

Promoting CALD Women's Participation on Boards and Decision-Making Positions

ADVANCING THE GENDER EQUALITY AGENDA FOR CALD WOMEN

Summary of Final Report

June 2013



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Families, Housing, Community Services and Indigenous Affairs*



About FECCA

The Federation of Ethnic Communities' Councils of Australia (FECCA) is the national peak body representing and advocating for culturally and linguistically diverse (CALD) communities. Our role is to advise, advocate, and promote issues on behalf of our constituency to government, business and the broader community.

The FECCA Women's Advisory Committee which was established in October 2003 promotes issues of concern to women from culturally and linguistically diverse (CALD) backgrounds who as a result of a number of intersectional factors, including gender, culture, religion and ethnicity, continue to face disadvantage and marginalisation. The Committee has a strong belief in the elimination of all forms of discrimination, violence and oppressive acts against women. Through this Committee, FECCA seeks to promote understanding in government, non-government and general community and advocate for the right of access to services, information and opportunity that will optimise quality of life for all CALD women.

FECCA's commitment to gender equality is reflected in the Women's Policy Statement *Supporting Australian Women from Culturally and Linguistically Diverse (CALD) Backgrounds 2012*.

About this Project

In October 2012, FECCA received funding from the Australian Government Office for Women within the Department of Families, Housing, Community Services and Indigenous Affairs to undertake the *Women's Leadership and Development Strategy/Promoting of CALD Women's Participation on Boards and in Decision-Making Positions Project* (the Project). The overall aim of the Project is to enhance the participation of culturally and linguistically diverse (CALD) women on boards and in decision-making positions.

FECCA subsequently commissioned Maria Dimopoulos and Georgia Prattis from Myriad Consultants to undertake the Project.

Please note that the report that follows is a summary of the full Project Report originally prepared by Myriad Consultants. Please contact the FECCA Office to request access to the full original report, at admin@fecca.org.au or call (02) 6282 5755.

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Acronyms and Abbreviations

ABS	Australian Bureau of Statistics
ACLW	Australian Centre for Leadership for Women
AHRC	Australian Human Rights Commission
AHRI	Australian Human Resources Institute
AICD	Australian Institute of Company Directors
AIM	Australian Institute of Management
AMaRWA	Australian Migrant & Refugee Women's Alliance
AMC	Australian Multicultural Council
ANZSOG	Australia and New Zealand School of Government
APSC	Australian Public Service Commission
APS	Australian Public Service
ASC	Australian Sports Commission
ASX	Australian Stock Exchange
ASX CGC	ASX Corporate Governance Council
Aus/AID	Australian Agency for International Development
AWCCI	Australian Women's Chamber of Commerce and Industry
CALD	Culturally and Linguistically Diverse
CAPWIP	Center for Asia-Pacific Women in Politics
CEDA	Committee for Economic Development of Australia
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIDA	Canadian International Development Agency
COAG	Council of Australian Governments
CWDI	Corporate Women Directors International
DCA	Diversity Council of Australia
DPO	Disability Peak Organisations
EC	European Commission
ERA	Equality Rights Alliance
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
FECCA	Federation of Ethnic Communities' Councils of Australia
GEIs	Gender equality indicators
INSTRAW	United Nations International Research and Training Institute for the Advancement of Women
IOM	International Organization for Migration
MCWH	Multicultural Centre for Women's Health
NFAW	National Foundation for Australian Women
NESB	Non English Speaking Background
NFP	Not For Profit



NGOs	Non-governmental Organizations
NSO	National Sporting Organisations
OECD	Organisation for Economic Co-operation and Development
OfW	Office for Women
SBS	Special Broadcasting Service
SES	Senior Executive Service
SIGI	Social Institutions and Gender Index
UN	United Nations
WBL	Women, Business and the Law
WGEA	Workplace Gender Equality Agency
WGE Act	Workplace Gender Equality Act
WIGB	Women in Global Business
WOB	Women on Boards



Acknowledgement of the Wisdom and Experience Of Indigenous Women

“Women are the backbone of all Indigenous organisations and central to the development of their communities.”

*Lowitja O’Donoghue, AC CBE
Australian of the Year (1984, 1990)*

This Research Project acknowledges the significant contribution that Aboriginal and Torres Strait Islander Women have made to the knowledge wisdom relating to women and leadership in diverse contexts. Particular gratitude is extended to Jackie Huggins and Kerrie Timm who so generously shared some ‘lessons learned’ as a result of their extensive involvement in Indigenous women’s leadership issues.

Inspiration can also be drawn from the world class example set by the **National Congress of Australia’s First Peoples** (Congress).

The Congress was established with gender equity as one of its founding principles. This message was clearly delivered by Aboriginal and Torres Strait Islander peoples during the consultation period prior to the establishment of Congress in 2010. As a result of the consultations undertaken by the Social Justice Commissioner and the Steering Committee gender equity was embedded in the governance model and arrangements recommended in the Steering Committee Report from the establishment of Congress in 2010.

Gender equity has been enshrined in Congress’ Constitution, practices and processes to make sure that Aboriginal and Torres Strait Islander women are equally represented in its membership, delegate structures, National Board and Co-Chairs, Ethics Council, staff and other structures as they are established. In section 15 of the Constitution the make-up of the National Board is outlined. Subsection 15.1(c) specifies that the company must have substantial gender equality in its leadership. Gender equality in the elected position is constituted in sections 15.3(3) and 15.4(2). Gender equality has been maintained in the inaugural and subsequent elected National Boards, in the delegate representation at both National Congresses (2011 and 2012), on the Ethics Council and at the first Congress National Youth Program in 2012.

Since Congress’ establishment as a company limited by guarantee in 2010, Congress has achieved 50% representation of Aboriginal and Torres Strait Islander women in its senior roles on the National Board and Ethics Council. Congress has two Co-Chairs, one female and one male, elected from its membership every two years. Almost 58% of Congress’ membership of nearly 5,000 individuals are women. 75% of its staff are women, with half of executive positions filled by women.

Congress is committed to continuing to ensure that Aboriginal and Torres Strait Islander women’s voices, experiences, issues and opinions are heard not only within its own organisations and communities, but by government and in the broader community..¹

¹ The Congress were the 2013 ACLW *Sustaining Women’s Empowerment in Communities and Organisations* (SWECO) Award Winners. The website for The National Congress of Australia’s First Peoples is www.nationalcongress.com.au



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In particular, we wish to thank the women who agreed to be interviewed about their leadership and Board experiences. We have been inspired by their strength, their passion and their determination.

Thank you also to the many amazing women who attended focus groups across Australia and who so generously and openly shared their experiences and wisdom.

We also extend our sincere appreciation to the individuals who supported us in relation to recruiting participants through the promotion of the research through their networks.

Particular thanks go to Elizabeth Broderick and her team at the Sex Discrimination Unit, particularly Alison Aggarwal for their ongoing support for the Project. Assistance with the project included a range of activities, including the distribution of the survey.

We would like to acknowledge the contribution of the team at Women on Boards and thank them for their assistance.

The DCA as a peak body for the sector, has proved invaluable and we are particularly indebted to the insights provided by Nareen Young and her team.

Finally a very big thanks to Janice Webster and the team at the FECCA Office for your patience, your skilful administrative capacities and your tireless commitment to ensuring the processes associated with the research went smoothly.

Our challenge has been to do justice to the diversity of the views expressed, to the insightful comments and constructive criticisms. We hope we have achieved this.

Maria Dimopoulos and Georgia Prattis



Foreword

We are pleased to present this report which helps to shine a light on the great potential for contribution by CALD women, across all sectors of Australian society, through an increased level of participation on Boards and decision making bodies.

The underrepresentation of CALD Women in senior leadership and Board positions and the related need for effective strategies to enhance and promote opportunities for greater participation and representation have been concerns for FECCA for a number of years.

FECCA has continued to seek progressive change in CALD women's participation and representation through a number of different forums and activities while ensuring that its own governing structures continue to be equally reflective and harnessing the skills of CALD women representatives. We expect that this report will ignite a rich dialogue about new, dynamic goals and advocacy to support higher levels of CALD leadership across the country.

The findings in this report bring together months of important discussions with women – both individually and in groups – from a range of ethnic minority backgrounds. We are grateful to the women who took the time to speak candidly about their experiences, and hope that these findings will promote and propel CALD women with their diverse rich skills into significant decision making bodies helping to build a stronger, socially and economically, Australian society.

We gratefully acknowledge the guidance by our esteemed colleagues for their invaluable contribution to this research project through their active participation on the Advisory Committee. Equally we extend our thanks to Myriad Consultants commissioned by FECCA to undertake this work.

The following quote by one of the women who were interviewed for the case studies of this research succinctly and accurately encapsulates our aspirations and hopes for the outcome of this important research project:

“One of the most important messages I hope this project promotes is that women from culturally diverse backgrounds have so much talent but we need to be able to make those talents more visible to those in decision making roles and not waste the precious talent and contribution. There is no doubt that there are women who could be taking on much greater leadership roles both in their own communities and within the broader Australian community, but they need to be acknowledged, valued and supported”

We acknowledge and thank the Office for Women (FaHCSIA) for funding this timely research project and providing the opportunity to highlight and showcase the potential value of CALD women's skills for the entire Australian community.

Voula Messimeri AM
Honorary President FECCA



Eugenia Grammatikakis
Senior Deputy Chair FECCA




1. INTRODUCTION AND BACKGROUND

“The world is wasting a precious resource today. Tens of thousands of talented women stand ready to use their professional expertise in public life; at the same time, they are dramatically underrepresented in positions of leadership around the world.”

Madeleine K. Albright - Chairman, NDI Board of Directors²

1.1 Project Summary

On October 2012, the Federation of Ethnic Communities’ Councils of Australia (FECCA) received funding from the Office for Women (FaHCSIA) to undertake the ***Women’s Leadership and Development Strategy/Promoting of CALD Women’s Participation on Boards and in Decision-Making Positions Project (the Project)***. The overall aim of the Project is to enhance the participation of culturally and linguistically diverse (CALD) women on boards and in decision-making positions. FECCA subsequently commissioned Myriad Consultants to undertake the Project.

The Project was formally launched by Ms Julie Collins, Minister for the Status of Women, in December 2012.

Project Background

The Australian Government has committed to achieving a target of at least 40 per cent women and 40 per cent men on Australian Government boards by 2015. The remaining 20 per cent can be either women or men.

On 15 November 2012 the Government released the ***Gender Balance on Australian Government Boards Report 2011-2012***. This report provides a statistical gender analysis of the composition of Australian Government boards for the period 1 July 2011 to 30 June 2012.

As at 30 June 2012, women held 38.4 per cent of Government board appointments. This is up from 35.3 per cent in 2011, demonstrating sound progress towards the 40 per cent gender balance target. Over the 2011-2012 financial year, 41.0 per cent of the 1633 new board appointments were awarded to women, demonstrating the concerted effort of portfolios to improving the representation of women on their boards.

While welcoming this news of increased female participation on Boards, FECCA is aware anecdotally from its own networks that participation of CALD women on Boards and in decision-making positions is much lower, especially in the public sector.

² As quoted in Markham, S. Strengthening women in parliament. Published by Oxford University Press on behalf of the Hansard Society, National Democratic Institute Board of Directors, 23 May,



Rationale

Immigrant and refugee women face multiple barriers to equal participation in the workforce and wider community. Alongside Australian-born women, they can experience discrimination based on gender, and alongside their male family and community members, they can experience discrimination based on cultural, religious and linguistic biases.

Anecdotal evidence indicates that very few of these women occupy positions on Boards or decision-making positions, especially in the public sector.

Through its activities and programs, FECCA is aware that CALD women are underrepresented in high level positions, but there is currently a dearth of research or data to support this.

In order to understand and address the reasons for this under-representation of CALD women and the limited progression into leadership roles there is clearly a need to have a more information on the issues, challenges and opportunities for CALD women, and sufficient data to set a baseline against which future progress can be measured.

To help address these issues, a proposal was submitted by FECCA and subsequently funded by the OfW to undertake this pioneering project.

Project Aims

The Project aims to further the Australian Government's commitment to increase the representation of women on Government Boards through its target of at least 40 per cent women by 2015 through the generation of ideas and discussion within the community. It aims to answer the following questions:

- ❑ ***What are the opportunities and challenges shaping the participation of CALD women in leadership and on boards and decision-making bodies?***
- ❑ ***What interventions are needed to improve representation?***

This project attempts to improve the understanding of the opportunities and challenges posed around the participation of CALD women in leadership and on Boards and decision-making bodies, and establish the scope for maximising the delivery of such opportunities whilst identifying ways to reduce or eliminate the challenges.

The Australian Government is committed to utilising the findings of this important project once completed in order to implement initiatives and policies to improve CALD women's participation on boards. This will undoubtedly contribute to maximising the use of their diverse skills for the benefit of all Australians, while helping to achieve greater equity for this significant proportion of the Australian population.



Key Research Objectives

The objectives of the research are:

- ❑ To identify the current numbers of CALD women in leadership and on Boards at public, private and community levels.
- ❑ To map positions occupied within Board's to identify whether or not CALD women are being equally represented in decision-making and leadership positions, for example, the role of Chair and Deputy Chair.
- ❑ To identify issues and propose strategies relevant to enhancing CALD women's participation on Boards and in decision-making and leadership positions.
- ❑ To compile sample data on the characteristics of Boards and decision-making bodies that do/do not include CALD women.
- ❑ To identify trends in CALD women's paths to Board participation; how, by whom and why they were successfully appointed.
- ❑ To document case studies illustrating women's experiences and generate discussion on the issues.
- ❑ To identify initiatives and policy recommendations that may improve CALD women's participation on Boards and in decision-making and leadership positions

1.2 Structure of this Report

The report is presented in three parts.

Part One of the report presents the overall findings in relation to the key research questions. It is set out in 5 sections:

Section One provides an introduction to the research topic and outlines the context in which the research was undertaken, the core issues that underpin the research and the key research questions are presented.

Section Two outlines the methodology used in this study which includes a description of the conceptual and theoretical approaches underpinning the research design. This section also outlines the challenges and strategies utilised in the recruitment of participants and an outline of the collection, interpretation and analysis of data.

Section Three outlines the findings of the study. This is presented honouring the richness of the data. The findings are presented as themes and emergent superordinate themes that represent the commonalities and differences within the reported experiences of the participants.

Section Four includes a discussion of the implications of the key findings in regard to the key objectives of the research and also presents a summary of insights from the project.

Section Five proposes a series of high level recommendations to progress the commitment to gender equality for CALD Women.



Part Two of the full report includes detailed research reports on each of the methodologies used to gather data and inform overall findings. It includes:

- ❑ A detailed literature and document review
- ❑ Focus groups report
- ❑ Case studies report
- ❑ Organisational surveys report
- ❑ Profiles of CALD women leaders

Part Three of the full report includes a series of appendices relevant to the project.



2. METHODOLOGY

2.1 Research Design

The study utilised a mixed methods approach, that is, both quantitative and qualitative methods.³ Mixed method research is a growing area of methodological choice for many academics and researchers from across a variety of discipline areas. An oft used quotation by Creswell and Plano Clark provides a comprehensive definition of mixed methods as follows:

“Mixed methods research is a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone”⁴

Mixed methods, in which quantitative and qualitative methods are combined, are increasingly recognized as valuable, because they can capitalize on the respective strengths of each approach. Additionally, as Karen Henwood suggests, integrating qualitative with quantitative methods also provides researchers with a tool for the potential “democratisation of the research process”⁵. Henwood suggests that integrating methods may thus also help establish and embed research validity by communicating responsibly and honestly when exploring multiple perspectives.

Quantitative methods included

- ❑ surveys (questionnaires distributed to all participants)
- ❑ structured interviewing (both face to face and by telephone)
- ❑ secondary analysis and official statistics
- ❑ content analysis.

Qualitative methods included

- ❑ interviews (face-to-face and by telephone)
- ❑ focus groups
- ❑ case studies
- ❑ documentary analysis.

Each method addressed a different aspect of the research issue:

- ❑ Interviews obtained the perspectives of CALD women

³ Greene, J. 2002 ‘Mixed-method evaluation: a way of democratically engaging with difference’, *Evaluation Journal of Australasia* 2, 2: 23-29.

⁴ Creswell JW (2003) *Research design: Qualitative, quantitative and mixed method approaches*, Sage, Thousand Oaks, CA.

⁵ Henwood, K. (2004). Reinventing validity: reflections on principles and practices from beyond the quality-quantity divide. In Z. Todd, B. Nerlich, S. McKeown, D. D. Clarke. (Eds.) *Mixing methods in psychology: the integration of qualitative and quantitative methods in theory and practice*. Hove: Psychology Press.



- ❑ Focus groups permitted rich discussions and examples
- ❑ Case studies highlighted the significance of CALD women's contribution through their leadership roles
- ❑ surveys and key informant interviews provided an assessment of the extent to which issues relevant to CALD women in leadership were identified and addressed
- ❑ surveys were also administered to all focus group participants.

2.2 Conceptual and Definitional Issues

The need to ensure clarity around key concepts and definitional parameters was an essential pre-requisite to ensuring rigour around the research process.

Clarity in relation to key terms such as 'CALD/NESB/ethnicity, 'leadership' and 'intersectional Identity' was achieved through a thorough examination of literature and currently accepted approaches in policy and practice.

The following definitions were used throughout the project design and implementation.

