

Chapter five Leadership

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Leadership

This chapter examines the participation of women in NSW in leadership roles. In particular, it explores leadership roles in the public, corporate and community sectors, and in the state's academic and legal professions. Data sources include government administrative collections and collections by private organisations such as the Law Society of New South Wales and the Australian Institute of Company Directors.

Key findings

Women continue to be underrepresented in leadership positions in many areas of public life. Over the last year, women's representation in the NSW Parliament has remained unchanged, at 20 percent in the Legislative Assembly and 31 percent in the Legislative Council.

The proportion of women among **candidates** for NSW seats in Australian Government elections fell slightly between the 2010 and 2013 elections: from 27 to 26 percent in the House of Representatives, and from 35 to 27 percent in the Senate. In terms of members **elected** to NSW seats in the House of Representatives, in 2013 women's share was still disproportionately low (at 29 percent), though slightly higher than at the 2010 election. Women's representation among those elected to NSW seats in the Australian Senate, which dropped following the 2007 election, has now recovered such that in 2013 women were represented equally alongside men.

The National Congress of Australia's First Peoples elected its first board which took office on 8 July 2011. In line with its gender equity policy, four of the eight-member board were women. It has maintained this equal proportion of women board members to male board members. Its Ethics Council has the same equal gender split.

Women's leadership in the public sector has slowly improved. In December 1997 women held 27 percent of NSW government board and committee positions. This increased to 38 percent in 2002 and remained at between 36 and 38 percent for the following decade (latest figures for December 2013 are 38 percent). Although women's representation is still low compared to men's, between 2012 and 2013 increases were seen across six of the eight government portfolios that had the lowest levels of female representation on their boards and committees in December 2012.

Women's representation in the Senior Executive Service (SES) is also improving, albeit slowly. In 2002, 22 percent of SES employees in NSW were women. This grew to 26 percent in 2012 and 27 percent in 2013.

Women remain significantly underrepresented in leadership roles in the corporate world. In April 2014 women comprised only 21 percent of all directorships of NSW-based companies within the ASX 200. Twelve of the 90 ASX companies that are registered in NSW do not have female representation on their board.

Women's representation in the community sector as seen amongst State Sporting Organisations (SSOs) is still disproportionately low. In 2012, women held 30 percent of directorships and 26 percent of chief executive positions in SSOs, an increase of 1 and 2 percentage points respectively since the previous year.

In terms of specific professions such as teaching, women continue to make up more than half of primary school principals, with the figure rising by 2 percentage points between 2012 and 2013, to 58 percent. The number of women secondary principals also grew by 2 percentage points over the same period, to 40 percent.

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Consistent with the findings of last year's *Women in NSW* report, women are well-represented as leaders in TAFE NSW institutes. The proportion of women at senior management level in TAFE NSW has increased steadily since 2006, growing from 43 percent in 2006 to 58 percent in 2013.

In NSW universities, there has been a slow increase in the number of women leaders. In 1999, women made up only 20 percent of all senior academics. This has slowly increased over the past decade. In 2013, almost a third (30 percent) of senior academics were women.

This picture parallels that of the legal profession in NSW, where in spite of slow improvements women are still very much underrepresented at senior levels. This year's report shows that women comprised only 33 percent of judges and magistrates, 24 percent of partners and principals of private law firms and 20 percent of barristers with a practising certificate. At the top end of the profession the proportion of female Queen's Counsel or Senior Counsel has notably increased by 4 percentage points, albeit from a very low base of 6 percent in 2012 to 10 percent in 2013. In 2013 a higher number of female (1,605) than male (1,158) solicitors were issued with a practising certificate for the first time.

Leadership topics and indicators

In this chapter, the representation of women in leadership roles is reported in five areas of importance. Many align with state, national and international goals and benchmarks and some comparisons are given in the conclusion. The topics covered in this chapter relate to the State Plan Goals 1 and 26.

NSW 2021

A PLAN TO MAKE NSW NUMBER ONE

Goal 1: Improve the performance of the NSW economy

Goal 26: Fostering opportunity and partnership with Aboriginal people

The NSW Government is committed to growing the economy so that it provides jobs, opportunities and increased prosperity. The government is also committed to empowering Aboriginal people to take an active role in decision-making that will build community skills and capacity and provide a greater sense of community ownership.

The indicators used in this year's report are shown below. Note that data for some indicators used in previous years are not available this year. A full list of indicators from all years is in the Introduction. The most recent available data is used throughout.

Leadership topics and indicators

Topic	Indicator
Topic 1: Electoral representation	1.1 Women as candidates 1.2 Women elected to government 1.3 National Congress of Australia's First Peoples
Topic 2: NSW public sector leadership	2.1 NSW Government appointments 2.2 NSW public sector senior management
Topic 3: Leadership in the private sector	3.1 Board directorships in the largest private companies

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Topic 4: Leadership in the community sector	4.1 Leadership roles in State Sporting Organisations
Topic 5: Senior roles in the legal and education professions	5.1 Women's representation in law 5.2 Principals of NSW government schools 5.3 TAFE NSW leaders 5.4 Senior academic positions in NSW universities

Topic 1 Electoral representation

This topic is about women's representation in the formal political system as candidates and elected members. Women's overall representation is described as well as their experiences in recent elections.

Since the publication of *Women in NSW 2013*, an Australian election was held in September 2013. At the state level, two NSW government by-elections were conducted in the Northern Tablelands and Miranda in May and October 2013 respectively. There have been seven local by-elections since the 2012 local government elections that we reported on in *Women in NSW 2013*. The National Congress of Australia's First Peoples had its second congress and a new elected board took office on 19 August 2013.

Indicator 1.1 examines the gender split among **candidates** for the 2013 Australian election, the two state government by-elections and the seven local by-elections. Indicator 1.2 reports on the gender split among **elected** members at these elections, including information on women's overall representation in the NSW Parliament. Indicator 1.3 gives details of the results of the second board election for the National Congress of Australia's First Peoples.

1.1 Women as candidates

Women's representation among candidates for elections held in NSW in 2013

Women's status compared to men	<p>Local government by-elections</p> <p>Women made up 28 percent of all candidates who stood in local government by-elections in 2013 (7 out of a total of 25 candidates) (see Table 5.1).</p> <p>NSW Government by-elections</p> <p>There was one woman candidate and five male candidates in the 2013 Miranda by-election while in the Northern Tablelands by-election, there were three women candidates and four male candidates.</p> <p>Australian Government election (NSW seats)</p> <p>Women comprised 26 percent of candidates (92 out of 352) who stood for election to the House of Representatives (lower house), and 27 percent (30 out of 110) of candidates who stood for election to the Senate (upper house).</p> <p>Gender gap</p> <ul style="list-style-type: none"> Overall, women in NSW accounted for just over a quarter (27 percent or 133) of all who stood as candidates in all elections held in 2013 (local, by-elections and federal election).
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The direction of change over time	<p>Australian Government elections</p> <p>The percentage of female candidates for NSW seats in the House of Representatives has been relatively stable from 2004 to 2013, ranging from 26 percent to 28 percent (see Figure 5.1).</p> <p>The percentage of female candidates for NSW seats in the Senate peaked in 2007 at 39 percent, but has steadily declined in the last two elections (2010 and 2013), falling to the same level as 10 years ago, in 2004 (27 percent) (see Figure 5.1).</p>
How does NSW compare?	<p>Australian Government election 2013</p> <p>The proportion of women in NSW who stood for election in the House of Representatives was slightly lower (by 2 percentage points) than the national figure of 28 percent. In the Senate, the proportion of women in NSW who stood for election was the same as the national figure (27 percent).</p>

Year collected: 2013 and previous years.

Data source: Australian Electoral Commission (2014) *Federal Elections 2013*, also from previous years; Parliament of Australia (2014) *Senators and Members*.

