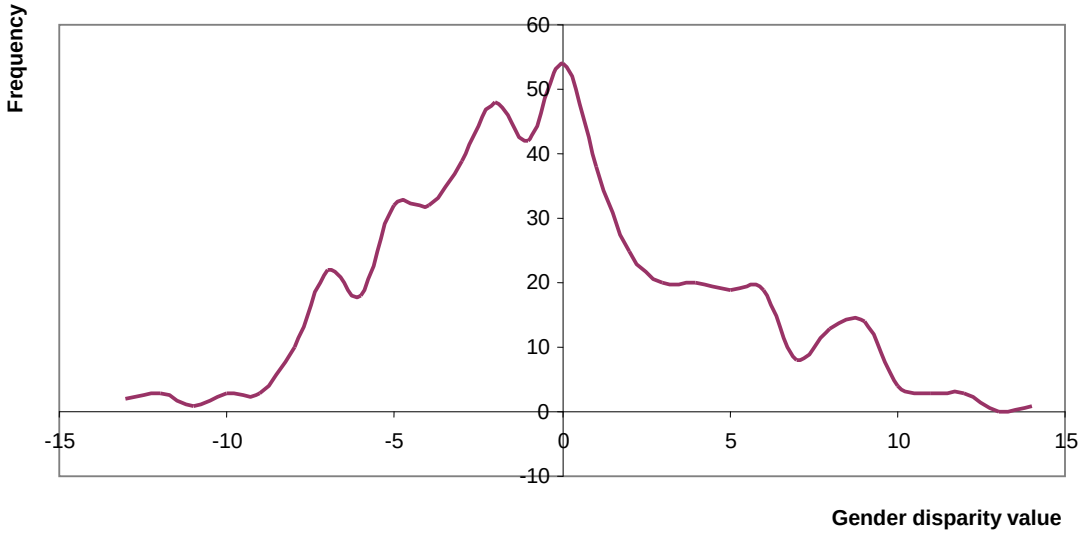



**Figure 7: Average Board gender disparity value against percentage of female staff**

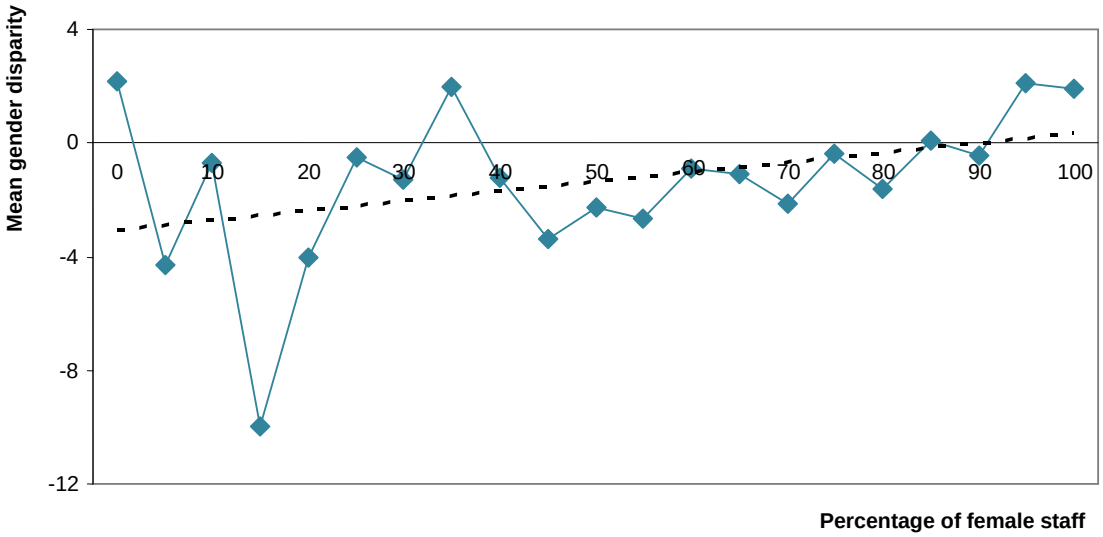


**Figure 8: Average Board gender disparity value against annual organisational turnover**

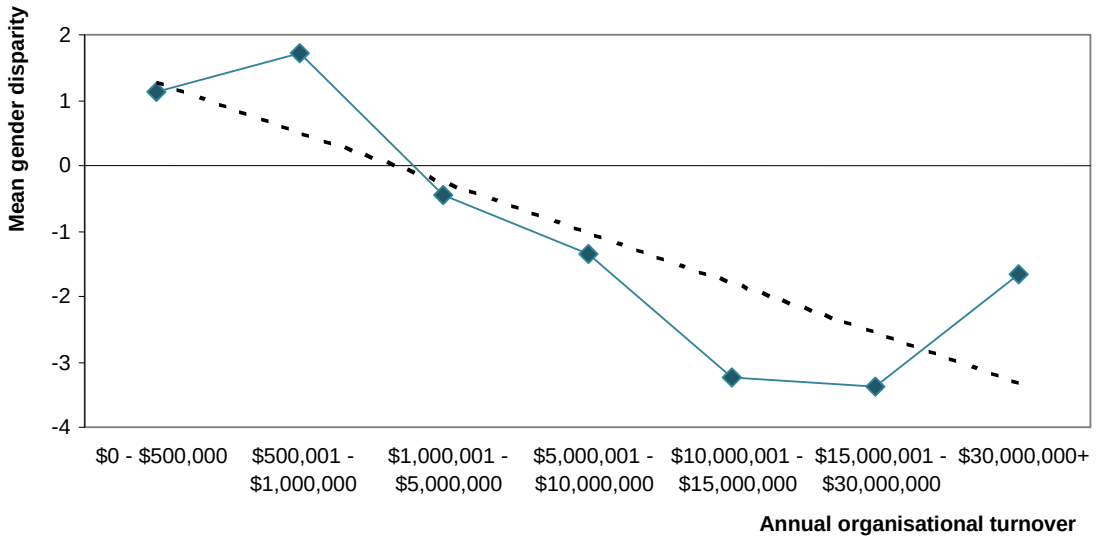



**Figure 9: Average Board gender disparity value against percentage of income derived from government sources**

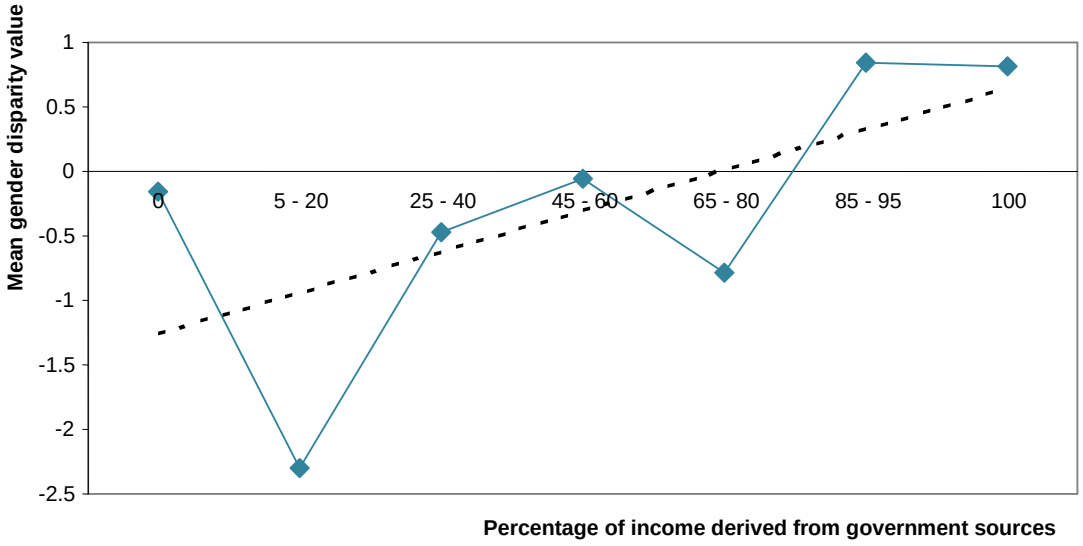
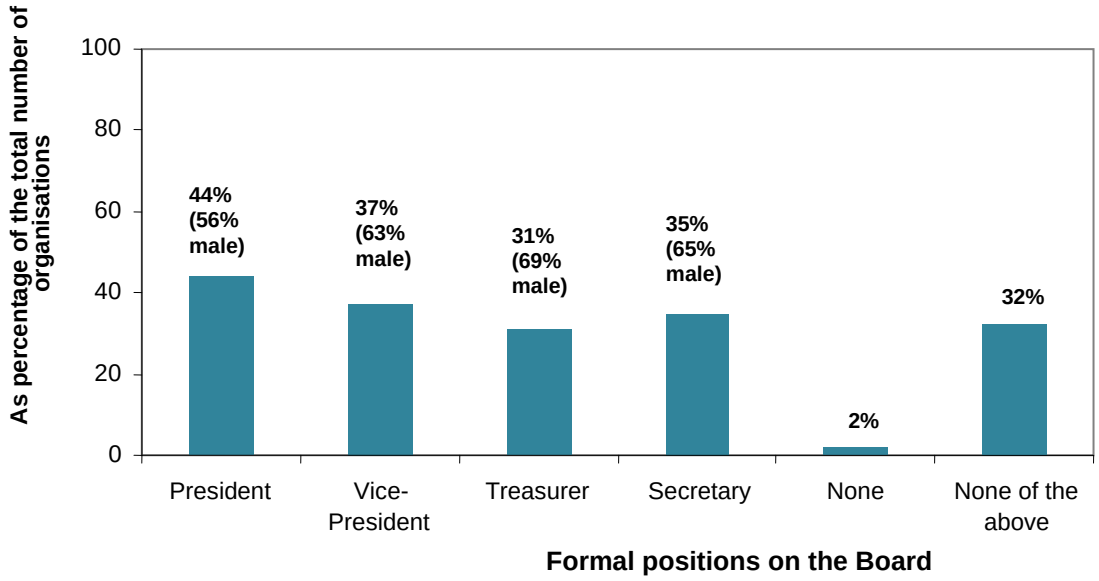


**Figure 10: Formal positions on the Board held by women, as a percentage of the total number of organisations**



## Findings: Evaluating gender diversity of community sector leadership – Staffing – senior management

Having explored gender equality in the boards of our sample set, we were also interested to examine the question of gender equality among senior management (**SM**) of our respondent organisations. Generally, we found that our respondents had a significantly higher percentage of female senior management (60%) than male senior management (40%) (Figure 11), much more so than in the board data set. Interestingly, the same pattern exists for SM who have previously worked in the corporate sector. Approximately 30% of all SM have previously worked in the corporate sector (Figure 11). Our data demonstrated that the respondents on average employ more female than male SM. While the sector thus bucks the trend for other industries, it is worth noting that women are doing better in a sector that is highly feminised and has a gendered pay gap in comparison to other sectors.

In a sector with largest gender pay gap in Australia (32.6%) 60% of the respondent's senior managers were women. This compares favourably with ABS data which shows 34.9% of management roles in Australia being held by women.

Our data showed a divergence between female and male SM with regard to their ages. The largest number of female SM are in the 41 – 50 age range (39% of organisations). The largest number of male SM are in the 51 – 65 age range (43%). There are substantially more female than male SM in the 18 – 30 age range – 51 organisations said they had a female Senior Manager under the age of 30, compared with only 13 organisations saying they had a male Senior Manager of that age. From this data, it would appear that women are reaching senior position earlier than men (Figures 12 and 13). This matches data on age and gender in board leadership.

We were interested to explore the gender disparity results in the SM data (Figure 14). As with the board data, gender disparity (GD) is calculated as Number of female SM – Number of male SM, for each organisation; a gender disparity value of 0 indicates that the organisation has equal numbers of female and male SM. The SM data are mainly symmetrical about the 0 axis, indicating that there is a fairly even spread of organisations with high numbers of women, and organisations with high numbers of men among their SMs. There is a slight negative skew, indicating that more organisations have an over-representation of women than have an over-representation of men. The highest frequency is GD value of 0 and 1 (83 organisations in each category). The mean GD is 0.56, median GD is 1. On average, there are slightly more female SM than male.

In Figure 15 we explored whether there were links between Board gender disparity and SM gender disparity. There is a slight positive trend – as the proportional number of women rises on the Board, the proportional number of women rises in the senior management.

Our data demonstrates a relatively strong positive trend, indicating that the number of women in senior positions (in comparison to the number of men) rises as the percentage of female staff in the organisation increases (Figure 16).

For each category of annual organisational turnover, we calculated the average gender disparity value (Figure 17). There is a weak negative trend, indicating that the number of women in senior positions (in comparison to the number of men) decreases as the level of turnover increases. However, for 5 out of the 6 levels of turnover, the GD value is above 0, i.e., there are more women than men in senior positions. It is only among organisations with an annual turnover of greater than $30,000,000 that the GD value drops below 0. This is in line with the findings for board level gender disparity.

**Figure 11: Gender diversity in senior management, and among senior management who have previously worked in the corporate sector.**

