

Chapter Five

Leadership and representation

The presence and achievements of women in many areas of community life contrasts with their relative absence in the senior ranks of key social institutions. The data presented in this chapter is a contribution to the debate on this important issue.

Leadership and representation

This chapter examines women's representation in leadership roles in parliament, within the public service, in the corporate sector, and within certain professions.

Earlier chapters reveal that NSW women now make up 45 percent of the workforce and a majority of higher education students. Women live longer than men and are more likely to undertake volunteer work. Given their presence and achievements in many spheres of community life, women's relative absence in the senior ranks of key social institutions is notable.

The evidence presented below suggests that leadership gender equality has increased in recent decades. But there are areas where progress has been slow, very recent, or has stalled altogether.

The NSW economy and key institutions are more likely to perform optimally if leadership is meritorious and diverse. This chapter's focus topic on chief executives highlights relationships (those between being a senior manager, marrying and having children) that shed some light on questions about the composition of leadership and which further research could explore in more detail.

There will be many views about the underlying causes of women's under-representation in leadership roles; the data presented in this chapter is a contribution to the debate on this important issue.

Key findings

In certain areas of public life, women have been steadily increasing their representation as leaders and have increasingly been aspiring to leadership.

This is most evident at the level of local government and the Senate (the Australian Parliament). More women are standing for election as local government councillors than in the past – an increase of 10 percentage points in less than 20 years. In the Senate, more than 40 percent of NSW seats are now filled by women.

Aside from this, women's representation at other tiers of government continues to be disproportionately low at around 25 percent.

Since 2007, there has been a significant increase in the proportion of female directors of NSW-based companies listed on the Australian Securities Exchange 200 Index, and the NSW figure is higher than the national average. But the numbers are still small: in April 2012 just 17 percent of all NSW directorships were held by women, compared with 14 percent nationally.

Women's representation is slightly better in the not-for-profit sector in NSW, where the estimate is that around 29 percent of board members are women (2008 data), and better again in the NSW public sector where, in 2011, 37 percent of NSW government board and committee members were women.

In law, the rate of change could be described as slow from a low base: the proportion of women partners and principals of law firms has increased by five percentage points over five years (from 2005 to 2010) to 23 percent. By contrast, nearly half (46 percent) of all solicitors in NSW in 2010 were women. In education, the results are better, with women in 2011 accounting for just over 50 percent of all government school principals. This figure is still significantly lower than the proportion of total teaching staff who are women (68 percent), and the majority of female principals are in primary rather than secondary schools.

Tracking women's role in sports leadership is an interesting new focus for sporting organisations. Because of the impetus given to this initiative at an international meeting in Sydney, a tool known as the *Sydney Scoreboard* is making this information transparent for all to see. This is an area where next year's report will contain more detail.

Gender indicators: leadership and representation

In this report, women's experiences with representation and leadership are reported against six result areas. Many indicators within the result

areas are aligned with state, national and international frameworks and these linkages are shown below.

Topics Leadership and representation topics and indicators		
Topic	Indicators	Linkages
Topic 1: Electoral representation	1.1 Candidates for election 1.2 Elected representatives	ABS Gender Indicators United Nations Gender Inequality Index OECD Gender Equality Indicators World Economic Forum Global Gender Gap Index
Topic 2: NSW public sector leadership	2.1 Appointments to NSW government-controlled boards and committees 2.2 Senior Executive Service roles in the NSW public sector	ABS Gender Indicators NSW Government, Making the Public Sector Work Better for Women 2008-2012 World Economic Forum Global Gender Gap Index
Topic 3: Leadership in the corporate sector	3.1 Board directorships in ASX 200 companies	ABS Gender Indicators OECD Gender Equality Indicators
Topic 4: Senior roles in the professions: law and education	4.1 Judges, barristers, partners and principals 4.2 Principals of NSW government schools	ABS Gender Indicators Productivity Commission, Report on Government Services
Topic 5: Leadership in arts and recreation industries	5.1 Women in management and professional roles in arts and recreation services 5.2 Leadership roles in State Sporting Organisations	State Plan NSW 2021 (Goal 27)

Current levels and trends

This section outlines women's current status in the topic areas listed above and the direction of change over time, where this information is available. The latest available data is used in each case.

Topic 1: Electoral representation

In 1902, women in NSW first gained the right to vote in both state and Australian elections, and to stand for election for the Australian

Parliament. Since then, women have been in a minority at all elected levels of government.

Women in NSW gained the right to stand for election to the NSW Legislative Assembly in 1918. It took a further eight years for women to be able to stand for election to the NSW Legislative Council (1926). In 1925, Millicent Preston Stanley became the first woman elected to the Legislative Assembly and in 1931 Catherine Green and Ellen Webster were the first women elected to the NSW Legislative Council. NSW has had one female Premier, Kristina Keneally, who served in the the position from December 2009 to March 2011.

It was not until 1983 that a woman from NSW was elected to the House of Representatives (Jeanette McHugh), and not until 1987 that a woman from NSW was elected to the Senate (Bronwyn Bishop).

In 1929, Lillian Fowler was the first woman elected to office in local government in NSW, as Alderman of Newtown. She also became the first female mayor in NSW (and in Australia) in 1938.

Indicator 1.1 examines the gender split among candidates for election, while 1.2 reports on the percentages of women and men who have succeeded in being elected.

1.1 Candidates for election

Current position

Local government

The most recent NSW local government elections were conducted in 2008. At those elections, 33 percent of candidates were women (Figure 5.1).

State government

In March 2011, women made up 30 percent of candidates for the Legislative Assembly and 34 percent of candidates for the NSW Legislative Council.

Australian government

At the 2010 national election, 35 percent of candidates for NSW Senate seats were women, while 27 percent of candidates for NSW seats in the House of Representatives were women.

Gender gap:

- In NSW, there are gender gaps ranging from 30 to 46 percentage points in the proportion of women and men standing for election at all levels of government. This means that men in NSW are two to three times more likely than women to stand for election to political office.

The direction of change over time

The proportion of female candidates in NSW local government elections increased from 23 percent in 1991 to 33 percent in 2008.

In NSW government elections, the proportion of female candidates for the Legislative Assembly rose by 2 percentage points between 2007 (28 percent) and 2011 (30 percent), while there was no change in the proportion standing for the Legislative Council (35 percent in 2007 and 2011).

The percentage of female candidates in NSW for the Senate increased from approximately 35 percent at the 1993 Federal elections to 39 percent at the 2007 elections, and dropped again to 35 percent at the 2010 election.

The percentage of women in NSW standing for election to the House of Representatives has increased, with some slight fluctuations, from approximately 19 percent in 1993 to 26 percent at the 2007 elections, and 27 percent in 2010.

1.1 Candidates for election continued

Discussion

Despite the gradual increase over time in the proportion of women standing for election at all levels of government, the gap between men and women for this indicator is still considerable.