CALD

The terms 'Culturally and Linguistically Diverse' (CALD) and 'Non-English Speaking Background' (NESB) are both commonly used in the research, practice, and policy discourse to refer to all of Australia's non-Indigenous ethnic groups other than the English-speaking Anglo-Saxon majority.⁶

It should be noted however that there continues to be confusion and a perceived lack of clarity in relation to the term 'CALD' and its distinction from the term 'NESB'.⁷

Guidance around the defining characteristics of 'CALD' and cultural diversity was sourced from the 2011 Census which asked several questions to provide a picture of Australia's cultural profile. These included:

- ❑ In which country was the person born?
- ❑ Was the person's father born in Australia or overseas?
- ❑ Was the person's mother born in Australia or overseas?
- ❑ If born overseas - In what year did the person first arrive in Australia to live here for one year or more?
- ❑ What is the person's ancestry? (Provide up to two ancestries only).
- ❑ Is the person of Aboriginal or Torres Strait Islander origin?
- ❑ Does the person speak a language other than English at home?
- ❑ How well does the person speak English?
- ❑ What is the person's religion?⁸

⁶ Indigenous Australians are generally excluded from CALD and NESB because their experiences and needs as first nation people are seen as significantly different from other groups.

⁷ Babacan, H. (2005). Challenges of inclusion: Cultural diversity, citizenship and engagement. Presented at Engaging Communities



The ABS also provides guidance in relation to definitions associated with 'generations' of CALD groups⁹:

Generations in Australia

First generation Australians

First generation Australians are people living in Australia who were born overseas. This is a diverse group of people including Australian citizens, permanent residents and long-term temporary residents.

In 2011, there were 5.3 million first generation Australians (27% of the population)(a).

Second generation Australians

Second generation Australians are Australian-born people living in Australia, with at least one overseas-born parent. In 2011, there were 4.1 million second generation Australians (20% of the population)(a).

Third-plus generation Australians

Third-plus generation Australians are Australian-born people whose parents were both born in Australia. One or more of their grandparents may have been born overseas or they may have several generations of ancestors born in Australia. In 2011, there were 10.6 million third-plus generation Australians (53% of the population).

For the purpose of this study women self-identified and included mainly first and second generation as well as a small number of third generation. Importantly, CALD women are not a homogenous group that share a common ideological perspective on all issues.

Race and Ethnicity

Race and ethnicity are terms commonly used in ethnic minority research. Both these terms present a number of problems in terms of definition and classification.

An ethnic group is a social category of people who share a common culture, such as a common language, a common religion, or common norms, customs, practices, and history. Ethnic groups have a consciousness of their common cultural bond. An ethnic group does not exist simply because of the common national or cultural origins of the group, however. They develop because of their unique historical and social experiences, which become the basis for the group's ethnic identity.

⁸ See also - Department of Immigration and Multicultural Affairs (2001). The Guide: Implementing the Standards for Statistics on Cultural and Language Diversity ([http://www.abs.gov.au/Ausstats/abs@.nsf/be4aa82cd8cf7f07ca2570d60018da27/79fab04272992d54ca25697e0018febd/\\$FILE/ATT41EIH/DIMA%20Guide_Final.pdf](http://www.abs.gov.au/Ausstats/abs@.nsf/be4aa82cd8cf7f07ca2570d60018da27/79fab04272992d54ca25697e0018febd/$FILE/ATT41EIH/DIMA%20Guide_Final.pdf)).

⁹ See ABS - 071.0 - Reflecting a Nation: Stories from the 2011 Census, 2012–2013 – found at: <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2071.0main+features902012-2013>



Like ethnicity, **race** is primarily, though not exclusively, a socially constructed category. A race is a group that is treated as distinct in society based on certain characteristics. It is not the biological characteristics that define racial groups, but how groups have been treated historically and socially. Society assigns people to racial categories (White, Black, etc.) not because of science or fact, but because of opinion and social experience. In other words, how racial groups are defined is a social process; it is socially constructed. Whilst there are no genetically or biologically distinct races within the broad category of human race, this should not obscure the fact that racial thinking persists in the general society and that people are often treated on the basis of their presumed “race”.

Within this study, we strongly advocate for the need to move beyond essentialised concepts of race and ethnicity to examine the socio-political processes which relate to their social construction and the ways in which these terms articulate with other categories such as social class and gender and structure social relationships.

However it should be noted again that information in relation to the respondent’s ethnicity was self-attributed and self-described.

Leadership Roles

For the purpose of this study the term leadership role has been defined as

“A role requiring the management, guidance and direction of a workforce (paid or voluntary) and the responsibility for the development and/or implementation of policy within the organisation.”

2.3 Research Approach

Our approach to the research is characterised by the following core principles

- ❑ Intersectionality
- ❑ Cultural Competence
- ❑ Data Quality and Rigour

Intersectionality

There is a need to ensure that ‘multiple’ diversities are addressed in describing the leadership experiences of CALD Women, including gender, age, language, ethnicity, cultural background, sexual orientation, and religious belief.

As such, the Research Team adopted an intersectional approach to the design and implementation of the research. An intersectional approach neither constructs categories like



race, class, gender, and sexuality as autonomous categories of analysis nor attempts merely to add one category to another.¹⁰

The core elements of an intersectional approach have been articulated in the Beijing Platform for Action and in the Outcome document from the Special Session of the General Assembly entitled "Women, 2000: gender, equality, development and peace for the twenty-first century". The Beijing Declaration calls for Governments to "*Intensify efforts to ensure equal enjoyment of all human rights and fundamental freedoms for all women and girls who face multiple barriers to their empowerment and advancement because of such factors as their race, age, language, ethnicity, culture, religion, or disability, or because they are indigenous people.*"

Intersectionality is well developed in feminist scholarship as a means of dealing with "multiple" and "complex" inequalities. Scholars have taken up intersectionality to conceptualize and analyse manifold inequalities and discrimination that members of certain communities face¹¹.

In theoretical terms, it appears as though intersectionality provides great opportunities to attend to the specificities of and diversity among CALD women and to conceive of ways to act against the complex inequalities they face.

Cultural Competence

Cultural competence in research is the ability of researchers and research staff to provide high quality research that takes into account the culture and diversity of a population when developing research ideas, conducting research, and exploring applicability of research findings¹².

Cultural competence in research plays a critical role in study design and implementation processes, including the development of research questions and hypotheses, outreach and recruitment strategies, consent activities, data collection protocols, analysing and interpreting research findings, drawing conclusions and presenting the results.

Altogether, cultural congruence in these research processes helps to ensure the research is applicable to diverse populations and if necessary can be adapted to meet the target population's social, cultural and linguistic needs. Depending on the type of research, cultural competence can be crucial to successfully recruiting and retaining diverse individuals as study subjects.

According to the literature, most researchers do not understand or have not received training that enables them to work from and/or incorporate the perspective of minority populations

¹⁰ Zerai, A. (2000). Agents of knowledge and action. *Cultural Dynamics*, 12(2), 182-222.

¹¹ Association for Women's Rights in Development (AWID), Intersectionality: A Tool for Gender and Economic Justice (Toronto: AWID, 2004) p. 1. http://www.awid.org/publications/primers/intersectionality_en.pdf.

¹² Rabionet, S. E., Santiago, E., & Zorilla C. D. (2009). A multifaceted mentoring model for minority researchers to address HIV health disparities. *America Journal of Public Health*. 99(S1) Supplement 1 S65S70



into their work and thus assume the cultural perspective of the majority in the conduct of their work¹³.

Data Quality and Rigour

Rigour was enhanced in this study through:

- ❑ The selection of an appropriate and reasonably heterogenous sample;
- ❑ The use of a range of data collection methods, including well conducted in-depth interviews to gather the data; and a thorough and systematic analysis of the data.

2.4 Target Groups

The key target group was 'CALD Women'. For the purposes of the research project, the following cohorts were identified:

- ❑ Board directors - those who hold a seat on a board including Executive and Non-Executive members.
- ❑ Executive Management Personnel - the most senior person in the organisation (e.g. CEO) and those who report directly to that person. Executive managers include both executive and non-executive directors.

Selection of Participants

Purposive sampling was used to recruit participants, including executives from corporate, government, non-government, not-for-profit organisations and academic institutions. Purposive sampling techniques involve selecting certain units or cases “based on a specific purpose rather than randomly”¹⁴.

Neuman states that purposive sampling is appropriate when the researcher wants to recruit individuals from a “difficult-to-reach, specialised population”¹⁵ Due to both the nature of the research topic and the leadership status of the prospective participants, the population targeted within this study could well be described in this way.

Recruitment

A series of strategies and processes were utilised to recruit participants.

¹³ ShiuThronton, S. (2003). Addressing cultural competency in research: Integrating a community based participatory research approach. *Alcohol Clin Res*, 27(8), 1361-1364

¹⁴ Tashakkori, A., & Teddlie, C. (Eds.). (2003a). *Handbook of mixed methods in social & behavioral research*. Thousand Oaks, CA: Sage.

¹⁵ Neuman, W. L. (2003). *Social Research Methods: Qualitative and quantitative approaches* (5th Ed.). Boston: Allyn and Bacon. (p.213).



Direct recruitment process was used whereby individuals within the realms of the Project Team (including the members of the Advisory Committee) professional networks were asked to approach colleagues or friends who were deemed to be in leadership roles or on Boards (as defined for this study) and who they thought might be interested in taking part in the study.

Potential participants were then invited to contact the researcher if they were interested in receiving further information about the study. This initial approach also resulted in a snowballing effect whereby prospective participants subsequently informed others within their networks about the study.

It is important to note that a great deal of consideration was given to the process of recruitment in regard to the risk of causing offence by approaching someone who may not have considered herself to be from a 'culturally and linguistically diverse background'. Those asked to approach others all professed to being mindful of this and agreed to undertake the task with great sensitivity.

The women who subsequently expressed an interest in participating in the study were provided written material including information about the study, together with a consent form and case study template.

It was intended therefore, that the provision of this information would enable potential participants to more accurately determine their eligibility for inclusion in the study.

Data Collection

Qualitative data was gathered through in-depth, semi-structured interviews. Smith et al. describe the qualitative research interview as "a conversation with a purpose"¹⁶ They assert that this form of interview allows greater flexibility and enables the interviewer to go into novel areas and thus produce richer data. In addition, they say this approach acknowledges the participant as the perceived expert in the telling of their story.

According to Reid, Flowers and Larkin one-to-one interviews enable interviewer and respondent to "work in flexible collaboration, to identify and interpret the relevant meanings that are used to make sense of the topic"¹⁷

Rubin and Rubin use the term responsive interviewing rather than in-depth interviewing to highlight the interactive nature of the interview process which they also say should generate a depth rather than a breadth of understanding. They emphasise the importance of recognising the mutuality of the relationship between the interviewer and interviewee as conversational partners¹⁸. The main goal of responsive interviewing, they say, is to achieve a deep

¹⁶ Smith, J. A., Flowers, P., & Larkin, M. (2009). *Interpretive phenomenological analysis: Theory, method, and research*. London: Sage (p 57)

¹⁷ Reid, K., Flowers, P. & Larkin, M. (2005) Exploring lived experience: An introduction to Interpretative Phenomenological Analysis. *The Psychologist*, 18:1, 20-23. (p. 22).

¹⁸ Rubin, H.J. and Rubin, I. (2005), *Qualitative Interviewing: The Art of Hearing Data*, 2nd edn, Sage Publications, Thousand Oaks, California.



understanding of what is being studied and they describe the process of achieving this as follows:

*Research design and questioning must remain flexible to accommodate new information, to adapt to actual experiences that people have had, and to adjust to unexpected situations. The researcher creates future questions based on what he or she has already heard, requiring the researcher to analyse interviews throughout the project rather than just at the end.*¹⁹

As discussed earlier, in-depth interviews also enable the researchers to engage with the participant in a manner that contributes to the rigour of the research process. Smith et al. suggest that “unless one has engaged deeply with the participant and their concerns, unless one has listened attentively and probed in order to learn more about their lifeworld, then the data will be too thin for analysis”²⁰

Data Analysis.

According to Smith et al. there is no single approach to data analysis, but rather a degree of flexibility and a clear focus on exploring participant’s attempts to make sense of their experiences. They describe data analysis as follows:

*A set of common processes (e.g. moving from the particular to the shared, and from the descriptive to the interpretative) and principles (e.g. a commitment to an understanding of the participant’s point of view and a psychological focus on personal meaning-making in particular contexts) which are applied flexibly, according to the analytic task*²¹.

Ethical Considerations

There were a number of ethical considerations that were required to be addressed prior to and during the undertaking of this research. These considerations are outlined below.

Informed consent.

The researchers obtained informed and voluntary consent from respondents prior to their participation in the study. In accordance with these requirements, signed Consent Forms were collected from each respondent and respondents were provided with pertinent information about the study.

¹⁹ Rubin & Rubin, 2005, p 35

²⁰ Smith, J. A., Flowers, P., & Larkin, M. (2009). *Interpretive phenomenological analysis: Theory, method, and research*. London: Sage (p 58)

²¹ Ibid, page 79



Participants were advised of their right to withdraw consent during the interview and to review, edit or erase the recording or transcript of the recording of the interview prior to its inclusion in the study.

Confidentiality and Anonymity.

All participants were offered the option of remaining confidential and anonymous in their responses.

To ensure that participants achieved this level of assurance, the issue of confidentiality was discussed prior to the commencement of interviews.

Underlying Motivations to Participate in the Research

It is important to recognise that an overwhelming factor motivating involvement in the research was the concern to address what the majority of respondents identified as a 'serious gap' in research and the need to ensure the research would be directed towards change.

The generosity of the participants in talking frankly about very personal matters was greatly appreciated. Their stories and valuable insights, which represent the study findings are presented in this report.

2.5 Distribution

A number of organisations generously agreed to post the information about the project, including the survey or send out an email to their membership providing the link to the survey. These included:

- ❑ Diversity Council of Australia
- ❑ Women on Boards
- ❑ Federation of Ethnic Communities Councils of Australia
- ❑ EMILY's List National Bulletin
- ❑ Diversity Council of Australia – Diversity Matters E-Newsletter
- ❑ Volunteering Inc – newsletters across Australia
- ❑ Women on Boards
- ❑ Women in Global Business
- ❑ Settlement Council of Australia
- ❑ Ethnic Communities' Council of Western Australia
- ❑ Multicultural Council of the Northern Territory
- ❑ Multicultural Council of Tasmania
- ❑ Ethnic Communities' Council of NSW
- ❑ Ethnic Communities' Council of Victoria
- ❑ Ethnic Communities Council of QLD
- ❑ Multicultural Communities' Council of South Australia
- ❑ Centre for African Australian Women's Issues network
- ❑ Institute for Cultural Diversity
- ❑ Network of immigrant and Refugee Women



- ❑ Australian Muslim Women’s Centre for Human Rights
- ❑ Food for Thought Network
- ❑ Municipal Council of Victoria

Promotional activities to raise awareness of the Project and its objectives included:

- ❑ A presentation at the Australian Council of Social Services Conference
- ❑ Articles in various journals and newsletters

2.6 Data Collection Tools

In line with the multi research method, a range of data collection instruments were developed and implemented to achieve the research objectives. In summary these included:

- Demographic Surveys
- Organisational surveys
- Case study templates

Secondary Data: Literature and Document Review

Secondary data consist of existing data sets, reports, and documents, usually compiled by other persons or organizations, and relevant to the focus of the research. When properly incorporated into the process of analysis, these data provide an essential complement to the primary data collected.

The overall purpose of the review was to help build a solid understanding of the current situation relating to CALD women in leadership roles and to uncover data gaps.

A literature and document review was undertaken to assess baseline assessment of CALD women on boards and in decision making positions.

Rationale for identifying baseline data:

- ❑ Baseline data are critical reference points for assessing changes.
- ❑ Baseline data is used as a starting point for gauging progress towards the goal and objectives and measuring the level and direction of change. It establishes a basis for comparing the situation before and after an intervention and making inferences as to the effectiveness of the project.
- ❑ Baseline data should include the kind of information that would be appropriate for measuring changes in accordance with the objectives of the programme or intervention.

Key methods of establishing baseline data included:

- ❑ Review of Existing Policy and related mechanisms for Reporting gender representation on Boards and in senior leadership positions



- ❑ Review of Membership of National and State Government Board Registries
- ❑ Review of Existing Surveys (Eg, 2012 Australian Census of Women in Leadership)

The information and findings of the desk based study were subsequently integrated with the data and findings from the primary data collection and analysis.

Focus Groups

Focus groups are the most common qualitative research technique and often generate more information than alternative research methods. They are an ideal method to explore such complex issues as people's professional trajectories, the barriers which they met along the way, and the support which they think is required to widen access to positions of power.

The real value in this technique comes from free-flowing discussion and the unexpected findings that often occur. A wealth of information can be generated as the dynamics of group interaction builds upon the conversation to reveal the underlying thoughts, emotions and attitudes behind behaviours and opinions which are difficult to achieve using other techniques.

A total of five state / territory based consultations were conducted face to face throughout late March and April 2013. Both a project consultant and FECCA representative attended each of these consultations. Face to face consultations were conducted in:

- ❑ Perth
- ❑ Hobart
- ❑ Canberra
- ❑ Melbourne
- ❑ Adelaide
- ❑ Sydney

Face to face consultations had also originally been planned for Brisbane and Darwin but due to low response rates it was decided it was more feasible to undertake these consultations via phone. This has resulted in 'snowball sampling' that has provided access to a greater number of women than originally identified.

In total, sixty-five CALD women have participated in national focus groups or consultations either face to face or by phone.

Data collection has comprised:

- ❑ Qualitative feedback based on the discussion agenda developed for national focus groups and consultations.
- ❑ Quantitative and qualitative data based on a Demographic Survey developed for national focus group and consultation participants. This survey aimed to capture data on professional areas of expertise, academic qualifications, board appointments and / or decision making roles and, strengths participants bring to leadership roles as CALD women.