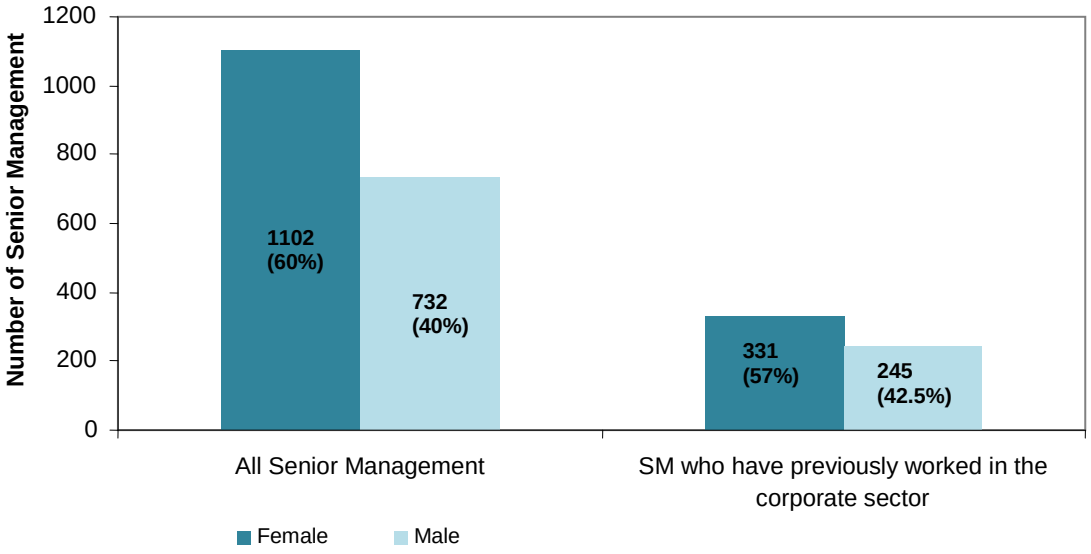



**Figure 12: Senior Management age data, by gender**

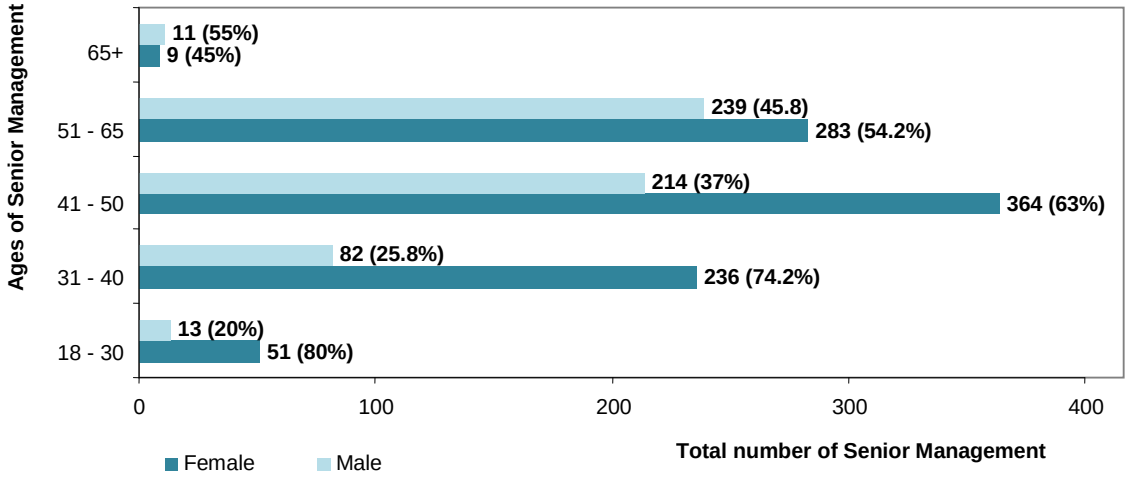


**Figure 13: The ages of Senior Management, by gender, as a percentage of the total number of Senior Management**

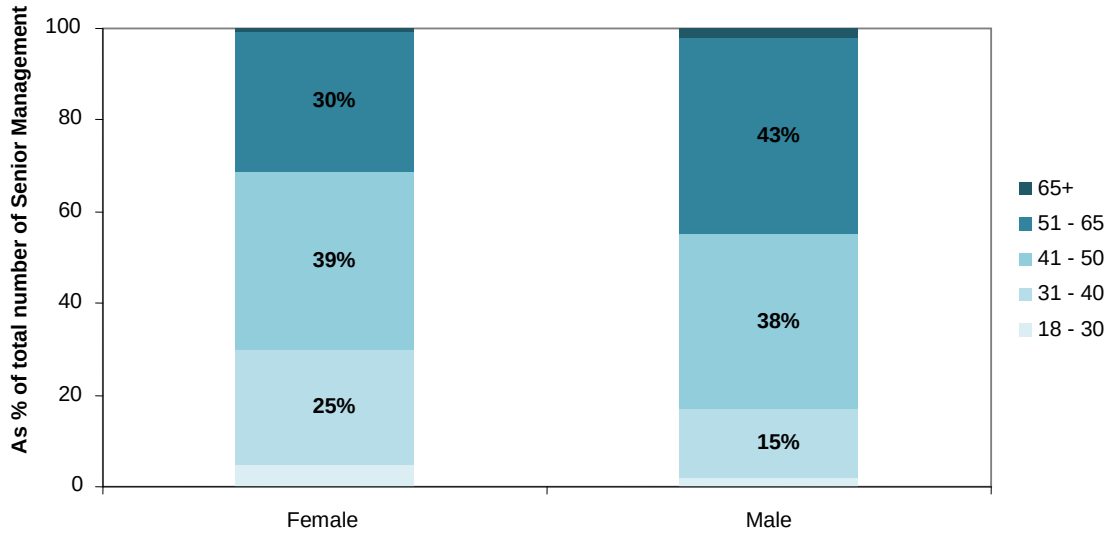



**Figure 14: Senior Management gender disparity values**

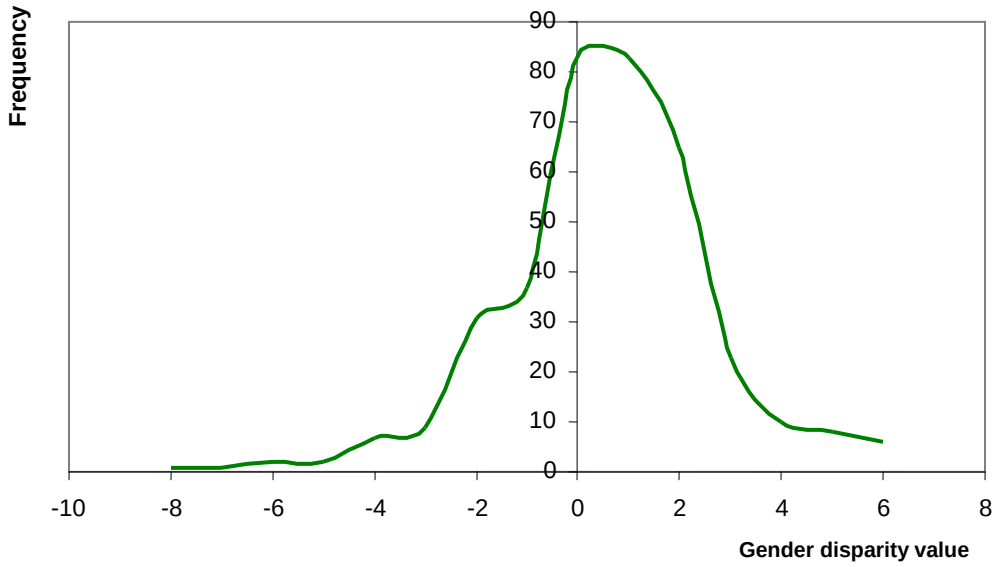


**Figure 15: Gender disparity values for Board Directors and Senior Management, with trendline**

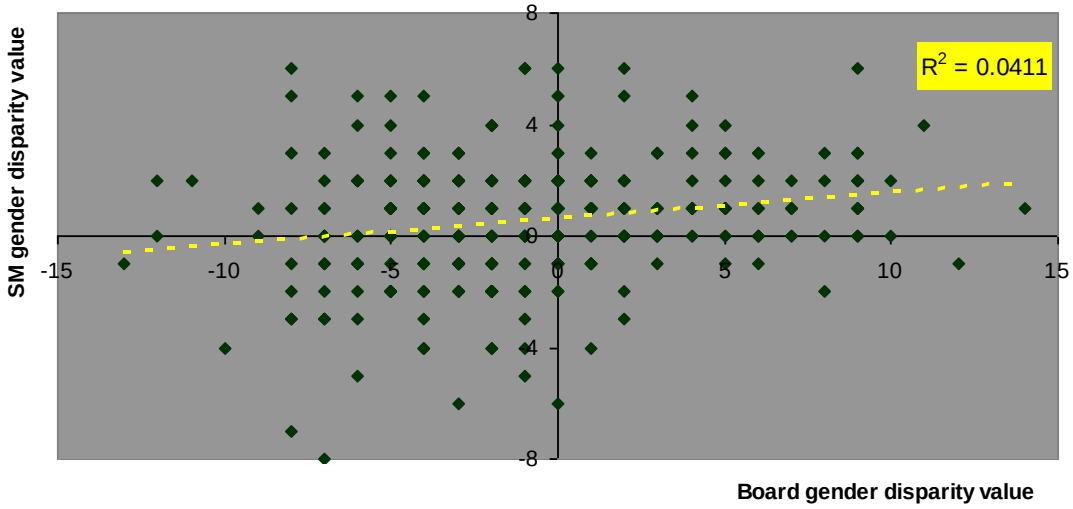



**Figure 16: Average Senior Management gender disparity value against percentage of female staff**

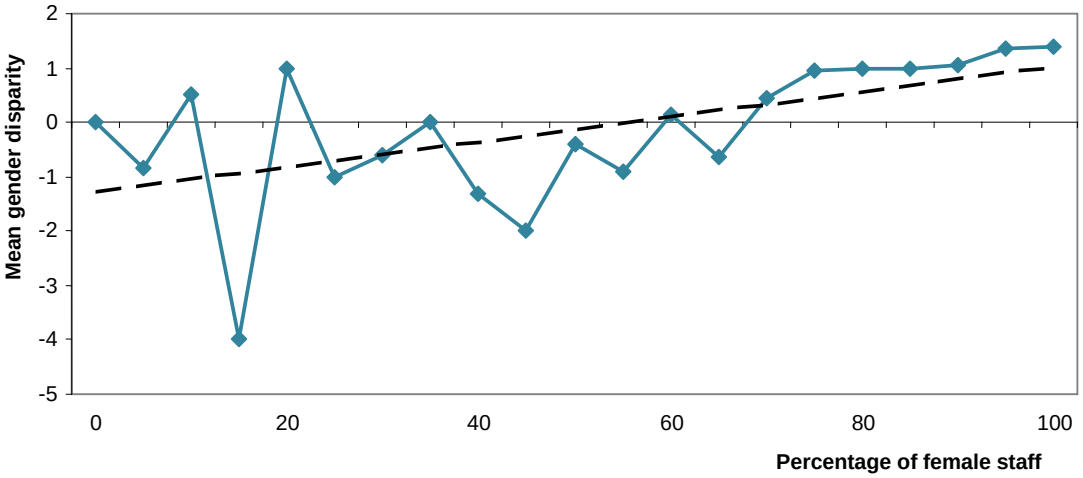
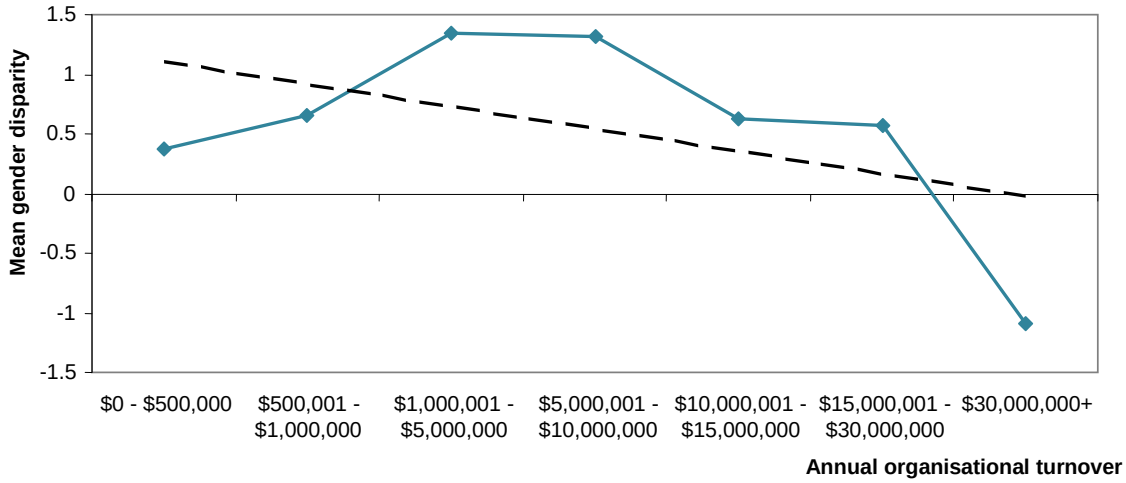


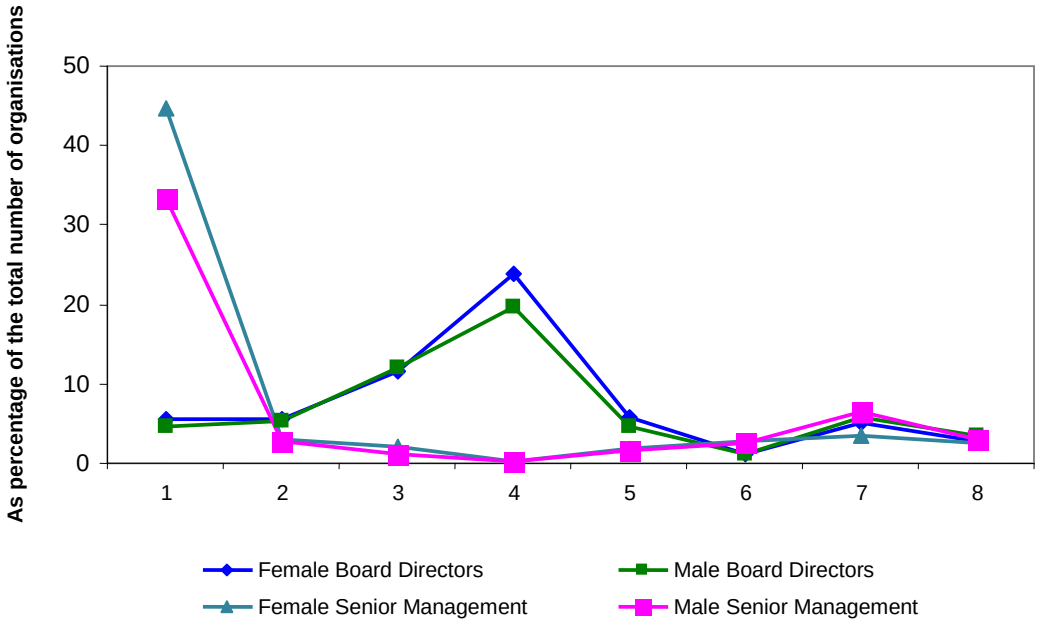
**Figure 17: Average Senior Management gender disparity value against annual organisational turnover**



## Findings: Evaluating gender diversity of community sector leadership – Staffing – hiring practices

We were interested to examine the consideration given to gender issues in hiring – for either Board or SM positions. There is a significant difference in how organisations recruit BDs compared to how they recruit SM – however, gender appears not to impact on the method of recruitment for either board or senior management positions (Figure 18). The greatest number of respondents never consider gender in their hiring decision either for Board (30%) or for senior management positions (39%) (Figure 19). We calculated average GD values in each category of considerations about gender during hiring decisions. There is a weak positive trend, indicating that, when gender is generally or always considered, this has a measurable impact on the number of women on boards and in SM. However, where gender is never considered, the GD values for both Board and SM are between 0 and 1 (Figure 20). This indicates that women are being represented on boards and in senior management equally with men, even when gender is not considered.

**Figure 18: Hiring practices for Board Directors and Senior Management**




1 = Formal advertising followed by competitive interview, 2 = Informal advertising or networking followed by competitive interview, 3 = Informal advertising followed by informal interview, 4 = Election by organisation members, 5 = Headhunted, 6 = Internal recruitment, 7 = Not applicable, 8 = Don't know / don't like to say

**Figure 19: Consideration given to gender in hiring decisions for Board and Senior Management, as a percentage of organisations**

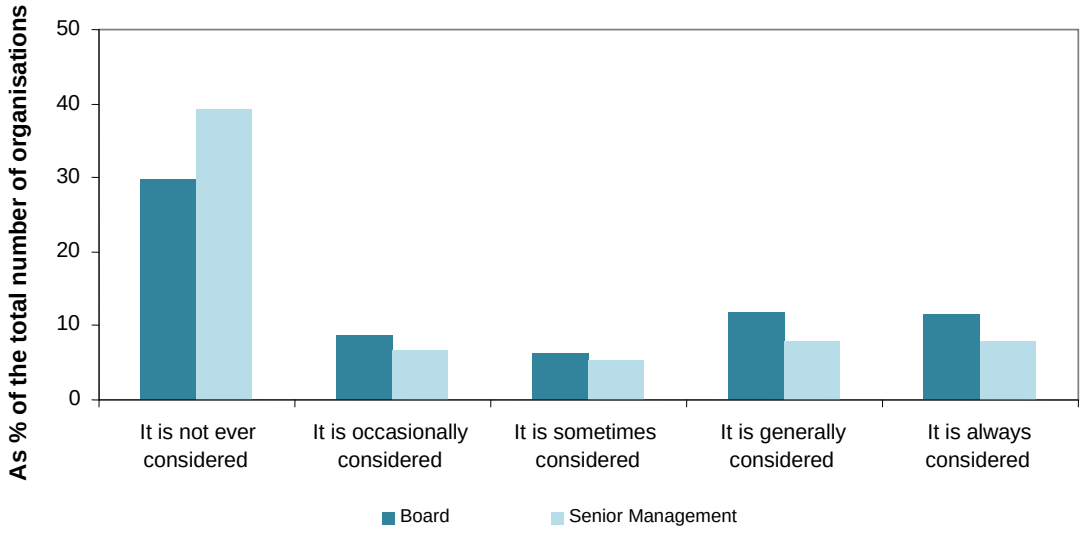
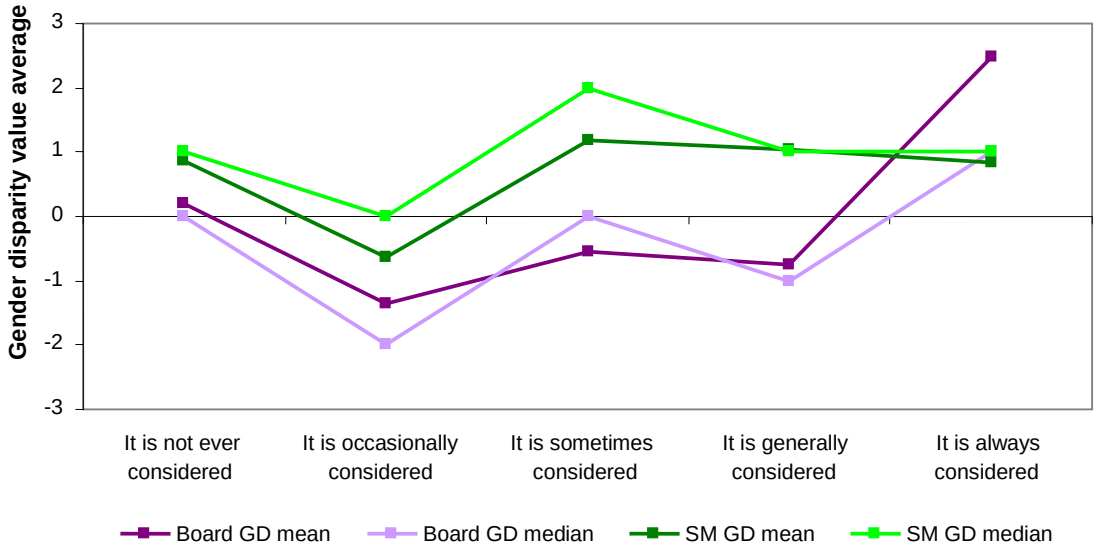