Nationally, the proportion of women who are candidates for election is similar to NSW. In the Senate, the percentage of women increased from 19 percent at the 1983 federal elections to 37 percent at the 2007 elections, and dropped slightly to 36 percent in 2010.

In the House of Representatives, the number of female candidates increased, with some slight fluctuations, from 17 percent in 1983 to 27 percent in 2010.

Australian government:

The Senate is one of the two houses of the Australian Federal Parliament. It consists of 76 senators, 12 from each of the six states and two from each of the mainland territories. It shares the power to make laws with the other house of the parliament, the House of Representatives. The House of Representatives is the Lower House of the Australian Federal Parliament and is the house in which government is formed. There are 150 representatives elected by the Australian people; 47 come from NSW.

NSW government:

The Legislative Assembly is the Lower House of the NSW Parliament with 93 members, each representing an electorate of the state. The Legislative Council is the Upper House of the NSW Parliament. It is often called the 'House of Review' because of its role in scrutinising government legislation and holding the government to account.

Local government:

Local government in NSW consists of 152 councils across the state which have between five and 15 elected councillors, and in some cases an elected mayor.

Year collected: Multiple years.

Data sources: NSW Department of Premier and Cabinet, Division of Local Government (2008) *Candidates and Councillors 2008*; NSW Parliamentary Library Research Service (2011) *Women in Politics and Public Leadership, Briefing Paper No 6/2011*; NSW Electoral Commission (2011) *Report on the Conduct of the NSW State Election 2011*; Parliament of Australia, Parliamentary Library (2012) *Representation of Women in Australian Parliaments*.

More information is available at: www.aec.gov.au/Elections/federal_elections; www.elections.nsw.gov.au

In NSW, there are gender gaps ranging from 30 to 46 percentage points in the proportion of women and men standing for election at all levels of government. This means that men in NSW are two to three times more likely than women to stand for election to political office.

1.2 Elected representatives

Current position

Local government

At the 2008 local government elections, women made up just over one-quarter (27 percent) of the councillors elected.

NSW government

As at 1 January 2012, women made up 23 percent of members of the Legislative Assembly, and 31 percent of members of the Legislative Council.

Australian government

As at 26 March 2012, women held 27 percent of seats in the House of Representatives for NSW electorates. In the Senate, women held 42 percent of seats representing NSW.

Gender gaps:

- Women fill around a quarter of elected positions in local government, the Legislative Assembly, and the House of Representatives (NSW seats).
- The gender gap is narrower in the Senate, where over two-fifths of elected positions (for NSW) are filled by women.

The direction of change over time

At the local government level, the proportion of female councillors has increased from 16 percent in 1987 to 27 percent in 2008 (Figure 5.1).

In the NSW Parliament, the proportion of women who are members of the Legislative Assembly has increased from 1 percent in 1973 to 23 percent in 2011, and from 13 to 31 percent in the Legislative Council over the same period (Figure 5.2).

Discussion

Despite the steady increase in women candidates at local government elections since 1995, there has been negligible change in the percentage of women councillors between 1999 (26 percent) and 2008 (27 percent).

The proportion of women members of the NSW Legislative Council decreased sharply between 1991 and 1999, and has plateaued since 2003. The proportion of women members of the NSW Legislative Assembly has decreased since 2007.

Across all tiers of government, women are most likely to be elected to office in the Senate and least likely to be elected to the NSW Legislative Assembly (Figure 5.3).

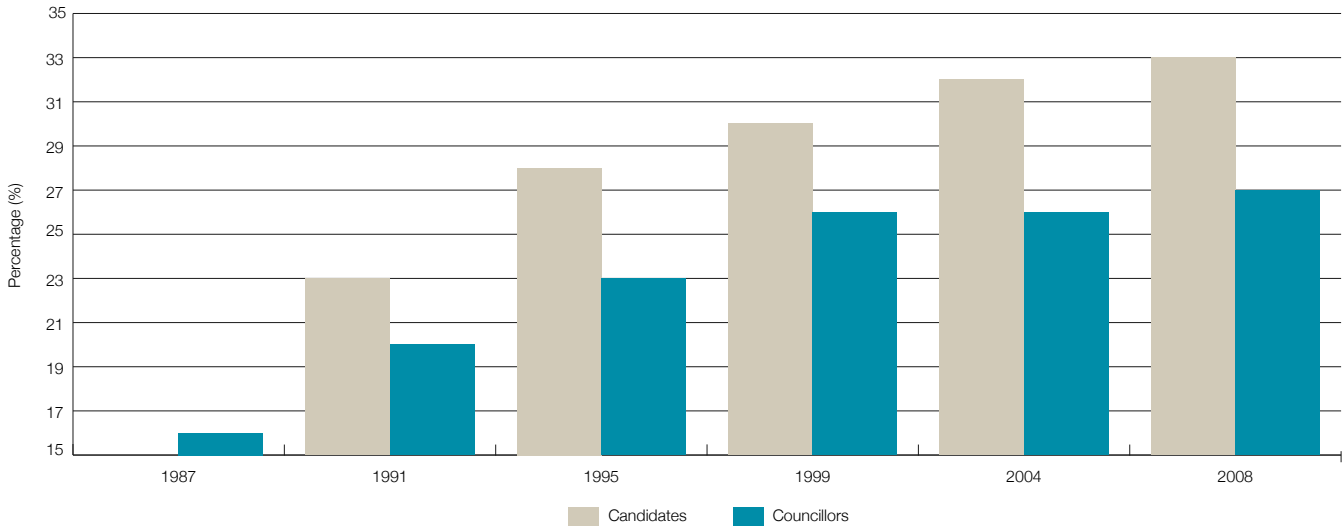
Year collected: Multiple years.

Data sources: NSW Department of Premier and Cabinet, Division of Local Government (2008) *Candidates and Councillors 2008*; NSW Parliamentary Library Research Service (2011) *Women in Politics and Public Leadership, Briefing Paper No 6/2011*; Parliament of Australia, Parliamentary Library (2012) *Representation of Women in Australian Parliaments*.