Case Studies: Individuals

The case study approach was used to determine the leadership contributions of CALD women.

The case study approach is used in this research to illuminate women's experiences, looking carefully at their personal experiences. The use of case studies was essential in assisting the women to define leadership in their own terms.

The qualitative nature of this study was best suited to a case study approach, which enables description of women's leadership experiences in their own terms.

The study adopted in-depth conversational interviews. Blackmore writes about using conversational interviews in her research, where the storytelling genre of the interview could be adjusted to a more informal discussion, taking the form of a conversation²².

Merrill observes that *'the interview dialogue becomes a more equal two-way process as the interviewer and the interviewee interact in a conversation. The interviewer should be prepared to share life experiences with the interviewees'*.²³

Conversational interviews were used to elicit dialogue with the interviewees. The study was carried out from an ontological position, which suggests that people's knowledge, views, understanding and interpretations are meaningful for the generation of knowledge.

The participants' views and opinions helped bring out issues that would not be apparent in more closed and structured methods of data collection.

Invitations to submit individual case studies were promoted through the focus groups and consultations, via a range of websites, newsletters and CALD networks.

Women were also identified via the mapping exercise undertaken in the initial stages of the project and through recommendations made by other CALD women.

The case studies included:

- ❑ Women in senior leadership positions
- ❑ Women on Boards

Broadly, the case studies sought to document the perceptions, experiences, visions, achievements and the lived experiences that have shaped CALD women's leadership perspectives and approaches

Qualitative feedback was sought in relation to the following key areas:

- ❑ Description of career path leading to being appointed on a Board or in a decision making role.

²² Blackmore, J. (1999), *Troubling Women: Feminism, Leadership and Educational Change*. Buckingham: Open University Press.

²³ Merrill, B. (1999), *Gender, Change and Identity: Mature Women Students in Universities*, Aldershot: Ashgate.



- ❑ Factors that have contributed to opportunities to access positions on a Board or in a decision making role.
- ❑ Key challenges as a CALD woman in accessing and participating on a Board or in a decision making role.
- ❑ The unique strengths / opportunities that CALD women bring to Boards or decision-making roles?
- ❑ Key lessons learnt along the way / advice to other CALD women seeking leadership roles.

Organisation Surveys

Every effort was made to identify current policy and practice approaches undertaken by key organisations across a range of sectors. Surveys were sent out to elicit good/innovative practices in relation to the promotion of diversity generally, and the inclusion of CALD women more specifically.

Due to the extremely small response to the surveys, a further review of key organisations' websites was reviewed to identify potential opportunities for strengthening examples of innovation.

Key Informant Interviews

A Stakeholder Map was developed based on the following key sectors

- ❑ Government
- ❑ Public Sector
- ❑ Private Sector/Corporates
- ❑ Academic
- ❑ Professional Women's Organisations
- ❑ Sports Sector
- ❑ Media Sector
- ❑ Not-for-Profit Women's Peaks
- ❑ Academic
- ❑ Peak CALD Women's Organisations
- ❑ Peak Multicultural Organisations

Key informants were subsequently identified from each of these sectors and in depth interviews were conducted. In addition, a range of individuals who are central to work in this field and have produced a number of key studies were also interviewed.

2.7 Research Limitation

A number of research limitations have been identified including:

- ❑ Methodological Issues - Specific sensitivities in relation to 'identity measurements'.



- The Problem of Categorisation - Because ethno-racial origin is a multidimensional phenomenon, and not always easily measured, determining CALD backgrounds of participants is not always a simple matter.
- The issue of impact of faith and religion on CALD Women's experiences of leadership
- Respondent Biases in the Consultation Tools - The hypothesis was that those who are aware of or have been involved in issues related to CALD women on boards and in decision making would have an inherent interest in making them publicly known.



3. KEY FINDINGS

3.1 Introduction

The aim of this part of the report is to present the findings of the study in a manner consistent with the methodological approach outlined in the previous section.

3.2 Secondary Data Review

The review of secondary data included two key components:

- a) A brief summary and analysis of the literature
- b) A review of secondary data sources which included:
 - ❑ Existing Policy and related mechanisms for Reporting gender representation on Boards and in senior leadership positions
 - ❑ Membership of National and State Government Board Registries
 - ❑ Existing Surveys (Eg., 2012 Australian Census of Women in Leadership)

Literature Review

The literature review begins with a brief summary of some of the recent Australian literature related to women and leadership and highlights some of the inherent biases and gaps as they relate to CALD women in leadership roles. The review then gives particular attention to the research on minority ethnic women and leadership. Much of the literature, with some exception, is international given the lack of Australian based research.

Intersectional analysis provides the lens through which the review of existing national and international research is undertaken. The concept of intersectionality has been important in inserting additional questions into the analysis of social relations, particularly in the field of gender equality. The application of an intersectional approach to analyses is important in order to make visible the actions of those women who would otherwise be obscured from discussions.

An intersectional approach also shifts the away from a deficit view of CALD women and communities as places full of cultural poverty disadvantages, and instead focuses on and learns from the array of cultural knowledge, skills, abilities and contacts possessed by socially marginalized groups that often go unrecognized and unacknowledged. Various forms of capital nurtured through cultural wealth include aspirational, navigational, social, linguistic, familial and resistant capital.

KEY FINDINGS

Key issues emerging from the literature review included

- ❑ While there is an increasing abundance in research related to gender and women on boards and leadership positions generally, there is very little Australian research that



specifically focuses upon the experiences and issues for women from culturally and linguistically diverse backgrounds.

- ❑ The experiences of ‘women and leadership’ documented in research are presented as universal, with little effort to integrate the unique and particular experiences of ethnic minority women.
- ❑ In identifying and addressing the range of challenges and barriers, very few Australian reports (with some exception) pay attention to gender in connection with other inequalities.
- ❑ Often research has focused solely on race or gender, without looking at the effects of being of a racialized/ethnic and gendered group
- ❑ Conceptions of leadership draw largely on the leadership experiences of a limited population, and of those in a restricted range of organizational settings.

The literature identifies a range of strategies for increasing the representation of minority ethnic women on boards and in senior leadership roles. These include:

- ❑ Collection of Multi-Identity Data Sets
- ❑ Establishment of Advisory Bodies/Taskforces
- ❑ Organisational Statements of Commitment/Policies
- ❑ Professional Networks
- ❑ Leadership Development Programs
- ❑ Research/Evidence Based Advocacy

Review of secondary data sources

The overall purpose of the review was to help build a solid understanding of the current situation relating to CALD women in leadership roles and to uncover data gaps.

Data sources included:

- ❑ Existing Policy and related mechanisms for Reporting gender representation on Boards and in senior leadership positions
- ❑ Membership of National and State Government Board Registries
- ❑ Data and trends on gender equality and representation

Key Questions Guiding the Data Review included

- ❑ What is the coverage of the data source?
- ❑ To what level is the data disaggregated?
- ❑ For which population is the data representative

Key findings included:

- ❑ Existing datasets are not inclusive of ethnicity or other variables that impacts on women’s experiences of leadership/access to leadership opportunities
- ❑ CALD women continue to see limited advancement to senior levels with organisations, particularly corporate, even though diversity programs abound.



- ❑ CALD women at the intersections of two or more identity categories are largely left out of most gender equality and related policies. As a result CALD women become marginalised
- ❑ Ethnicity/race is an important intersecting axis of inequality that is often neglected in gender equality policies, either because it is seen as belonging to other policy domains or seen as not relevant.
- ❑ Whilst the creation of gender indicators has been under development in recent years, there appears to be limited or no discussion relating to the inclusion of ethnicity/intersectional identity and how they shape and impact gender equality
- ❑ Unlike other countries where sex disaggregated data is further distilled based on ethnicity and cultural identity, Australia does not collect this information.
- ❑ By way of international comparison, both Europe and the USA have undertaken some detailed surveys aimed at establishing base line data relevant to ethnic and minority women and their representation on Boards and key decision making institutions.
- ❑ Implications for the lack of data means that we do not know or appreciate the enormous contribution that CALD women are making.
- ❑ There is no monitoring and reporting framework that integrates ethnicity and cultural background of women.
- ❑ On the whole both public sector and private sector initiatives aimed at promoting leadership opportunities tend to promote their programs to mainstream women rather than women from culturally and linguistically diverse groups.
- ❑ there are very few examples of practices/programs that included attention to CALD women, (eg, in the range of leadership programs being offered) and secondly, that the 'good practices' cited tended to be those undertaken by not for profit Organisations, particularly multicultural/ethno specific agencies.

3.3 Focus Groups

A total of 65 women identifying as culturally and linguistically diverse participated in national consultations either by attending state / territory based focus groups or by participating in interviews.

Summary of Challenges and Barriers

The consultation process revealed three consistent themes in relation to challenges and barriers impacting CALD women's participation on boards and in decision making positions.

These included the perceptions of women themselves around capability requirements for engaging at leadership levels, experiences of discrimination and, lack of access to leadership pathways.

Perceptions of capability requirements for engaging at leadership levels

- ❑ Whilst the majority of women involved in consultations had held board and / or executive positions within the multicultural sector, few had engaged in or even considered similar roles in the private / corporate sector.



- ❑ A common view amongst this cohort of women was that corporate board models in particular did not 'fit' with community board experience and therefore skills sets developed within community leadership roles would not be transferable.
- ❑ Many spoke about a lack of confidence in seeking opportunities outside the multicultural sector and suggested that self-perception further served to limit opportunities for CALD women who were often 'pigeon holed' once they had established a reputation for working in this sector. The women that had moved into mainstream government or corporate leadership roles had reached significant decision-making positions.

Experiences of discrimination

- ❑ Discrimination was another dominant theme in the experiences of CALD women in leadership roles. Exposure to discrimination was as common for those that remained within multicultural settings as it was for those that held leadership roles in mainstream sectors. In both contexts women confronted cultural issues around gender and hierarchy and highlighted that women continued to have to work harder than men to be seen as equal.
- ❑ Beyond multicultural sector settings, discrimination was experienced at intersectional levels with both gender and ethnicity impacting CALD women's participation.
- ❑ A number of the women who had held roles on high level public and private sector boards found that the current discourse of 'success' was forcing CALD women to silence their own sense of identity based on their cultural and ethnic diversity. This concern was reinforced by the research process where a number of women in senior executive and board roles, who had been contacted to participate, indicated that they did not identify as CALD despite indicators suggesting a high probability that they were.
- ❑ Where women had made efforts to contribute from a CALD perspective within their Board roles, it was not uncommon for them to be deterred from doing so again.
- ❑ Women's accents also featured as a factor contributing to discrimination. This issue was repeated by a number of women who believed that having an accent diminished their ability to be heard or contribute in board room settings.
- ❑ More generally, national consultation participants highlighted that discrimination against CALD women occurred not only at the most senior of leadership levels but at levels that traditionally lead to leadership roles, and that this was an issue for all women. They expressed concern that limited progress was possible without addressing leadership pathways for women generally, but with particular attention to issues for CALD women who experienced additional layers of discrimination.

Lack of access to leadership pathways

Lack of access to leadership pathways occurred at two levels; one level involved the inaccessibility of programs and initiatives designed to create pathways to board positions and the other involved inaccessibility of networks where many of the negotiations for these opportunities are perceived to take place.

Programs and initiatives



- ❑ The overwhelming majority of women contributing to national consultations had not previously heard of available leadership programs such as Board Ready, Boardlinks, CEW Leaders Program and AICD Women’s Leadership Development Programs. This was despite the fact that most had held very senior leadership positions (mostly within the multicultural sector). For those that were familiar with such programs and initiatives, these were often far too expensive to consider.
- ❑ Women generally believed there were no program or initiatives focused on promoting CALD women’s participation on boards or in decision-making positions and this remained a significant factor preventing them from contributing valuable skill sets to government and business in particular. In one state, a CALD women’s organisation had developed their own program to develop women’s potential for leadership roles.
- ❑ There was a recognition of the efforts of government in establishing registers for Board appointments but women had become increasingly reluctant to register and questioned their potential to achieve significant improvements in representation.

Networks

- ❑ By far, the most significant issue around leadership roles identified by women in national consultations involved the lack of access to networks where opportunities for Board positions are circulated. There exists a general perception that most Board positions are seldom advertised but filled by people being ‘tapped on the shoulder’ through these networks and unless you are part of them you do not get ‘a look in’.
- ❑ Many women believed that when the Appoint Women and state based registers were established, they were expected to improve the identification and visibility of suitably qualified and experienced women but there is no evidence base to show they have delivered results for CALD women. Of the women that were registered either with national or state based registers, they had either never received a response for a prospective Board position or had only been contacted to alert them to multicultural sector opportunities.
- ❑ Many questions were also raised around executive search companies subcontracted by government to identify candidates for leadership positions. Again, these companies operate based on networks and often charge high fees to registered clients.

Ways Forward – Suggested Interventions to promote the participation of CALD women on Boards and in decision-making positions

The focus groups demonstrate a plethora of largely untapped talent with the potential for significant contributions to Australia in a global context. CALD women have commended FECCA for taking up this issue and have urged for outcomes that lead to evidence-based, improved access and participation of CALD women on Boards and in decision-making roles.

CALD women identified a number of interventions to achieve this. Key areas for intervention relate to systemic changes, developing a business case specifically for CALD women and specific CALD women initiatives.

A summary of suggested interventions is set out below.



Systemic Changes

The need for systemic change was perceived as paramount in ensuring that any progress could be measured. Interventions included:

- ❑ Establishing data collection methods for government Boards and c-level positions that capture gender, cultural heritage and international experience.
- ❑ Engaging key government stakeholders with social inclusion and access and equity portfolio responsibilities as spheres of influence in promoting representation of CALD women on boards and in decision-making roles.
- ❑ Reviewing government Board and executive recruitment processes to address existing barriers. This would include ensuring executive search companies share government's commitment to diversity.
- ❑ Reviewing government funded Board ready programs for women and setting participation targets that reflect demographics.
- ❑ Establishing monitoring and evaluation processes to measure progress in improved representation.

Developing a Business Case for CALD Women

A significant inhibitor contributing to under-representation in leadership was considered to be the lack of a business case promoting the benefits of engaging culturally and linguistically diverse women on boards and at executive levels.

There remains a fundamental need to recognise and promote the particular and unique contributions these women make as a critical factor in organisational strengthening and profitability. Whilst the business case for diversity has continued to build, there is no focus on intersectionality and how this influences experiences and opportunities for CALD women.

A business case with the capacity to influence change would also be supported by existing leaders / high profile champions promoting this message and, elevating the public profile of CALD women and their achievements in leadership roles.

Specific CALD Women Initiatives

National consultation participants recognised that as CALD women, they also had an important role to play in changing the current landscape. Interventions included:

- ❑ Looking beyond 'multiculturalism' as the primary sector where career and leadership pathways can be developed
- ❑ Developing a mentoring network of existing CALD women with leadership experience to work with the younger generation of CALD women with leadership ambitions
- ❑ Establishing a 'diverse women on boards' network and developing links that enable access to key leadership networks



- ❑ Establishing a CALD women's register to periodically measure what targets are being achieved.

3.4 Key Informant Interviews

Twenty two interviews were conducted with 'key informants'. The following key questions guided discussions:

- ❑ Do you collect any such data?
- ❑ Do you collect any data at all in relation to ethnicity?
- ❑ Is any consideration being given to the collection of such data in the future?
- ❑ Has any work been done around promoting the register to women from culturally and linguistically diverse backgrounds?
- ❑ Can you share any data around the number of women on the register and possibly sectors represented?

Interviewees were assured that nothing in the final report would be attributable to them as individuals.

Key themes emerging from discussions included:

- ❑ Lack of understanding of the need to identify CALD women as a distinct group
- ❑ Lack of confidence and knowledge in relation to approaches and strategies to address issues particular to CALD Women
- ❑ Concerns that many businesses avoid discussing cultural identity for fear of being discriminatory
- ❑ Limited understanding of the range of resources/organisations currently available to partner or work more collaboratively with.

For many organisations, even those specifically dedicated to advancing women on boards the concept of intersectional diversity is not one that has featured in their own discussions.

Whilst this is slowly changing due to the efforts of CALD Women's Organisations and their allies, there is a need for a concerted advocacy campaign aimed at intensifying awareness and interest in this topic.

A key concern raised by some key informants was whether integration of intersectional approaches to the issues of women and leadership could potential dilute the need for the focus on gender.

Importantly a few respondents reported the research had already prompted a rethink of their approach to 'women on boards', particularly in relation to assessing the specific issues for CALD Women.

A small number of informants also highlighted that here is an urgent need to address more structurally embedded organizational practices and procedures that continue to conflate 'diversity approaches' with those of 'women' and other minority groups.



Suggestions to improve the retention of senior women include nominating a change agent to provide support and encouragement for senior women, more transparent organisational processes and structures, and changes in hiring practices.

In seeking to elicit some information from key informants in relation to 'good practice' examples, where women from diverse backgrounds were included two key theme emerged:

Firstly, that there were very few examples of practices/programs that included attention to CALD women, and secondly, that the 'good practices' cited tended to be those undertaken by not for profit organisations, particularly multicultural/ethno specific agencies.

Importantly, the identified 'good practices' are critical developments towards the improved inclusion of CALD women, but unfortunately the examples cited tended to be short term projects with little opportunity to build more long term impact.

3.5 Case Studies (women)

In total, sixty CALD women contributed case studies either by completing and submitting a case study template or by participating in a phone based or face to face interview covering the questions set out in the case study template.