**Figure 20: Consideration given to gender in hiring decisions for Board and Senior Management, against their respective GD values**



## Findings: Evaluating gender diversity of community sector leadership – EOWA Reporting among the Respondents

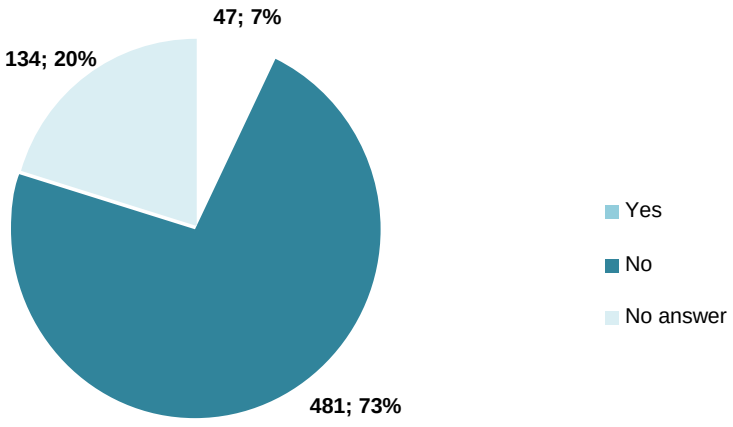
While 48% of organisations with over 200 staff responded that they report to EOWA, in the 101 – 200 staff category, only 24% of organisations responded that they report to EOWA.

As part of its commitment to realising equality in leadership between women and men, the Australian Government established the Equal Opportunity for Women in the Workplace Agency (**EOWA**) in 1999. This also partially met obligations under the Convention on the Elimination of all forms of Discrimination Against Women (**CEDAW**). EOWA's role is, through education, to assist organisations to achieve equal opportunity for women and to administer the Equal Opportunity in the Workplace Agency Act (**Act**), which establishes reporting obligations on gender equality measures for all organisations of 100 or more employees. Proposed amendments to the Act will see greater penalties for non-compliant and non-reporting organisations.

Overall, our data shows that only 7% of respondents report to EOWA, but the majority of respondents employ fewer than 100 Equivalent Fulltime Employees (EFT). However, a number of our respondents have legislative requirements to report to the EOWA. As you would expect, given that EOWA reporting is mandatory for entities with over 100 employees, EOWA reporting increases when the number of EFT staff rises above 100. However, not all organisations with EFT staffing levels over 100 do report to EOWA. Alarmingly, in the 101 – 200 EFT staff category, only 24% of organisations report to EOWA: 76% do not meet their legislative requirements. In the 200+ EFT staff category, 48% of organisations report to EOWA, meaning 52% of NFPs in this survey failed to meet these reporting obligations.

Our study shows that there is a clear need for NFPs with staff in 101-200 EFT category to improve their reporting rates. With proposed amendments to the EOWA legislation before Parliament that would see non-compliant and non-reporting organisations prohibited from receiving government funds, this has serious implications for the sector. EOWA could pursue strategies to improve knowledge and understanding of the reporting obligations among the sector through a partnership with the ACNC.

**Figure 21: Number of organisations who report to EOWA**

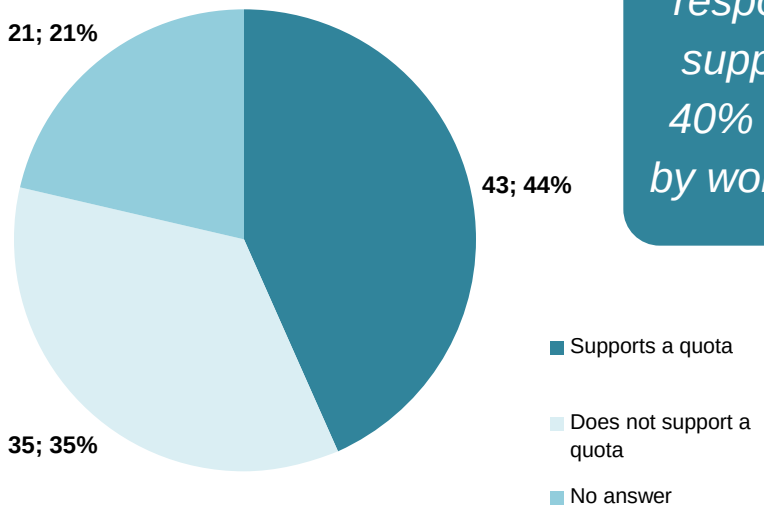


## Findings: Evaluating gender diversity of community sector leadership – Attitudes towards gender diversity and strategies to increase gender equality on boards and in senior management

Considerable progress to addressing gender inequality on boards has been shown through the adoption of quotas (the Norwegian experience) or targets (the Australian Government's target for 40% participation of women on Australian Government Boards).

In this context we were interested to examine the attitudes of our respondents to the introduction of a 40% quota for women's board leadership. There is a fairly even split between those who support a quota (44%) and those who do not support a quota (35%) (Figure 22). Overall, more respondents support the introduction of a quota than oppose it. There are no major differences in the profile of those who support a quota and those who do not support a quota, when their feelings about the gender diversity of their Board and SM are compared (Figure 23). We analysed whether the gender composition of the Board influenced attitudes towards the idea of a quota (Figure 24). Our evidence showed that supporting or not supporting a quota is not a result of having more women than men on the Board or SM, or vice versa.

**Figure 22: Support for a 40% quota**




*The majority of respondents (44%) support a quota of 40% representation by women on boards.*

**Figure 23: Opinions on quota, with overlay of feelings about the gender diversity of the Board and Senior Management, as a percentage of each category**

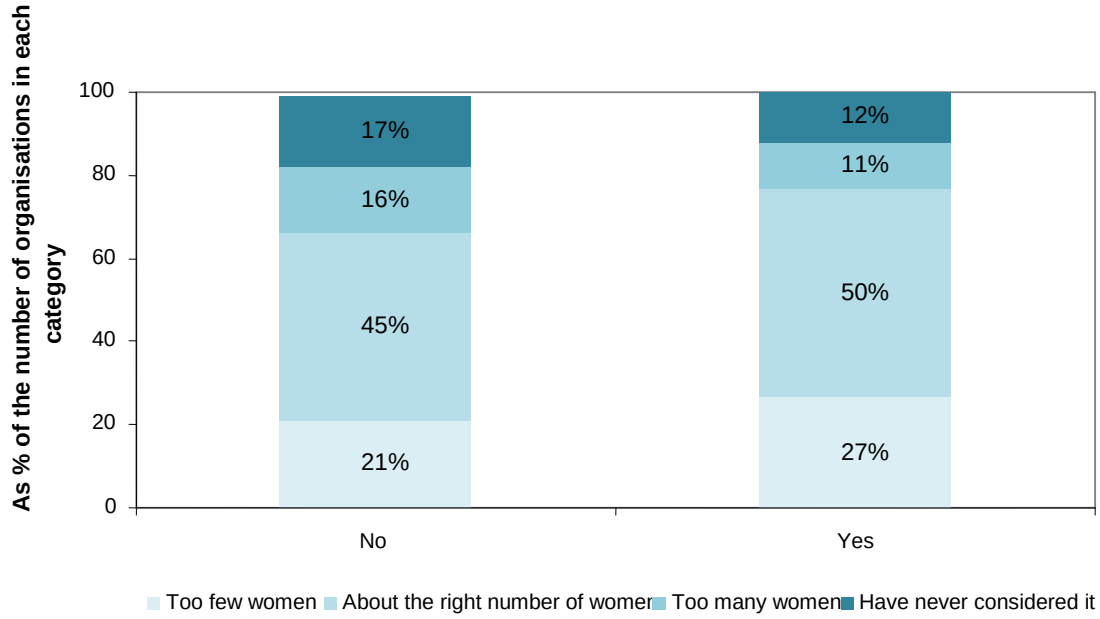
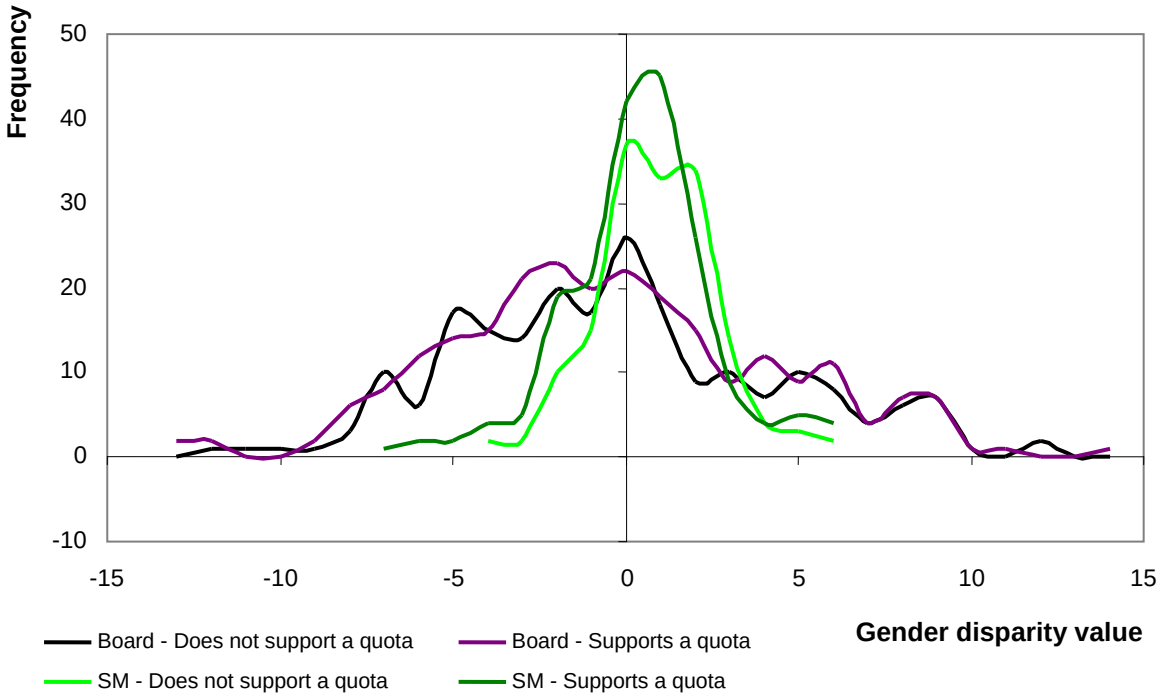



**Figure 24: Gender disparity value by support for a quota**



## Where to from here?

This inaugural survey of gender diversity in the community sector demonstrates that, at a simple analytical level, the sector is doing well. Comparatively, the participation of women on boards is higher than for government and private sector boards.

However, there are concerning findings. The proportion of women both on boards and in senior management is not reflective of the feminised workforce within the sector. Women are over-represented in smaller organisations and organisations with large turnovers are far more likely than smaller turnover organisations to have more men than women on the board. Organisations with turnovers of $30 million or more have work to do in the area of gender diversity.

Future research could focus on these organisations and the factors that impede their attainment of board gender diversity. We are also interested to learn more about the strategies that would be required to improve gender diversity. We are particularly interested to consider the role of political will and culture change programs given the findings of the McKinsey "Women Matter" reports which point to the importance of organisations identifying gender diversity as a key priority, with CEO commitment and women's individual development programs playing a particularly important role in successful strategies. In the context of boards we would anticipate that the Chair commitment is equally important to the CEO commitment.

Our study has left us curious about the pathways of women from small to large turnover organisation boards; and from large turnover NFP boards to public or private sector boards.

Given the unremunerated nature of this work, we are also interested to know more about the actual level of work undertaken by board members in the community sector. In particular, given the skewing of women's participation towards the smaller organisations, we are interested to know whether there is a difference in hours contributed between small, medium and large organisation board members.

Given our findings on the correlation between women's board leadership and government funding, we are interested also to explore how to better leverage this experience into the participation of women on Government Boards and what needs to be done to strengthen the pathways from community sector to Government Boards.

Given the alarming findings in relation to EOWA reporting and particularly in the context of proposed strengthening of the EOWA, we are interested in what steps may be taken to increase reporting to EOWA among agencies with 101-200 EFT positions.

Finally, in preparing this study we have been struck by the lack of data on gender diversity in the leadership of the sector. With the establishment of the Australian Charities and NFP Commission there is an opportunity to address the gender inequality in the sector and gather data on these factors.

## Appendix A – Survey questions

The survey was distributed electronically via YWCA Australia, ACOSS and WOB networks.

All survey data was collected between 16 November 2011 and 12 December 2011.

No question was compulsory.