More information is available at http://www.aph.gov.au/Senators_and_Members/ (search by state)

Figure 5.1

Women candidates and elected councillors at NSW local government elections, 1991 to 2008



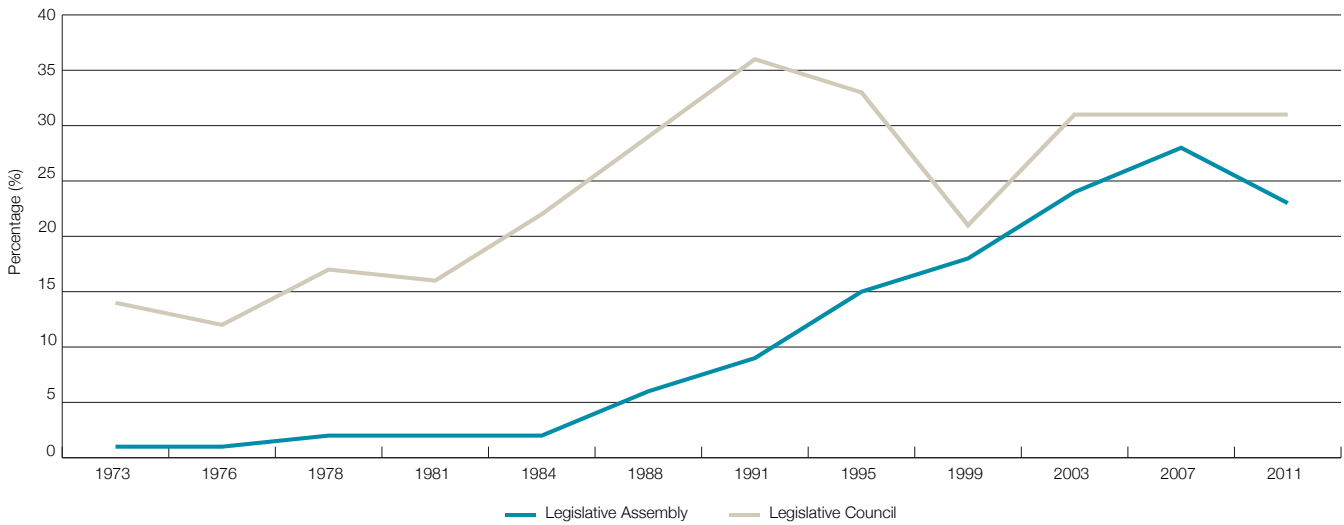
Note: Candidate data for 1987 is currently unavailable.

Population: Elected bodies of local and shire councils.

Source: NSW Department of Premier and Cabinet, Division of Local Government (2008) *Candidates and Councillors 2008*.

Figure 5.2

Women in the NSW Parliament, 1973 to 2011

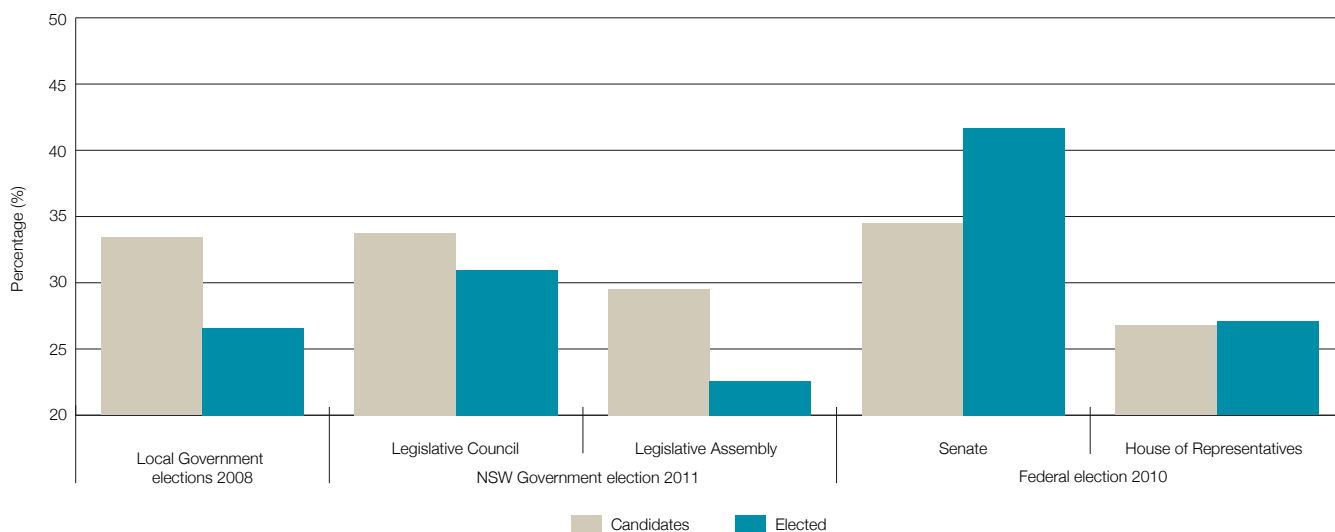


Population: Candidates at NSW Government elections and members of the NSW Parliament.

Source: NSW Parliamentary Library Research Service (2011) *Women in Politics and Public Leadership, Briefing Paper No 6/2011*.

Figure 5.3

Women candidates and elected members of Parliament from NSW, all tiers of government, as at March 2012



Population: Candidates for election and elected members of the NSW and Australian Parliaments and Local Government.

Source: NSW Department of Premier and Cabinet, Division of Local Government (2008) *Candidates and Councillors 2008*; NSW Parliamentary Library Research Service (2011) *Women in Politics and Public Leadership, Briefing Paper No 6/2011*; Parliament of Australia, Parliamentary Library (2012) *Representation of Women in Australian Parliaments*; http://www.aph.gov.au/Senators_and_Members/

Topic 2: NSW public sector leadership

The indicators in this section examine women’s leadership within the NSW public sector.

The NSW Government makes appointments to a wide range of boards and committees that guide

its work. Indicator 2.1 presents data on female representation on these boards and committees.

Members of the Senior Executive Service (SES) are appointed on contract to perform a leadership

role within the NSW Government. Indicator 2.2 presents data on women’s representation in senior executive roles in the NSW public sector.

2.1 Appointments to NSW government-controlled boards and committees

Current position

In 2012, 37 percent of NSW Government board and committee positions were held by women.

Gender gap:

- Men’s representation on government boards and committees in 2012 was 1.6 times greater than women’s.

The direction of change over time

Ten years ago, in 2002, women’s representation on NSW Government boards and committees was almost the same as it is today (37 percent). The proportion of female board and committee members has fluctuated between 36 and 39 percent over this period (see Figure 5.4).

Discussion

These figures are estimates as they are based on agencies supplying data to the Department of Premier and Cabinet. The percentages vary significantly between portfolio areas.

This indicator reports on appointments to the boards and committees of NSW public sector agencies which are approved by Cabinet. In March 2012, this included some 420 boards and committees of which 340 had women representatives.

Year collected: March 2012 and preceding years.

Data source: NSW Department of Premier and Cabinet (December 2011) unpublished.

More information is available at: www.boards.dpc.nsw.gov.au

2.2 Senior Executive Service roles in the NSW public sector

Current position

In 2011, 25 percent of Senior Executive Service (SES) positions in the NSW public service were held by women.

Gender gap:

- Women hold one-quarter of SES positions in the NSW public sector.

The direction of change over time

The percentage of women in SES positions has increased by only 2 percentage points over 10 years, from 2002 to 2011.

The NSW public sector has become slightly more feminised over this time (see Figure 5.4).

Discussion

Women's representation in SES positions in the NSW public sector (25 percent) is disproportionately low compared to their representation within the total public sector workforce (60 percent).