More information is available at www.results.aec.gov.au; www.aph.gov.au

Table 5.1 Women candidates and women elected at the seven local council by-elections, 2013

Council	Candidates		Women elected No.
	No.	No.	
	Women	Total	
Cowra	0	6	0
Murray Shire	1	4	0
Broken Hill	2	6	1
Gilgandra	1	1	1
Singleton	2	4	0
Gwydir Shire	0	3	0
Wakool	1	1	1
Total	7	25	3

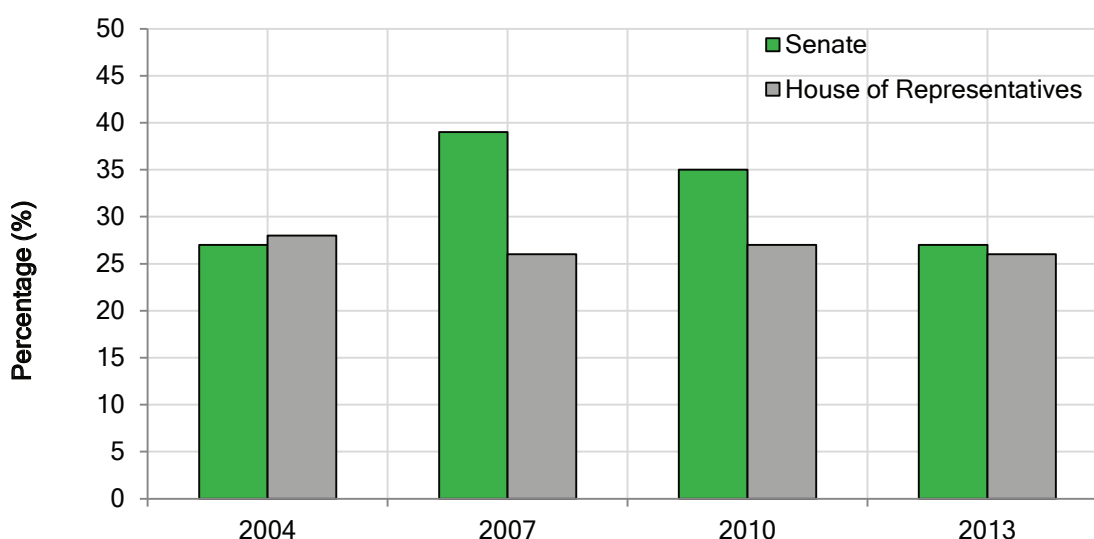
Note: The table shows the number of women who stood as candidates in the 2013 local by-elections, and the number elected as councillors.

Population: All candidates who ran in the 2013 local council by-elections.

Data source: NSW Electoral Commission (2014) *Local Council By-election Results 2013*.

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Figure 5.1 Women candidates NSW seats, Australian Parliament, 2004–13



Population: Total number of NSW candidates for the Australian Parliament.

Data source: Australian Electoral Commission (2014) *Federal Elections 2013*, also from previous years.

1.2 Women elected to government

Women's representation among NSW people elected in Australian elections held in 2013

<p>Women's status compared to men</p>	<p>Local government by-elections</p> <p>Across the seven local government by-elections in NSW in 2013, women comprised 43 percent of all elected councillors (3 out of 7) (see Table 5.1).</p> <p>NSW Government by-elections</p> <p>There were four women candidates across both electorates (out of a total of 13 candidates) but none of the women were elected. The results did not change the gender composition of the NSW Legislative Assembly (lower house), which has remained unchanged over the last year with 20 percent of seats still held by women (see Figure 5.2).</p> <p>Australian Government election (NSW seats)</p> <p>Women comprised 29 percent (14 out of 48) of those elected in the House of Representatives (lower house) while women made up half (3 out of 6) of those elected in the Senate (upper house).</p> <p>Gender gap</p> <ul style="list-style-type: none"> • Overall, women in NSW comprised 37 percent (26 out of 70) of those who were elected to office in all elections conducted in 2013 in NSW (local, by-elections and federal election). • Women fill one-fifth of seats in the NSW Legislative Assembly (lower house). • Taking the 2013 elections, NSW seats in the House of Representatives are two and a half times more likely to be filled by a man than a woman, while NSW Senate seats are equally as likely to be filled by a man as by a woman.
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<p>The direction of change over time</p>	<p>NSW Government</p> <p>While women's representation has remained stable over the last year, since 2007 there has been a decrease in the proportion of female members in the NSW Legislative Assembly (lower house). Women's representation in the NSW Legislative Council (upper house) has been unchanged since 1999 at 31 percent (see Figure 5.2).</p> <p>Australian Government elections</p> <p>In the Lower House, NSW women's representation has declined since 2004. In 2004, women made up 35 percent of those elected in the Lower House for NSW seats. This declined to 27 percent in 2007 and 2010. Although an improvement was seen in 2013 (29 percent), the number of women elected to the House of Representatives was still disproportionately low compared to men (see Figure 5.3).</p> <p>In the Senate, NSW women's representation declined following the 2007 elections to 33 percent from 50 percent in 2004. However, women's representation has recovered such that in the 2013 elections, half of the elected members were again women.</p>
<p>How does NSW compare?</p>	<p>The percentage of NSW seats in the Australian Parliament that were won by women at the 2013 Australian Government Election was higher than the national average: 29 percent compared to 26 percent nationally in the House of Representatives, and 50 percent compared to 43 percent nationally in the Senate.</p> <p>Overall, when comparing the lower and upper houses, women have lower levels of representation in the NSW Parliament when compared to the Australian Parliament: 6 percentage points less in the lower house and 12 percentage points in the upper house.</p>
<p>Tracking subgroups of women</p>	<p>Neville Bonner AO was the first Aboriginal person to be elected to the Australian Parliament (1971). In 2013, Nova Peris (Northern Territory) became the first Aboriginal woman to be elected to the Australian Parliament.</p> <p>For state parliaments, in 2001, Carol Martin became the first Aboriginal woman to win a seat in Western Australia. This was followed in NSW by Linda Burney who in 2003 became the first and is still the only Aboriginal woman in the NSW Parliament.</p>

Years collected: 2013 and previous years.

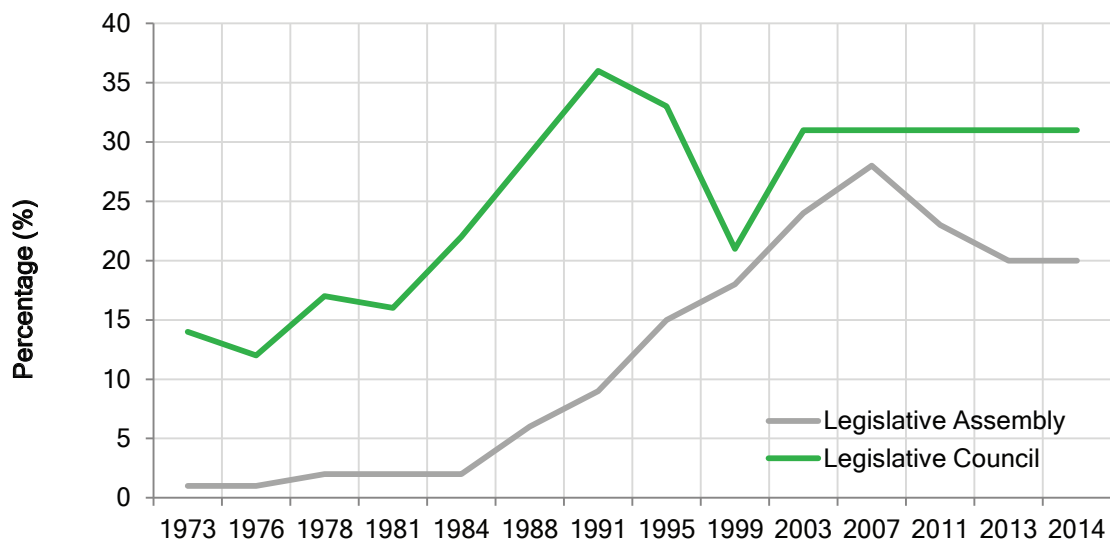
Data source: Parliament of Australia (2014) *Senators and Members*; Australian Electoral Commission (2014) *Federal Elections 2013*, also from previous years.

From 1 July, 2014 the Senate composition changed as a result of the federal election on 7 September 2013 (including the Western Australian re-election on 5 April).

More information is available at <http://www.aph.gov.au>. See also: [www.aec.gov.au/Elections/Federal Elections/](http://www.aec.gov.au/Elections/Federal_Elections/); www.aec.gov.au/indigenous/milestones.htm

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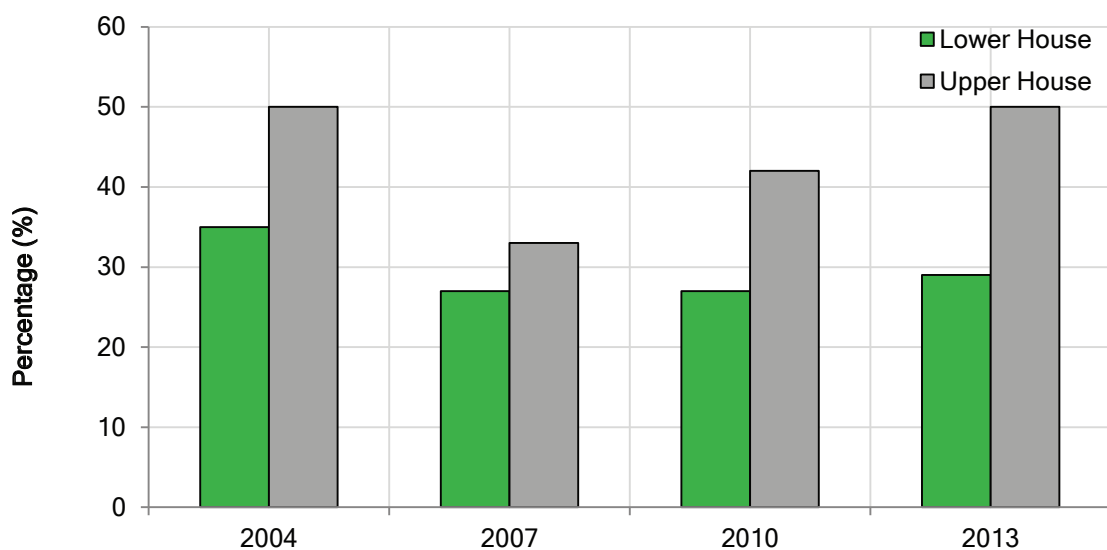
Figure 5.2 Women members of NSW Parliament, 1973–2014



Population: Members of the NSW Parliament between 1973 and 2014.