**1. Are you completing this survey on behalf of a not-for-profit organisation? (Please note: this survey is intended for NFPs only)**

Yes
No

**2. Please provide us with the following information:**

Organisation name
Name of respondent
Position within the organisation
Date

**3. Area(s) of operation (please tick all that apply):**

ACT
NSW
NT
QLD
SA
Tasmania
Victoria
WA
National
International

**4. Sector(s) your organisation works in (please tick all that apply):**

Health
Education
Housing
Employment (ie. job centre)
Law and justice (ie. community law centre)
Income support (ie. emergency relief services)
Financial services
International development
Sport
Arts
Disability
Elderly
Youth
Women

Indigenous
Peak body / advocacy
If other, please specify

**5. Please tell us your organisation's number of Full-Time Equivalent staff:**

1 – 10
11 – 20
21 – 50
51 – 100
101 – 200
200+
Don’t know / would rather not say

**6. Please tell us your organisation's approximate percentage of female staff:**

0
5
10
15
20
25
30
35
40
45
50
55
60
65
70
75
80
85
90
95
100
Don’t know / would rather not say

**7. Please tell us about your organisation's annual turnover:**

$0 - $500,000
$500,001 - $1,000,000
$1,000,001 - $5,000,000
$5,000,001 - $10,000,000
$10,000,001 - $15,000,000
$15,000,001 - $30,000,000
$30,000,000+
Don’t know / would rather not say

**8. Please tell us your organisation's percentage of income derived from government sources:**

0
5
10
15
20
25
30
35
40
45
50
55
60
65
70
75
80
85
90
95
100
Don’t know / would rather not say

**9. Please fill in this table with information on your Board members**

| | Female | Male | Don’t know / would rather not say |
|---|---|---|---|
| Number of Board Directors | | | |
| Number of non-executive Directors | | | |
| Number of Indigenous Directors | | | |
| Number of Directors with disabilities | | | |

**10. How many Board Directors does your company have within each age range?**

| | Female | Male | Don’t know / would rather not say |
|---|---|---|---|
| 18 – 30 | | | |
| 31 – 40 | | | |
| 41 - 50 | | | |
| 51 - 65 | | | |
| 65+ | | | |

**11. Which formal positions on your Board are held by women?**

President / Chair / Convenor
Vice-President / Vice-Chair
Treasurer
Secretary
If other, please specify

**12. Do you have any designated representatives for different groups or communities, such as the Indigenous community, on your Board (please tick all that apply)?**

Indigenous
CALD
Disability
Elderly
Youth
No specific positions
Don't know / would rather not say
If other, please specify

**13. Which sectors do your non-executive Directors work in / come from (please tick all that apply)?**

Government
Public sector
Private sector
Not-for-profit sector
Don't know / would rather not say
If other, please specify

**14. Please fill in this table with information about your Senior Management**

| | Female | Male | Don't know / would rather not say |
|---|---|---|---|
| Number of Senior Management staff | | | |
| Number of Senior Management staff who have previously worked in the corporate sector | | | |

**15. Please give the number of Senior Management staff within each age range:**

| | Female | Male | Don't know / would rather not say |
|---|---|---|---|
| 18 – 30 | | | |
| 31 – 40 | | | |
| 41 - 50 | | | |
| 51 - 65 | | | |
| 65+ | | | |

**16. Do you report annually to EOWA about your organisational gender diversity?**

Yes
No

**17. Do you have a legal exemption that impacts hiring decisions for your Board or Senior Management (for example, a women's organisation is permitted to hire all-female senior staff)? If yes, please briefly explain what it is**

Yes
No
Additional comments

**18. Do you have any other formal or informal policies in place regarding gender diversity on your Board or Senior Management? If yes, please briefly expand**

Yes
No
Additional comments

**19. How, would you say, were the majority of your current senior positions hired? (please only tick one box per column which represents the majority of hiring decisions)**

| | Female Board Directors | Male Board Directors | Female Senior Management | Male Senior Management |
|---|---|---|---|---|
| Formal advertising followed by competitive interview | | | | |
| Informal advertising or networking followed by competitive interview | | | | |
| Informal advertising / informal interview | | | | |
| Election by organisation members | | | | |
| Headhunted | | | | |
| Internal recruitment | | | | |
| Not applicable | | | | |
| Don't know / would rather not say | | | | |

**20. What consideration is normally given to a candidate's gender during hiring decisions for Board Directors?**

It is not ever considered
It is occasionally considered
It is sometimes considered
It is generally considered

It is always considered
Don’t know / would rather not say

**21. What consideration is normally given to a candidate's gender during hiring decisions for Senior Management?**

It is not ever considered
It is occasionally considered
It is sometimes considered
It is generally considered
It is always considered
Don’t know / would rather not say

**22. What are your feelings about the gender diversity of your Board and Senior Management? Please feel free to make any additional comments in the space below**

Too few women
About the right number of women
Too many women
Have never considered it
Don’t know / would rather not say
It other, please briefly expand

**23. Would you support a 40% quota for women on Boards being imposed on the not-for-profit sector? Please feel free to make any additional comments in the space below**

Yes
No
Additional comments

## Appendix B - Data

*SAMPLE SELECTION*

We received a total of 746 responses. We asked respondents to state at the beginning of the survey whether they were not-for-profit (NFP) organisations or not. We did not provide a definition of not-for-profit, as we wanted to capture organisations that self-identify as not-for-profit. Consequently, the data incorporate a much wider range of respondents than the 'traditional' charitable body. Respondents included:

Research bodies (medicine and social sciences)
Advocacy and campaign groups
Support groups (health, veterans)
Universities and colleges
Professional associations and chambers of commerce
Local and national sporting clubs
Training organisations
Religious organisations

89% of respondents identified themselves as NFPs.

| **1. NFP?** | |
|---|---|
| **Yes** | 662 |
| **No** | 77 |
| **No answer** | 7 |

As our survey was intended only for NFPs, the 84 non-NFP respondents were excluded, leaving a total sample size of 662.

In some cases, different members of the same organisation filled in the survey. In total, there were 36 duplicate responses (5% of the total). It proved too difficult to integrate duplicate answers into a single response, as they were not identical. In order not to introduce bias into the sample by deleting certain responses, we treated each duplicate response as a separate entry.

No question in the survey was compulsory and therefore the response size (n) was different for each question. Where relevant, percentages are calculated using both the total sample size (662) and the question-specific response size (n).

We received fairly high response rates for each question, ranging from 51% to 99%. The lowest response rates were for questions that required most input from the respondent (Q9, 10, 14 and 15).

| **A. Response rates** | | | |
|---|---|---|---|
| ***Question number*** | *Response size (as % of total sample size*)* | ***Question number*** | *Response size (as % of total sample size*)* |
| **3** | 656 (99%) | **14** | 483 (73%) / 393 (59%)• |
| **4** | 573 (87%) | **15** | 427 (65%) / 338 (51%)ℓ |
| **5** | 640 (97%) | **16** | 528 (80%) |
| **6** | 644 (97%) | **17** | 529 (80%) |
| **7** | 647 (98%) | **18** | 515 (78%) |

| | | | |
|---|---|---|---|
| **8** | 644 (97%) | **19** | *n/a* |
| **9** | 542 (82%) / 497 (75%)† | **20** | 523 (79%) |
| **10** | 416 (63%) / 394 (60%)‡ | **21** | 525 (79%) |
| **11** | 448 (68%) | **22** | 441 (67%) |
| **12** | 458 (69%) | **23** | 521 (79%) |
| **13** | 520 (79%) | | |

*calculated as [((Table A, col. 1) / 662) * 100]
†see Table 9a
‡see Table 10a
•see Table 14a
ℓsee Table 15a

*SECTION ONE: Demographics*

For Q3 and Q4, multiple answers per question were allowed; column 1 in Tables 3 and 4 does not sum to 662.

| **3. Area of operation** | | |
|---|---|---|
| ***Area*** | *Number of organisations* | *Number of organisations where only area of operation (as % of category†)* |
| **ACT** | 71 | 23 (32%) |
| **NSW** | 195 | 125 (64%) |
| **NT** | 36 | 5 (14%) |
| **QLD** | 140 | 85 (61%) |
| **SA** | 87 | 44 (51%) |
| **Tasmania** | 52 | 16 (31%) |
| **Victoria** | 157 | 98 (62%) |
| **WA** | 93 | 46 (49%) |
| **National** | 140 | 78 (56%) |
| **International** | 69 | 17 (25%) |
| **No answer** | 6 | *n/a* |

†calculated as [((Table 3, col. 2) / (Table 3, col. 1)) * 100].etc

| **4. Sector of operation** | | | |
|---|---|---|---|
| ***Sector*** | *Number of organisations* | *Number of organisations where only sector of operation (as % of category†)* | *Number of peak bodies in each sector (as % of category‡)* |
| **Health** | 188 | 49 (26%) | 48 (26%) |
| **Education** | 157 | 39 (25%) | 29 (18%) |
| **Housing** | 87 | 13 (15%) | 13 (15%) |
| **Employment** | 36 | 4 (11%) | 6 (17%) |
| **Law and justice** | 29 | 14 (48%) | 5 (17%) |
| **Income support** | 37 | 1 (3%) | 10 (27%) |
| **Financial services** | 24 | 11 (46%) | 3 (13%) |
| **International development** | 31 | 3 (10%) | 9 (29%) |
| **Sport** | 40 | 17 (43%) | 8 (20%) |
| **Arts** | 50 | 24 (48%) | 6 (12%) |
| **Disability** | 122 | 23 (19%) | 1 (1%) |

| | | | |
|---|---|---|---|
| **Elderly** | 83 | 6 (7%) | 21 (25%) |
| **Youth** | 155 | 14 (9%) | 28 (18%) |
| **Women** | 149 | 22 (15%) | 32 (21%) |
| **Indigenous** | 80 | 2 (3%) | 25 (31%) |
| **Peak body** | 124 | 49 (40%) | *n/a* |
| **No answer** | 89 | *n/a* | *n/a* |

†calculated as [((Table 4, col. 2) / (Table 4, col. 1)) * 100].etc
‡calculated as [((Table 4, col. 3) / (Table 4, col. 1)) * 100].etc

| **B. Sector against Percentage of income derived from government sources** | | | | |
|---|---|---|---|---|
| ***Sector*** | *Number of organisations* | *Number of organisations who derive 0% income from government sources (as % of category†)* | *Number of organisations who derive 85% - 95% income from government sources (as % of category‡)* | *Number of organisations who derive 100% income from government sources (as % of category•)* |
| **Health** | 188 | 30 (16%) | 49 (26%) | 13 (7%) |
| **Education** | 157 | 30 (19%) | 36 (23%) | 7 (4%) |
| **Housing** | 87 | 3 (3%) | 22 (25%) | 16 (18%) |
| **Sport** | 40 | 10 (25%) | 7 (18%) | 2 (5%) |
| **Arts** | 50 | 7 (14%) | 8 (16%) | 1 (2%) |
| **Disability** | 122 | 10 (8%) | 40 (33%) | 11 (9%) |
| **Youth** | 155 | 22 (14%) | 42 (27%) | 12 (8%) |
| **Women** | 149 | 28 (19%) | 37 (25%) | 18 (12%) |
| **Indigenous** | 80 | 10 (13%) | 27 (34%) | 7 (9%) |

†calculated as [((Table B, col. 2) / (Table B, col. 1)) * 100]
‡ calculated as [((Table B, col. 3) / (Table B, col. 1)) * 100]
• calculated as [((Table B, col. 4) / (Table B, col. 1)) * 100]

*SECTION TWO: Staffing*

For Q5 and Q6, where multiple answers were given by a single respondent, these responses were treated as invalid. Column 1 in Tables 5, 6a and 6b sums to 662 and columns 2 and 3 in Tables 5, 6a and 6b sums to 100.

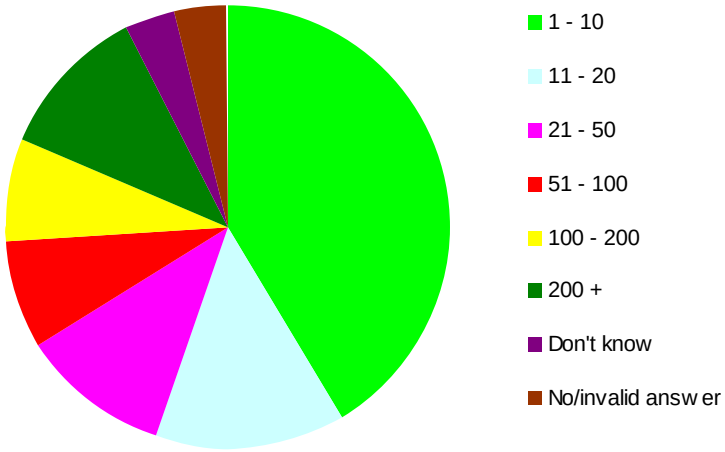
For Q5 and Q6, the number of organisations is given as a percentage of both the sample size and of the *valid* response size (n - invalid answers and non-numerical answers).

| **5. Full-Time Equivalent staffing levels in the organisation** | | | |
|---|---|---|---|
| ***Number of FTE staff*** | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **1 - 10** | 274 | 41 | 45 |
| **11 - 20** | 92 | 14 | 15 |
| **21 - 50** | 71 | 11 | 12 |
| **51 - 100** | 52 | 8 | 8 |
| **100 - 200** | 50 | 8 | 8 |
| **200 +** | 73 | 11 | 12 |
| **Don't know / would rather not say** | 24 | 4 | *n/a* |

| | | | |
|---|---|---|---|
| **No / invalid answer** | 26 | 4 | *n/a* |
| **Total** | **662** | **100** | **100** |

†calculated as [((Table 5, col. 1) / 662) * 100]

‡calculated as [((Table 5, col. 1) / (662 – (Table 5, col.1, row 7 + Table 5, col. 1, row 8))) * 100]

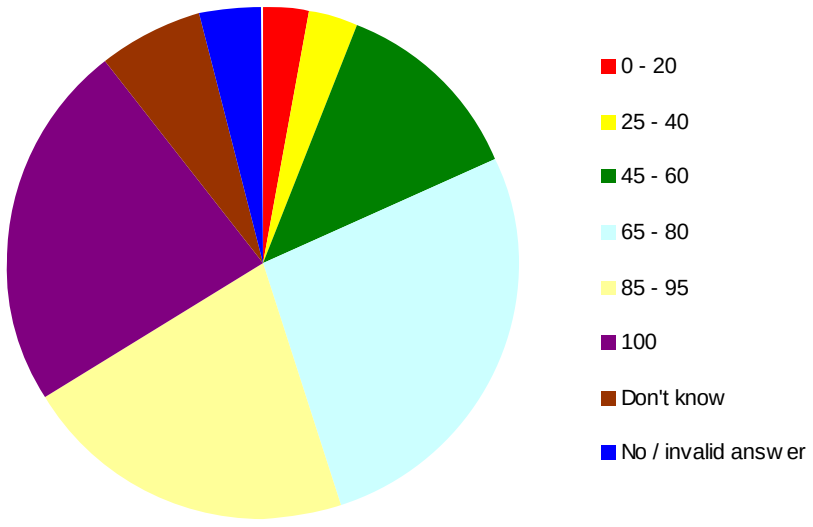



[Figure A1. FTE staffing levels as a percentage of total sample size. Table 5, col. 2]

| **6a. Percentage of female staff in the organisation** | | | |
|---|---|---|---|
| ***Percentage of female staff to the nearest 5%*** | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **0** | 6 | 1 | 1 |
| **5** | 8 | 1 | 1 |
| **10** | 3 | 0 | 1 |
| **15** | 1 | 0 | 0 |
| **20** | 3 | 0 | 1 |
| **25** | 4 | 1 | 1 |
| **30** | 9 | 1 | 2 |
| **35** | 2 | 0 | 0 |
| **40** | 4 | 1 | 1 |
| **45** | 9 | 1 | 2 |
| **50** | 37 | 6 | 6 |
| **55** | 14 | 2 | 2 |
| **60** | 21 | 3 | 4 |
| **65** | 30 | 5 | 5 |
| **70** | 56 | 8 | 9 |
| **75** | 40 | 6 | 7 |
| **80** | 51 | 8 | 9 |
| **85** | 42 | 6 | 7 |
| **90** | 45 | 7 | 8 |

| | | | |
|---|---|---|---|
| **95** | 53 | 8 | 9 |
| **100** | 154 | 23 | 26 |
| **Don't know / would rather not say** | 43 | 6 | *n/a* |
| **No / invalid answer** | 27 | 4 | *n/a* |
| | | | |
| **6b. Percentage of female staff in the organisation*** | | | |
| ***Percentage of female staff to the nearest 5%*** | *Number of organisations* | *As % of total sample size•* | *As % of valid response sizeℓ* |
| **0 - 20** | 21 | 3 | 4 |
| **25 - 40** | 19 | 3 | 3 |
| **45 - 60** | 81 | 12 | 14 |
| **65 - 80** | 177 | 27 | 30 |
| **85 - 95** | 140 | 21 | 24 |
| **100** | 154 | 23 | 26 |
| **Don't know / would rather not say** | 43 | 6 | *n/a* |
| **No / invalid answer** | 27 | 4 | *n/a* |
| **Total** | **662** | **100** | **100** |

*amalgamated Table 6a. Note uneven group spacing.
†calculated as [((Table 6a, col. 1) / 662) * 100]
‡calculated as
[((Table 6a, col. 1) / (662 – (Table 6a, col. 1, row 22 + Table 6a, col. 1, row 23))) * 100]
• calculated as [((Table 6b, col. 1) / 662) * 100]
ℓcalculated as [((Table 6b, col. 1) / (662 – (Table 6b, col. 1, row 7 + Table 6b, col. 1, row 8) * 100]




[Figure A2. Percentage of female staff as % of total sample size. Table 6b, col. 2]

| **C. Percentage of female staff against FTE staffing level** | | |
|---|---|---|
| ***Number of FTE staff*** | *Mean - percentage of female staff* | *Median - percentage of female staff* |

| | | |
|---|---|---|
| **1 - 10** | 82 | 95 |
| **11 - 20** | 74 | 75 |
| **21 - 50** | 74 | 75 |
| **51 - 100** | 77 | 80 |
| **101 - 200** | 72 | 75 |
| **200 +** | 74 | 80 |

*SECTION THREE: Income*

For Q7 and Q8, where multiple answers were given, these responses were treated as invalid. Column 1 in Tables 7 and 8 sums to 662 and columns 2 and 3 in Tables 7 and 8 sums to 100.