SES positions are determined under section 65 (1)(a) of the Public Sector Employment and Management Act 2002 (PSEM Act) and include senior executives of Public Service Departments, public authorities and the Teaching Service. The data provided by the NSW Public Service Commission for this indicator covers the period 2002 to 2011 and includes both SES positions determined under the PSEM Act and SES equivalent positions (senior executive staff not employed under the PSEM Act). The data does not include casual employees.

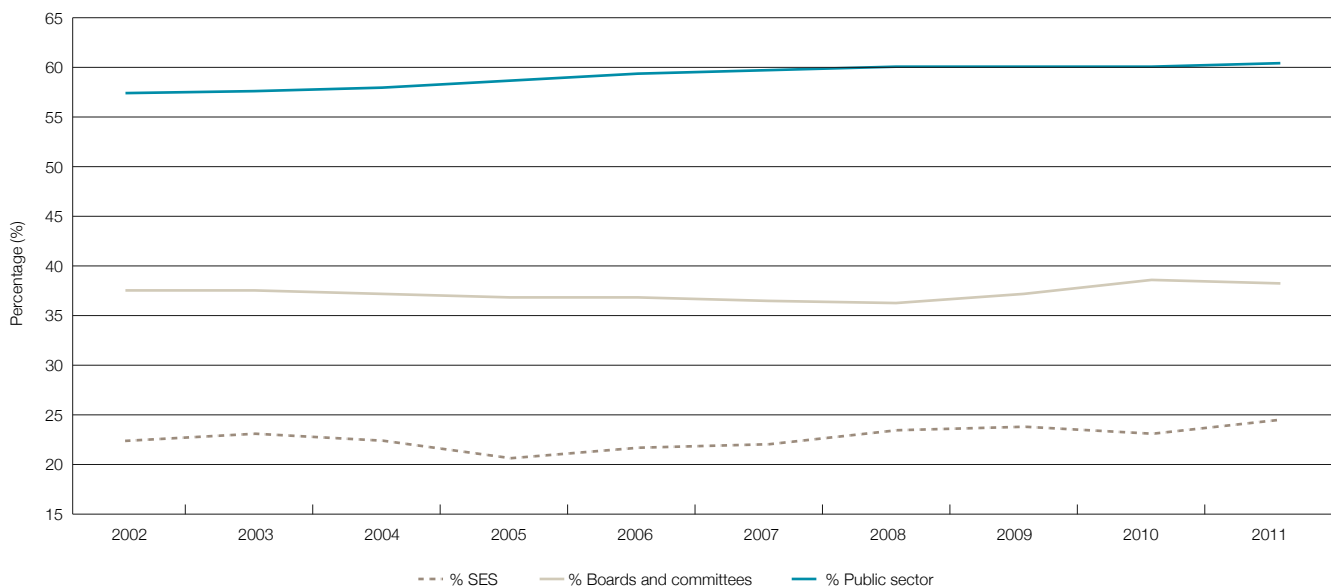
Year collected: 2002 to 2011.

Data source: NSW Public Service Commission, *NSW Public Sector Workforce Profile*, unpublished.

More information available at: www.dpc.nsw.gov.au

Figure 5.4

Women in the Senior Executive Service, the NSW public sector, and NSW Government boards and committees, 2002 to 2011



Population: NSW public sector workforce, not including people employed casually.

Source: NSW Public Service Commission.

Topic 3: Leadership in the corporate sector

Indicator 3.1 examines data relating to women's leadership on the boards of ASX 200 companies. Directors are those

holding a seat on a company board, including Executive and Non-Executive members but excluding Alternate Directors.

3.1 Board directorships in ASX 200 companies

Current position

As at April 2012, women held 17 percent of all directorships of ASX 200 companies with a registered office address in NSW.

Gender gap:

- Women make up just over one-sixth of all directors of ASX 200 companies in NSW.

The direction of change over time

In December 2007, women made up 8 percent of directors of ASX 200 companies with a registered address in NSW. There was a 9 percentage point increase between December 2007 and April 2012.

In the 12 months since April 2011, there has been an increase of 2 percentage points in the proportion of directorships held by women in NSW-based ASX 200 companies.

In April 2012, 13 NSW-based ASX 200 companies had no women on their boards, compared with 19 companies in April 2011.

Discussion

The proportion of women on boards of ASX 200 companies (nationwide) reached 14 percent during 2011 and early 2012, rising from around 8 percent between 2004 and 2010. The figure for NSW-based companies (17 percent in April 2012) is higher than the national average.

The increase in women directors in 2011 follows the Australian Securities Exchange's new corporate governance principles, introduced in 2010. These recommend that companies establish measurable objectives for achieving gender diversity and disclose the proportion of women in senior executive positions and on the board. Prior to the introduction of these principles there had been almost no change nationally in women's representation in board directorships in the period from 2004 to 2010²⁰.

Data in this section relates to ASX 200 companies that have a registered office address in NSW. The ASX 200 Index consists of a rolling population which companies enter or exit depending on share price. The index measures the performance of the 200 largest index-eligible stocks listed on the Australian Securities Exchange (ASX) according to criteria established by Standard and Poor's & the ASX.

Years collected: 2011 and 2012 (April).

Data source: Australian Institute of Company Directors, unpublished; Women on Boards, see www.womenonboards.org.au/pubs/bdi/2007/

More information is available at: www.companydirectors.com.au; www.eowa.gov.au; www.womenonboards.org.au

²⁰ Equal Opportunity for Women in the Workplace Agency (2010) *Australian Census of Women in Leadership* p.9.

Focus on chief executives

How does family life affect women's leadership prospects?