Data source: NSW Parliamentary Library Research Service (2011) *Women in Politics and Public Leadership*, Briefing Paper No 6/2011 and NSW Parliament (2014) *Members of Parliament 2014*.

Figure 5.3 Women members elected to NSW seats, Australian Parliament, 2007–13



Population: All NSW elected members of the Australian Parliament.

Data source: Parliament of Australia (2014) *Senators and Members*; Australian Electoral Commission (2014) *Federal Elections 2013*, also from previous years.

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1.3 National Congress of Australia's First Peoples

Women on the Board of the National Congress of Australia's First Peoples (National Congress)

Women's status compared to men	<p>As a result of its second Congress, a newly elected board took office on 19 August 2013. Four of the 8 member board are women. One of the 2 chairpersons is a woman.</p> <p>Gender gap</p> <ul style="list-style-type: none"> Women and men are equally represented on the board of the National Congress of Australia's First Peoples.
The direction of change over time	<p>The first National Congress National Board (inaugural Board) was an 8 member board comprising an equal gender split of 4 men and 4 women. On 8 July 2011, its first elected board took office.</p> <p>The National Congress has maintained an equal proportion of women board members to male board members. It also has an Ethics Council which has the same equal gender split, and half of the delegates to its annual national gathering 'National Congress' are women. This is in line with the National Congress' policy, enshrined as a founding principle in its constitution, to achieve substantial gender equality at all levels of its leadership and management.</p>
How does NSW compare?	<p>As at 7 April 2014, the total number of board members in the NSW Aboriginal Land Council was 9. Of this number, 22 percent (2) were women.</p>

Launched on 2 May 2010, the National Congress of Australia's First Peoples provides national leadership in advocating for the recognition of the status and rights of Aboriginal and Torres Strait Islander peoples. It gives a voice for Aboriginal Australians as well as presenting an opportunity to build relationships with government and industry in order to protect the economic, environmental, cultural and social futures of Aboriginal and Torres Strait Islander peoples. The congress was incorporated as a Company Limited by Guarantee in April 2010 and is owned and controlled by its membership. Gender equality has been a founding principle in the constitution of the National Congress, and has been adopted as an operating principle by the company.

Year collected: 2013.

Data source: National Congress of Australia's First Peoples (2013) *Congress Fact Sheet*.

More information is available at www.nationalcongress.com.au See also: www.dss.gov.au

Topic 2 NSW public sector leadership

This section looks at women's leadership in the NSW public sector by examining two important measures of government's progress in this area: the percentage of women who are appointed to sit on government boards and committees, and the percentage of women in the public sector Senior Executive Service (SES).

2.1 NSW Government appointments

Women's representation on government boards and committees

Women's status compared to men	<p>As at 31 December 2013, women held 38 percent of government board and committee positions in NSW (see Table 5.2).</p> <p>Gender gap</p> <ul style="list-style-type: none"> Men are 1.6 times more likely to be represented on NSW Government boards and committees than women.
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<p>The direction of change over time</p>	<p>Women held 27 percent of NSW Government board and committee positions in December 1997. By December 2013, this figure had risen to 38 percent, indicating an increase of 11 percentage points in 16 years (see Figure 5.4). However, in terms of the number of board and committee positions, there were 2,356 fewer positions available in 2013 compared to 1997 (when there were 6,647).</p> <p>Over the 12 months to December 2013, women's representation increased in 6 of the 8 NSW Government portfolios where women had held less than 25 percent of board and committee positions in December 2012. However, this did not impact the overall proportion of women holding board and committee positions across government (see Table 5.2).</p> <p>By December 2013, there were 4 portfolios (where more than one position was available) that had less than 25 percent female representation: Police and Emergency Services (13 percent), Roads and Ports (14 percent), Tourism, Major Events, Hospitality and Racing (20 percent) and Resources and Energy (24 percent).</p>
<p>How does NSW compare?</p>	<p>NSW still lags behind Australia. As at 30 June 2013, women held 42 percent of 4,039 board positions on 460 Australian Government boards and bodies. This represents a 3.3 percentage point increase from 2012, 7.2 percentage point increase from 2010, and an 8.6 percentage point increase since 2009.</p> <p>NSW also lags behind South Australia. As at 1 May 2012, women comprised 46 percent of members in 457 state boards and committees in South Australia. However, NSW performed better than Victoria. As at June 2013, 31 percent of public sector board members in Victoria were women.</p>
<p>Tracking subgroups of women</p>	<p>As at 31 December 2013, Aboriginal women held 49 percent of all NSW Government board and committee positions held by people who identified as Aboriginal. At the same time the share of positions held by culturally diverse women was 40 percent. Women with a disability held 47 percent of the positions occupied by people with a disability.</p> <p>Compared to women's share of all NSW Government board and committee positions (38 percent), Aboriginal women, culturally diverse women, and women with a disability all hold a greater proportion of the positions held by people who identify as part of the subgroup. However, men still hold the greater share of positions for all of these targeted subgroups.</p>

This indicator reports on appointments to NSW Government boards and committees that are approved by Cabinet. As at 31 December 2013, this included boards and committees covering all portfolio areas of government, with more than 4,200 positions in total.

The Australian Government has a 40:40:20 target to achieve gender balance on Australian Government Boards. Year collected: 2013 and previous years.

Data source: NSW Department of Premier and Cabinet, unpublished data; ABS (2014) *Gender Indicators, Australia, August 2013*. Cat no. 4125.0; South Australia Department of Premier and Cabinet (2013) *Boards and Committees Information System 2013 Annual Report*; Australian Government Office of Women, Department of Families, Housing, Community Services and Indigenous Affairs (2013) *Gender Balance on Australian Government Boards Report 2012–2013*; Victoria State Services Authority (2014) *The State of Public Sector in Victoria 2012–2013*.

More information is available at www.boards.dpc.nsw.gov.au; www.abs.gov.au; www.dpc.sa.gov.au/boards-and-committees#bcis; www.dpmc.gov.au/women/files/documents/08_2013/attachment_b.pdf; www.sssa.vic.gov.au

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Table 5.2 Women's representation on NSW Government boards by portfolio, 2011–13

Portfolio	March 2011	December 2012	December 2013
Minister for Aboriginal Affairs	25	36	0*
Minister for Western New South Wales	n/a	n/a	0*
Minister for Police and Emergency Services	8	13	13
Minister for Roads and Ports	14	21	14
Minister for Tourism, Major Events, Hospitality and Racing	32	18	20
Minister for Resources and Energy	17	18	24
Minister for Finance and Services	37	29	28
Minister for Fair Trading	37	30	28
Minister for Sport and Recreation	37	27	29
Minister for Primary Industries	19	27	29
Minister for Justice	33	38	30
Minister for Transport	28	21	30
Premier	44	27	30
Minister for Planning and Infrastructure	32	31	32
Minister for Regional Infrastructure and Services	30	33	32
Treasurer	22	19	32
Minister for Trade and Investment	30	23	34
Minister for Heritage	11	21	35
Minister for Local Government	67	39	37
Minister for Medical Research	26	29	37
Minister for Citizenship and Communities	49	33	38
Minister for Health	44	42	40
Minister for the Arts	46	40	40
Minister for the Environment	34	40	42
Minister for Education	52	52	46
Attorney General	44	48	46
Minister for the Illawarra	n/a	33	50
Minister for Family and Community Services	73	59	56
Minister for Mental Health	51	55	61
Minister for Ageing	68	60	61
Minister for Disability Services	76	76	72
Minister for Women	100	91	76
Hunter	31	n/a	n/a
Small Business	23	n/a	n/a
Western Sydney	29	n/a	n/a
Total	38	38	38

Note: 'n/a' refers to portfolios that had no allocated boards at that point in time. Changes in the composition of some portfolios such as Sport and Recreation affect the ability of year to year comparisons. All figures have been rounded up.