For Q7 and Q8, the number of organisations is given as a percentage of both the sample size and of the valid response size.

| **7. Annual organisational turnover** | | | |
|---|---|---|---|
| ***Annual organisational turnover*** | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **$0 - $500,000** | 168 | 25 | 29 |
| **$500,001 - $1,000,000** | 88 | 13 | 15 |
| **$1,000,001 - $5,000,000** | 149 | 23 | 26 |
| **$5,000,001 - $10,000,000** | 44 | 7 | 8 |
| **$10,000,001 - $15,000,000** | 23 | 3 | 4 |
| **$15,000,001 - $30,000,000** | 34 | 5 | 6 |
| **$30,000,000+** | 75 | 11 | 13 |
| **Don't know / would rather not say** | 62 | 9 | *n/a* |
| **No / invalid answer** | 19 | 3 | *n/a* |
| **Total** | **662** | **100** | **100** |

†calculated as [((Table 7, col. 1) / 662) * 100]

‡calculated as [((Table 7, col. 1) / (662 – (Table 7, col.1, row 8 + Table 7, col. 1, row 9))) * 100]

| **D. Percentage of female staff against Annual organisational turnover** | | |
|---|---|---|
| ***Annual organisational turnover*** | *Mean - percentage of female staff* | *Median – percentage of female staff* |
| **$0 - $500,000** | 80 | 97.5 |
| **$500,001 - $1,000,000** | 81 | 90 |
| **$1,000,001 - $5,000,000** | 79 | 80 |
| **$5,000,001 - $10,000,000** | 76 | 80 |
| **$10,000,001 - $15,000,000** | 73 | 75 |
| **$15,000,001 - $30,000,000** | 70 | 70 |
| **$30,000,000+** | 69 | 70 |

| **E. Percentage of female staff against Annual organisational turnover** | | | |
|---|---|---|---|
| ***Annual organisational turnover*** | *Number of valid numerical* | *Number of organisations who employ 85 - 95%* | *Number of organisations who employ 100% female* |

| | *responses to Q6 and Q7, in each category** | *female staff (as % of category†)* | *staff (as % of category‡)* |
|---|---|---|---|
| **$0 - $500,000** | 155 | 24 (15%) | 78 (50%) |
| **$500,001 - $1,000,000** | 87 | 16 (18%) | 35 (40%) |
| **$1,000,001 - $5,000,000** | 142 | 43 (30%) | 26 (18%) |
| **$5,000,001 - $10,000,000** | 39 | 14 (36%) | 1 (3%) |
| **$10,000,001 - $15,000,000** | 20 | 5 (25%) | 0 (0%) |
| **$15,000,001 - $30,000,000** | 30 | 7 (23%) | 0 (0%) |
| **$30,000,000+** | 64 | 13 (20%) | 2 (3%) |

*some respondents who gave valid numerical responses for Q6 did not give valid numerical responses for Q7, and vice versa. These data are necessarily excluded from Table E. Compare this column with Table 7, col.1.

†calculated as [((Table E, col. 2) / (Table E, col. 1) * 100]

‡ calculated as [((Table E, col. 3) / (Table E, col. 1) * 100]

| ***8a. Percentage of income derived from government sources*** | | | |
|---|---|---|---|
| ***Percentage of income derived from government sources to the nearest 5%*** | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **0** | 132 | 20 | 23 |
| **5** | 28 | 4 | 5 |
| **10** | 18 | 3 | 3 |
| **15** | 15 | 2 | 3 |
| **20** | 16 | 2 | 3 |
| **25** | 12 | 2 | 2 |
| **30** | 24 | 4 | 4 |
| **35** | 7 | 1 | 1 |
| **40** | 11 | 2 | 2 |
| **45** | 2 | 0 | 0 |
| **50** | 27 | 4 | 5 |
| **55** | 7 | 1 | 1 |
| **60** | 7 | 1 | 1 |
| **65** | 12 | 2 | 2 |
| **70** | 29 | 4 | 5 |
| **75** | 15 | 2 | 3 |
| **80** | 27 | 4 | 5 |
| **85** | 18 | 3 | 3 |
| **90** | 49 | 7 | 9 |
| **95** | 66 | 10 | 12 |
| **100** | 43 | 6 | 8 |
| **Don't know / would rather not say** | 66 | 10 | *n/a* |
| **No / invalid answer** | 31 | 5 | *n/a* |

| **8b. Percentage of income derived from government*** | | | |
|---|---|---|---|
| ***Percentage of income derived from government sources to the nearest 5%*** | *Number of organisations* | *As % of total sample size•* | *As % of valid response sizeℓ* |

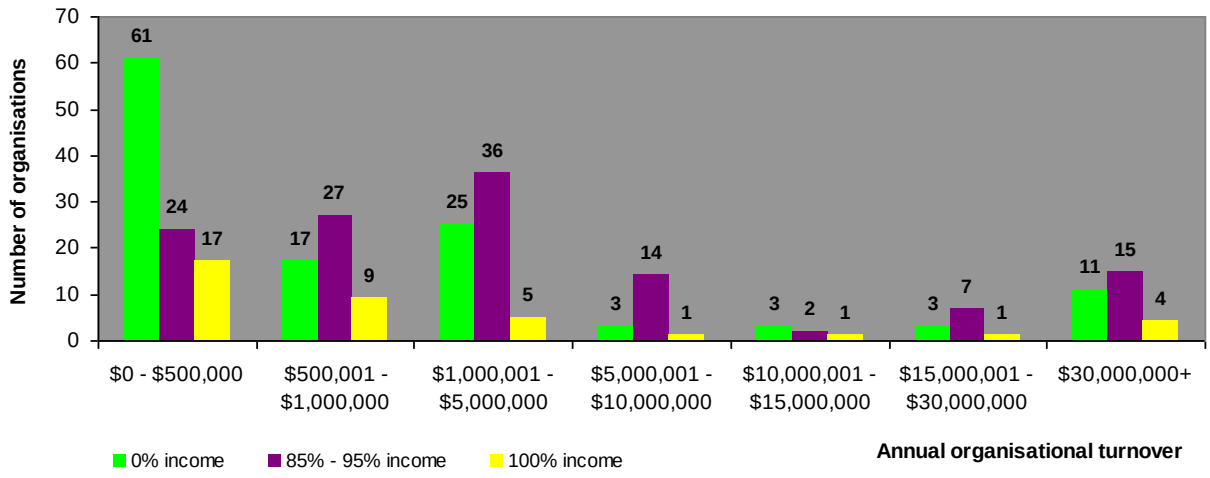
| | | | |
|---|---|---|---|
| **0** | 132 | 20 | 23 |
| **5 - 20** | 77 | 12 | 14 |
| **25 - 40** | 54 | 8 | 10 |
| **45 - 60** | 43 | 6 | 8 |
| **65 - 80** | 83 | 13 | 15 |
| **85 - 95** | 133 | 20 | 24 |
| **100** | 43 | 6 | 8 |
| **Don't know / would rather not say** | 66 | 10 | *n/a* |
| **No / invalid answer** | 31 | 5 | *n/a* |
| **Total** | **662** | **100** | **100** |

*amalgamated Table 8a. Note uneven group spacing.
†calculated as [((Table 8a, col. 1) / 662) * 100]
‡calculated as
[((Table 8a, col. 1) / (662 – (Table 8a, col. 1, row 22 + Table 8a, col. 1, row 23))) * 100]
• calculated as [((Table 8b, col. 1) / 662) * 100]
ℓcalculated as [((Table 8b, col. 1) / (662 – (Table 8b, col. 1, row 8 + Table 8b, col. 1, row 9) * 100]

| **F. Percentage of income derived from government sources against Percentage of female staff** | | |
|---|---|---|
| ***Percentage of income derived from government sources*** | *Mean - percentage of female staff* | *Median – percentage of female staff* |
| **0** | 76 | 80 |
| **5 – 20** | 73 | 80 |
| **25 – 40** | 77 | 80 |
| **45 – 60** | 76.5 | 80 |
| **65 – 80** | 78 | 80 |
| **85 – 95** | 81 | 85 |
| **100** | 87.5 | 100 |

| **G. Percentage of income derived from government sources against annual turnover** | | | | |
|---|---|---|---|---|
| ***Annual organisational turnover*** | *Total number of valid numerical responses to Q7 and Q8, in each category** | *Number of organisations who derive 0% income from government sources (as % of category†)* | *Number of organisations who derive 85% - 95% income from government sources (as % of category‡)* | *Number of organisations who derive 100% income from government sources (as % of category)* |
| **$0 - $500,000** | 161 | 61 (38%) | 24 (15%) | 17 (11%) |
| **$500,001 - $1,000,000** | 80 | 17 (21%) | 27 (34%) | 9 (11%) |
| **$1,000,001 - $5,000,000** | 143 | 25 (17%) | 36 (25%) | 5 (3%) |
| **$5,000,001 - $10,000,000** | 36 | 3 (8%) | 14 (39%) | 1 (3%) |
| **$10,000,001 - $15,000,000** | 21 | 3 (14%) | 2 (10%) | 1 (5%) |
| **$15,000,001 - $30,000,000** | 29 | 3 (10%) | 7 (24%) | 1 (3%) |
| **$30,000,000+** | 59 | 11 (19%) | 15 (25%) | 4 (7%) |

*some respondents who gave valid numerical responses for Q7 did not give valid numerical responses for Q8, and vice versa. These data are necessarily excluded from Table G. Compare this column with Table 7, col. 1.
†calculated as [((Table G, col. 2) / (Table G, col. 1) * 100]
‡ calculated as [((Table G, col. 3) / (Table G, col. 1) * 100]
• calculated as [((Table G, col. 4) / (Table G, col. 1) * 100]




[Figure A3. Number of organisations in each category of annual organisational turnover for high and low income brackets. Table G]

*SECTION FOUR: Board Membership*

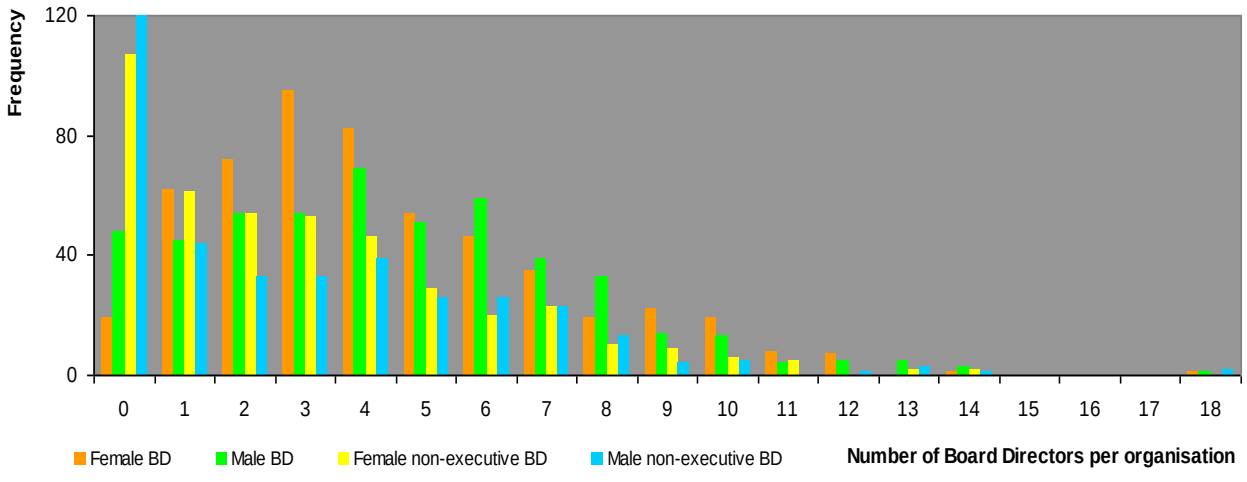
*Total numbers of Board Directors*

For each of the four Board Director (BD) datasets – Female Board Directors, Male Board Directors, Female Non-executive Directors and Male Non-executive Directors – we removed invalid data (question marks, multiple answers, non-numerical answers), then calculated median, upper (Q3) and lower (Q1) quartiles and the interquartile range (IR). We calculated outliers using the equation Q3/Q1 ± 3(IR), then removed these to yield the valid dataset.

| **9a. Board Directors data parameters** | | | | |
|---|---|---|---|---|
| | *Female BD* | *Male BD* | *Female non-executive BD* | *Male non-executive BD* |
| **Median (Q2)** | 4 | 4 | 2 | 2 |
| **Q1** | 2 | 2 | 0 | 0 |
| **Q3** | 6 | 6 | 4 | 5 |
| **IR** | 4 | 4 | 4 | 5 |
| **Q1 – 3IR** | -10 | -10 | -12 | -15 |
| **Q3 + 3IR** | 18 | 18 | 16 | 20 |
| **Number of outliers** | 1 | 1 | 0 | 1 |
| **Total number of datapoints** | 542 | 497 | 427 | 373 |

Using the valid dataset, we calculated a frequency table.

| 9b. Frequency - Board Directors | | | | |
|---|---|---|---|---|
| ***Number of Board Directors per organisation*** | *Frequency - Female BDs* | *Frequency - Male BDs* | *Frequency - Female non-executive BDs* | *Frequency - Male non-executive BDs* |
| **0** | 19 | 48 | 107 | 120 |
| **1** | 62 | 45 | 61 | 44 |
| **2** | 72 | 54 | 54 | 33 |
| **3** | 95 | 54 | 53 | 33 |
| **4** | 82 | 69 | 46 | 39 |
| **5** | 54 | 51 | 29 | 26 |
| **6** | 46 | 59 | 20 | 26 |
| **7** | 35 | 39 | 23 | 23 |
| **8** | 19 | 33 | 10 | 13 |
| **9** | 22 | 14 | 9 | 4 |
| **10** | 19 | 13 | 6 | 5 |
| **11** | 8 | 4 | 5 | 0 |
| **12** | 7 | 5 | 0 | 1 |
| **13** | 0 | 5 | 2 | 3 |
| **14** | 1 | 3 | 2 | 1 |
| **15** | 0 | 0 | 0 | 0 |
| **16** | 0 | 0 | 0 | 0 |
| **17** | 0 | 0 | 0 | 0 |
| **18** | 1 | 1 | 0 | 2 |
| **Total** | **542** | **497** | **427** | **373** |
| | | | | |
| **Mean** | **4.34** | **4.47** | **2.97** | **2.96** |
| **Median** | **4** | **4** | **2** | **2** |




[Figure A4. Frequency histogram of Board Directors. Table 9b]

There is a strong positive skew in each category.

| 9c. Total numbers of Board Directors | | |
|---|---|---|
| | *Total number of female Board Directors* | *Total number of male Board Directors* |
| **All Board Directors** | 2354 | 2222 |
| **Non-executive Directors (as % of all Board Directors†)** | 1268 (54%) | 1103 (50%) |

†calculated as [((Table 9c, row 2) / (Table 9c, row 1)) * 100]

Although we asked respondents about the number of Indigenous BDs and BDs with disabilities, the numbers were so small that we decided not to analyse the figures in this report.