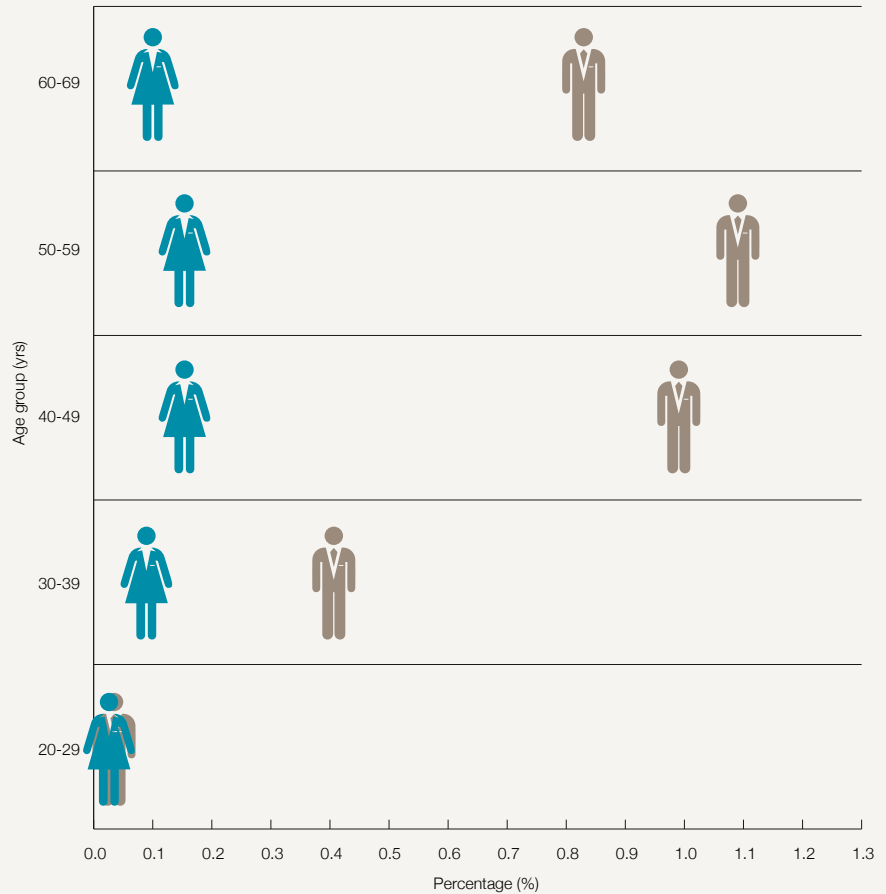
A common perception is that male managers are more easily able to work long hours and undertake extensive travel because they have a wife who sustains a home life that is both physically and emotionally supportive. Women typically undertake a greater share of domestic chores than men (see pages 68 to 69).

Another perception relates to parenting: it is much harder for women to advance their careers when the responsibility for parenting falls more heavily on them than it does men.

Does the data on management support these perceptions?

Figure 5.5 shows that while few people of either sex become top managers at the very top level, men are much more likely to do so than women. In addition, this outcome is strongly associated with age – the gap grows as people age.

Figure 5.5
Chief executives by sex, Australia, 2006



Note: Chief executives are defined here as chief executives, managing directors and general managers who earned \$2,000 or more per week (gross). Data for Australia rather than NSW was used so as to create a sample of usable size. The NSW figures and the national figures are likely to be very close, given the concentration of large corporations in Sydney.

Population: Employees aged 20 to 69 years.

Source: ABS Census of Population and Housing 2006.

...while few people of either sex become top managers at the very top level, men are much more likely to do so than women.

Marital status

What more can we learn from the data on marital status? Figure 5.6 shows that men may benefit from being married: the gap between married men and married women working as chief executives widens from the 30-year age group onward and is much greater than between never-married women and men. Men appear to substantially increase their prospects of gaining seniority when they are married.

It's also interesting to note that the old idea that a woman needed to stay single to become a senior manager is not supported by the data – women who have never married are only slightly more likely than other women to reach a chief executive position.

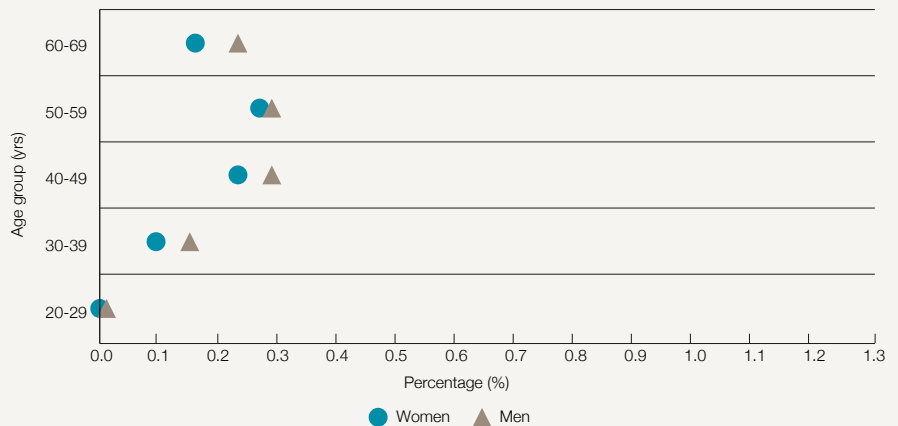
Parenting

Differences between women become apparent in the realm of parenting. A strong age pattern to these data has already been observed above. When aged in their thirties, the period when child-rearing is underway, a distinct gap favouring men begins to appear. This gap widens considerably in their forties, the period when parenting is fully underway.

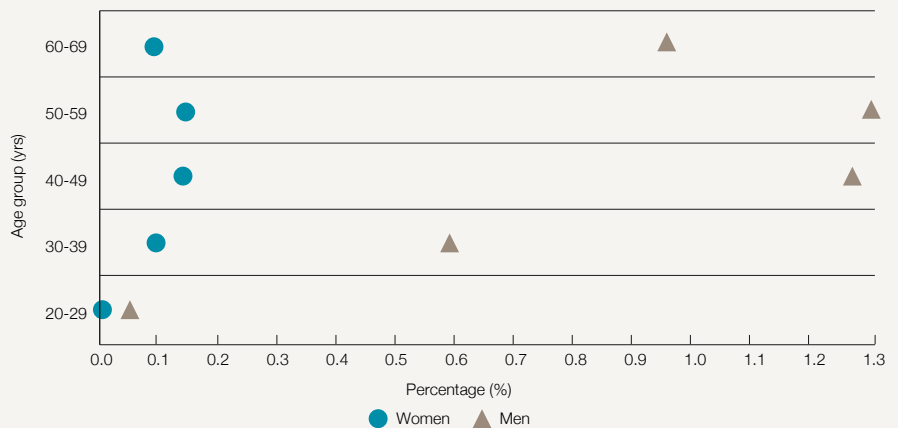
The data on women and children (Figure 5.7) support the age pattern shown earlier and the differences among women become stark. In their twenties, few women become senior managers. In their thirties, those women with no children have a distinct advantage over their counterparts with children. This gap grows considerably during their forties and widens with each additional child born. Only in their sixties, presumably with their children now grown-up, does the effect of having children on the career progression of women begin to wane.

Figure 5.6
Chief executives by sex and marital status, Australia, 2006

Never Married



Married

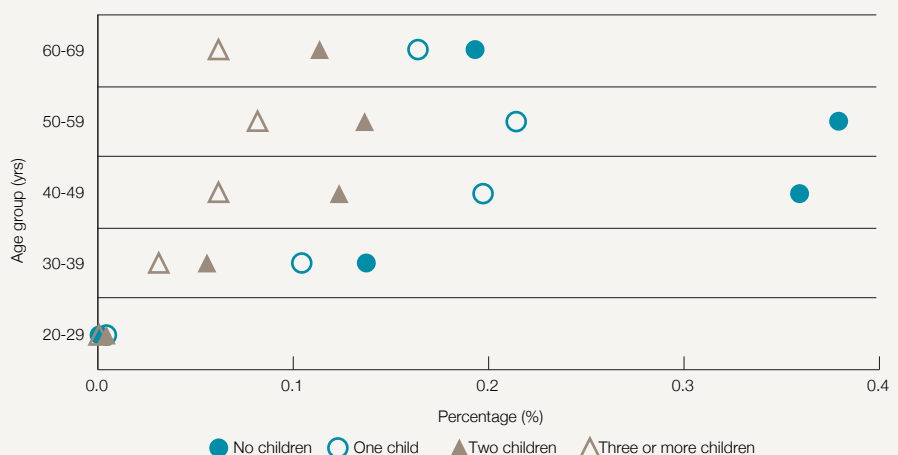


Note: Chief executives are defined here as chief executives, managing directors and general managers who earned \$2,000 or more per week (gross). Married is defined as married and de facto.