The overwhelming majority of women participating in this part of the study possessed significant levels of experience in decision-making roles or on boards.

The case studies provided invaluable qualitative data around career paths into leadership positions, ongoing challenges faced by CALD women in these roles and the range of unique contributions they bring to leadership roles.

Career paths enhancing pathways to boards and decision-making roles

CALD women's backgrounds, careers and areas of professional expertise varied significantly but almost all had achieved outstanding levels of community based activism, post graduate qualifications and high levels of recognised expertise and performance in their jobs. Common to all women was the significant role that networks had played in their career and leadership opportunities.

Another common factor that emerged in reviewing case studies was that the majority of women has been guided and supported by a senior level mentor and had also been willing to undertake pro bono work to develop leadership capabilities. Interestingly, where mention was made of a mentor's gender, all except one were women.

Challenges experienced by CALD women in relation to participating on boards and in decision-making roles



There were no responses that left this section of the case study blank and no responses to indicate that CALD women had not encountered challenges or barriers. Responses to case studies completed via interview reflected the same results.

Most women continued to encounter challenges as a result of their identity, despite lengthy experience in leadership roles. Challenges reflected three key themes:

- ❑ **dominant cultures** – these were experienced in both mainstream and multicultural settings where women continued to have to navigate male dominated cultures
- ❑ **intersectional bias** – difference was experienced across gender, ethnicity and religion and often served to limit perceptions around what CALD women could contribute
- ❑ **limited networks** – more powerful and influential networks remained inaccessible for many CALD women given strong socio-economic and inter-generational influences that dictated access.

Unique contributions that CALD women bring to boards and in decision-making roles

“Resilience, ability to adapt to change, comfort with vulnerability and desire to push boundaries. Understand the true dimensions of diversity and we are very good at dealing with uncertainty, language and cultural barriers and finding ways to overcome these. We find new ways of doing things to overcome these barriers because we have experienced significant change in our personal lives in a new country and overcame them.”

(Leading CALD woman)

CALD women were able to contribute a plethora of examples around the unique strengths and contributions that CALD women bring. These reflected the following broad areas:

- ❑ **intercultural capabilities** – an enhanced ability for intercultural communication and engagement
- ❑ **innovation** – an ability and willingness to think differently and present alternatives
- ❑ **global perspectives** – a broader view of the world and ability to link to ideas and opportunities outside the norm
- ❑ **adaptability** – capacity for collaboration and negotiation
- ❑ **commitment to diversity and equality** - capacity for inclusiveness and valuing difference

Advice to CALD women with aspirations for leadership roles

Advice to CALD women seeking board or decision-making positions reflected key lessons women participating in this part of the study had experienced as a result of their journey. Advice reflected the following key themes:



- ❑ **pathways** – CALD women continued to be under-represented as they did not have access to the same formal leadership structures that had been established for mainstream women and needed to lobby around this.
- ❑ **perception of self** – CALD women needed to overcome their reluctance and demonstrate confidence in their abilities
- ❑ **public persona** – not being afraid of being different and avoiding the trap of conforming to ‘fit in’
- ❑ **commitment** – ensuring homework is done and informed decisions are made
- ❑ **networks** – networking as the most important activity of all.

3.6 Surveys (organisations)

Despite targeted efforts and distribution of over 50 organisation surveys there was a very low response rate to this part of the research with only 3 federal government departments and 2 women’s organisations in the multicultural sector providing responses. Whilst the very small response rate to this component of the project did not allow for any accurate findings around participation of CALD women on boards and in decision making bodies, it did suggest a number of issues relevant to progressing CALD women’s leadership (these issues were reinforced through the key informant interviews and in the desk top literature and document review).

Lack of hard data

- ❑ Data collection amongst government departments is inconsistent given there currently exists no mandate or business imperative for intersectional data to be collected.
- ❑ Where the collection of data on ethnicity has been considered, it is optional to provide this and so the validity of figures cannot be assured.
- ❑ The lack of data inadvertently impacts exclusion as progress cannot be measured.

Misconceptions

Responses by government departments suggested a number of misconceptions around definitions of CALD as well as how CALD women are characterised.

- ❑ There seems to be some confusion in distinguishing between CALD and Indigeneity and the assumption that Aboriginal and Torres Strait Island women are represented under CALD.
- ❑ In proposing strategies to enhance the participation of CALD women in decision making or board roles, responses suggested that CALD women are only accessible through ethno-specific contexts and media, and needed to be trained to develop capabilities required for board participation.



4. DISCUSSION AND SYNTHESIS OF FINDINGS

The *Promoting CALD women's participation on boards and decision-making positions* project emerged through a recognition that although the Australian government is making significant progress in achieving greater representation of women on boards, there exists no concrete data to evidence how well CALD women are faring as part of this progress. CALD women, through their engagement with the multicultural sector, have indeed suggested that they remain well under-represented on boards and in decision-making roles across both the public and private sector.

The Australian government acknowledges that the under-representation of CALD women “*is something that needs to change to reflect Australia's multiculturalism - one in four Australian women is born overseas*²⁴”, and is committed to improving CALD women's participation at these levels of leadership.

Within this context, this project sought to document hard data on how many CALD women do in fact occupy top leadership and decision-making positions, and to determine what opportunities and challenges shape their participation in these roles. Further, it aimed to identify sound and reasonable interventions needed to improve representation.

From the outset, this project adopted a strengths based approach – one that recognised the existing achievements and capabilities of Australia's CALD women and was designed to capture and document the capital that they undeniably already contribute. This was a critical factor in enabling the project researchers to engage many of the CALD women who so generously contributed to this research. Most references to CALD women take a deficit perspective and often present them as vulnerable and needing to be ‘empowered’ – as the profiles of women involved in this research will attest, this is certainly not always the case.

Interestingly, whilst CALD women commended an initiative which recognised and sought to capture their leadership contributions, the researchers continued to encounter deficit perceptions of CALD women amongst many of the key informants who participated in the research. It was not uncommon amongst this cohort to hold misconceptions around things such as language levels and CALD women's levels of interest in leadership roles outside of ethno-specific or multicultural contexts. These are important issues and require attention given that they inadvertently impact on exclusion.

As explained in the methodology, this project was informed by an intersectional approach and was cognisant of the need to ensure multiple diversities were addressed in describing the leadership experiences of CALD women, including gender, age, language, ethnicity, cultural background, sexual orientation, disability and religious belief. Although every effort was made to highlight this and to draw out experiences around intersecting factors, the project data was able to capture very little in relation to these. This has resulted in project limitations relevant to CALD women with a disability, sexuality and religion in particular, and their impacts. What it

²⁴ Minister for the Status of Women, Julie Collins Media Release ‘*More opportunities for women from diverse backgrounds*’



has reinforced is that these issues are complex and require sensitive attention in any potential future research in this area.

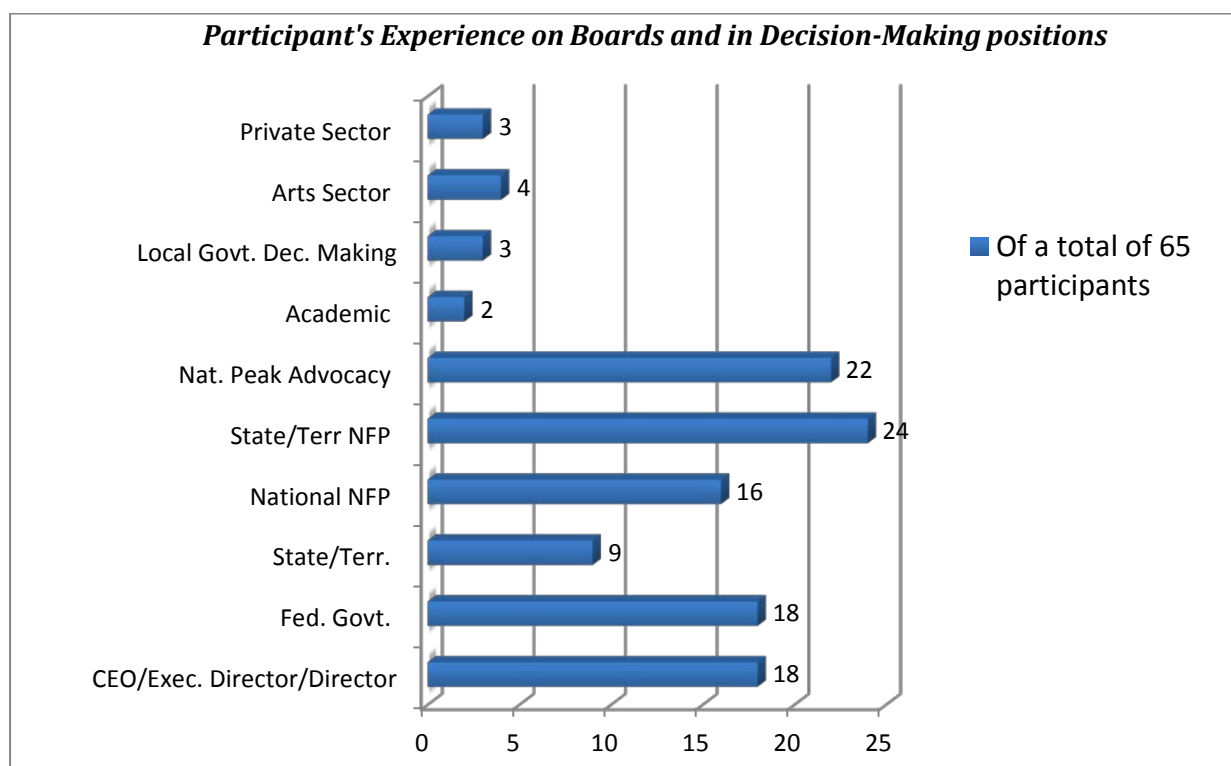
The project used a range of methodologies to collect both quantitative and qualitative data that would enable the researchers to address the key objectives of the project. The data from each methodology was then synthesised to respond to project objectives as set out below.

Extent to which CALD women occupy positions on boards and decision-making roles

The extent to which CALD women occupy positions on boards and decision-making positions across Australia could not be determined by this research because the data does not exist. Despite exhaustive search processes the researchers could not find evidence of organisations that take an intersectional approach to data collection or disaggregation. Whilst data on gender composition in leadership roles is widely collected, there was less evidence of data being collected around CALD and no data that could be identified capturing the intersection between the two.

Only the small sample sizes of CALD women participating in this project can offer some indication levels at which CALD women are represented.

Focus Group Participants



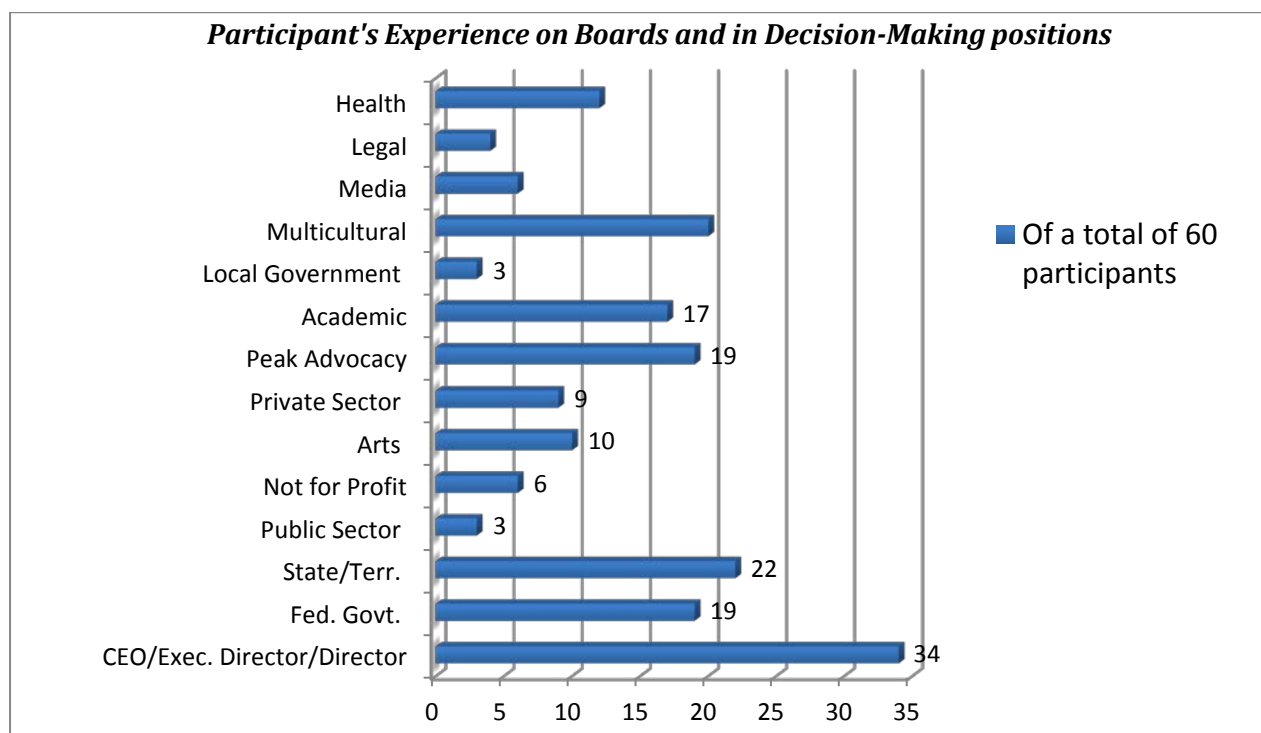
Of these:

- 15 (23%) women had held the role of chair on a board



- 7 (11%) women had held the role of deputy chair on a board
- 16 (25%) women had held the role of chair or deputy chair on a community board

Case Study Participants



Of these:

- 20 (33%) women had held the role of chair on a board
- 9 (15%) women had held the role of deputy chair on a board
- 10 (16%) women had held the role of chair or deputy chair on a community board

Pathways for CALD women into leadership roles

CALD women's backgrounds, careers and areas of professional expertise varied significantly but reflected a number of consistent themes which they identified as significant contributors in paving the way to board or decision making roles. These included:

- › outstanding levels of community based activism
- › an ongoing commitment to academic achievement
- › recognition of professional expertise achieved through exceptional workplace performance
- › developing a strong network base

Often these pathways were supported by having a senior level mentor and a willingness to undertake pro bono work to develop leadership capabilities.



Challenges that shape the participation of CALD women in leadership roles

Whilst the overwhelming majority of CALD women involved in the research were in high level leadership roles in a range of community, public and private sectors they spoke openly of the range of obstacles and challenges they had endured and often continued to encounter as CALD women, despite lengthy experience in leadership roles. Challenges included:

- › *dominant cultures* – these were experienced in both mainstream and multicultural settings where women continued to have to navigate male dominated cultures
- › *intersectional bias* – difference was experienced across gender, ethnicity and religion and often served to limit perceptions around what CALD women could contribute
- › *limited networks* – more powerful and influential networks remained inaccessible for many CALD women given strong socio-economic and inter-generational influences that dictated access to these.

CALD women involved in the research who held leadership roles within contexts related to their communities, but who had aspirations to access leadership roles at higher levels, also spoke extensively around challenges they encountered as CALD women. These included:

- › *Perceptions of capability requirements for engaging at leadership levels* – assumptions that community leadership skills were not transferable to other sectors and that once women had established a reputation for working within the multicultural sector they were ‘pigeon-holed’
- › *Experiences of discrimination* – the combination of gender and ethnicity served to increase levels of exclusion and having an accent exacerbated this further.
- › *Lack of access to leadership pathways* – at one level this involved inaccessible programs and initiatives designed to create pathways to board positions and on another level involved inaccessibility of networks where negotiations for board opportunities are perceived to take place.

Challenges shaping the participation of CALD women on boards and decision-making positions also occurred within organisational contexts outside the multicultural sector. As key informant interviews revealed, there remains no imperative around equal representation of CALD women. This is compounded by stereotypes in relation to language skills and perceptions that CALD women are only interested in ethno-specific areas. Interestingly these stereotypes echo the challenges identified by CALD women.

Challenges that shape the participation of CALD women in leadership roles

The project provided an ideal chance to reflect on the role CALD women have played in leadership roles in their communities and in the sectors in which they have chosen to pursue their professional goals. It aimed to ensure that contributions were documented and highlighted.

Where these unique contributions have been recognised and valued, CALD women have been



given leadership opportunities where they have often excelled. They included:

- › *intercultural capabilities* – an enhanced ability for intercultural communication and engagement
- › *innovation* – an ability and willingness to think differently and present alternatives
- › *global perspectives* – a broader view of the world and ability to link to ideas and opportunities outside the norm
- › *adaptability* – capacity for collaboration and negotiation
- › *commitment to diversity and equality* - capacity for inclusiveness and valuing difference

A further opportunity that shaped the participation of CALD women on boards and decision making positions was access to networks, a theme that permeated all areas of discussion with women in this research. Networking was seen as the most critical activity in creating opportunities and many of the women who had accessed high level boards shared that they had committed just as much time to networking as they had to their job.

A growing number of multicultural women’s organisations have started creating their own opportunities and are actively implementing initiatives that will carve the path for CALD women to establish themselves in leadership roles. These initiatives have taken the form of professional CALD women’s networking events, mentoring programs involving CALD women already on boards and in decision-making roles, and leadership training. It is important to note however that these initiatives are mostly focused on grassroots community based leadership.

Interventions needed to improve representation

The data documented within this project leaves no doubt as to the outstanding leadership qualities and capabilities possessed by CALD women. Project participants have commended FECCA for taking up this issue and have urged for outcomes that lead to evidence-based, improved participation of CALD women in leadership roles where they can contribute these qualities and capabilities and where they can also be fairly represented in efforts to progress gender equality.