*Ages of Board Directors*

Respondents were asked about the ages of Board Directors. We used the same valid data set generated in Table 9a – further datapoints were then invalidated when the numbers given in each age category did not add up to the total number of Board Directors as given in Q9.

| 10a. Board Directors ages data parameters | | |
|---|---|---|
| | *Female Board Directors* | *Male Board Directors* |
| **Valid dataset taken from [Table 9a, row 8]** | 542 | 497 |
| **Number of invalid responses** | 126 | 103 |
| **Total** | **416** | **394** |

We calculated a frequency table for Board age data.

| 10b. Frequency - Board Directors ages data | | | | | |
|---|---|---|---|---|---|
| **Female** | *Age category* | | | | |
| ***Number of Board Directors per organisation*** | *18 - 30* | *31 - 40* | *41 - 50* | *51 - 65* | *65+* |
| **0** | 347 | 263 | 128 | 121 | 345 |
| **1** | 47 | 78 | 120 | 124 | 53 |
| **2** | 15 | 39 | 84 | 72 | 10 |
| **3** | 4 | 25 | 46 | 57 | 4 |
| **4** | 1 | 7 | 14 | 22 | 2 |
| **5** | 0 | 2 | 7 | 11 | 1 |
| **6** | 0 | 2 | 9 | 5 | 0 |
| **7** | 0 | 0 | 6 | 3 | 0 |
| **8** | 1 | 0 | 1 | 0 | 0 |
| **9** | 0 | 0 | 0 | 0 | 0 |
| **10** | 0 | 0 | 0 | 1 | 1 |
| **11** | 0 | 0 | 1 | 0 | 0 |
| **12** | 1 | 0 | 0 | 0 | 0 |
| **Mean** | **0.27** | **0.68** | **1.52** | **1.55** | **0.26** |
| **Median** | **0** | **0** | **1** | **1** | **0** |
| | | | | | |
| **Male** | *Age category* | | | | |

| ***Number of Board Directors per organisation*** | *18 - 30* | *31 - 40* | *41 - 50* | *51 - 65* | *65+* |
|---|---|---|---|---|---|
| **0** | 366 | 298 | 171 | 105 | 287 |
| **1** | 25 | 69 | 93 | 71 | 54 |
| **2** | 1 | 21 | 68 | 75 | 25 |
| **3** | 1 | 4 | 27 | 43 | 15 |
| **4** | 0 | 1 | 20 | 48 | 5 |
| **5** | 0 | 1 | 7 | 15 | 3 |
| **6** | 1 | 0 | 7 | 15 | 3 |
| **7** | 0 | 0 | 1 | 12 | 0 |
| **8** | 0 | 0 | 0 | 0 | 0 |
| **9** | 0 | 0 | 0 | 2 | 1 |
| **10** | 0 | 0 | 0 | 5 | 1 |
| **11** | 0 | 0 | 0 | 3 | 0 |
| **12** | 0 | 0 | 0 | 0 | 0 |
| **Mean** | **0.09** | **0.34** | **1.2** | **2.26** | **0.56** |
| **Median** | **0** | **0** | **1** | **2** | **0** |

| **10c. Total number of Board Directors in each age category** | | |
|---|---|---|
| **Age category** | *Total number of female Board Directors (as % of total number of Board Directors†)* | *Total number of male Board Directors (as % of total number of Board Directors‡)* |
| **18 – 30** | 113 (6%) | 36 (2%) |
| **31 – 40** | 281 (16%) | 132 (8%) |
| **41 – 50** | 632 (36%) | 474 (27%) |
| **51 – 65** | 643 (36%) | 892 (51%) |
| **65+** | 108 (6%) | 221 (13%) |
| **Total** | **1777** | **1755** |

†calculated as [((Table 10c, col.1) / (Table 10c, col.1, row 6)) * 100]
‡calculated as [((Table 10c, col.2) / (Table 10c, col.2, row 6)) * 100]
Note that 'total number of Board Directors' is not the same as the number listed in Table 9c. This is because more datapoints were invalidated when calculating the age data compared with calculating the total numbers (see Tables 9a and 10a).

*Gender disparity*

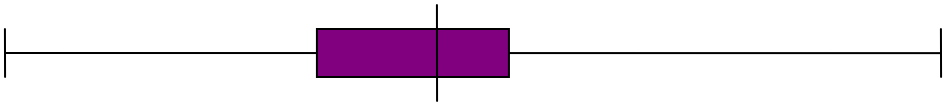
In order to examine the intra-organisation differences between numbers of female and male Board Directors, we calculated the 'gender disparity' figure for each datapoint in the valid dataset (Table 9a, col. 1 and 2) who gave a valid numerical answer for both female and male BDs, using the equation **Number of female Board Directors – Number of Male Board Directors.**

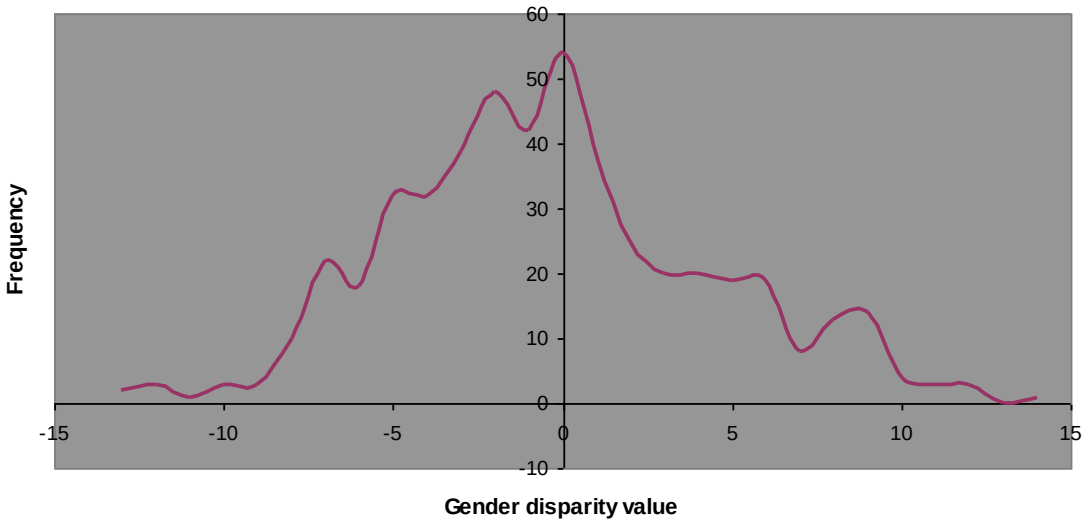
Positive gender disparity values mean more female than male Board Directors. Negative gender disparity values mean fewer female than male Board Directors.

| **H. Board Directors - Gender Disparity values** | |
|---|---|
| ***Gender disparity value*** | *Frequency* |
| **-13** | 2 |
| **-12** | 3 |
| **-11** | 1 |

| | |
|---|---|
| **-10** | 3 |
| **-9** | 3 |
| **-8** | 10 |
| **-7** | 22 |
| **-6** | 18 |
| **-5** | 32 |
| **-4** | 32 |
| **-3** | 39 |
| **-2** | 48 |
| **-1** | 42 |
| **0** | 54 |
| **1** | 38 |
| **2** | 25 |
| **3** | 20 |
| **4** | 20 |
| **5** | 19 |
| **6** | 19 |
| **7** | 8 |
| **8** | 13 |
| **9** | 14 |
| **10** | 4 |
| **11** | 3 |
| **12** | 3 |
| **13** | 0 |
| **14** | 1 |
| **Total** | **496** |
| | |
| **Mean** | **-0.34** |
| **Median** | **-1** |
| **Q1** | **-4** |
| **Q3** | **2** |

These data are mainly symmetrical about 0, with a slight positive skew, indicating a slightly greater number of male than female BDs on average.






[Figure A5Frequency distribution of Board gender disparity values, with box plot. Black line = mean. Table H]

| **I. Board Directors gender disparity against Percentage of female staff** | | |
|---|---|---|
| ***Percentage of female staff to the nearest 5%*** | *Gender disparity value – mean per category** | *Gender disparity value – median per category** |
| **0** | 2.2 | 3 |
| **5** | -4.3 | -5 |
| **10** | -0.67 | 0 |
| **15** | -10 | -10 |
| **20** | -4 | -4 |
| **25** | -0.5 | 0 |
| **30** | -1.3 | -2 |
| **35** | 2 | 2 |
| **40** | -1.25 | -3 |
| **45** | -3.4 | -3.5 |
| **50** | -2.3 | -2 |
| **55** | -2.67 | -2 |
| **60** | -0.89 | 0 |
| **65** | -1.08 | -2 |
| **70** | -2.13 | -2 |
| **75** | -0.36 | 0 |
| **80** | -1.6 | -1 |
| **85** | 0.06 | 0 |
| **90** | -0.42 | -0.5 |
| **95** | 2.11 | 2 |
| **100** | 1.9 | 1 |

*where a valid numerical response was given for both Q6 and Q9

| **J. Board Directors gender disparity against Annual organisational turnover** | | |
|---|---|---|
| ***Annual organisational turnover*** | *Gender disparity value – mean per category** | *Gender disparity value – median per category** |
| **$0 - $500,000** | 1.13 | 1 |

| | | |
|---|---|---|
| **$500,001 - $1,000,000** | 1.72 | 2 |
| **$1,000,001 - $5,000,000** | -0.45 | 0 |
| **$5,000,001 - $10,000,000** | -1.36 | -2 |
| **$10,000,001 - $15,000,000** | -3.23 | -3.5 |
| **$15,000,001 - $30,000,000** | -3.37 | -4 |
| **$30,000,000+** | -1.67 | -2 |

*where a valid numerical response was given for both Q7 and Q9

| **K. Board Directors gender disparity against Percentage of income derived from government sources** | | |
|---|---|---|
| ***Percentage of income derived from government sources to the nearest 5%*** | *Gender disparity value – mean per category** | *Gender disparity value – median per category** |
| **0** | -0.16 | 0 |
| **5 - 20** | -2.3 | -2.5 |
| **25 - 40** | -0.47 | -2 |
| **45 - 60** | -0.06 | 0 |
| **65 - 80** | -0.78 | -2 |
| **85 - 95** | 0.84 | 0 |
| **100** | 0.81 | 1 |

*where a valid numerical response was given for both Q8 and Q9

*Board organisation*

For Q11, 12 and 13, multiple answers were allowed. Column 1 in Tables 11, 12 and 13 does not sum to 662 and columns 2 and 3 in Tables 11, 12 and 13 do not sum to 100.

For Q11, 12 and 13, the number of organisations is given as a percentage of both the sample size and of the response size (n).

| **11. Formal positions on the Board held by women** | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of response size‡* |
| **President** | 292 | 44 | 65 |
| **Vice-President** | 247 | 37 | 55 |
| **Treasurer** | 205 | 31 | 46 |
| **Secretary** | 230 | 35 | 51 |
| **None** | 14 | 2 | 3 |
| **Did not select any of the above** | 214 | 32 | *n/a* |

†calculated as [((Table 11, col. 1) / 662) * 100]
‡calculated as [((Table 11, col. 1) / (662 – (Table 11, col. 1, row 6))) * 100]

82 respondents (12%) selected all four options – President, Vice-President, Treasurer and Secretary

| **12. Designated representatives on the Board** | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |

| | | | |
|---|---|---|---|
| **Indigenous** | 35 | 5 | 8 |
| **CALD** | 22 | 3 | 5 |
| **Disability** | 27 | 4 | 6 |
| **Elderly** | 10 | 2 | 2 |
| **Youth** | 44 | 7 | 10 |
| **No specific positions / None** | 342 | 52 | 78 |
| **Don't know / would rather not say** | 18 | 3 | *n/a* |
| **Did not select any of the above** | 204 | 31 | *n/a* |

†calculated as [((Table 12, col. 1) / 662) * 100]
‡calculated as
[((Table 12, col. 1) / (662 – (Table 12, col.1, row 7 + Table 12, col. 1, row 8))) * 100]

0 respondents selected all five options

| **13. Sectors that non-executive Board Directors work in** | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **Government** | 182 | 27 | 38 |
| **Public sector** | 235 | 35 | 48 |
| **Private sector** | 394 | 60 | 81 |
| **Not-for-profit** | 272 | 41 | 56 |
| **Don't know / would rather not say** | 35 | 5 | *n/a* |
| **Did not select any of the above** | 142 | 21 | *n/a* |
| *Written-in answers* | | | |
| **Academia / University** | 14 | 2 | 3 |
| **Retired** | 13 | 2 | 3 |

†calculated as [((Table 13, col. 1) / 662) * 100]
‡calculated as
[((Table 13, col. 1) / (662 – (Table 13, col. 1, row 5 + Table 13, col. 1, row 6))) * 100]

61 respondents (9%) selected all four options – Government, Public Sector, Private Sector and Not-for-Profit Sector

*SECTION FIVE: Senior Management*

*Total numbers of Senior Management*

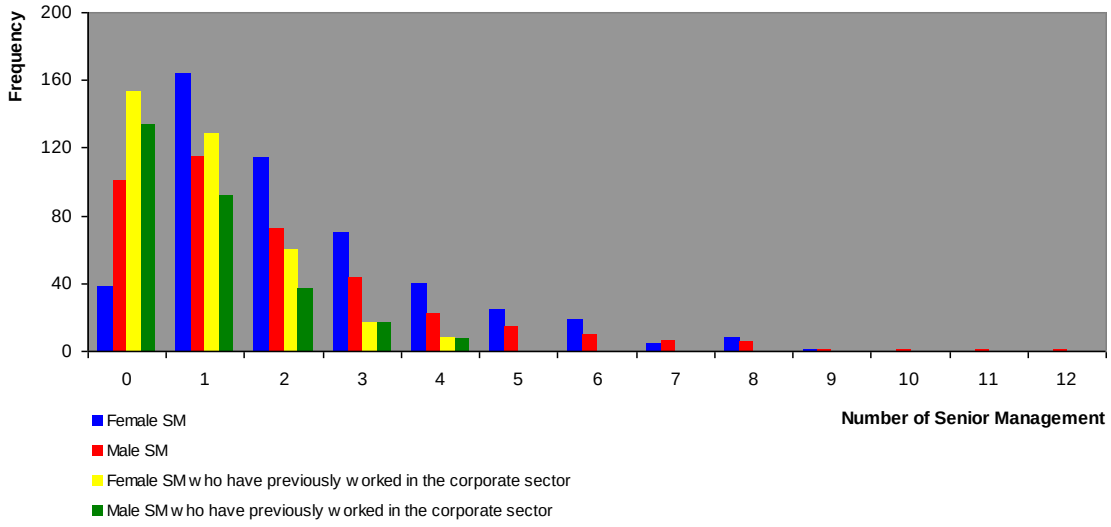
For each of the four Senior Management (SM) datasets – Female Senior Management, Male Senior Management, Female SM who have previously worked in the corporate sector and Male SM who have previously worked in the corporate sector – we removed invalid data then calculated mean and median values, upper (Q3) and lower (Q1) quartiles and the interquartile range (IR). We calculated outliers using the equation Q3/Q1 ± 3(IR), then removed these to yield the valid dataset.