Population: Employees aged 20 to 69 years.

Source: ABS Census of Population and Housing 2006.

Figure 5.7
Chief executive women, by number of children born, Australia, 2006



Note: Chief executives are defined here as chief executives, managing directors and general managers who earned \$2,000 or more per week (gross). 'Children' is the number of children ever born.

Population: Women aged 20 to 69 years.

Source: ABS Census of Population and Housing 2006.

Topic 4: Senior roles in the professions: law and education

Topic 4 includes indicators of leadership equality between the sexes in two professions where, historically, women's representation has differed significantly²¹.

Law has traditionally been a male-dominated profession: women were not allowed to practise law in NSW until 1918 with the passage of the Women Legal Status Act, and 80 years later, in 1998, women still constituted less than one-third

of NSW solicitors. Between 1918 and 1941, only four women in NSW were certified to practise as barristers, and it was not until 1980 that a female judge was appointed in NSW.

Education, by contrast, has always been a vocation drawing a large proportion of women. Since 1890, women have constituted a significant percentage of teaching staff in NSW. Women made up

nearly half of all NSW primary school teachers from 1890 to 1960²². Since then, the proportion of primary teachers who are women has steadily increased, reaching 80 percent in 2010. Women made up slightly less than half of all secondary teachers in NSW between 1890 and 1990²³. Since then, the proportion of women secondary teachers has risen slightly, to 55 percent in 2010.

4.1 Judges, barristers, partners and principals

Judges, barristers, partners and principals of law firms

Current position

In March 2012, 34 percent of judges and magistrates in NSW were women.

The proportion of women working as partners and principals of law firms in 2010 was 23 percent.

Women made up 19 percent of all barristers certified to practise in NSW in 2010.

Gender gap:

- Women made up around one third of NSW judges and magistrates in 2011, less than one quarter of principals and partners in NSW law firms in 2010, and less than one fifth of barristers with a NSW practising certificate in 2010.

The direction of change over time

Between 2005 and 2010, there was an increase of 5 percentage points in the proportion of women working as partners or principals of law firms (except amongst sole practitioners where, over the same period, the increase was 2 percentage points).

Between 2005 and 2010 there was a 4 percentage point increase in the proportion of certified barristers who were women (see Figure 5.9).

Discussion

Despite the rapid increase in women entering the profession (46 percent of solicitors in 2010 were women, compared with 20 percent in 1988), the proportion of women in senior roles is still low.

The proportion of women partners and principals is slightly higher amongst sole practitioners and large firms of 21 or more partners, compared with mid-sized firms (see Figure 5.8).

There is a significantly higher representation of women in the judiciary than there is at the Bar.

21 Two professions were selected as the focus for the first annual report; other professions may be included in subsequent years.

22 *Facts and Figures* from the NSW Department of Education and Training website, sourced from http://www.governmentschools.det.nsw.edu.au/files/primary_secondary_teachers.pdf

23 *Facts and Figures* from the NSW Department of Education and Training website, sourced from http://www.governmentschools.det.nsw.edu.au/files/primary_secondary_teachers.pdf

4.1 Judges, barristers, partners and principals continued

Judges, barristers, partners and principals of law firms

The Governor-in-Council appoints judicial officers on the recommendation of the Attorney General. Vacancies for judges of the District Court and Local Court magistrates are advertised. Barristers are lawyers who work as independent and sole practitioners. They specialise in court work and also provide specialised legal advice. Practising certificates for barristers in NSW are issued by the NSW Bar Association. Principals and partners hold senior positions within their law firm. A partner is entitled to a share of the profits of the business. Barristers, principals and partners form a feeder group for judicial service.

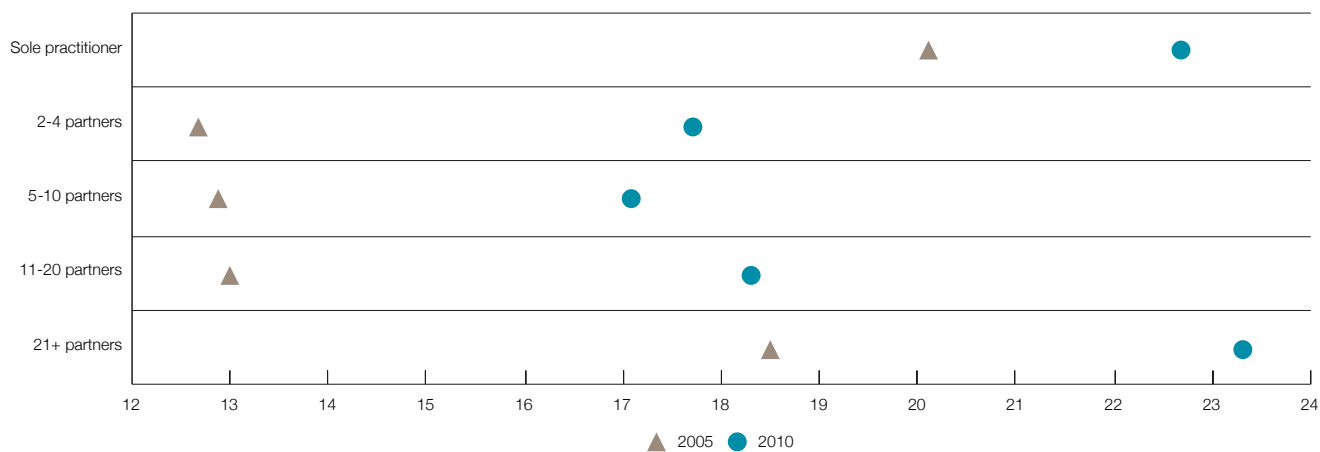
Year collected: Multiple years.

Data sources: Australasian Institute of Judicial Administration (March 2012) Gender Statistics, www.ajia.org.au; The Law Society of New South Wales (2011) *Thought Leadership 2011: Advancement of women in the profession*; The NSW Bar Association (2010) Annual Reports.