The next section of this report sets out as recommendations the range of interventions required to improve representation.

4.1 Emerging Insights

“One of the most important messages I hope this project promotes is that women from culturally diverse backgrounds have so much talent but we need to be able to make those talents more visible to those in decision making roles and not waste that precious talent and contribution. There is no doubt that there are women who could be taking on much greater leadership roles both in their own communities and within the broader Australian community, but they need to be acknowledged, valued and supported”.



(Case Study Interview)

The following insights constitute an overall summary of some key facts emerging from the research:

- ❑ CALD women are not a homogenous group that share a common ideological perspective on all issues. CALD women have to manage often contradictory socio-economic and political identities and loyalties to their families, religious beliefs, professions, ethnic communities, political parties and other allegiances.
- ❑ Although numerous studies point out the impact of gender on leadership opportunities, there has been a serious lack of empirical research in Australia that systemically analyses the impact of the intersections of race/ethnicity/sexuality/ability and gender on the leadership experiences of CALD Women.
- ❑ There is an urgent need to promote the need for publicly accessible statistical data disaggregated by sex and ethnicity as a matter of course in all relevant data domains and collections and by all relevant agencies.
- ❑ The research has highlighted there is a critical need to develop new methodologies to identify the ways in which various forms of discrimination converge and impact on CALD Women.
- ❑ The impressive list of women who participated in the consultations and submitted case studies represent a group of readily identified leaders who are renowned for their expertise and career achievements.
- ❑ Despite a range of initiatives aimed at inclusion and diversity, most CALD women reported that they did not feel significant progress had been made.
- ❑ Professional CALD women with ambitions to lead continue to face significant barriers in the corporate, business, public sector and political arenas, even as outcomes for women generally improve.
- ❑ CALD women have been at the forefront in championing the discourse and strategies that support women's rights and gender equality.
- ❑ CALD Women often take the lead and initiate change in their own local communities, yet they continue to remain under-represented in many areas of leadership and decision-making.
- ❑ Perceptions by a majority of research participants that their contributions as leaders have been largely undervalued by key influencers in Australian society more generally.
- ❑ There are specific complexities that need to be sensitively addressed in relation to disability, sexual orientation and religion and how they impact on CALD women in leadership contexts.



- ❑ CALD women come from diverse communities and traditions representing an extraordinary richness of experience, understanding and knowledge. They are role models, who showcase a breadth of diverse women's achievements, strength and their commitment to fight for gender equality.
- ❑ Historically, CALD women have always played a large role in our nation becoming more unified and effective in what we do, and more importantly, who we are as a country. CALD Women provide our nation with a largely untapped resource of differing perspectives that many in our society have now begun to fully realize.
- ❑ The collective successes of those women who participated in the study are all the more impressive, because these achievements occurred while also having to endure differing levels of discrimination and exclusion. Despite the aforementioned obstacles, the case studies provide a narrative of resistance and resilience - an ability to often rise beyond the demeaning and belittling behaviour.
- ❑ The models we have in leadership are still Anglo-Centric and Euro-American on the whole. It is important to also note that though there is little written about leadership experiences of culturally and linguistically diverse women, the findings from the research indicate that CALD Women believe that they have unique leadership experiences and styles compared to their mainstream counterparts.
- ❑ CALD Women have demonstrated their role as advocates for change and transformation amongst themselves and for those they lead, although the experience of acts of discrimination/racism during their leadership journeys have created a range of significant stressors. Several women reported feeling constantly scrutinised and challenged to act competently.
- ❑ In institutions where much emphasis is placed on achievement (attainment of status, prestige, and recognition within the organization) in comparison to affiliation (friendly interaction with students and advisees) some women reported that other CALD women in positions of influence were often silent on issues of discrimination for other CALD women seeking to enhance their leadership opportunities.
- ❑ A few example were given where CALD women ignores an act of discrimination against another CALD woman in order to preserve her status and good rapport with others from the majority culture.
- ❑ Due to the power differential and underrepresentation of CALD women or ethnic communities generally, some CALD women often felt that they had no one within their organisation to turn to for support or mentorship.
- ❑ Highly visible and effective CALD women in public life have been designated as something other than leader, such as 'community activist' or 'pioneer'.



5. INTERVENTIONS NEEDED – PROJECT RECOMMENDATIONS

5.1 Summary

CONTEXT

Australia is a multilayered, multicultural democracy claiming to be based on mutual respect for its diverse peoples and cultures, introducing goals that value diversity and inclusion while counteracting hierarchies, inequalities and exclusion.

Gender equality policies, as the most developed policies against inequality, provide the best entrance to develop inclusive gender equality policies.

Gender equality is about enabling women and men to reach their potential to contribute to, and benefit from, full economic, social, cultural and political participation. To achieve this, women need to attain equal representation in the high level decision-making roles in both the public and private sectors. This not only enables individual women to achieve equality within leadership positions, it also ensures that the issues, perspectives and needs of women are equally represented in the decision-making process, ensuring quality outcomes for both men and women.

The current government's focus and dedication to gender equality and the empowerment of women undoubtedly provides an opportunity to give more concerted and focused attention to the issue of CALD Women in relation to their representation on Boards and key decision making bodies.

In reviewing the quality of gender equality policy in relation to intersections between gender and other inequalities, the conclusion is that while there are some promising practices many challenges remain.

CALD women at the intersections of two or more identity categories are largely left out of most gender equality and related policies. A key challenge had been the lack of available quantitative data on CALD women on boards since very few organisations collected data disaggregated according to both ethnicity and gender; usually only data on one or the other was available.

As indicated in the literature review which provided the conceptual basis for analysis, the impact of such an approach is to render the experiences of minority ethnic women as 'invisible'.

In contemporary policy discussions, ethnicity/race frequently emerge only as part of agendas concerning social exclusion, poverty, vulnerability and disadvantage.

There is clearly a need for a new conceptual framework to inform the development of inclusive gender equality policies and practices. CALD women cannot be understood as the mere addition of women AND CALD, but rather a distinctive category.

Such a framework needs to adopt a mainstreaming approach in which the possible different experiences of intersecting groups are taken into consideration in all gender equality policies.



Government has a responsibility to develop inclusive policy and to deliver effective services. Programs, policies and projects that do not consider the need to integrate the experiences of ethnic minority women risk of exclusion and marginalisation.

In a multicultural context the understanding of intersectionality is critical to any analysis of the quality of gender equality/leadership policies. The intersection of multiple forms of inequality and difference means that there can be no simple unitary category of woman to which gender equality policies can be applied.

Key characteristics of an intersectional approach to gender equality include:

- Attention to the structural dimension of all relevant inequalities is needed, for the same reason as attention to the structural dimension of gender inequality is needed. Attention to the structural dimension assures that the specific ontology of each inequality can be accounted for.
- A focus on agency and contribution, not only on barriers and disadvantages. While attention to barriers and disadvantage or 'vulnerabilities' are essential, there is a risk that the positive contributions or 'cultural capital' that CALD women bring is made invisible or diluted.

Government needs to do more to ensure that the voices and views of CALD women are included in consultations and are listened to, in order to provide appropriate ideas and solutions for long-term investment

About the Recommendations

These recommendations have been formulated in a way that reflects the absence of comprehensive frameworks that can inform the development and implementation of inclusive strategies to enhance the participation of CALD women.

Bi-partisan political support and leadership at state, federal and local government levels are essential for continual progression of gender equality and CALD women and its implementation at national and state/territory-level.

The following high level recommendations have been directly informed by the findings of this project and have been refined through in depth discussion with members of the project advisory group.

Recommendation 1

That the Australian Government place on the Council of Australian Governments' (Select Council on Women's Issues) agenda the consideration of the introduction of a National Approach to Promote CALD Women's Leadership and Participation in Governance and Decision-making Women's Leadership. The development of the framework would involve extensive consultation with all key stakeholders.

Recommendation 2



That the Sex Discrimination Commission undertake a review of current leadership initiatives with a view to identifying specific issues and strategies impacting on intersectional equality for CALD Women.

Recommendation 3

That the Government as a matter of priority collect relevant information on CALD Women's participation on Boards and senior leadership positions to provide a basis for equity analysis and inform future policy direction.

Recommendation 4

That the Minister for the Status of Women provide an annual statement to Parliament on Australia's progress in improving CALD women's economic and financial independence which includes an analysis of the participation and representation of CALD women across private and public sector industries

Recommendation 5

That the Australian Bureau of Statistics, where possible, review all existing surveys and data, relevant to pay equity, for evidence of any trends over time in leadership inequity and issues affecting CALD female participation in decision making.

Recommendation 6

That funding be sought to undertake a feasibility study exploring options for the establishment of a National Institute of CALD Women's Leadership.

Recommendation 7

That the findings of this Report, including the Case Study Profiles²⁵ are broadly disseminated as part of a public campaign targeting key sector groups.

Recommendation 8

That consideration be given by the Office for Women for the establishment and resourcing of a National Taskforce on CALD Women's Leadership. The Taskforce will advise and consult on policies and emerging issues to inform the development of a national strategy. It is suggested that the membership of the Project's current advisory committee be considered as part of the composition of the Taskforce.

5.2 Expected Outcomes

The implementation of the above recommendations is expected to contribute to achieving the following objectives:

²⁵ Please note that further consent may need to be sought from some women profiled in this study before wider public dissemination.



- ❑ The elimination of challenges CALD women face as they strive to fulfil their leadership potential and achieve socio-economic parity for themselves, their families and their communities.
- ❑ The ability to measure levels of CALD women's participation in leadership roles and progress being made.
- ❑ Improved commitment to gender equality that is inclusive of CALD women through imperatives that recognise their levels of representation in Australian society.
- ❑ That an evidence base will become available to demonstrate Australia's international commitments (CEDAW) to advancing gender equality for all women.
- ❑ A nation that is well prepared and equipped for a future which will be more diverse than it has ever been before.

5.3 Recommendations in Detail

A detailed description of the rationale for each recommendation outlined, together with the opportunities for change that it presents, are set out below.



Recommendation 1

That the Australian Government place on the Council of Australian Governments' (Select Council on Women's Issues) agenda the consideration of the introduction of a National Approach to Promote CALD Women's Leadership and Participation in Governance and Decision-making Women's Leadership. The development of the framework would involve extensive consultation with all key stakeholders.

Rationale

Inclusive gender equality policies are policies that are empowering, that contribute towards the active citizenship of all, and that are informed by knowledge on the intersection of gender with other inequalities, so as to be adequate in Australia's diverse and multicultural context

At its most recent meeting, the COAG Select Council on Women's Issues noted that *"progress is being made in a range of critical areas including the development of a National Approach to Promote Aboriginal and Torres Strait Islander Women's Participation in Governance and Decision-making."*

Given the government's strong commitment to a national approach around women's leadership, one that recognises and is responsive to the barriers faced by particular groups of women, there is now opportunity and an evidence base to ensure that CALD women are addressed as an under-represented group.

A national approach to promoting CALD women's participation in governance and decision-making will:

- Establish a national framework that strengthens inclusion
- Support an increase in the numbers and participation of CALD women in public life so that decision-making more clearly represents and reflects the interests and demographics of the community
- Result in an intersectional approach to women's leadership that recognises the role played by multiple relational factors and responds to the complexities of inequalities. This will have Australia well placed to join international best practice around advancing women's equality.

Opportunities for Change

- ❑ Consideration by the COAG Select Council on Women's Issues to commit to a national approach in promoting CALD women's leadership
- ❑ Establishment of a COAG working group on gender equality leadership and CALD women
- ❑ Consultation with select stakeholders nationally
- ❑ Consultation outcomes reported to Select Council for consideration
- ❑ Adoption of pathways to maximise integration within the National Framework for Gender Equality.

Recommendation 2



That the Sex Discrimination Commission undertake a review of current leadership initiatives with a view to identifying specific issues and strategies impacting on intersectional equality for CALD Women.

Rationale

Sex Discrimination Commissioner, Elizabeth Broderick, has been actively promoting the importance of women's representation in decision-making roles in the community, government and business sectors.

Initiatives have included:

The Gender Equality Blueprint

The Gender Equality Blueprint recognised as a priority area the criticality of considered attention to be focused on promoting women in leadership. This has resulted in significant progress towards achieving equal representation of women on federal government boards.

Although much progress has been made for women in general, this research has established the first stage of an evidence base suggesting that CALD women have not been beneficiaries of this progress.

A review of the Gender Equality Blueprint using an intersectional approach will provide the foundations from which existing barriers for CALD women can be removed. Intersectionality is a policy paradigm increasingly applied to increase awareness of the role played by multiple relational factors when trying to understand and respond to the complexities of inequities.

Male Champions of Change

In April 2010, Commissioner Broderick was instrumental in bringing together some of Australia's most influential and diverse male CEOs and Chairpersons to form the Male Champions of Change group. The group aims to use their individual and collective influence and commitment to ensure the issue of women's representation in leadership is elevated on the national business agenda.

There is an opportunity to consider broadening the representation of the group to ensure the inclusion of high profile business and industry leaders from CALD backgrounds.

Sex Discrimination

The research findings highlighted that the experiences of 'sex' based discrimination often intersects with other grounds of discrimination. However, the current approach in policy and legislation is to list the grounds as 'separate' and distinct.

There is an urgent need to examine the potential for an intersectional approach by the Commission to the experience of sex based discrimination by CALD women.



Such an approach allows for a deeper analysis of qualitatively different experiences that women at the intersection of gender and other inequalities. This approach also necessitates the need to have more targeted measures.

Current efforts by the Commonwealth Government to codify existing anti-discrimination legislation can lead to newly created possibilities to address discrimination based on race/ethnicity, age, sexual orientation, disability or multiple discrimination.

The need to invest in CALD women

Intersectionality as a tool for analysis and policy development, addresses multiple discrimination and helps understand how different sets of identities impact on access to rights and opportunities. There is a need to explore the implications of the intersection of race, ethnicity, national identity and other identities with gender in all its deliberations in order to build consensus on the needs and uses of a methodology on intersectionality as a critical component of the government's work.

Opportunities for Change

An intersectional analysis could have four distinct components:

Data Collection

The first requirement for intersection analysis is the availability of reporting and evaluation data disaggregated by race, ethnicity, descent, citizenship status and other identities. Disaggregated data will make it possible to identify the magnitude of impact of particular issues and policies on CALD women.

Contextual Analysis

Once disaggregated data is available, the second task is to document the impacts of a problem that are the result of the convergence of identities. That is to probe beneath the single identity to discover other identities that may be present and contributing to a situation of disadvantage. The contextual realities might for example include the legacy of immigration.

Intersectional Review of Policy Initiatives and Systems Implementation

With disaggregated data and contextual analysis as background, policy initiatives and systems of implementation can be evaluated for their efficacy in addressing the problems faced by different intersectional identities. For example, does a policy initiative addressing gender discrimination and economic opportunity for one group of women create further tensions with CALD women creating a competition and hierarchy of minorities that serves to perpetuate the domination of a majority group. Or on the other hand, do the implementation procedures for national machinery include a variety of strategies that are sensitive to the different situations of subordination of women within different groups.

Implementation of Intersectional Policy Initiatives

The government can take concrete steps and implement plans of action based on the data to support such work. The government needs to take action at the upper most level to enable data



collection, analysis and the allocation of adequate resources for this task. In addition to the implementation there must be mechanisms for effective review of such implementation.

Ways forward

- ❑ Undertaking of research utilising intersectionality to improve understanding of how gender relates with other axes of discrimination and disadvantage in leadership contexts.
- ❑ Use of this research to review the Gender Equality Blueprint to identify specific issues and strategies impacting on intersectional equality for CALD Women.
- ❑ Application of the revised Gender Equality Blueprint to inform policy initiatives and systems of implementation to reflect intersectional approaches.



Recommendation 3

That the Government as a matter of priority collect relevant information on CALD Women's participation on Boards and senior leadership positions to provide a basis for equity analysis and inform future policy direction.

Rationale

Statistics on critical gender issues are needed because they are the basis of policies promoting women's participation and advancement in society. Gender statistics portray the status of women compared to men and serve as tools for measuring progress towards gender equality and the empowerment of women.

A key finding of the research was the lack of imperative to collecting data on CALD women's participation on boards and senior leadership positions. As such, this data is not consistently or widely collected and thereby prevents equity analysis using an intersectional approach.

Without mandated reporting in relation to CALD women who occupy roles on boards or senior leadership positions, there is no benchmark from which progress can be measured.

Changes in reporting obligations have already been driven by research on poor gender equality outcomes at the senior management level in Australian entities. Reporting is intended to assist entities to gather information so that they have a clearer understanding of gender balance within their organisations and what objectives they need to put in place to improve gender equality. Indicators respond to gaps in the availability of consistent and publicly accessible sex-disaggregated data relating to a number of key issues. They aid evaluation of the impact of policies and programs on women and benchmark women's progress. However, under current arrangements, no evaluation of the impact of these can be undertaken to benchmark the progress of CALD women.

In ratifying the United Nations Convention on the Elimination of All Forms of Discrimination Against Women CEDAW (July 1980), Australia has undertaken to promote, protect and ensure the full and equal rights of all women. Article 13 gives effect to Australia's obligation to ensure equal participation of women in economic, social and cultural life in order to give full effect to the Convention. Such obligations, as they relate to a significant percentage of Australia's women, can only be effectively measured if data collection and reporting mechanisms are accessible.

A review of existing Gender Balance Reporting Mechanisms and Frameworks is therefore essential to identifying intersectional indicators.