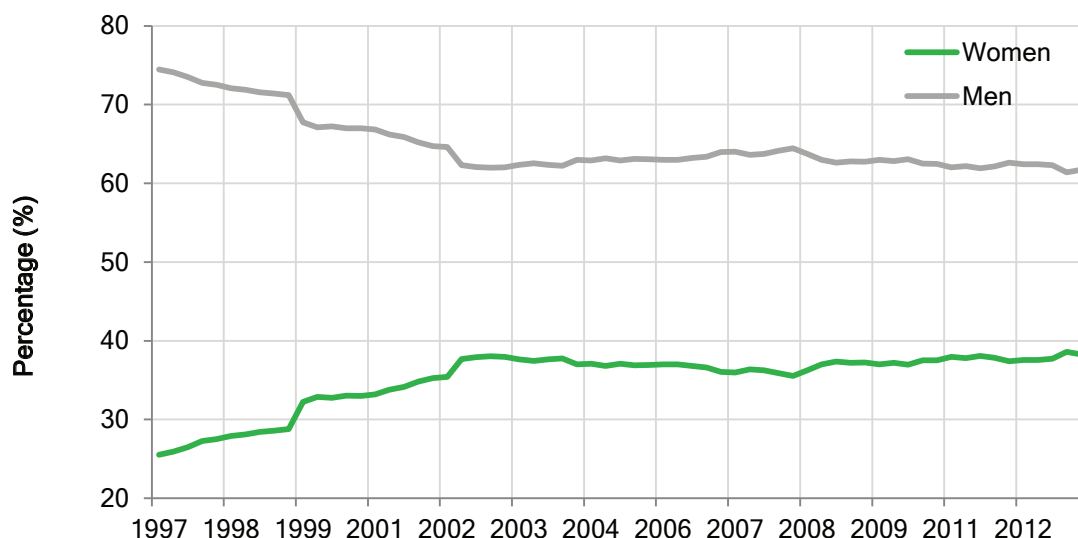
*At 31 December 2013 these portfolios contained one board position only (which was held by a male).

Population: Members of NSW Government boards and committees.

Data source: NSW Department of Premier and Cabinet, unpublished data.

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Figure 5.4 NSW Government board and committee members by sex, 1997–2013



Population: Members of NSW Government boards and committees.
Data source: NSW Department of Premier and Cabinet, unpublished data.

2.2 NSW public sector senior management

Women's representation in senior executive service roles

Women's status compared to men	<p>In 2013, women accounted for 27 percent of the Senior Executive Service (SES) in the NSW public sector.</p> <p>Gender gap</p> <ul style="list-style-type: none"> Women in NSW comprise just over one-quarter of senior management in the state's public sector.
The direction of change over time	<p>The proportion of women in SES positions in NSW improved slightly from 26 percent in 2012 to 27 percent in 2013. In a 12-year period, women's share has increased by 5 percentage points up from 22 percent in 2002.</p>
How does NSW compare?	<p>NSW lags behind Australia in the proportion of women in SES positions in the public sector. As at June 2013, there were 2,736 ongoing SES employees Australia-wide of which 40 percent were women (up from 38 percent in 2011).</p> <p>As at June 2013, in the state of Victoria women comprised 41 percent of people employed as executives across the public sector.</p>
Tracking subgroups of women	<p>In 2013, Aboriginal women comprised less than 1.1 percent (7) of women in SES positions in NSW.</p>

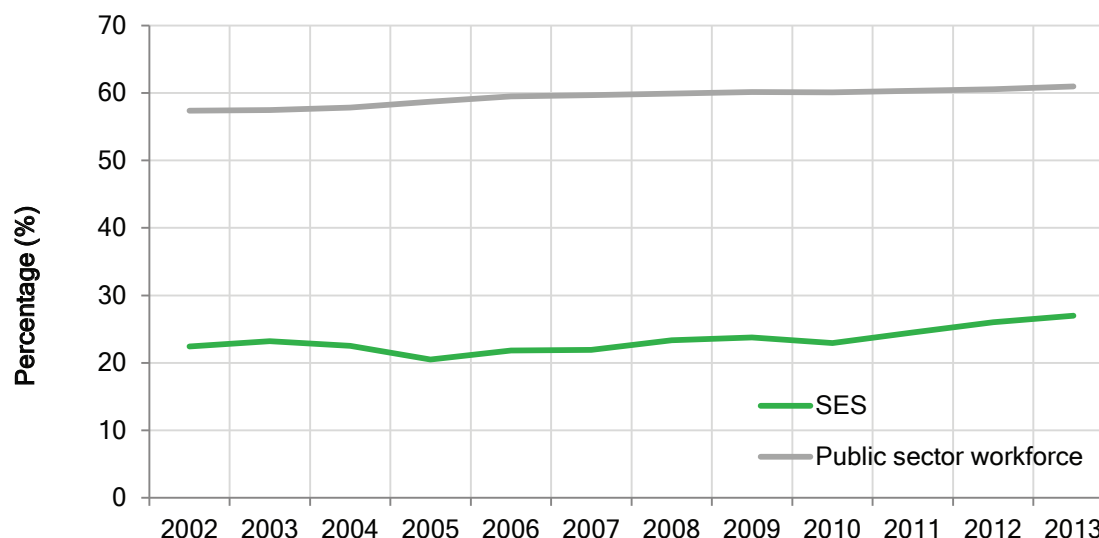
SES employees are determined under the Public Sector Employment and Management Act 2002. They do not include chief executives. The data provided by the NSW Public Service Commission is at its census date of 20 June 2013 and also include SES-equivalent positions, which are senior executive staff whose contract of employment does not fall under the Public Sector Employment and Management Act.

Years collected: 2013 and previous years.

Data source: NSW Public Service Commission (2013) *NSW Public Sector Workforce Profile 2013*; Victoria State Service Authority (2014) *The State of the Public Sector in Victoria 2012 – 2013*; Australian Public Service Commission (2013) *Australian Public Service Statistical Bulletin: State of the Service Series, 2012–13*. More information is available at www.psc.nsw.gov.au; www.ssa.vic.gov.au; <http://www.ssa.vic.gov.au/products/view-products/the-state-of-the-public-sector-in-victoria.html>; www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/2012-13/main

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Figure 5.5 Women in the SES and the total NSW public sector, 2002–13



Note: Does not include casual staff.

Population: Women under SES contracts and women in SES-equivalent positions; and total non-casual women in the public sector workforce.

Data source: NSW Public Service Commission (2014) *NSW Public Sector Workforce Profile 2013*.

Topic 3 Leadership in the private sector

Indicator 3.1 looks at the board participation of women in NSW-based ASX 200 companies. New data for some of the indicators for leadership in the private sector that appeared in *Women in NSW 2013* are not available this year. Although the ASX 200 is for a smaller set of companies compared to the ASX 500, it nevertheless provides more recent and updated data.

3.1 Board directorships in the largest private companies

Women's representation in directorships of ASX 200 companies

Women's status compared to men	<p>As at 1 April 2014, women comprised 21 percent of all directorships of NSW based companies within the ASX 200.</p> <p>Of the 90 ASX 200 companies that are registered in NSW, 12 (13 percent) of these do not have any female representation on their board.</p> <p>Gender gap</p> <ul style="list-style-type: none"> Women make up less than one-quarter of all directors of ASX 200 companies that are based in NSW.
The direction of change over time	<p>The proportion of directorship positions held by women in NSW-based ASX 200 companies has increased by 6 percentage points since April 2011 when women comprised 15 percent of directorship positions. This increased to 17 percent in April 2012, 18 percent in April 2013, and 21 percent in April 2014 (see Figure 5.7).</p>
How does NSW compare?	<p>As at 30 April 2014, women comprised 18.1 percent of board members of Australia's top 200 companies (ASX 200). A total of 40 boards in the ASX 200 (20 percent) do not have any women directors (compared to 13 percent for NSW). This suggests that ASX 200 companies based in NSW are more likely to have at least one woman on their boards than companies based in other parts of Australia.</p>

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

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index measures the performance of the 200 largest index-eligible stocks listed on the Australian Securities Exchange according to criteria established by Standard & Poor's and the ASX.

Directors are those people who hold a seat on a company board. They act on behalf of the shareholders in supervising the company.