More information is available at www.ajia.org.au; www.lawsociety.com.au; www.nswbar.asn.au

Figure 5.8

Women partners and principals in private law firms, NSW, 2005 and 2010



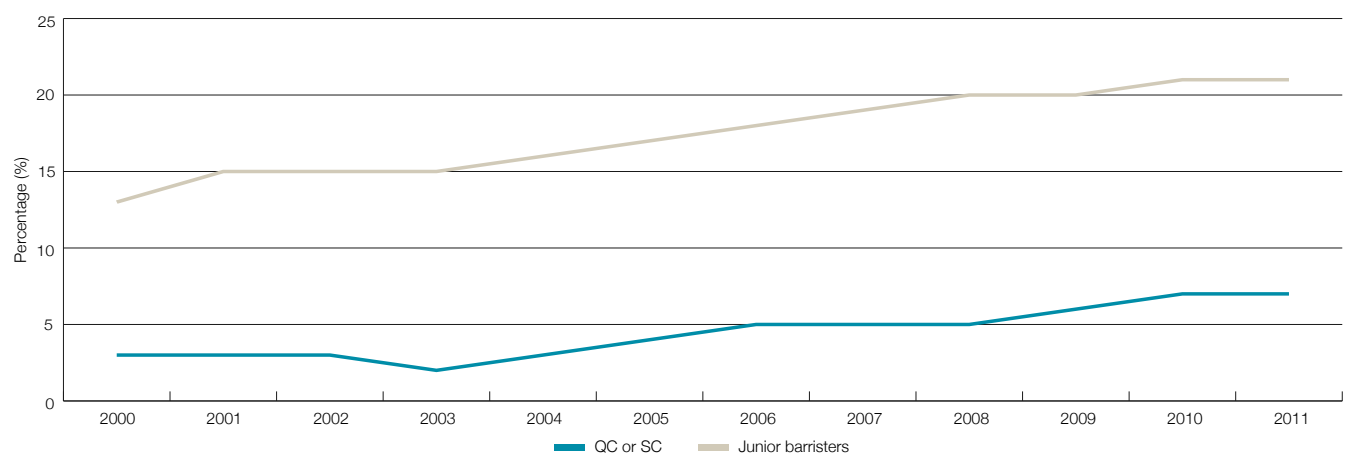
Note: The figure shows women as a percentage of the total number of principals and partners in firms of each size category.

Population: Partners and principals in private law firms.

Source: The Law Society of NSW (2011) *Thought Leadership 2011: Advancement of women in the profession*.

Figure 5.9

Women barristers, NSW, 2000 to 2011



Notes: Queen's Counsel (QC) and Senior Counsel (SC) are barristers of seniority and eminence within their areas of practice.

Population: All barristers who hold a NSW practising certificate, including barristers based interstate and overseas.

Source: The NSW Bar Association, Annual Reports from 2000 to 2011.

4.2 Principals of NSW government schools

Current position

In 2011, 54 percent of primary school principals and 36 percent of secondary school principals in NSW government schools were women. Women made up 51 percent of principals overall.

Gender gap:

- Although a slight majority of principals in primary schools are women, the figure is still low relative to the total proportion of female teaching staff in primary schools (81 percent).
- The proportion of women principals in secondary schools lags behind men by 28 percentage points.

The direction of change over time

Between 2008 and 2011, the proportion of women principals in primary schools rose by 4 percentage points, while female principals of secondary schools rose by 1 percentage point.

Discussion

Despite the greater numbers of women who, over the decades, have worked in the teaching profession, representation of women in the top ranks of the profession is still disproportionately low compared with men (see Figure 5.10).

In 2011, 81 percent of all NSW government primary school and 56 percent of NSW government secondary school teaching staff were women.

Principals in NSW government schools are responsible for educational programs and learning outcomes of students, the management and professional development of staff, school finances and property and the relationships between the school and its community.

There was a total of just over 47,000 permanent teaching staff in NSW government schools in 2011. Of this number, 2,227 (almost 5 percent) were principals.

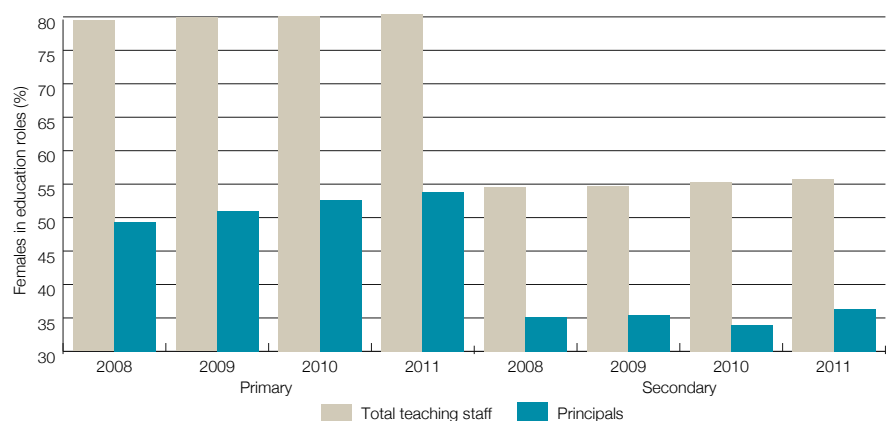
Year collected: 2011 and preceding years.

Data sources: NSW Department of Education and Communities (DEC), Workforce Profiles as at 30 June 2011 (2011 data unpublished; 2008 to 2010 data available from weblink below).

More information is available at: www.det.nsw.edu.au/media/downloads/about-us/how-we-operate/annual-reports/vr2010/stats-comp13.xls

Figure 5.10

Women teachers and principals, NSW government schools, 2008 to 2010



Notes: Total teaching staff includes principals.

Population: Temporary and permanent (not casual) teaching staff. Excludes staff who have been on leave without pay for 12 months or more.

Source: NSW Department of Education and Communities Workforce Profiles, as at 30 June of each year.

Topic 5: Leadership in arts and recreation industries

Creative and performing arts, heritage, sporting and recreation and gambling are important NSW industries, both because NSW leads Australia in terms of creative industry innovation and because

these industries help us express our cultural values and passions. Arts and recreation services employ a roughly equal number of women and men, so Indicator 5.1 looks at how women's leadership fares in

this context. Indicator 5.2 considers the formal representation of women on designated State Sporting Organisations, where women's progress is being monitored as part of an international agreement.

5.1 Women in management and professional roles in arts and recreation services

Participation in management roles in arts, heritage, sporting and recreation and gambling industries

Current position

In 2011-12, 40 percent of managers and professionals in arts and recreation services in NSW were women.

Gender gap:

- Women are 20 percentage points behind men in taking up managerial and professional roles in the arts and recreation industry.

The direction of change over time

The proportion of women managers and professionals in the arts and recreation services industry has fluctuated between 31 and 50 percent since 1996. This is slightly less than the total proportion of women employed in the industry at all levels over the same period (between 39 and 50 percent).