This includes:



- ❑ Developing a model that enables the collection of data that can be measured using an intersectional approach
- ❑ Mandating the collection of data that enables measurement inclusive of an intersection of gender and ethnic diversity
- ❑ Mandating the reporting of this data against measurable targets aimed at improving the representation of CALD women on boards and in senior leadership roles.

Opportunities for Change

There are a number of current developments that provide opportunities for addressing the serious absence of data collection relating to CALD women on Boards and leadership positions.

The Australian Government is already working with its state and territory counterparts to improve data collection and analysis to inform policy, investment decisions and practices that will deliver enhanced participation for women and remove discriminatory barriers that lead to inequality.



Recommendation 4

That the Minister for the Status of Women provide an annual statement to Parliament on Australia's progress in improving CALD women's economic and financial independence which includes an analysis of the participation and representation of CALD women across private and public sector industries.

Rationale

The research has highlighted there is an urgent need to develop new methodologies to identify the ways in which various forms of discrimination converge and impact on CALD Women.

The commitment to an annual statement to Parliament on Australia's progress in improving CALD women's economic and financial independence, and one which is inclusive of an analysis of the pay equity situation in Australia, will embed the government's international and national obligations around gender equality.

It will further reinforce reporting obligations ensuring that government has a clearer understanding of progressing gender balance that is reflective of the nation's demographic make-up.

Opportunities for Change

- ❑ Mandating annual reporting of disaggregated data on CALD women on boards and senior leadership roles to the Office for Women
- ❑ Committing to an annual statement to Parliament by the Minister for the Status of Women that demonstrates progress towards gender equality for CALD women at leadership levels.



Recommendation 5

That the Australian Bureau of Statistics, where possible, review all existing surveys and data, relevant to pay equity, for evidence of any trends over time in leadership inequity and issues affecting CALD female participation in decision making.

Rationale

Proactive steps need to be taken by adopting an intersectional approach that ensures equal respect, participation and enjoyment of human rights and opportunities for CALD women, including economic rights.

To date, gender and other forms of discrimination, including racial discrimination, have been considered in parallel. However, interlinked and mutually reinforcing trends as highlighted in this project, have increased the demand for a more comprehensive analysis of the dynamics of discrimination against women, including the intersection of the various different forms of such discrimination.

The research has highlighted there is an urgent need to develop new methodologies to identify the ways in which various forms of discrimination converge and impact on CALD Women.

There is a need to develop reporting and evaluation tools capable of capturing the effects of multiple forms of discrimination, including gender and racial discrimination.

There is also an urgent need to mainstream an intersectional analysis of various forms of discrimination, including racial and gender discrimination, into the design and implementation of policies and programmes currently being implemented by the Federal Government in relation to promoting women on boards and decision making positions.

The opportunity is timely for developing data collection methods for government boards and c-level positions that capture gender, cultural heritage and international experience.

The development of a framework will

- ❑ raise consciousness, persuade policy makers and promote changes
- ❑ provide ideas in relation to appropriate intersectional methodologies
- ❑ provide an unbiased basis for policies and measures
- ❑ monitor and evaluate policies and measures.

Opportunities for Change

- ❑ That the Gender Statistics Advisory Group (GSAG) is expanded to include an expert on intersectional approaches to policy, research and analysis as it relates to the intersection of gender and ethnicity.
- ❑ Revising the ABS Gender Equality Indicators developed by the Australian Bureau of Statistics in partnership with the Office for Women to reflect intersectionality.

Recommendation 6



That funding be sought to undertake a feasibility study exploring options for the establishment of a National Institute of CALD Women's Leadership.

Rationale

Findings from the research indicate a glaring absence of targeted and concerted programs specifically aimed at facilitating the inclusion of CALD women in leadership initiatives. CALD women also highlighted as a significant barrier the lack of support systems such as mentors and sponsors that create pathways for nomination into leadership roles.

CALD women are also less likely to have access to networks where key intelligence is shared and that would enable them to evaluate their leadership potential and opportunities.

CALD women participating in this project urged strongly for a centralised body with the specific aim of building the capacity for CALD women's leadership.

Opportunities for Change

- Investigating the feasibility of establishing an Institute for CALD Women's Leadership. The role of such an Institute might include:
 - Developing targeted programs for CALD women that support their leadership aspirations
 - Building a diverse network of mentors and trusted advisors to facilitate and promote greater inclusion
 - Launching ongoing advocacy activities including the development of key policy positions
 - Launching a series of campaigns to increase the number of CALD Women in the senior-most levels of public and private sector organisations in positions as CEOs or no more than one level below, and in corporate board seats

An example of an effective strategy demonstrating how such an Institute has the capacity to bridge the significant gaps in leadership opportunity, is presented below.



Recommendation 7

That the findings of this Report, including the Case Study Profiles²⁶ are broadly disseminated as part of a public campaign targeting key sector groups.

Rationale

The need to invest in the promotion of CALD Women's potential to contribute at the most senior levels of leadership has been an obvious finding of this research. Existing misconceptions uncovered in the research need urgent attention given their capacity to inadvertently compound existing barriers.

The range of women profiled in this research present a timely opportunity to begin dispelling the myths and stereotypes that limit CALD women's fair participation in gender equality commitments.

There is a clearly evident need for government, corporate and other key decision makers to support CALD women's upward mobility and remove obstacles that limit their participation and the nation's access to unique capabilities that offer boundless opportunities.

Opportunities for Change

- ❑ Pursuing approaches that utilise this research to develop a business case promoting the benefits of engaging CALD women on boards and senior leadership roles.
- ❑ Addressing the fundamental gap that exists in recognising and promoting the particular and unique contributions CALD women make as a critical factor in organisational strengthening and profitability. Whilst the business case for diversity has continued to build, there is no focus on intersectionality and how this influences experiences and opportunities for CALD women.
- ❑ Supporting the business case for CALD women with the capacity to influence change using existing leaders / high profile champions promoting this message and, elevating the public profile of CALD women and their achievements in leadership roles.

²⁶ Please note that further consent may need to be sought from some women profiled in this study before wider public dissemination.



Recommendation 8

That consideration be given by the Office for Women for the establishment and resourcing of a National Taskforce on CALD Women's Leadership. The Taskforce will advise and consult on policies and emerging issues to inform the development of a national strategy. It is suggested that the membership of the Project's current advisory committee be considered as part of the composition of the Taskforce.

This recommendation is 'overarching' and provides the immediate implementation of the above recommendations.



APPENDICES

Appendix 1: Glossary of Key Terms and Concepts

Appendix 2: Globally Available Data Sets

Appendix 3: Key Policy and Document Review

Appendix 4: International Women's Websites



APPENDIX 1: GLOSSARY OF KEY TERMS AND CONCEPTS

<i>Term</i>	<i>Definition</i>
ASX 200 INDEX	<p>An index that tracks the top 200 companies listed on the Australian Stock Exchange (ASX). The top 200 companies are based on their market capitalisation i.e. the number of shares on issue multiplied by the current share price.</p> <p>ASX Top 200 Census data for 2002, 2003 and 2004 was based on a population of less than n=200. The 2002 Census (n=152) excluded trusts and overseas based companies, and the 2003 (n=196) and 2004 (n=197) Census de-duplicated several companies listed twice because of the different types of securities listed by the same company (eg. ordinary shares and preferences). Gender focal points are individuals given a particular responsibility for</p>
AUSTRALIAN PUBLIC SERVICE (APS)	<p>The Australian Public Service (APS) is the Australian federal civil service, the group of people employed by federal departments, agencies and courts under the Government of Australia, to administer the working of the public administration of the Commonwealth of Australia</p>
AUSTRALIAN GOVERNMENT BOARDS	<p>There are many Australian Government boards, bodies and committees covering a wide range of responsibilities, including policy advisory boards, Government Business Enterprises, and review and enquiry boards.</p>
BOARD DIRECTORS	<p>Those hold a seat on a company board including Executive and Non-Executive members but excluding Alternate Directors</p>
C-LEVEL JOBS	<p>C-level jobs are the top executive or highest level corporate positions in a company. For example, a CEO (Chief Executive Officer) holds a c-level job. Other c-level job titles include CTO (Chief Technology Officer), CFO (Chief Financial Officer), CIO (Chief Information Officer), and COO (Chief Operating Officer).</p>
CALD	<p>CALD is the current term used to describe the many cultures and languages that are part of Australian life. The terms 'Culturally and Linguistically Diverse' (CALD) and 'Non-English Speaking Background' (NESB) are both commonly used in the research, practice, and policy discourse to refer to all of Australia's non-Indigenous ethnic groups other than the English-speaking Anglo-Saxon majority. Indigenous Australians are generally excluded from CALD and NESB because their experiences and needs as first nation people are seen as significantly different from other groups.</p> <p>CALD was introduced to replace NESB in 1996, when the Ministerial Council of Immigration and Multicultural Affairs (MCMIA) decided that the term and acronym NESB was to be dropped from official communications.</p>
CITIZENSHIP	<p>Whereas ethnicity emphasises differences between groups, the concept of citizenship draws attention to principles of sameness such as equal rights and equal treatment for all. In a multicultural concept of citizenship, a right to equality is combined with respect for ethnic difference.</p>
CULTURE	<p>Literature indicates that a universally agreed definition of culture remains elusive. However, there is broad consensus among anthropologists that culture is characterised by two key features. Firstly, culture is learned. That is, culture is a social rather than biological construct. Secondly, culture is a complex or integrated whole, in which various elements (for example language, behaviours etc.) achieve coherence only when taken together. Building upon these fundamental characteristics, working or "baseline" definitions of culture abound, including the following basic definition: "Culture comprises "the ideals, values, and beliefs members of a society share to interpret experience and generate behaviour" (Haviland 1999: 36). In addition to this basic definition, the notion that culture is not static, but rather that it is constantly changing.</p>
CULTURAL IDENTITY	<p>This term is commonly used to refer to the characteristics that make</p>



	<p>individuals, people and population groups different from each other. These will include such factors as age, gender, race, ethnicity, ability, and religion, as well as education, professional background, marital and income status. The term also includes characteristics or factors such as personality, work style, sexual orientation, having a disability, and general work experience</p> <p>Cultural identity refers to people's identification with particular culture(s) and cultural communities covering aspects such as shared beliefs, values, attitudes, behaviours and practices.</p>
ETHNIC	An adjective used to describe a population of human beings whose members identify with each other, usually on the basis of a presumed common ancestry; recognition by others as a distinct group; or by common cultural, linguistic, religious or territorial traits. People can share the same nationality but have different ethnic groups, while people who share an ethnic identity can be of different nationalities
ETHNIC COMMUNITY ORGANISATION	An organisation which represents and advocates for the needs and interests of a specific cultural, religious, national, racial or ethnic group.
EXECUTIVE MANAGERS	The most senior person in the organisation (e.g. CEO, MD) and those who report directly to that person, including those based outside Australia. Executive managers include both executive and non-executive directors.
FTSE 100 INDEX	The FTSE 100 Index, also called FTSE 100, FTSE, or, informally, the "footsie" /'futsi:/, is a share index of the 100 companies listed on the London Stock Exchange with the highest market capitalization. It is one of the most widely used stock indices and is seen as a gauge of business prosperity for business regulated by UK company law. The index is maintained by the FTSE Group, a subsidiary of the London Stock Exchange Group.
GENDER	The distinction between the terms sex and gender is widely accepted. The term "gender" refers to how women and men are perceived and expected to think and act in a particular political and cultural context.
GENDER ANALYSIS	The study of differences in conditions, needs, participation rates, access to resources, control of assets, decision-making powers, etc. between women and men in their assigned gender roles. Analysis of the different situations of men and women can provide an understanding of the different impacts that legislation, cultural practices, policies, and programs can have on women and men.
GENDER EQUALITY	Gender equality means that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles. Different behaviour, aspirations, and needs of women and men are considered, valued and favoured equally.
GENDER INDICATORS	<p>Gender sensitive indicators support the development and evaluation of policies and programs designed to achieve greater gender equity in the context of gender sensitive analysis and gender mainstreaming initiatives of policy/programs and budgets.</p> <p>Gender indicators 'enable us to assess where we stand and where we are going with respect to values and goals, and to evaluate specific programs and their goals'</p> <p>The usefulness of gender indicators 'lies in their ability to point to changes in the status and roles of women and men over time, and therefore to measure whether gender equity is being achieved' (Canadian International Development Agency (CIDA) 1997)</p>
GLASS CEILING	The term "glass ceiling" gained traction as an apt metaphor for the widespread observation that despite entry of women into nearly all fields traditionally occupied primarily by men, women remain virtually non-existent or present in token numbers in elite leadership positions. Its first use is variably attributed to Marilyn Loden, author of <i>Implementing Diversity</i> , in a speech delivered in 1977 to the Women's Action Alliance in describing invisible barriers to women's career advancement



<i>INTERSECTIONALITY</i>	The idea that people can belong to several disadvantaged groups at the same time, and suffer aggravated and specific forms of discrimination in consequence, was first recognized and termed as “multiple” or “intersectional” discrimination in the late 1980s and in the beginning of the 1990s.
<i>MIGRANT</i>	Defined by the ABS as a person who was born overseas and has obtained permanent Australian resident status prior to or after their arrival (ABS 2007a). The term migrant does not include refugees, displaced persons or others forced or compelled to leave their homes. Migrants make choices about when to leave and where to go, even though those choices are sometimes extremely constrained. ‘Migration’ is the movement of people from one place to another.
<i>MULTICULTURALISM</i>	The term ‘Multiculturalism’ has been used as both a concept and policy reference and has been widely contested in public debate with a range of interpretations. Generally however both the term and policy refers to a recognition and celebration of cultural diversity when describing people, population groups, ideas, work and activities.
<i>RACE</i>	According to contemporary scientific understanding, there are no genetically or biologically distinct races within the broad category of human race. This, however, should not obscure the fact that racial thinking persists in the general society and that people are often treated on the basis of their presumed “race”.
<i>SEX</i>	The term sex refers to biological differences between women and men.
<i>SEX-DISAGGREGATED STATISTICS</i>	The collection and separation of data and statistical information by sex to enable comparative analysis; sometimes referred to as gender-disaggregated statistics.



APPENDIX 2: GLOBALLY AVAILABLE DATA SETS

International Statistics and Data Sets About Women

❑ [2012 World Development Report on Gender Equality and Development](#)

"The 2012 World Development Report on Gender Equality and Development finds that women's lives around the world have improved dramatically, but gaps remain in many areas. The authors use a conceptual framework to examine progress to date, and then recommend policy actions."

❑ [Gender Equity Index](#)

"This is the main conclusion of the Social Watch 2008 Gender Equity Index (GEI) which, for the first time, shows recent evolution and trends in bridging the gap between men and women in education, the economy and empowerment."

❑ [Gender Info](#)

"Gender Info 2010 is a global database of gender statistics and indicators on a wide range of policy areas, including: population, families, health, education, work, and political participation."

❑ [Gender, Institutions and Development Database \(OECD\)](#)

This database focuses on gender discrimination and obstacles to women's development. It covers a total of 160 countries and comprises an array of 60 indicators on gender discrimination.

❑ [GenderStats: World Bank](#)

"GenderStats is a one stop source of information on gender at the country level. A compilation of data on key gender topics from national statistics agencies, United Nations databases, and World Bank-conducted or funded surveys." Subject categories are demographics, education, health, labor force, political participation, and gender monitoring.

❑ [Global Education Digest 2010](#)

"The report notes that two out of three countries in the world face gender disparities in primary and secondary education and as many as half will not achieve the goal of gender parity in education by 2015."

❑ [Global Gender Gap Index](#)

From the Women Leaders and Gender Parity Program of the World Economic Forum. "Downloadable information includes the full report, rankings, country profiles and highlights, and press releases."

❑ [OECD Social Institutions and Gender Index](#)

"The Social Institutions and Gender Index (SIGI) is a new composite measure of gender equality, based on the OECD's Gender, Institutions and Development Database. It complements and improves existing measures in several ways. While conventional indicators of gender equality capture inequality outcomes, the SIGI focuses on the root causes behind these inequalities."

❑ [Statistics and Indicators on Women and Men: UN](#)



"This web site provides the latest statistics and indicators on women and men in six specific fields of concern:

- ⇒ Population
- ⇒ Women and men in families
- ⇒ Health
- ⇒ Education
- ⇒ Work
- ⇒ Political decision making

□ [Wikigender](#)

The statistics menu has articles on wages and labor, education, health, political participation, social indicators, and composite indicators.

□ [Women in National Parliaments](#)

"The data in the table below has been compiled by the Inter-Parliamentary Union on the basis of information provided by National Parliaments by 30 november 2009. 187 country are classified by descending order of the percentage of women in the lower or single House."

□ [Women, Business and the Law](#)

"Women, Business and the Law presents indicators based on laws and regulations affecting women's prospects as entrepreneurs and employees." From the World Bank.

□ [World's Women](#)

□ [World's Women and Girls 2011 Data Sheet](#)

From the Population Reference Bureau, document offers numerous statistics on the status of women.



APPENDIX 3: KEY POLICY AND DOCUMENT REVIEW

INTRODUCTION

The purpose of the review was to help build a solid understanding of the current situation relating to CALD women in leadership roles and to uncover data gaps.

More specifically, this analysis assisted in:

- Clarifying the context of primary data research, define the depth and breadth required, and formulate appropriate research questions and instruments
- uncovering current and long-term socio-economic trends;
- designing the sampling frame;
- defining the original scope, geographic area, and target populations;
- determining sampling methodology;
- analysing the risks posed by various factors;
- and informing recommendations for future interventions.