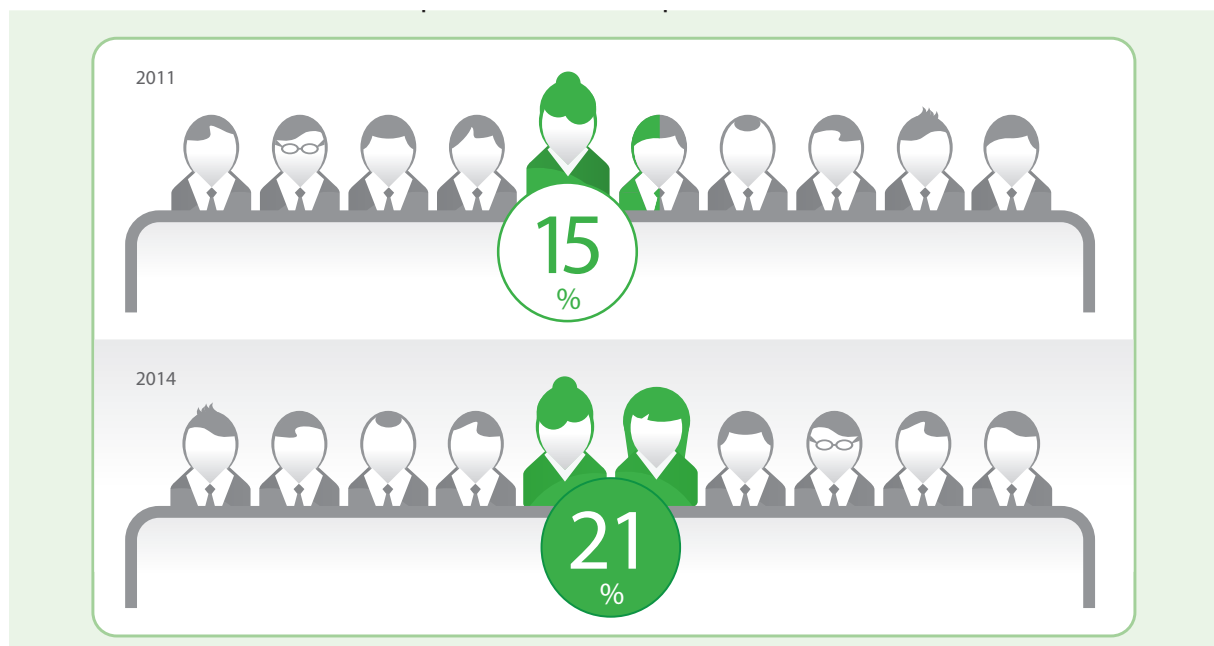
The private sector has been endeavouring to remove barriers to women's participation, and ensure companies have a target on diversity. The ASX Corporate Governance Council requires publicly listed companies in Australia to set gender diversity targets. According to the first ASX Corporate Governance Council Principles and Recommendations on Diversity Report which was released in July 2012, 98 per cent of the 211 sampled ASX-listed companies had a diversity policy.

Year collected: 2014 and previous years.

Data source: Australian Institute of Company Directors, unpublished data; Australian Institute of Company Directors (2014) *Appointments to S&P/ASX 200 Boards, 2014*; ABS (2014) *Gender Indicators, Australia, February 2014*. Cat no. 4125.0; Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (2014) *Gender Balance on Australian Government Boards Report 2012–2013*.

More information is available at: www.companydirectors.com.au; www.dss.gov.au

Figure 5.6 Female board directorships in ASX 200 companies, NSW, 2011 and 2014

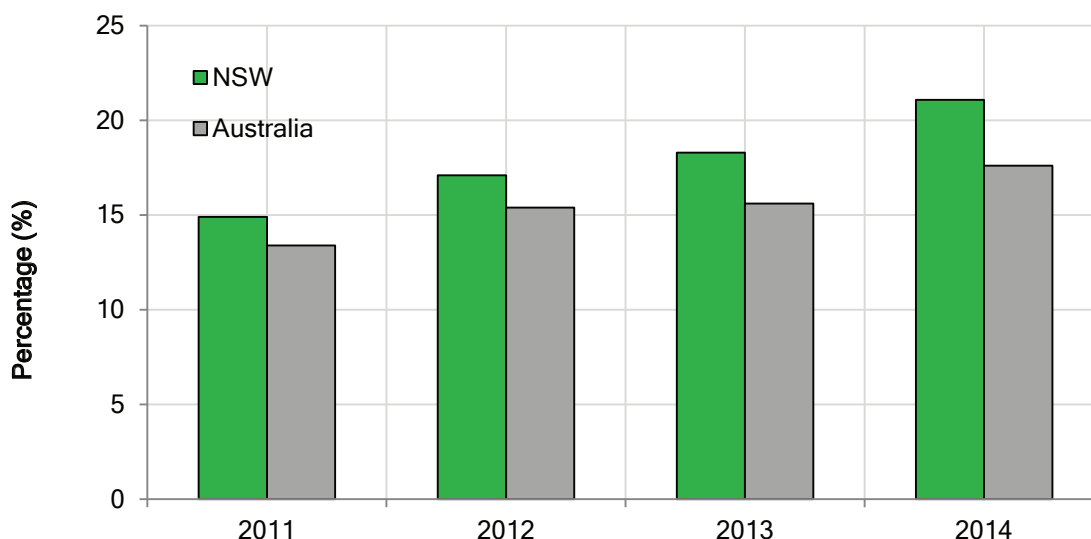


Population: NSW-based companies listed on the ASX 200 as at April 2011 and April 2014.

Data source: NSW Institute of Company Directors, unpublished data.

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Figure 5.7 Female board directorships in ASX 200 companies, NSW and Australia



Note: NSW data is at April 2011, April 2012, April 2013 and April 2014. The national data is as at 31 December 2011, 31 December 2012, 31 March 2013 and 14 February 2014.

Population: Companies listed on the ASX 200 for the dates specified above.

Data source: NSW Institute of Company Directors for NSW data, unpublished; ABS (2014) *Gender Indicators Australia*, February 2014. Cat no. 4125.0 for national data.

Topic 4 Leadership in the community sector

Indicator 4.1 focuses on the representation of NSW women in the leadership of State Sporting Organisations (SSOs). SSOs are community organisations recognised by government and the majority of playing participants as peak bodies in the management and administration of their individual sports within NSW.

4.1 Leadership roles in State Sporting Organisations

Women leaders in State Sporting Organisations (SSOs)

Women's status compared to men	<p>In NSW in 2012, 30 percent (245) of directorships of SSOs were held by women.</p> <p>In the same year, 21 percent (21) of SSO presidents and 26 percent (27) of chief executive officers (CEOs) were women. Seventeen percent (18) of SSOs did not have a woman on their board.</p> <p>Gender gap</p> <ul style="list-style-type: none"> Women are nearly two and a half times less likely than men to hold a directorship in a NSW SSO.
The direction of change over time	<p>No data is available prior to 2011 but in 2011, 29 percent of directorships of SSOs were held by women. This increased to 30 percent in 2012.</p> <p>From 2011 to 2012, there was a slight increase in the number of SSOs that did not have a woman on their board, from 15 SSOs in 2011 to 18 in 2012.</p> <p>The number of women who held the chief executive officer (CEO) position had increased slightly from 24 percent in 2011 to 26 percent in 2012. There was no change in the number of women holding the position of SSO president (20 percent for both years).</p>

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How does NSW compare?	<p>There is a greater proportion of women in leadership positions in SSOs in NSW compared to women in National Sporting Organisations (NSOs) in Australia. Only 23 percent of NSO directorships were held by women in 2012 (compared to 30 percent for NSW SSOs). For the same year, more women also occupied CEO and president positions in SSOs in NSW compared to NSOs in Australia (26 percent compared to 19 percent and 20 percent compared to 11 percent).</p> <p>In 2013, there were 386 directors in National Sporting Organisations (NSOs) in Australia. Twenty-four percent of these directors were women. Since 2012, there has been a 2 percentage point decrease in the number of women holding the position of president in NSOs (11 percent in 2012 to 9 percent in 2013).</p> <p>Twenty percent of CEO positions in NSOs were occupied by women in 2013, representing a 1 percentage point increase from 2012. Also in 2013, five out of a total of 55 funded NSOs had no woman on their board.</p>
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State Sporting Organisations are the NSW counterparts of National Sporting Organisations. They are community organisations that receive funding from government and others to promote and control the operations of their sport in NSW. Their member organisations rely to a large degree on the contributions of volunteers. Sporting organisations play an important role, both as promoters of sports throughout the state, and as the peak bodies that oversee the operations of local sports clubs.

In March 2013, following the release of new governance principles by the Australian Sports Commission, boards of national sporting organisations are required to meet a 40 percent target of female directorships on boards. This reform to improve gender balance is part of the overall reform to improve board election process.

Year collected: 2013, 2012, and 2011.

Data source: Sport and Recreation Division, Office of Communities, Department of Education and Communities for SSO data, unpublished; Women on Boards (2014) *National Sporting Organisations 2013*.

Topic 5 Senior roles in the legal and education professions

Topic 5 considers indicators of leadership in two professions that are historically known to diverge quite significantly in terms of gender representation. The legal profession has traditionally been known as a male dominated field while the education profession has been established and recognised as a female dominated profession. This section updates these indicators as they were presented in last year's report, *Women in NSW 2013*.