| **14a. Senior Management data parameters** | | | | |
|---|---|---|---|---|
| | *Female SM* | *Male SM* | *Female SM who have previously* | *Male SM who have previously worked* |

| | | | *worked in the corporate sector* | *in the corporate sector* |
|---|---|---|---|---|
| **Median** | 2 | 1 | 1 | 1 |
| **Q1** | 1 | 0 | 0 | 0 |
| **Q3** | 3 | 3 | 1 | 1 |
| **IR** | 2 | 3 | 1 | 1 |
| **Q1 – 3IR** | -5 | -9 | -3 | -3 |
| **Q3 + 3IR** | 9 | 12 | 4 | 4 |
| **Number of outliers** | 6 | 1 | 4 | 4 |
| **Total number of datapoints** | **483** | **393** | **366** | **287** |

We calculated a frequency table for the valid dataset. There is a strong positive skew in each category.

| **14b. Frequency – Senior Management** | | | | |
|---|---|---|---|---|
| ***Number of Senior Management per organisation*** | *Frequency of Female SM* | *Frequency of Male SM* | *Frequency of Female SM who have previously worked in the corporate sector* | *Frequency of Male SM who have previously worked in the corporate sector* |
| **0** | 38 | 101 | 153 | 134 |
| **1** | 164 | 115 | 128 | 92 |
| **2** | 114 | 73 | 60 | 37 |
| **3** | 70 | 43 | 17 | 17 |
| **4** | 40 | 22 | 8 | 7 |
| **5** | 25 | 14 | 0 | 0 |
| **6** | 19 | 10 | 0 | 0 |
| **7** | 4 | 6 | 0 | 0 |
| **8** | 8 | 5 | 0 | 0 |
| **9** | 1 | 1 | 0 | 0 |
| **10** | 0 | 1 | 0 | 0 |
| **11** | 0 | 1 | 0 | 0 |
| **12** | 0 | 1 | 0 | 0 |
| **Total** | **483** | **393** | **366** | **287** |
| | | | | |
| **Mean** | **2.28** | **1.86** | **0.9** | **0.85** |
| **Median** | **2** | **1** | **1** | **1** |




[Figure A6. Frequency histogram of Senior Management. Table 14b]

| **14c. Total numbers of Senior Management** | | |
|---|---|---|
| | *Female* | *Male* |
| **All Senior Management** | 1102 | 732 |
| **Senior Management who have previously worked in the corporate sector (as % of all SM†)** | 331 (30%) | 245 (33%) |

†calculated as [((Table 14c, row 2) / (Table 9c, row 1)) * 100]

*Ages of Senior Management*

Respondents were asked about the ages of Senior Management. We used the same valid data set generated in Table 14a – further datapoints were then invalidated when the numbers given in each age category did not add up to the total number of Senior Management as given in Q14.

| **15a. Senior Management ages data parameters** | | |
|---|---|---|
| | *Female Senior Management* | *Male Senior Management* |
| **Valid dataset taken from [Table 14a, row 8]** | 483 | 393 |
| **Number of invalid responses** | 56 | 55 |
| **Total left** | 427 | 338 |

| **15b. Frequency - Senior Management ages data** | | | | | |
|---|---|---|---|---|---|
| **Female** | *Age category* | | | | |
| ***Number of Senior Management per organisation*** | *18 - 30* | *31 - 40* | *41 - 50* | *51 - 65* | *65+* |
| **0** | 383 | 269 | 186 | 249 | 418 |
| **1** | 37 | 103 | 160 | 113 | 9 |
| **2** | 7 | 39 | 53 | 37 | 0 |
| **3** | 0 | 10 | 17 | 19 | 0 |
| **4** | 0 | 5 | 9 | 7 | 0 |
| **5** | 0 | 1 | 1 | 1 | 0 |
| **6** | 0 | 0 | 1 | 1 | 0 |

| | | | | | |
|---|---|---|---|---|---|
| **Mean** | 0.12 | 0.55 | 0.85 | 0.66 | 0.02 |
| **Median** | 0 | 0 | 1 | 0 | 0 |
| | | | | | |
| **Male** | *Age category* | | | | |
| ***Number of Senior Management per organisation*** | *18 - 30* | *31 - 40* | *41 - 50* | *51 - 65* | *65+* |
| **0** | 326 | 275 | 211 | 202 | 328 |
| **1** | 11 | 49 | 66 | 86 | 9 |
| **2** | 1 | 11 | 39 | 28 | 1 |
| **3** | 0 | 2 | 19 | 12 | 0 |
| **4** | 0 | 0 | 2 | 3 | 0 |
| **5** | 0 | 1 | 1 | 1 | 0 |
| **6** | 0 | 0 | 0 | 4 | 0 |
| **7** | 0 | 0 | 0 | 0 | 0 |
| **8** | 0 | 0 | 0 | 0 | 0 |
| **9** | 0 | 0 | 0 | 1 | 0 |
| **10** | 0 | 0 | 0 | 0 | 0 |
| **11** | 0 | 0 | 0 | 1 | 0 |
| **Mean** | 0.04 | 0.24 | 0.63 | 0.71 | 0.03 |
| **Median** | 0 | 0 | 0 | 0 | 0 |

| **15c. Total number of Board Directors in each age category** | | |
|---|---|---|
| **Age category** | *Total number of female Senior Management (as % of total number of Senior Management†)* | *Total number of male Senior Management (as % of total number of Senior Management‡)* |
| **18 – 30** | 51 (5%) | 13 (2%) |
| **31 – 40** | 236 (25%) | 82 (15%) |
| **41 – 50** | 364 (39%) | 214 (38%) |
| **51 – 65** | 283 (30%) | 239 (43%) |
| **65+** | 9 (1%) | 11 (2%) |
| **Total** | **943** | **559** |

†calculated as [((Table 15c, col.1) / (Table 15c, col.1, row 6)) * 100]
‡calculated as [((Table 15c, col.2) / (Table 15c, col.2, row 6)) * 100]
Note that 'total number of Senior Management' is not the same as the number listed in Table 14c. This is because more datapoints were invalidated when calculating the age data compared with calculating the total numbers (see Tables 14a and 15a).

*Gender disparity*

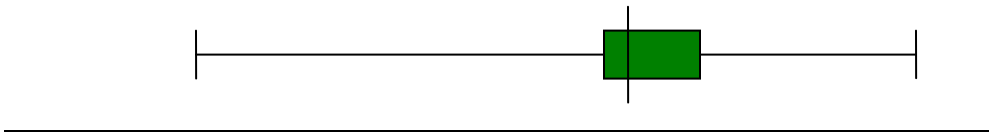
In order to examine the intra-organisation differences between numbers of female and male Senior Management, we calculated the 'gender disparity' figure for each datapoint in the valid dataset (Table 14a, col. 1 and 2) who gave a valid numerical answer for both female and male SM, using the equation **Number of female Senior Management – Number of Male Senior Management.**

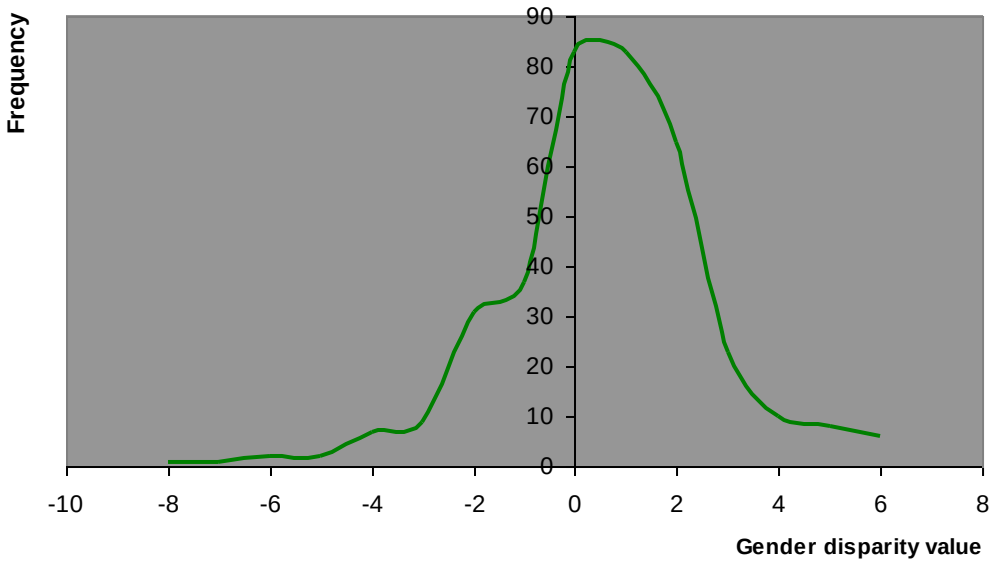
Positive gender disparity values mean more female than male Senior Management. Negative gender disparity values mean fewer female than male Senior Management.

**L. Senior Management - Gender Disparity values**

| ***Gender disparity value*** | *Frequency* |
|---|---|
| **-8** | 1 |
| **-7** | 1 |
| **-6** | 2 |
| **-5** | 2 |
| **-4** | 7 |
| **-3** | 9 |
| **-2** | 31 |
| **-1** | 37 |
| **0** | 83 |
| **1** | 83 |
| **2** | 65 |
| **3** | 23 |
| **4** | 10 |
| **5** | 8 |
| **6** | 6 |
| **Total** | **368** |
| | |
| **Mean** | **0.56** |
| **Median** | **1** |
| **Q1** | **0** |
| **Q3** | **2** |

The data have a slight negative skew, indicating a slightly higher number of female SM than male SM overall.






[Figure A7. Frequency distribution of Senior Management gender disparity values, with box plot. Table L]

| **M. Senior Management gender disparity value against Percentage of female staff*** | | |
|---|---|---|
| ***Percentage of female staff to the nearest 5%*** | *Gender disparity value – mean per category* | *Gender disparity value – median per category* |
| **0** | 0 | 0 |
| **5** | -0.83 | -0.5 |
| **10** | 0.5 | 0.5 |
| **15** | -4 | -4 |
| **20** | 1 | 1 |
| **25** | -1 | -1 |
| **30** | -0.6 | -1 |
| **35** | 0 | 0 |
| **40** | -1.33 | -1 |
| **45** | -2 | -1 |
| **50** | -0.4 | 0 |
| **55** | -0.9 | 0 |
| **60** | 0.14 | 0 |
| **65** | -0.65 | 0 |
| **70** | 0.45 | 0 |
| **75** | 0.96 | 1 |
| **80** | 1 | 1.5 |
| **85** | 1 | 1 |
| **90** | 1.07 | 1 |
| **95** | 1.37 | 1 |
| **100** | 1.4 | 1 |

*where a valid numerical response was given for both Q6 and Q14

| **N. Senior Management gender disparity value against Annual organisational turnover** | | |
|---|---|---|
| ***Annual organisational turnover*** | *Gender disparity value – mean* | *Gender disparity value – median* |

| | *per category** | *per category** |
|---|---|---|
| **$0 - $500,000** | 0.38 | 0 |
| **$500,001 - $1,000,000** | 0.65 | 1 |
| **$1,000,001 - $5,000,000** | 1.35 | 1 |
| **$5,000,001 - $10,000,000** | 1.31 | 1.5 |
| **$10,000,001 - $15,000,000** | 0.62 | 0 |
| **$15,000,001 - $30,000,000** | 0.57 | 1 |
| **$30,000,000+** | -1.09 | -2 |

*where a valid numerical response was given for both Q7 and Q14

SECTION SIX: Hiring Practices

*Legal questions*

For Q16, Q17 and Q18, the number of organisations is given as a percentage of both the sample size and of the response size (n).

| **16. Do you report to EOWA?** | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of response size‡* |
| Does report to EOWA | 47 | 7 | 9 |
| Does not report to EOWA | 481 | 73 | 91 |
| No answer | 134 | 20 | *n/a* |

†calculated as [((Table 16, col. 1) / 662) * 100]

‡calculated as [((Table 16, col. 1) / (662 – (Table 16, col. 1, row 3))) * 100]

| **O. Number of FTE staff against EOWA reporting requirements*** | | |
|---|---|---|
| ***EOWA reporting*** | *Number of FTE staff* | |
| | *101 – 200* | *200+* |
| **Does report to EOWA (as % of category†)** | 9 (24%) | 24 (48%) |
| **Does not report to EOWA (as % of category‡)** | 29 (76%) | 26 (52%) |
| **Total** | **38** | **50** |

*where a valid answer was given Q5 and Q16. Compare with Table 5, col. 1, rows 5 and 6

†calculated as [((Table O, row 1) / (Table O, row 3)) * 100]

‡ calculated as [((Table O, row 2) / (Table O, row 3)) * 100]

| **P. Board and Senior Management gender disparity value average against EOWA reporting** | | |
|---|---|---|
| ***Average gender disparity*** | *Does report to EOWA* | *Does not report to EOWA* |
| **Board gender disparity – mean *** | -1 | -0.2 |
| **Board gender disparity – median*** | -2 | 0 |
| | | |
| **SM gender disparity – mean•** | 0.09 | 0.68 |
| **SM gender disparity – median•** | 0 | 1 |

*where a valid response was given for Q9 and Q16

• where a valid response was given for Q14 and Q16

| **17. Do you have a legal exemption?** | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total* | *As % of response* |

| | | *sample size†* | *size‡* |
|---|---|---|---|
| Yes | 45 | 7 | 9 |
| No | 484 | 73 | 91 |
| No answer | 133 | 20 | *n/a* |
| *Of those who answered 'yes' some reasons given were:* | | | |
| Gender | 23 | *n/a* | *n/a* |
| Religion | 3 | *n/a* | *n/a* |
| Indigenous | 4 | *n/a* | *n/a* |

†calculated as [((Table 17, col. 1) / 662) * 100]
‡calculated as [((Table 17, col. 1) / (662 – (Table 17, col. 1, row 3))) * 100]

Although the numbers are very similar, only two organisations who report to EOWA also have a legal exemption (one of these has a legal exemption that allows them to hire only women).

*Hiring practices*

| **18. Do you have any formal or informal policies regarding gender diversity?** | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of response size‡* |
| Yes | 117 | 18 | 23 |
| No | 398 | 60 | 77 |
| No answer | 147 | 22 | *n/a* |

†calculated as [((Table 18, col. 1) / 662) * 100]
‡calculated as [((Table 18, col. 1) / (662 – (Table 18, col. 1, row 3))) * 100]

| **Q. EOWA reporting and legal exemptions for organisations who have a formal or informal policy [n = 117, Table 18]** | | | |
|---|---|---|---|
| ***Exemptions*** | *Has a legal exemption (as % of category†)* | *Does not have a legal exemption (as % of category‡)* | ***Total number of organisations**** |
| **Number of organisations** | 9 (8%) | 107 (92%) | **116** |
| | | | |
| ***EOWA reporting*** | *Reports to EOWA (as % of category)* | *Does not report to EOWA (as % of category)* | ***Total number of organisations•*** |
| **Number of organisations** | 21 (19%) | 92 (81%) | **113** |

†calculated as [((Table Q, col. 1, row 1) / (Table Q, col. 3, row 1)) * 100].etc
‡ calculated as [((Table Q, col. 2, row 1) / (Table Q, col. 3, row 1)) * 100].etc
*where a valid response was given for Q17 and Q18
• where a valid response was given for Q16 and Q18

For Q19, although respondents were asked to select only the option that represented the majority of hiring decisions, many respondents selected multiple responses for each category. These data represent a significant number of respondents (see boxes highlighted green, Table 19b).

Table 19a presents the data with all datapoints where multiple answers were given folded into the dataset (ie. a respondent who gave two answers for a single category is scored in both categories). Consequently, columns 1, 2, 3 and 4 in Table 19a do not sum to 662.

Table 19b presents the data with all datapoints where multiple answers were given scored as invalid. The number of organisations is given as a percentage of both the total number of respondents to the survey overall and of the total number of valid responses in each category.