The information and findings of the desk study were subsequently integrated with the data and findings from the primary data collection and analysis. The review was further supplemented through information provided by the key informants.

WHOLE OF AUSTRALIAN GOVERNMENT COMMITMENT TO GENDER EQUALITY

- The Australian Government is strongly commitment to gender equality.
- The Government is committed to strengthening the provision of gender analysis, advice and mainstreaming across Government.

<u>RELEVANT MINISTERS</u>	<u>RELEVANT GOVERNMENT DEPARTMENTS</u>
<p><u>MINISTER FOR WOMEN:</u> The Hon Julie Collins MP (Electoral Division of Franklin, Tasmania)</p> <p>The Minister for the Status of Women works with other Government Ministers to ensure that women's issues and gender equality are taken into consideration in policy and program development and</p>	<ul style="list-style-type: none"> • The Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) provides leadership in Australian Government policy and program management on issues affecting women and gender equality, Indigenous family and community safety and the delivery of women's safety initiatives. FaHCSIA provides coordinated government advice and support to the Minister for the Status of Women. • The Office for Women (OfW) consults across government and with a wide range of non-Government organisations to address these priorities and deliver better outcomes for women.



implementation.	The Office for Women (OfW) supports the Minister in this role, and is the central source of advice for Government agencies on the impact of Government policies and programs for Australian women.
<p><u>PROGRAM DESCRIPTION</u></p> <p><u>GENDER EQUALITY FOR WOMEN PROGRAM</u></p> <p>FaHCSIA's Outcome 6: Women aims to improve gender equality through coordinated whole-of-government advice and support for women's economic security, safety and status.</p>	<p>The Gender Equality for Women Program provides informed government decisions aimed at improving gender equality through coordinated whole-of-government advice and support for women's economic security, safety and leadership.</p> <p>FaHCSIA is responsible for undertaking a range of strategies to improve women's economic outcomes, ensuring women's equal place in society, improving whole of government work on gender equality and providing support to victims of people trafficking program; and has primary responsibility for Australia's involvement in high level international forums concerned with improving gender equality and the status of women.</p> <p>FaHCSIA also has responsibility for implementing a range of initiatives to achieve the outcome of reducing violence against women, particularly in taking forward the National Plan to Reduce Violence against Women and their Children, in partnership with state and territory governments.</p>
<i>AIMS AND OBJECTIVES OF THE PROGRAM</i>	<p>The Gender for Equality for Women Program aims to implement strategies in priority areas to achieve gender equality.</p> <p>The priority areas include reducing violence against women, demonstrating Australian Government leadership on gender equality, increasing opportunities for women to contribute to Australian Government decisions, increasing opportunities for women to undertake valued leadership roles and creating business and workplace cultures that deliver better economic choices and outcomes for women.</p>
<i>PROGRAM OUTCOMES</i>	<p>To implement strategies in priority areas to achieve gender equality for women. These priority areas include:</p> <ul style="list-style-type: none"> - reducing violence against women; - demonstrating Australian Government leadership on gender equality; - increasing opportunities for women to contribute to Australia Government decisions; - increasing opportunities for women to undertake valued leadership roles; and - creating business and workplace cultures that deliver better economic choices and outcomes for women.
<i>PROGRAM COMPONENTS</i>	<p>In 2010-11, total administered program funding for Gender Equality for Women is \$25.05 million, for 2011-12 \$30.81 million, for 2012-13 \$25.95 million, for 2013-14 for \$30.50 million and for</p>



	<p>2014-2015 \$28.41 million.</p> <p>The funding is implemented across the following strategies:</p> <ul style="list-style-type: none"> • Women's Safety Agenda • Women's Leadership and Development Strategy • Support for Victims of People Trafficking Program
<p><i>WOMEN'S LEADERSHIP AND DEVELOPMENT STRATEGY ACTIVITIES</i></p>	<p>National Women's Alliances</p> <p>The Australian Government has committed to provide core funding for six National Women's Alliances over three years from 2010-11 to 2012-13. The role of the Alliances is to bring together women's organisations and individuals from across Australia to share information, identify issues that affect them, and identify solutions; and engage actively with the Government on policy issues as part of a more informed and representative dialogue between the broadest possible cross-section of women and government. The Government also provides the Alliances with access to additional funding to support them to respond to emerging issues relating to women and gender equality.</p> <ul style="list-style-type: none"> • Women's Leadership and Development Program Grants The Australian Government provided funding to national women's non-government organisations through the 2008-09 Women's Leadership and Development Program Grants. Funded projects aimed to benefit women not engaged in current policy debates, including marginalised women. • Sports Leadership Grants and Scholarships for Women The Sports Leadership Grants and Scholarships for Women Program is a joint initiative between the Australian Sports Commission and the Office for Women. The Program provides funding and support for women seeking accredited training and education in coaching, officiating and sport management, governance and media/communications and scholarships for women in upper sports management to gain qualifications to support their progression to senior executive roles.
<p><i>OTHER RELEVANT ACTIVITIES</i></p>	<p>Funding is provided for one-off projects to promote and develop women's leadership. Recent examples include:</p> <ul style="list-style-type: none"> • Women leaders in local government Women are under-represented in local government, both at the unelected management levels and in elected positions. In 2009-10, the Australian Government provided funding for programs and activities to support women in local government including the Australian Local Government Women's Association's 50:50 vision program funded jointly with the Department of Regional Australia, Regional Development and Local Government. • Young women's leadership through support for the Girl



	<p>Guides The Australian Government designated 2010 the Year of the Girl Guide, acknowledging the invaluable contribution of the Guiding movement to Australia over the past 100 years. The Australian Government provided funding to Girl Guides Australia to support the organisation in its centenary year.</p> <p>Other initiatives</p> <p>The Women’s Leadership and Development Strategy also includes the planning and implementation of research, representation and coordinated policy advice on women’s leadership in boardrooms, the United Nations Commission on the Status of Women.</p> <ul style="list-style-type: none"> • Other services The Office for Women also works in partnership with other jurisdictions and provides secretariat services for the Ministers’ Conference on the Status of Women (MINCO), the Women’s Advisers Meeting (which serves as the officials group for MINCO) and the National Aboriginal and Torres Strait Islander Women’s Gathering (a subcommittee of MINCO).
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GENDER BALANCE ON AUSTRALIAN GOVERNMENT BOARDS

<i>GENDER BALANCE ON AUSTRALIAN GOVERNMENT BOARDS</i>	
<i>OVERVIEW OF POLICY</i>	
<i>BRIEF DESCRIPTION</i>	<p>The Australian Government has committed to achieving a target of at least 40 per cent women and 40 per cent men on Australian Government boards by 2015. The remaining 20 per cent can be either women or men.</p> <p>Gender balance in leadership builds on the Government’s commitment to social, economic and political equality for women. Gender balance on Government boards reinforces the importance of broad representation in corporate decision making on behalf of the Australian people.</p> <p><i>By setting, reporting on and meeting the target, the Australian Government is providing:</i></p> <ul style="list-style-type: none"> ▪ leadership to the community, in both the public and private sectors ▪ opportunities for women to exercise leadership ▪ opportunities for greater economic participation by women ▪ an increase in the economic value of Government boards by engaging both women and men in decision-making ▪ culture change within the professional community to promote gender equality in the decision-making sectors of



	Government.
<i>RATIONALE</i>	<ul style="list-style-type: none"> • The labour force participation rate of women in Australia was at 59.5 per cent in September 2012. • Despite this having increased significantly over the last thirty years, women remain under-represented in senior leadership and management positions in virtually all sectors. • Women are just as well educated, skilled and interested in leadership roles as their male counterparts.
<i>KEY PRINCIPLES</i>	<p>Three key principles set the overarching framework for making gender balanced appointments to Government boards. These principles are:</p> <ul style="list-style-type: none"> • Ministerial commitment to gender balance on Government boards • Merit and transparency in appointment processes • Proportionality to ensure appointment procedures and selection criteria are appropriate for the nature of the position and its responsibilities. <p>Ministerial commitment to promoting gender balance on Government boards reinforces a culture of gender equality, provides guidance and sets an example to officials involved in managing the appointment processes.</p> <p>It also shows the public that Government is serious in its commitment to ensuring equality for all Australians and is prepared to be held to account on achieving its commitment.</p>
<i>CURRENT GOVERNMENT INITIATIVES</i>	
<i>LEGISLATION</i>	<p><u>Equal Opportunity for Women in the Workplace Amendment Bill 2012</u></p> <p>The EOWW Amendment Bill 2012 was introduced into the House of Representatives on 1 March 2012. The principal objects of this Act are:</p> <ul style="list-style-type: none"> • to promote and improve gender equality (including equal remuneration between women and men) in employment and in the workplace; and • to support employers to remove barriers to the full and equal participation of women in the workforce, in recognition of the disadvantaged position of women in relation to employment matters; and • to promote, amongst employers, the elimination of discrimination on the basis of gender in relation to employment matters (including in relation to family and caring responsibilities); and • to foster workplace consultation between employers and employees on issues concerning gender equality in employment and in the workplace; and • to improve the productivity and competitiveness of



	<p>Australian business through the advancement of gender equality in employment and in the workplace.</p> <p><u>Fair Work Act 2009</u></p> <p>The provisions under the Fair Work Act 2009 establish a framework that promotes fairness and flexibility for women in the workplace.</p> <p>The 10 National Employment Standards and modern awards provide a strong and stable safety net, a range of opportunities for flexible work arrangements, support for parental leave, strong protections against discrimination, support for collective bargaining in low paid industries and provisions for Fair Work Australia to order equal pay.</p> <p><u>Paid Parental Leave scheme</u></p> <p>In January 2011 the Government introduced Australia's first Paid Parental Leave scheme.</p> <p>This payment allows working parents to stay at home to care for their newborn, while maintaining an attachment to the workforce. In addition, Dad and Partner Pay will be introduced from 1 January 2013, providing eligible fathers and partners with support to care for their children, further helping families to make their own choices around balancing work and caring responsibilities.</p>
<i>REPORTING</i>	<p><u>Gender Balance on Australian Government Boards Report 2011-2012.</u></p> <ul style="list-style-type: none"> • 38.4 per cent of Government board appointments held by women as at 30 June 2012. This is a 3.1 per cent increase from 2011, and a 3.9 per cent increase since 2010, the year the target was announced. • As at 30 June 2012, women held 38.4 per cent of Government board appointments. This is up from 35.3 per cent in 2011, demonstrating the sound progress made towards achieving the 40 per cent gender balance target by 2015. • Eight portfolios met or exceeded the 40 per cent target. • Women board members represented 41 per cent of new board appointments across government during the 2011-2012 financial year.
<i>SECTOR PARTNERSHIPS</i>	<p>PRIVATE SECTOR</p> <ul style="list-style-type: none"> • In 2010-2011 the Government partnered with the Australian Institute of Company Directors (AICD) on the Board Diversity Scholarship Program to promote change in the private sector. • This program saw scholarships offered to 70 talented board-ready women and experienced female board members seeking Chair positions to attend the AICD Company Directors Course or Mastering the Boardroom Courses.



	<ul style="list-style-type: none"> • The Prime Minister announced the second round of 70 scholarships in June 2012, with Aboriginal and Torres Strait Islander women, culturally and linguistically diverse women, women from rural and regional communities, women with a disability and women working in the not-for-profit sector particularly encouraged to apply. <p>SPORTS INDUSTRY</p> <p>Women in Sport Leadership Register, established to increase opportunities for women to be considered for leadership positions on Australia’s sporting boards and bodies.</p> <p>The Government also funds Sports Leadership Grants and Scholarships for Women which provide meaningful development and training opportunities to help women advance into sport leadership roles across a broad spectrum of responsibilities, including coaching, officiating, governance, and media and communications.</p> <p>COMMUNITY SECTOR</p> <ul style="list-style-type: none"> • Government recently commissioned a national survey to find out more about women's leadership programs in the community sector. • This will assist the Government to determine how best to support emerging women leaders in the community sector and further empower women to achieve their full potential. • The survey was sent out for national distribution via community sector networks in September 2012.
<i>RESOURCES/GUIDELINES</i>	<p>PUBLIC SECTOR</p> <ul style="list-style-type: none"> ➤ Gender Balance on Government Boards-Information for Portfolios document providing a comprehensive list of actions portfolios could employ to address the gender balance of their boards ➤ Portfolios that do not meet or maintain the gender balance target in any given year are required to develop Board Target Gender Balance Plans (the Plans) on an annual basis until the target is met. ➤ Australian Public Service Commission's merit and transparency guidelines which encourage an increase in the representation of women in senior government appointment ➤ Commonwealth Government Business Enterprise Governance and Oversight Guidelines which state that Government Business Enterprise Boards will develop annual board plans that include an assessment of the skill



	<p>and diversity requirements for the board in the context of the Government's policy objectives regarding gender balance on Government boards</p> <ul style="list-style-type: none"> ➤ Gender Panel which provides expertise for government agencies to assist them in undertaking gender assessment and related work. Panel members include organisations and individuals with demonstrated experience in gender analysis in areas including research, gender analysis training and gender balance on boards. <p><u>BoardLinks</u></p> <ul style="list-style-type: none"> ➤ BoardLinks, a network that has been established to provide more opportunities for women to be appointed to their first board, to launch and further their directorship careers, and increase the number of potential candidates for Australian Government boards. ➤ BoardLinks will also facilitate training, mentoring and support and was announced in November 2012 by the Minister for Finance and Deregulation, Senator the Hon Penny Wong. ➤ BoardLinks, contact Evelyn Ek on 0412 887 853.
<p><i>KEY ISSUES/QUESTIONS</i> <i>EMERGING</i></p>	<p>DATA</p> <ul style="list-style-type: none"> ➤ Gender Balance on Government Boards- (Q) To what extent is the data inclusive of other variables such as ethnicity, country of birth etc? ➤ Portfolios that do not meet or maintain the gender balance target in any given year are required to develop Board Target Gender Balance Plans (the Plans) on an annual basis until the target is met. (Q) Which portfolios have not met their gender balance targets? How are the Gender Balance Plans being monitored? <p>Board Diversity Scholarship Program</p> <ul style="list-style-type: none"> ➤ Second round of 70 scholarships in June 2012, culturally and linguistically diverse women, particularly encouraged to apply. (Q) How many CALD women applied? How many were successful?



ASX CORPORATE GOVERNANCE COUNCIL (CGC)

ASX Diversity Guidelines

In June 2010, the ASX Corporate Governance Council (CGC) released changes to its Corporate Governance Principles and Recommendations which introduced recommendations relating to diversity. The changes, applicable to ASX listed entities, took effect for financial years beginning on or after 1 January 2011.

Australia was one of the first OECD countries to provide a structured protocol for reporting on diversity and for the first time, listed entities are formally required to either report their diversity initiatives to the public or state the reason why no disclosure has been made.

The diversity amendments to the CGC Recommendations, which followed the Corporations and Markets Advisory Committee's (CAMAC) March 2009 Diversity on Boards of Directors Report, was prompted by corporate Australia's record on diversity, international developments and studies demonstrating that diversity can help drive competitiveness.

The intention of the CGC is that entities embrace the spirit of the Recommendations in driving a culture-change in their organisations, rather than adopting a 'tick the box' compliance approach.

To summarise, the diversity Recommendations are:

Recommendation	Entity must report against on an "if not why not" basis
3.2	<ul style="list-style-type: none"> Establish a diversity policy Disclose the diversity policy or a summary of that policy Include in the diversity policy requirements for the board to establish and annually assess measurable objectives and the progress towards achieving them Set measurable objectives for achieving gender diversity
3.3	<ul style="list-style-type: none"> Disclose in each annual report the measurable objectives for achieving gender diversity and progress towards achieving them
3.4	<ul style="list-style-type: none"> Disclose in each annual report the proportion of women employees in the organisation, women in senior executive positions and women on the board
3.5	<ul style="list-style-type: none"> Disclose in the corporate governance statement of the annual report an explanation of any departure from the Recommendations Diversity policy should be made publicly available, ideally by posting the diversity policy or a summary of it on the entity's website
2.6	<ul style="list-style-type: none"> Disclose in the corporate governance statement of the annual report a statement as to the mix of skills and diversity which the board is looking to achieve in its membership



Commentary to recommendation	No requirement to report
2.4	<p>Encourage listed entities to provide greater transparency around board processes in searching for and selecting new board directors, including:</p> <ul style="list-style-type: none"> • Whether the entity has a skills matrix • The process to identify and select board candidates, including whether professional intermediaries are used to identify and/or assess candidates • The steps taken to ensure that a diverse range of candidates is considered • The factors taken into account in the selection process
8.1	<ul style="list-style-type: none"> • Encourage listed entities to disclose that the remuneration committee considered remuneration by gender

KPMG-ASX Report

The ASX Education and Research Program commissioned KPMG to conduct an independent analysis of the diversity disclosures made by listed companies with a 31 December 2011 year end, being the first group of companies required to report against the diversity recommendations.

The preliminary report looked at sample of 211 ASX-listed companies. It includes statistics on the adoption of the Council's diversity recommendations and an overview of the types of activities undertaken by listed companies in the pursuit of diversity within their organisations. It also provides an analysis of diversity policies, measureable objectives within those policies, and findings on gender diversity including board selection processes and remuneration reviews.

The report provides an analysis of the disclosures made in relation to the diversity Recommendations by listed entities with a 31 December year end together with a review of the diversity practices adopted within the ASX Top 10 listed companies (ASX10). In addition to measuring compliance with the requirement to "if not, why not" reporting against the diversity Recommendations, this report describes:

- the activities listed entities are undertaking in the pursuit of diversity in their organisations
- the reasoning behind their efforts in the area of diversity
- whether entities are taking up some of the suggestions in the Commentary to the Recommendations – against which reporting is not mandatory.