5.1 Women's representation in law

Judges, barristers, partners and principals of law firms

Women's status compared to men	<p>In March 2014, 33 percent (85) of judges and magistrates in NSW were women.</p> <p>As at 1 October 2013, women made up 24 percent (1,924) of partners and principals of private law firms in NSW.</p> <p>Women made up 20 percent (443) of all barristers with a NSW practising certificate as at 20 June 2013.</p> <p>Gender gap</p> <ul style="list-style-type: none"> Judges and magistrates in NSW are twice as likely to be male as female. Partners and principals of private law firms are three times as likely to be male as female while barristers are four times as likely to be male as female.
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<p>The direction of change over time</p>	<p>From 1994 to 2013, the representation of women in law has grown as evidenced by the increase in the number of female solicitors. Their number rose by 284 percent during the period (from 3,291 to 12,633), while the number of male solicitors grew by only 53 percent (from 8,992 to 13,775). As at 1 October 2013, a higher number of female (1,606 or 58 percent) than male (1,157) solicitors were issued with a Practising Certificate for the first time, following a long-term trend for women to outnumber men entering the profession.</p> <p>The percentage of NSW judges and magistrates who are women remained relatively stable. In 2012 and 2013 women comprised 34 percent of judges and magistrates. There was only a one percentage point decrease in 2014.</p> <p>The percentage of women who work as partners and principals in private law firms has improved slightly from 2008 to 2013, increasing by 4 percentage points during a five-year period (20 percent in 2008 to 24 percent in 2013) (see Figure 5.8).</p> <p>Since 2012, the proportion of junior barristers who were women remained unchanged (22 percent). However, the proportion of female Queen's Counsel or Senior Counsel increased from 6 percent in 2012 to 10 percent in 2013 (see Figure 5.9).</p>
<p>How does NSW compare?</p>	<p>In Australia, in March 2013, women judges and magistrates comprised 35 percent (55 of 156) of all Commonwealth judges and magistrates.</p> <p>In Victoria as at October 2013, 26 percent of practising Counsel were women. The proportion of women among Victorian Queen's Counsel or Senior Counsel (10 percent) was similar to the NSW proportion (10 percent). A smaller proportion of judges and magistrates in Victoria were women (25 percent) than in NSW (33 percent).</p>
<p>Tracking subgroups of women</p>	<p>Female solicitors tended to be younger than males, with an approximate average age in 2013 of 38.2 years, compared to the male average of 45.8 years. They also tend to work part-time compared to males (21 percent compared to 10 percent of males).</p> <p>In NSW as at 1 October 2013, 132 solicitors (over 1 percent) identified themselves as Aboriginal, of which 52 percent were Aboriginal women.</p> <p>There has been a 7 percent increase in the number of Aboriginal solicitors as at 1 October 2013 compared to the same period in 2012.</p>

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.

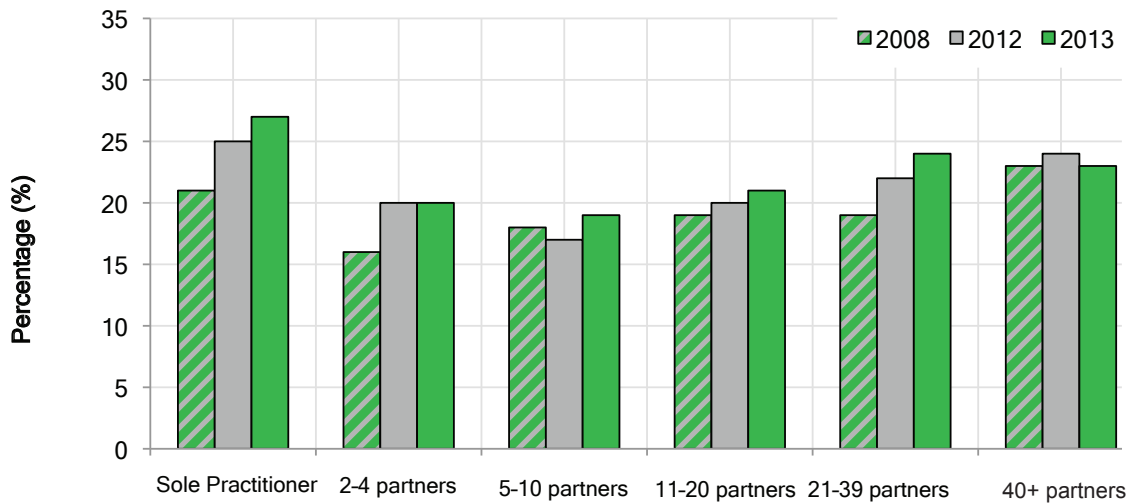
Years collected: 2014 and previous years.

Data source: Australasian Institute of Judicial Administration, unpublished data; The Law Society of New South Wales (2014) *2013 Profile of Solicitors of NSW Final Report; Profile: Law Society Research Update Statistics as at 1 March 2014*; The NSW Bar Association (2014) *Annual Report 2013*; ABS (2013) *Gender Indicators, Australia, August 2013*. Cat no. 4125.0; Victorian Bar (2014) *Bar Statistics 2013*.

More information is available at www.aija.org.au; www.lawsociety.com.au; www.nswbar.asn.au; www.vicbar.com.au/about-us/about-the-victorian-bar/bar-statistics

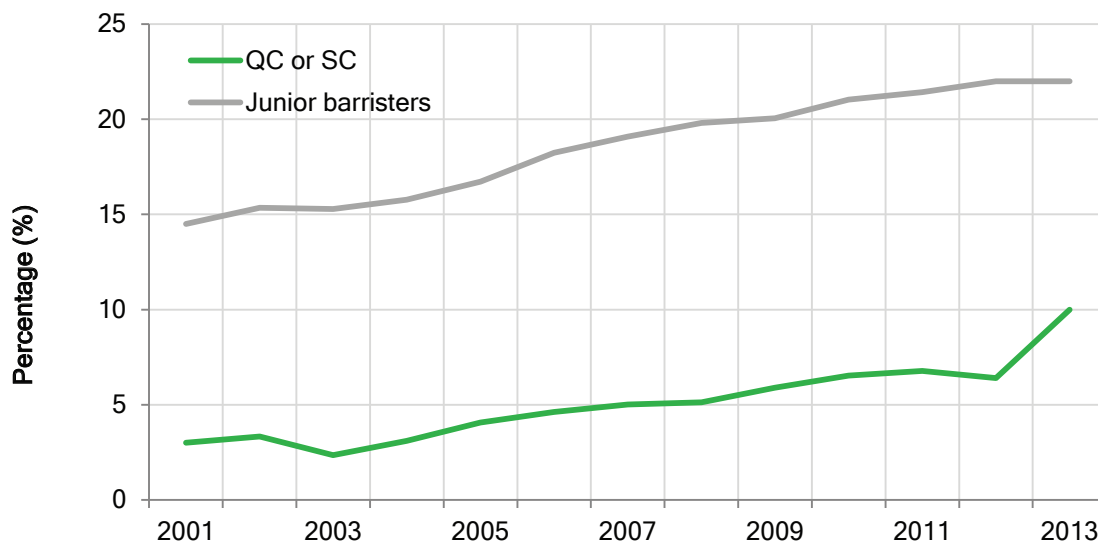
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Figure 5.8 Women partners in private law firms, NSW, 2008–13



Population: Solicitors in NSW who held a current practising certificate on October 2013 and previous years.
Data source: The Law Society of New South Wales (2014) *2013 Profile of Solicitors of NSW: Final Report*; also from previous years.

Figure 5.9 Women barristers, NSW, 2000–13



Note: 'Queen's Counsel' and 'Senior Counsel' are barristers of seniority and eminence in their areas of practice.

Population: All barristers who held a NSW practising certificate as at 30 June 2013. Including barristers based interstate and overseas.

Data source: New South Wales Bar Association (2014) *Annual Report 2012–13*; also from various years.

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5.2 Principals of NSW government schools

Women's representation in NSW government schools

Women's status compared to men	<p>As at June 2013, 58 percent of primary school principals and 40 percent of secondary school principals of NSW government schools were women.</p> <p>As at June 2013, 81 percent of the total school-based teaching staff (including principals) in primary schools were women. In secondary schools, women comprised 57 percent of total school-based teaching staff.</p> <p>Gender gap</p> <ul style="list-style-type: none"> • Women comprise a majority of primary school principals. They outnumber men by more than half. • However, in secondary schools, over half of the principals are men. The proportion of female principals in secondary schools lags behind men by 20 percentage points.
The direction of change over time	<p>Women's share of principal positions in both primary and secondary schools improved over the period from 2008 to 2013. However, women still hold a disproportionately low share of principal positions in secondary schools (see Figure 5.10).</p> <p>Women's higher level of representation amongst teaching staff has remained stable.</p>
How does NSW compare?	<p>A national survey found that in 2010 in Australia, women held 60 percent of principal positions in government schools. Note that this data is based on a sample survey which does not provide a state breakdown.</p>
Tracking subgroups of women	<p>In NSW government schools, as at March 2013, 31 percent of women principals were aged between 50 and 59 years. Only 0.2 percent of women principals were in the youngest age group, 25 to 29 years.</p> <p>Three out of the 15 executive principals appointed to Connected Communities schools and the executive director of the Connected Communities Strategy are Aboriginal women. All of these positions are mainstream and not identified positions in accordance with part 9A of the NSW Anti-Discrimination Act 1997.</p>

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 relationships between the school and the community. Connected Communities is the strategy adopted by NSW Government schools to address the educational and social goals of Aboriginal children and young people living in complex and diverse communities.

National data: Based on a 2010 survey (Staff in Australian Schools) undertaken by the Australian Council for Educational Research (ACER) every three years, and commissioned by the Australian Government Department of Education, Employment and Workplace Relations (DEEWR). The final survey responses were received from 4,599 primary teachers, 10,876 secondary teachers, 741 primary leaders and 838 secondary leaders.