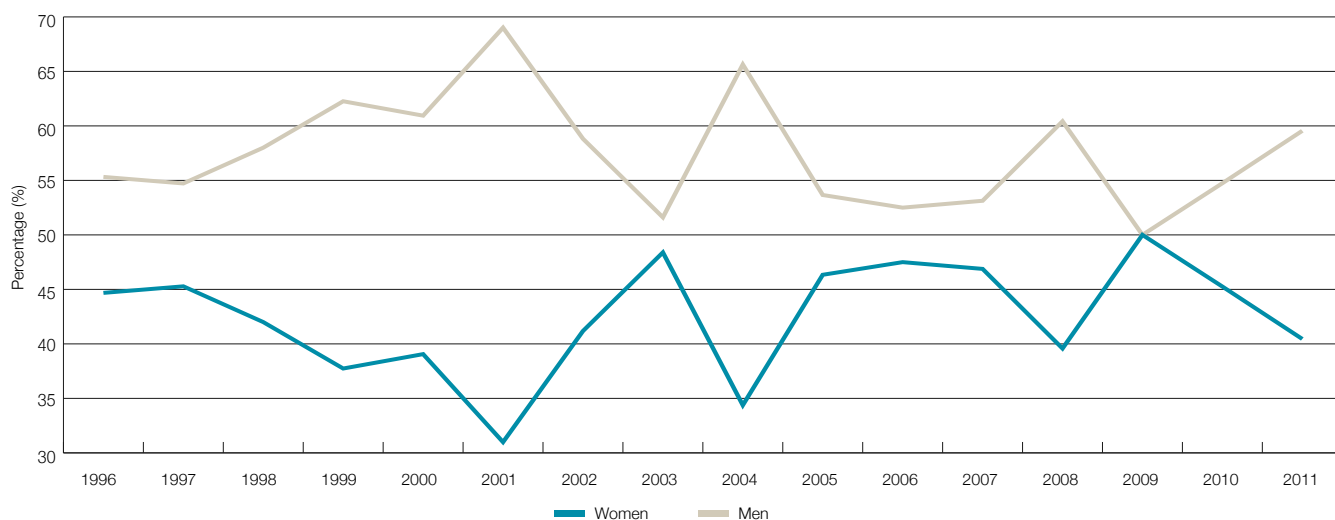
This indicator reports on managers and professionals working in arts and recreation services, as classified under the Australian and New Zealand Standard Industrial Classification 2006 (ANZSIC Division R). This industry group includes sports and recreation, creative and performing arts, heritage activities and gambling.

Year collected: 2011.

Data sources: ABS (2012 and previous years) *Labour Force, Australia, Detailed, Quarterly*, Cat no: 6291.0.55.003.

Figure 5.11

Managers and professionals in arts and recreation services, NSW, 1996 to 2011



Note: A percentage figure was calculated for 1996-97 based on data from the August quarter of 1996 to the February quarter of 1997. For all subsequent years, a percentage was calculated based on data from the May quarter of the first year to the February quarter of the following year.

Source: ABS *Labour Force, Australia, Detailed, Quarterly*, 1996-Feb 2012, Cat no. 291.0.55.003.

5.2 Leadership roles in State Sporting Organisations

Women on NSW State Sporting Organisation Boards

Current position

In NSW in 2012, around 31 percent of board directors were women, a higher percentage than in Australia as a whole.

NSW data in relation to paid staff (there is data for 40 of the 106 funded bodies) indicates that 61 percent of paid staff is female.

The direction of change over time

On a national level, around one-fifth of board directors, chairs and chief executives are women. Additional state data is being collected for more comprehensive reporting.

Discussion

The NSW data covers 51 State Sporting Organisations out of 70 funded bodies in NSW, while the national data covers 55 National Sporting Organisations.

National Sporting Organisations and their state counterparts are the organisations which are recognised by government and the majority of playing participants to be national representatives of that sport. Data on board directors, board chairs and chief executives of National Sporting Organisations is collected and published for 44 countries as a result of decisions made at the 5th International Working Group World Conference on Women and Sport (held in Sydney in 2010). The NSW Sport Development Program (SDP) provides eligible State Sporting Organisations (SSO) with recognition and financial support to develop their sport and recreational activities in NSW. SSOs are the NSW counterparts of National Sporting Organisations.

Year collected: 2009 to 2011.

Data sources: Department of Education and Communities, Office of Communities, Sport and Recreation Division, State Sport Organisation – *Sport Development Program Report 2010/11*; and Sydney Scoreboard/Global Scoreboard/Australia.

More information is available at: www.sydneyscoreboard.com

Leadership of major not-for-profit organisations

In 2008, the organisation Women on Boards collected information on female board membership of the 200 largest not-for-profit organisations, based on their revenue size. These organisations were drawn from a list published by the *Business Review Weekly* (BRW) in 2005 of the top 200 charities ranked by 2004 gross annual revenue.

Not-for-profit (NFP) organisations are those established for a community purpose and are not permitted to be a source of profit or financial gain for those who establish, control or finance them.

They operate in a range of areas, including welfare, sport, the arts, education and health.

NFPs on the BRW list were examined as to whether they were based in NSW and, using the Women on Boards information from 2008, the total proportion of female board directors in that year that were women was calculated. This amounted to approximately 29 percent.

This estimate is indicative only, as Women on Boards was only able to identify the board composition of approximately 70 percent of the NFPs in the BWS top 200 lists.

Based on available data, it appears that the proportion of women on the boards of NSW-based NFPs in 2008 (estimated at 29 percent) was slightly lower than the proportion on NSW government boards and committees (36 percent in 2008), but significantly higher than the proportion on boards of NSW-based ASX 200 companies (15 percent in 2011).

Note that the gender make-up of NFP boards is likely to have changed since 2008.

More information is available at www.womenonboards.org.au/pubs/bdi/2007

How does NSW compare?

The ABS publishes the *Gender Indicators Australia* series every six months. It sets out a range of indicators against which it is possible to examine how women in NSW are faring compared with all women in Australia. Detailed information is contained in the Appendix.

Based on indicators used in the latest (January 2012) *Gender Indicators Australia* series, there are some noticeable differences between the leadership experiences of women in NSW and all Australian women.

In 2009-10, NSW women made up 37 percent of members of NSW Government boards and committees, compared to 34 percent for women members of Commonwealth Government boards and bodies.

Also significant is that, in 2011, 38 percent of Australian Public Service Senior Executive Service (SES) positions were filled by women, whereas only 25 percent of SES positions in the NSW public sector in that year were held by women.

There are differences too against the indicator relating to Commonwealth judges and magistrates. Based on published data from the Australasian Institute of Judicial Administration as at 22 March 2012, the proportion of women judges and magistrates in Commonwealth courts was 30 percent, compared to 34 percent for NSW courts. The figure for Commonwealth courts in 2011 was 29 percent, but data for NSW is not readily available for that year.

In 2009-10, NSW women made up 37 percent of members of NSW Government boards and committees, compared to 34 percent for women members of Commonwealth Government boards and bodies.