**19a. Hiring practices, including invalid data**

| ***Principle method of hiring*** | *Number of organisations* | | | |
|---|---|---|---|---|
| | *Female Board Directors (as % of total sample size†)* | *Male Board Directors (as % of total sample size)* | *Female Senior Management (as % of total sample size)* | *Male Senior Management (as % of total sample size)* |
| **Formal advertising followed by competitive interview** | 75 (11%) | 54 (8%) | 358 (54%) | 260 (39%) |
| **Informal advertising or networking followed by competitive interview** | 76 (11%) | 65 (10%) | 39 (6%) | 32 (5%) |
| **Informal advertising / informal interview** | 125 (19%) | 115 (17%) | 22 (3%) | 11 (2%) |
| **Election by organisation members** | 235 (35%) | 195 (29%) | 5 (1%) | 4 (1%) |
| **Headhunted** | 80 (12%) | 64 (10%) | 35 (5%) | 27 (4%) |
| **Internal recruitment** | 21 (3%) | 19 (3%) | 60 (9%) | 38 (6%) |
| **Not applicable** | 37 (6%) | 42 (6%) | 25 (4%) | 44 (7%) |
| **Don't know / would rather not say** | 20 (3%) | 24 (4%) | 18 (3%) | 22 (3%) |
| **No answer** | 143 (22%) | 199 (30%) | 191 (29%) | 284 (43%) |

†calculated as [((Table 19a, col. 1) / 662) * 100].etc

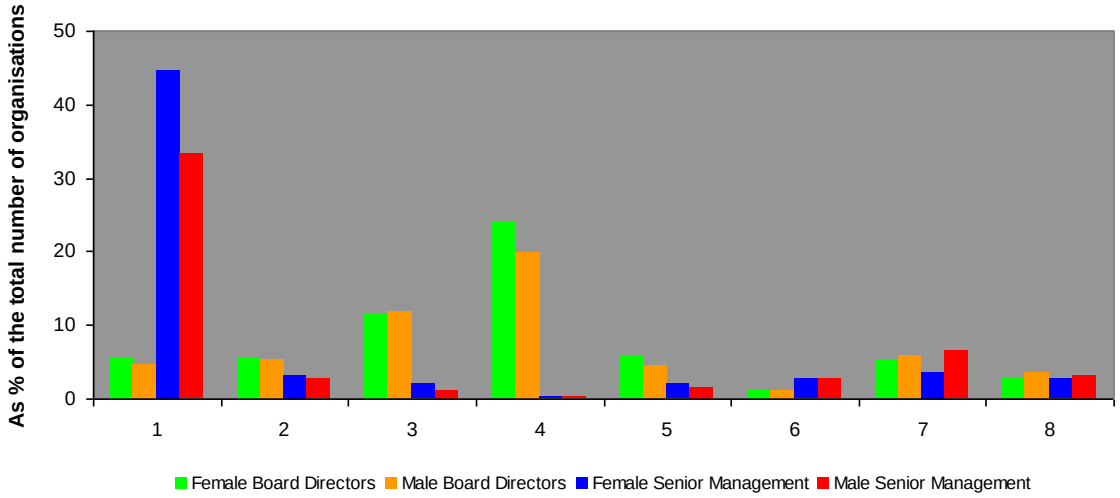
**19b. Hiring practices, excluding invalid data**

| ***Principle method of hiring*** | *Number of organisations* | | | | | |
|---|---|---|---|---|---|---|
| | *Female Board Directors* | *As % of total sample size†* | *As % of valid response size‡* | *Male Board Directors* | *As % of total sample size* | *As % of valid response size* |
| **Formal advertising followed by competitive interview** | 37 | 6 | 10 | 31 | 5 | 10 |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Informal advertising or networking followed by competitive interview** | 37 | 6 | 10 | 36 | 5 | 11 |
| **Informal advertising / informal interview** | 77 | 12 | 22 | 79 | 12 | 25 |
| **Election by organisation members** | 158 | 24 | 45 | 131 | 20 | 42 |
| **Headhunted** | 38 | 6 | 11 | 30 | 5 | 10 |
| **Internal recruitment** | 7 | 1 | 2 | 7 | 1 | 2 |
| **Not applicable** | 34 | 5 | *n/a* | 39 | 6 | *n/a* |
| **Don't know / would rather not say** | 18 | 3 | *n/a* | 23 | 3 | *n/a* |
| **No answer** | 143 | 22 | *n/a* | 199 | 30 | *n/a* |
| **Selected multiple categories** | 113 | 17 | *n/a* | 87 | 13 | *n/a* |
| | | | | | | |
| | *Female Senior Management* | *As % of total sample size•* | *As % of valid response sizeℓ* | *Male Senior Management* | *As % of total sample size* | *As % of valid response size* |
| **Formal advertising followed by competitive interview** | 295 | 45 | 81 | 220 | 33 | 80 |
| **Informal advertising or networking followed by competitive interview** | 20 | 3 | 6 | 18 | 3 | 7 |
| **Informal advertising / informal interview** | 14 | 2 | 4 | 7 | 1 | 3 |
| **Election by organisation members** | 2 | 0 | 1 | 2 | 0 | 1 |
| **Headhunted** | 13 | 2 | 4 | 10 | 2 | 4 |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Internal recruitment** | 18 | 3 | 5 | 17 | 3 | 6 |
| **Not applicable** | 23 | 3 | *n/a* | 43 | 6 | *n/a* |
| **Don't know / would rather not say** | 17 | 3 | *n/a* | 20 | 3 | *n/a* |
| **No answer** | 191 | 29 | *n/a* | 284 | 43 | *n/a* |
| **Selected multiple categories** | 69 | 10 | *n/a* | 41 | 6 | *n/a* |

†calculated as [((Table 19b, col. 1) / 662) * 100]
‡calculated as
[((Table 19b, col.1) / (662 – (Table 19b, col. 1, row 7 + Table 19b, col. 1, row 8 + Table 19b, col. 1, row 9 + Table 19b, col. 1, row 10))) * 100]
• calculated as [((Table 19b, col. 1) / 662) * 100]
ℓcalculated as
[((Table 19b, col.1) / (662 – (Table 19b, col. 1, row 17 + Table 19b, col. 1, row 18 + Table 19b, col. 1, row 19 + Table 19b, col. 1, row 20))) * 100]




1 = Formal advertising followed by competitive interview, 2 = Informal advertising or networking followed by competitive interview, 3 = Informal advertising followed by informal interview, 4 = Election by organisation members, 5 = Headhunted, 6 = Internal recruitment, 7 = Not applicable, 8 = Don't know / don't like to say
[Figure A8. Principle method of hiring for Board Directors and Senior Management, by gender. Table 19b, col. 2 and 5]

For Q20 and Q21, where multiple answers were given, these responses were treated as invalid. Column 1 in Tables 20 and 21 sums to 662 and columns 2 and 3 in Tables 20 and 21 sums to 100.

For Q20 and Q21, the number of organisations is given as a percentage of both the sample size and of the valid response size (n).

| 20. What consideration is given to gender during Board hiring decisions? | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **It is not ever considered** | 198 | 30 | 44 |
| **It is occasionally considered** | 58 | 9 | 13 |
| **It is sometimes considered** | 41 | 6 | 9 |
| **It is generally considered** | 78 | 12 | 17 |
| **It is always considered** | 76 | 11 | 17 |
| **Don't know / would rather not say** | 72 | 11 | *n/a* |
| **No / invalid answer** | 139 | 21 | *n/a* |
| **Total** | **662** | **100** | **100** |

†calculated as [((Table 20, col. 1) / 662) * 100]

‡calculated as [((Table 20, col. 1) / (662- (Table 20, col. 1, row 6 + Table 20, col. 1, row 7))) * 100]

| 21. What consideration is given to gender during Senior Management hiring decisions? | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **It is not ever considered** | 260 | 39 | 59 |
| **It is occasionally considered** | 44 | 7 | 10 |
| **It is sometimes considered** | 35 | 5 | 8 |
| **It is generally considered** | 52 | 8 | 12 |
| **It is always considered** | 53 | 8 | 12 |
| **Don't know / would rather not say** | 81 | 12 | *n/a* |
| **No / invalid answer** | 137 | 21 | *n/a* |
| **Total** | **662** | **100** | **100** |

†calculated as [((Table 21, col. 1) / 662) * 100]

‡calculated as [((Table 21, col. 1) / (662- (Table 21, col. 1, row 6 + Table 21, col. 1, row 7))) * 100]

| R. Consideration of gender during hiring for Board and Senior Management | | | |
|---|---|---|---|
| | *Number of organisations who gave the same answer for Board and Senior Management** | *As % of the total number of Board responses in each category†* | *As % of the total number of SM responses in each category‡* |
| **It is not ever considered** | 175 | 88 | 67 |
| **It is occasionally considered** | 17 | 29 | 39 |
| **It is sometimes considered** | 10 | 24 | 29 |
| **It is generally considered** | 34 | 44 | 65 |
| **It is always considered** | 42 | 55 | 79 |

*where a valid response was given for both Q20 and Q21. Compare with Table 20, col.1 and Table 21, col.1

†calculated as [((Table R, col. 1) / (Table 20, col.1)) * 100]

‡calculated as [((Table R, col. 1) / (Table 21, col. 1)) * 100]

| **S. Consideration of gender during hiring decisions for Board and Senior Management against Gender disparity value** | | | |
|---|---|---|---|
| ***Considerations during hiring decisions for Board Directors*** | *Number of organisations** | *Board gender disparity value – mean per category* | *Board gender disparity value – median per category* |
| **It is not ever considered** | 178 | 0.19 | 0 |
| **It is occasionally considered** | 51 | -1.37 | -2 |
| **It is sometimes considered** | 38 | -0.55 | 0 |
| **It is generally considered** | 71 | -0.75 | -1 |
| **It is always considered** | 57 | 2.49 | 1 |
| | | | |
| ***Considerations during hiring decisions for Senior Management*** | *Number of organisations•* | *SM gender disparity value – mean per category* | *SM gender disparity value – median per category* |
| **It is not ever considered** | 162 | 0.87 | 1 |
| **It is occasionally considered** | 32 | -0.63 | 0 |
| **It is sometimes considered** | 29 | 1.17 | 2 |
| **It is generally considered** | 41 | 1.05 | 1 |
| **It is always considered** | 31 | 0.84 | 1 |

*where a valid answer was given for both Q9 and Q20

•where a valid answer was given for both Q14 and Q21

| **T. Consideration of gender during hiring for Board and Senior Management among organisations who report to EOWA [n = 47, Table 16]*** | | | |
|---|---|---|---|
| | *Number of organisations for Board hiring decisions (as % of category†)* | *Number of organisations for SM hiring decisions (as % of category‡)* | *Number of organisations who gave the same answer for Board and Senior Management* |
| **It is not ever considered** | 14 (30%) | 16 (34%) | 11 |
| **It is occasionally considered** | 9 (19%) | 8 (17%) | 4 |
| **It is sometimes considered** | 3 (6%) | 4 (9%) | 1 |
| **It is generally considered** | 8 (17%) | 8 (17%) | 4 |
| **It is always considered** | 10 (21%) | 6 (13%) | 5 |
| **Don't know / would rather not say** | 3 (6%) | 5 (11%) | 3 |
| **Total** | **47 (100%)** | **47 (100%)** | *n/a* |

*where a valid answer was given for Q16, Q20 and Q21

†calculated as [((Table T, col. 1) / (Table T, col.1, row 7)) * 100]

‡calculated as [((Table T, col. 2) / (Table T, col. 2, row 7)) * 100]

SECTION SEVEN: Attitudes

For Q22 and Q23, the number of organisations is given as a percentage of both the sample size and of the valid response size.

| **22. What are your feelings on the gender diversity of your Board and Senior Management?** | | | |
|---|---|---|---|
| ***Feelings about the gender diversity of Board and Senior Management*** | *Number of organisations* | *As % of total sample size†* | *As % of valid response size‡* |
| **Too few women** | 106 | 16 | 24 |
| **About the right number of women** | 210 | 32 | 48 |
| **Too many women** | 56 | 8 | 13 |
| **Have never considered it** | 61 | 9 | 14 |
| **Don't know / would rather not say** | 8 | 1 | *n/a* |
| **No answer / none of the above** | 221 | 33 | *n/a* |
| **Total** | **662** | **100** | **100** |

†calculated as [((Table 22, col. 1) / 662) * 100]

‡calculated as [((Table 22, col. 1) / (662 – (Table 22, col.1, row 5 + Table 22, col. 1, row 6))) * 100]

| **U. Feelings about gender diversity of Board and Senior Management against Gender disparity values** | | | |
|---|---|---|---|
| ***Feelings about the gender diversity of Board and Senior Management*** | *Number of organisations** | *Board gender disparity value – mean per category* | *Board gender disparity value – median per category* |
| **Too few women** | 98 | -4.9 | -5 |
| **About the right number of women** | 191 | 0.35 | 0 |
| **Too many women** | 48 | 3.67 | 4 |
| **Have never considered it** | 50 | 0.24 | 0 |
| | | | |
| ***Feelings about the gender diversity of Board and Senior Management*** | *Number of organisations•* | *SM gender disparity value – mean per category* | *SM gender disparity value – median per category* |
| **Too few women** | 85 | -0.25 | 0 |
| **About the right number of women** | 145 | 0.57 | 1 |
| **Too many women** | 26 | 1.77 | 1 |
| **Have never considered it** | 35 | 1 | 1 |

*where a valid answer was given for both Q9 and Q22

•where a valid answer was given for both Q14 and Q22

| **23. Would you support a 40% quota?** | | | |
|---|---|---|---|
| | *Number of organisations* | *As % of total sample size†* | *As % of response size‡* |
| **Supports a quota** | 287 | 43 | 55 |
| **Does not support a quota** | 234 | 35 | 45 |
| **No answer** | 141 | 21 | *n/a* |

†calculated as [((Table 23, col. 1) / 662) * 100]
‡calculated as [((Table 23, col. 1) / (662 – (Table 23, col.1, row 3)) * 100]

| V. Feelings about gender diversity against Support for a quota* | | |
|---|---|---|
| ***Feelings about the gender diversity of Board and Senior Management*** | *Supports a quota (as % of category‡)* | *Does not support a quota (as % of category†)* |
| **Too few women** | 65 (27%) | 39 (21%) |
| **About the right number of women** | 119 (50%) | 83 (45%) |
| **Too many women** | 25 (11%) | 29 (16%) |
| **Have never considered it** | 29 (12%) | 32 (17%) |
| **Total** | **238 (100%)** | **183 (100%)** |

*where a valid answer was given for both Q22 and Q23
†calculated as [((Table V, col. 1) / (Table V, col. 1, row 5)) * 100]
‡ calculated as [((Table V, col. 2) / (Table V, col. 2, row 5)) * 100]

| W. Support for a quota against EOWA reporting requirement * | | |
|---|---|---|
| | *Does report to EOWA (as % of total in each category†)* | *Does not report to EOWA (as % of total in each category‡)* |
| **Supports a quota** | 24 (52%) | 255 (55%) |
| **Does not support a quota** | 22 (48%) | 210 (45%) |
| **Total** | **46 (100%)** | **465 (100%)** |

*where a valid answer was given for both Q16 and Q23
†calculated as [((Table W, col. 1) / (Table W, col. 1, row 3)) * 100]
‡calculated as [((Table W, col. 2) / (Table W, col. 2, row 3)) * 100]

| X. Support for a quota against legal exemptions for hiring * | | |
|---|---|---|
| | *Has a legal exemption (as % of total in each category†)* | *Does not have a legal exemption (as % of total in each category‡)* |
| **Supports a quota** | 30 (68%) | 251 (54%) |
| **Does not support a quota** | 14 (32%) | 217 (46%) |
| **Total** | **44 (100%)** | **468 (100%)** |

*where a valid answer was given for both Q17 and Q23
†calculated as [((Table W, col. 1) / (Table W, col. 1, row 3)) * 100]
‡calculated as [((Table W, col. 2) / (Table W, col. 2, row 3)) * 100]