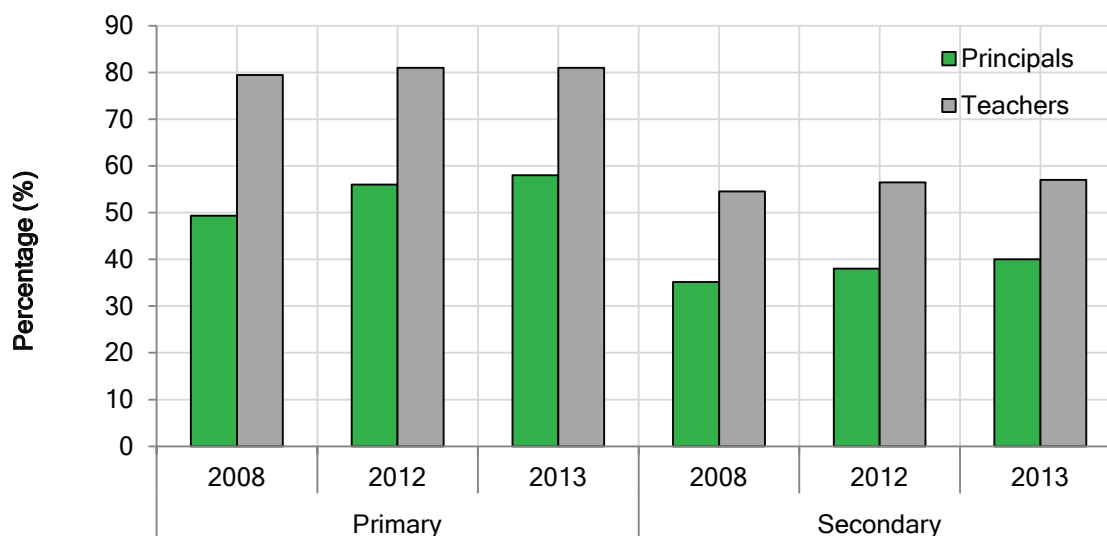
Year collected: 2013 for NSW data and 2010 for national data.

Data source: NSW Department of Education and Communities, *Workforce Profiles as at June 2008–June 2013*, unpublished; NSW Department of Education and Communities (2013), *Permanent School Teacher Age Profiles, 2013*; Australian Council for Educational Research (2011), *Staff in Australian Schools 2010*.

More information is available at www.dec.nsw.gov.au; www.acer.edu.au/sia

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Figure 5.10 Female principals and teachers, NSW government schools, 2008–13



Note: 'Teachers' cover all teaching staff, including principals.

Population: Permanent and temporary staff only. Does not include casual staff.

Data source: NSW Department of Education and Communities, *Workforce Profiles as at June 2008–June 2013*, unpublished.

5.3 TAFE NSW leaders

Directors and managers of Technical and Further Education (TAFE) NSW institutes

Women's status compared to men	<p>As at June 2013, 58 percent of TAFE NSW directors and managers were women.</p> <p>Gender gap</p> <ul style="list-style-type: none"> Women are ahead of men at this level. More than half of senior and managerial staff in TAFE NSW are women.
The direction of change over time	<p>The proportion of women at senior management level in TAFE NSW has increased steadily since 2006 when 43 percent of institute directors and managers were women. By 2013, this had increased by 15 percentage points to 58 percent (see Figure 5.11).</p>

Institute directors are the pre-eminent managerial and educational leaders within TAFE NSW. They are responsible for the overall leadership of their institute and its campuses, including management of administrative and teaching staff, the quality of educational programs, oversight of services delivered to industry and business, and relationships with other education providers.

Institute managers are employed as educational leaders and administrative managers in TAFE NSW. They have supervisory responsibility for administrative and/or educational programs and staff.

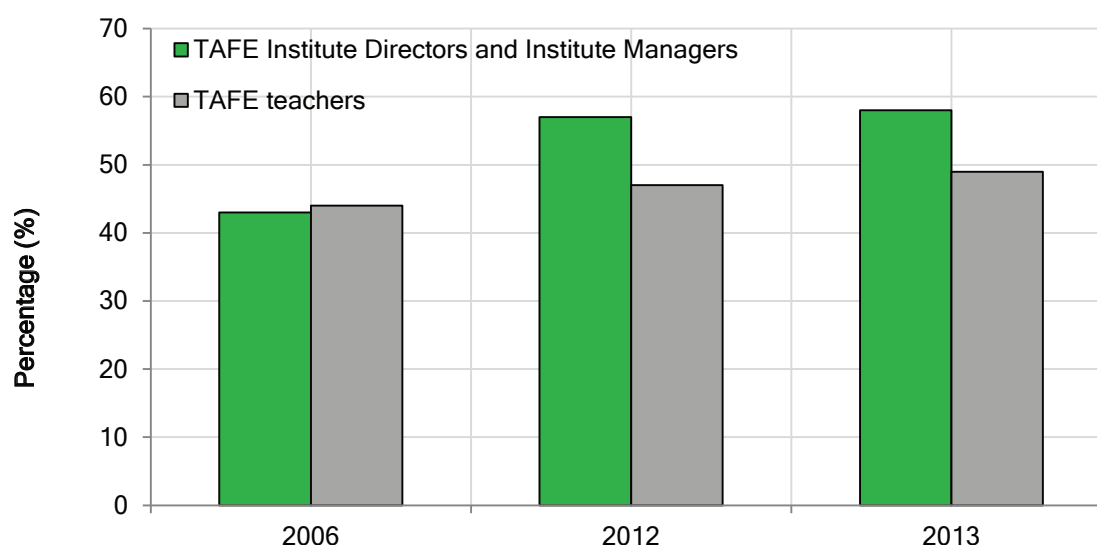
Year collected: June 2013.

Data Source: NSW Department of Education and Communities, *Workforce Profiles as at June 2006–June 2013*, unpublished.

More information is available at www.dec.nsw.gov.au

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Figure 5.11 Women TAFE NSW directors/managers and teachers, 2006–13



Population: Permanent and temporary staff only. Does not include casual staff.

Data source: NSW Department of Education and Communities, *Workforce Profiles as at June 2006–June 2013*, unpublished.

5.4 Senior academic positions in NSW universities

Women's representation in academic positions

Women's status compared to men	<p>In 2013, women comprised 42 percent (5,226) of the total number (12,406) of academics in NSW universities. Of this number, 30 percent (1,054) were senior academics.</p> <p>Gender gap</p> <ul style="list-style-type: none"> • More than half of academics in NSW are men. • Senior academics in NSW are more than twice as likely to be men as women.
The direction of change over time	<p>The rise in the number of women in academia has been slow. In most years, from 1999 to 2012, the number of women academics increased only by 1 percent annually. In 1999, the proportion was 37 percent, rising to 44 percent in 2010 to 2012, and falling slightly to 42 percent in 2013. This indicates an increase of only 5 percentage points throughout the 14-year period.</p> <p>Between 2000 and 2013, the proportion of senior level academic positions occupied by women has slowly increased, such that by 2013 women held 30 percent of positions (1,054 of 3,490 senior academics) (see Figure 5.12)</p>
How does NSW compare?	<p>In 2013, women comprised 43 percent (18,729) of all (43,182) academics in Australian universities.</p> <p>Women senior academics made up 30 percent (3,486) of all senior academics (11,683) in Australian universities, the same proportion as for NSW universities.</p>

The category 'above senior lecturer' includes vice-chancellor, deputy vice chancellor, professor, head of school, college fellow, associate professor, principal lecturer and other academic staff in the level D and E salary classifications.

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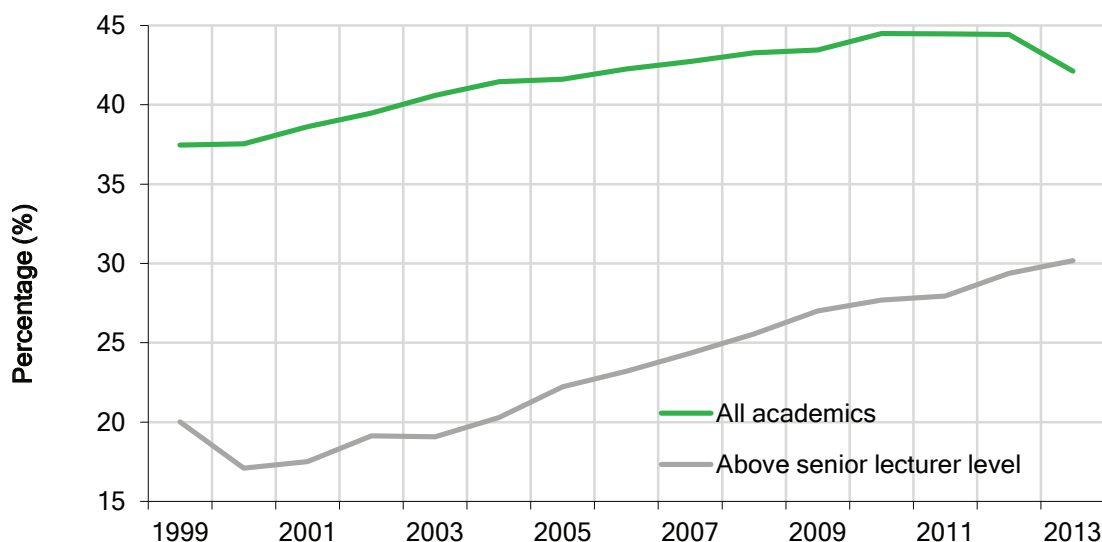
The NSW universities included in this data are: Charles Sturt University, Macquarie University, Southern Cross University, The University of NSW England, The University of New South Wales, The University of Newcastle, The University of Sydney, University of Technology Sydney, University of Western Sydney, and University of Wollongong.

Years collected: 2013 and previous years.

Data source: Department of Education (2014) *Selected Higher Education Statistics 2013 Staff Data*.

More information is available at: www.education.gov.au

Figure 5.12 Women academics in NSW universities, 1999–2013



Note: Data refer to full-time equivalent positions for full-time, fractional full-time and actual casual staff. Data for full-time and fractional full-time staff comprise actual numbers of staff and full-time equivalence for staff who were engaged in the provision of higher education courses in higher education institutions at 31 March each reference year. The numbers of persons counted and their FTE comprise a 'snapshot' taken at that date.

Data for the 'Actual Casual Staff' submission are provided at the same time as the full-time and fractional full-time staff submission in the following year (actual casual staff data is delayed by one year), and includes actual staff resources expended by casual staff in the calendar year measured in FTEs.

Population: Includes full-time, fractional full-time and actual casual staff of universities in NSW.

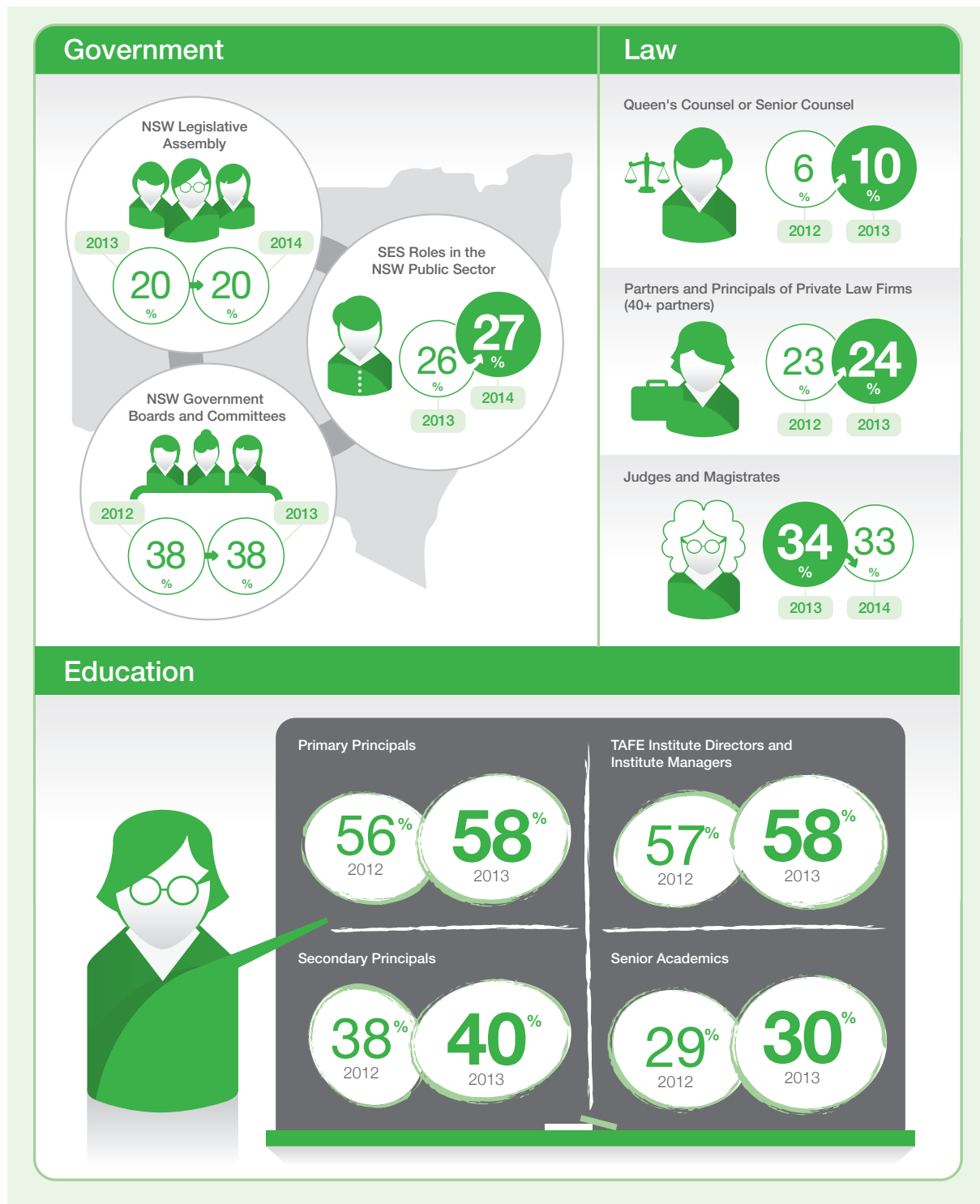
Year collected: 2013 and previous years.

Data source: Department of Education (2014) *Selected Higher Education Statistics 2013 Staff Data*.

More information is available at www.education.gov.au

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Figure 5.13 Women's leadership, NSW



Conclusion

How does NSW compare to all of Australia, and internationally, in terms of women's representation in leadership positions?

With women holding only 20 percent of Legislative Assembly (lower house) seats, NSW has lower levels of female representation in its parliament than at the national level and when compared to

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international averages. However, the percentage of NSW seats in the Australian Parliament that were won by women at the 2013 Australian Government election was higher than the national average. In comparison with world averages, as at 1 May 2014, Australia ranked 49th in terms of the percentage of women (26 percent) in the lower house of parliament relative to other countries. World-wide women occupy 22 percent of lower house seats and 20 percent of upper house seats.¹

Compared to Australia, women held a smaller share of government board and committee positions in NSW in 2013: at 38 percent compared to 42 percent for Australian Government boards. There was also a significant difference in the public sector Senior Executive Service (SES). NSW lags behind Australia with only 27 percent of NSW Government SES positions being filled by women, compared to 39 percent of Australian Government SES positions.

In 2013, the proportion of women judges and magistrates in Commonwealth courts was slightly higher (35 percent) compared to 33 percent for NSW courts. This is roughly on par with international comparisons, particularly that of the European Union (EU) where amongst member states in 2012, 34 percent of Supreme Court judges were women.²

In the private sector, the proportion of women in directorship positions in ASX 200 companies that are registered in NSW has been increasing. The improvements have been slow (between 1 and 3 percentage point increases annually through 2011 to 2014). The proportion in 2014, at 21 percent, is higher when compared to 17.6 percent for Australia, notwithstanding the fact that women's leadership representation in the private sector still has a long way to go when compared to men's. This gender imbalance is not unique to Australia. The European Union estimated that as at April 2013, only 16.6 percent of board seats of the largest publicly listed companies in the 27 EU-member states were held by women.² In the United States, the change in gender parity in corporate board memberships has been slow despite the number of organisations that have been formed to hasten the diversification of memberships in corporate boards to include more women.³

There is still so much to do in terms of improving women's representation in leadership roles. Although we laud the huge improvements made through the years in the teaching profession and in the directorship and managerial positions in TAFE, only minimal improvements can be seen in leadership roles in government boards and committees including SES positions, in the legal profession, and in local, state and Australian government positions. In these sectors, the uptake of women as leaders is rising, but slowly.

As with last year's report, data on Aboriginal women's leadership experiences as well as women from culturally and linguistically diverse backgrounds (CALD) are usually not collected or not readily available, except in the public sector. There remains a lack of systematic data collection in this area. To measure their contribution, identify trends, and understand the leadership experiences of Aboriginal and CALD women in NSW more fully, we need more information about the positions that Aboriginal and CALD women occupy.

1 Inter-Parliamentary Union (2014) *Women in National Parliaments*, as at 1 June 2014, available at <http://www.ipu.org/wmn-e/world.htm>

2 European Union (2013) *Women and Men in Leadership Positions in the European Union 2013: A Review of the Situation and Recent Progress*, available at http://ec.europa.eu/justice/gender-equality/files/gender_balance_decision_making/131011_women_men_leadership_en.pdf

3 Deloitte (2013) *Women in the Boardroom: A Global Perspective*. 3rd edition, March 2013, available at <http://www2.deloitte.com/content/dam/Deloitte/global/Documents/Risk/gx-ccg-women-in-the-boardroom.pdf>