Key findings from this analysis include:

Diversity policies



- The majority of entities within the sample reported they have established diversity policies which generally stretch well beyond gender.
- The financial and energy sectors achieved the highest percentage of entities reporting the establishment of diversity policies on a sector basis.
- There is a direct correlation between the size of an entity and the likelihood a diversity policy has been established.

Measurable objectives

- More than half of the entities that had a diversity policy also reported measurable objectives for achieving gender diversity.
- The majority of entities setting measurable objectives reported they set targets to achieve female participation at different levels of the organisation.
- There was evidence of less specific objectives that may prove difficult to measure over time.
- Entities may benefit from further guidance from the CGC on the meaning, and setting of 'measurable objectives'.

Gender diversity

- The majority of entities have reported statistics for women on the board, at the senior executive level and throughout the whole organisation.
- Some entities do not provide a clear definition of the 'employee groups' in respect of which they have disclosed gender data. It would benefit their reporting and enable better understanding by stakeholders if entities provided a clear definition of the 'employee groups' in respect of which they are reporting female participation.

Board selection processes and remuneration reviews

- While there was no requirement to report on board selection processes, some disclosure by entities was evidenced in response to the commentary in the Recommendations about the desirability of greater transparency in board selection and appointment processes.
- Some entities also provided information about remuneration audits in response to the guidance around the item in the commentary to Recommendation 8.1.

WOMEN IN SPORT - SENATE REPORT ABOUT TIME! WOMEN IN SPORT AND RECREATION IN AUSTRALIA

Since the early 1990's it has been recognised that women occupy fewer leadership positions than men in the sports industry, as employees and volunteers.

Although a number of initiatives have been tried the 2006 Senate Report *About Time! Women in sport and recreation in Australia* noted that "Women continue to be under-represented in the decision making structures of sports organisations. Statistics indicate that the number of women on national sporting organisations (NSO) boards is at a low level, with a national average of one woman to seven men on boards in 2005. Consistent with This is the low number of women in



executive positions, where women hold only 13% of executive officer positions in the top 40 funded NSOs".

It is also recognised that women continue to be under-represented in coaching, officiating and administration roles in most sports organisations. A number of barriers hindering the advancement of women in these roles have been identified, including the attitudes and perception of the male dominated sports culture, perceptions and expectations of women and work-life issues.

Looking at leadership and governance the Senate Report found that it is in the interests of the good governance of sport that the full range of skills and experience is able to be drawn from the community. These skills, and availability for leadership, lie with both women and men.

Strategies need to be developed by governments and sporting and recreation providers to increase the numbers of women in leadership roles.

The Senate Report has suggested that these strategies could include:

- Rewarding sporting organisations that meet a self imposed system of increasing the representation of women on boards. Such organisations could receive incentive or bonus funding from government departments.
- The imposition of quotas or targets in relation to the proportion of women on boards. Specific quotas could be imposed as a condition of government funding for sports organisations.
- Amending the constitutions of sporting organisations to enshrine the rights and representations of their members, male and female. This could act as an ongoing catalyst for systemic change within organisations.
- Implementing succession training for potential or new board members on the provision that organisations must nominate both men and women in order to participate.
- Implementing organisational change within organisations so that they structure and conduct meetings in a more 'women friendly' way in terms of when they are held and how long they run.
- Encouragement of national sport organisations to support women as leaders through the use of leadership training, and conference participation.
- Providing networking opportunities for women working in the sport and recreation industry.
- Providing practical professional development opportunities which better equip women to discharge their duties.
- Providing mentoring and/or apprenticeship programs for women administrators and board members.
- Providing role models for women aspiring to work in the industry.
- Encouraging organisations to actively target women to take on leadership roles.
- Addressing work-life issues, including work and family responsibilities.
- Women could be encouraged to take up these positions through reimbursement of child care and out-of-pocket expenses incurred in board work.

In relation to the imposition of quotas, the Australian WomenSport and Recreation Association (AWRA) submission to the Senate Inquiry argued that sporting organisations that receive government funding should provide female board representation of 10 or 20 per cent by 2007 and that this proportion should gradually increase over the next 10 years. WomenSport and Recreation Victoria argued that sports with less than 10 per cent female board membership should be identified and mechanisms put in place to match these organisations with skilled women on board positions.



The Senate Report noted that Labor Senators have the view that the Australian Sports Commission and NSOs should adopt the provision in Hockey Australia's constitution that provides that no one gender shall constitute less than 35 per cent of a board's elected membership by January 2008. AWRA commented in its presentation to the Senate Inquiry that Hockey Australia's constitution is a good model that could be adopted by other NSOs.

Senate Report Recommendation 12

5.49 The committee recommends that appropriate organisations with an interest in women in sport and recreation be funded by the Australian Sports Commission to provide skills training in the areas of leadership, communication skills and successful team building; and that the Commonwealth fund the Commission to implement this.

Recommendation 13

5.50 The committee recommends that the Australian Sports Commission continue to provide opportunities for women sport leaders to attend workshops and forums to develop techniques for successful networking.

Recommendation 14

5.51 The committee recommends that the Sport Leadership Grants for Women be continued and that the Commonwealth increase funding for this scheme.

ASIA PACIFIC WORLD SPORT AND WOMEN CONFERENCE 2012

At the Asia Pacific World Sport and Women Conference held in Melbourne in October 2012 the former head of corporate affairs for Football Federation Australia Bonita Mersiades called for more women to be involved at board and senior management level. Once one of the most powerful women in Australian sport, Mersiades, believes governments need to ensure qualified women have a bigger role to play at the top end of sports administration.

"Governments, who are significant funders of many sports, should hold sports to account in a more rigorous way,"

Mersiades was controversially forced out of her role at FFA in January 2010. Her speech at the conference was made three days after new A-League club Western Sydney announced a five-person board - all men. She pointed out there were only two female members among the boards involved with the 10 A-League clubs, the 2015 Asian Cup and FFA.

At international level, the women's World Cup held last year attracted 800,000 paying spectators, had worldwide television coverage and the final between Japan and the United States attracted a world record number of tweets (7200 per second). The game is played by 29 million girls and women across the world. Without the most senior level input from 50 per cent of the community, there are many issues wrapped up in women and sport including:

- Who is going to argue for more money or even any money for women in sport at board level?
- How does a club attract more women, as attendees or members?
- How do broadcasters get more female viewers?



- How does a female version of a sport, such as football or the recent example of basketball in the Olympics, get treated on a par with the men's version?
- How does women's sport ensure it gets more than 10 per cent of media coverage?
- How does a female sports administrator, who has vision and energy, get an opportunity to get things done when male-dominated management prefers the status quo?

"It is accepted policy and practice that there ought to be gender balance in other sectors of the economy, it has not yet translated to sport"

Mersiades argued that just as it is now conventional wisdom to tap a more diverse talent pool by having more women on boards and in senior management positions in business and wider society, then so should there be a similar policy imperative in sport. Australian governments should be championing women in sport by holding sports to account in a more rigorous way. This means advocating, and holding to account, women's roles in sport as a policy position.

EOWA AUSTRALIAN CENSUS OF WOMEN IN LEADERSHIP

According to the 2010 EOWA *Australian Census of Women in Leadership*⁶, there are only five women chairing the top ASX 200 companies.

The *Women in Leadership* report also found that out of the CEOs of the top 200 Australian companies, just six are women. Only 8.4 per cent of board positions and 8 per cent of Executive Key Management positions are held by women.

The industries with the highest representation of female board directors were consumer services, banks, insurance, software and services and diversified financials.

Industry groups with the highest percentage of female Executive Key Management Personnel were retailing, telecommunication services and pharmaceuticals. Automobiles and components, consumer durables and apparel were the lowest ranked groups with no Executive Key Management personnel.

LEADERSHIP DEVELOPMENT PROGRAMS FOR WOMEN

AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS (AICD)

As part of AICD's commitment to board diversity, they have developed a range of initiatives to help to achieve a greater representation of women on boards and in senior executive positions.

The AICD aims to increase board diversity both in the short-term and in the longer term by addressing the so-called "pipeline problem" - that is the current obstacles to women gaining positions in senior management ranks that could prepare them for future directorship roles.

Actions to increase board diversity include:

- Publishing a booklet providing early-adopter case studies for the ASX Corporate Governance Principles and Recommendations on diversity. It also contains a sample diversity policy and strategy document to assist entities with embedding diversity within the culture of their organisation



- Publishing a booklet explaining the changes to the ASX Corporate Governance Principles and Recommendations on diversity, providing practical tips to help entities get started on developing diversity policies and measureable objectives
- Providing new recommendations for boards to adopt, and report on, diversity policies and goals for the board and senior management and additional recommendations for greater transparency in board selection processes and reporting;
- Conducting the 2011/12 Chairmen's Mentoring Program, following the success of the 2010 program, bringing together senior listed company chairmen and emerging women directors;
- Developing a scholarship program (assisted by \$200,000 in funding from the Australian Government) and other educational initiatives;
- Expanding online service to assist current and aspiring directors in finding board positions - Directorship Opportunities;
- Publishing online information directory providing useful links to organisations that provide services relevant to diversity and women;
- Conducting additional briefings, seminars and other events tailored to the needs of aspiring women directors; and
- Producing the publication Tomorrow's boards - creating balanced and effective boards, providing guidance for boards and search professionals on board composition and selection that highlights the advantages of diversity and widening the candidate pool.

"The business case for a diverse board is irrefutable, with many studies showing that a diverse board equals better business outcomes. This program is a practical way to help achieve greater diversity on boards by providing talented women with the knowledge and skills they need to help further their directorships careers,"

John Colvin, Chief Executive and Managing Director, Australian Institute of Company Directors.

Scholarship Program

Nearly 2000 women applied for the scholarship when the program was first announced in 2010 with significant achievements for scholarship recipients. There have been some encouraging improvements in the statistics relating to the numbers of women on boards since the program's inception. According to real-time statistics compiled by the Australian Institute of Company Directors, women currently hold 14.3 per cent of directorships on the ASX 200, compared to 8.3 per cent in 2010. Women now hold almost 20 per cent of directorships on ASX 50 and ASX 20 boards.

Whilst progress has been made, the AICD recognises more needs to be done and that the scholarship program is just one part of their range of initiatives to address the issue of board diversity.

These initiatives included the successful national Chairmen's Mentoring Program, the Victorian not-for-profit scholarship program, the ACT Public Sector Mentoring Program and an Indigenous Mentoring and Scholarship Program soon to be piloted in NSW. Company Directors



will also continue to offer a range of scholarships to undertake the highly respected courses across each of the states.

The AICD are stepping up their engagement with chairmen and boards to help identify and match appropriately skilled female candidates with board roles and assist search firms to provide shortlists of potential new directors that include female candidates.

“What is needed is sustained cultural change with respect to both board recruitment and selection practices and the promotion of women in senior management which provides the ‘pipeline’ to board roles. Women are committed to achieving board roles based on merit but need to be given the opportunity to build their skills and present their experience in an open and transparent forum,”

John Colvin, Chief Executive and Managing Director, Australian Institute of Company Directors.

ASX 200 Chairmen’s Mentoring Program

Some of Australia’s most senior company chairmen and directors are involved in a new program launched by the AICD and aimed at helping to increase the numbers of women on ASX 200 boards. The ASX 200 Chairmen’s Mentoring Program involves 56 chairmen and senior directors of major companies who are working with 63 highly talented and qualified women in a twelve month mentoring relationship. The program is aimed at assisting those women to develop connections with influential business leaders, gain knowledge and skills that will assist them in achieving director appointments, increase their understanding of how listed company boards work and gain valuable advice on the process of selecting and appointing new directors. It is also of great value to mentors by putting them in contact with highly qualified women with enormous potential as ASX 200 company directors. The program is intended to be a practical and concrete measure to help achieve a greater representation of women on boards. The mentors include the chairmen of Australia’s largest companies and some of the nation’s most experienced directors, including a number of women chairmen.

The Mentoring Program was designed to identify experienced and skilled women who were “ASX 200 board-ready”. They include women who already have experience on the boards of ASX 200 and other listed companies, unlisted public companies, large private companies, government bodies and not-for-profits, as well as senior executive women within ASX-listed companies and other appropriately qualified women from professional and other backgrounds.

CHIEF EXECUTIVE WOMEN OF AUSTRALIA

CEW is a member-based organisation, comprising over 200 of Australia’s leading business women. CEW has a shared goal to facilitate greater representation of women at senior levels of Australian business, government and the not-for-profit sectors.

Founded in 1985 by a group of pioneering female executives, the original mission of CEW was to provide a supportive environment for its members to meet and discuss issues of mutual



interest. This has evolved over the years to include a range of programs and activities to support the development of women leaders at all levels within the business world.

Today, CEW runs a highly successful Leaders program for senior women in over 30 of Australia's top corporations; supports in conjunction with Ernst and Young the CEO Kit which provides a framework for companies to identify and address barriers within their organisations; and provides sponsorships annually to fund professional development opportunities for aspiring women leaders. CEW also continues to play a key role to play in the public debate over equal gender representation in the Australian business landscape.

CEW Leaders Program

The CEW Leaders Program has grown out of an earlier program called the Talent Development Program which began in Sydney as a pilot program in 2005. Since then more than 300 women and 38 organisations have participated in the program. In 2011 the program was revised and is now called the CEW Leaders Program.

The CEW Leaders Program provides participants with a unique opportunity to share and learn from theirs and others experiences, discuss issues they are facing, review personal priorities and gain new insights and strategies to achieve their potential as leaders. CEW members and other senior executives and board members both men and women participate and share their experiences with participants.

The demand for the program continues to grow.

CEO Kit

Many organisations have little information about why women leave an organisation. There are plenty of myths, such as, 'they leave for family reasons', but few facts to support this, and little other information as to the real reasons behind their departure.

The CEO Kit developed by Chief Executive Women has assisted hundreds of Australian companies to tackle gender diversity issues and help attract and retain female talent into leadership positions. In 2012, the CEO Kit began its transition to an on-line tool in response to market requests. The modernised version of the CEO Kit is simple to use on-line and accessible to a wider range of Australian companies.

CEW Scholarships

CEW Scholarships aim to assist women in furthering their careers, enabling more women leaders. The scholarships can be in fields where women are traditionally under-represented or provided in recognition of scarce funding for professional development in sectors such as Not-For-Profit.

Post graduate qualifications from respected institutions can enhance career advancement and act as a key point of differentiation when considering candidates for leadership positions. Creating additional opportunities for emerging women leaders to undertake post-graduate studies such as MBAs and professional development programs makes an active contribution to increasing the number of women in positions of leadership.



In 2013, CEW is offering 19 scholarships to Australian women. The scholarship program is designed to enhance the leadership abilities and skill set of Australian women leaders at different stages of their careers, from new managers to senior executive leaders, through attendance at leading Australian and international business schools and institutions. The program aims to attract applicants from a wide range of sectors that support the Australian community, including the corporate sector, government, not for profit and SMEs.

AUSTRALIAN SPORTS COMMISSION (ASC)

The way in which organisations are governed and led has a major impact on their performance. Sport has much to learn from other sectors and in particular from the corporate world. Extensive research among leading businesses shows that diverse boards make for better decision-making and more effective organisations. Companies where women hold at least 30% of senior management positions are significantly more successful and better able to deal with future challenges.

Internationally, the impetus to empower women through leadership promotion in sport is strong. The United Nations recognises the use of sport to promote gender equality and empower women, the International Olympic Committee is promoting the need for more women in positions of leadership and the involvement of women who have reached the top in sports administration and former athletes as role models, and the International Working Group on Women in Sport wishes to promote equality by increasing the number of women in leadership positions.

In Australia, whilst figures are increasing slowly, representation of women as the CEO of national sporting organisations remains low (37%) while representation as NSO Presidents is very low (19%). Overall, women comprise only 23% of all board positions on NSOs.

It is important to continue to grow the number of women on Australia's sporting boards and to help promote inclusive cultures that support women in sport.

Barriers to female leadership in sport include:

- Lack of champions and role models: existing leaders are perceived to be reluctant to embrace change and foster female talent in their sport and its governance or management; and as there are so few women in leadership positions, women don't see a role for themselves.
- Institutionalised structures and recruitment processes: boards are too often comprised of volunteers with unlimited tenure, drawn from the ranks of male dominated participants, with recruitment focused on people already in the sector.
- Lack of female participation downstream: women remain in the minority in many sports clubs, and find it hard to progress into leadership positions and become caught in a vicious circle of misrepresentation.
- Inhospitable culture: sport's "macho" culture, from the failure of facilities to cater for women, to stereo-typing and discrimination, puts women off participating at grass-roots level and thus progressing up the leadership ladder
- Family-unfriendly career: women remain primary carer in most families, so the nature and timing of sports events imposes significantly on family commitments, in a sector that rarely makes childcare provisions.

The Australian Sports Commission (ASC) has identified the promotion of women in leadership roles in sport as a key priority. The provision of funding through the **Sport Leadership Grants**



and **Scholarships for Women** program has provided educational and development opportunities for over 16,000 women since 2002.

To complement the education and development of female leaders, the ASC has established the **Women in Sport Leadership Register** to assist the placement of women on boards and in executive positions where they can apply their training and experience to benefit Australia's sporting system. There are many qualified, talented and experienced Australian women with the ability to positively contribute to the governance of organisations, however, have had limited opportunity to be considered for a senior position or a directorship. Sports organisations have also reported that they would like assistance in sourcing talented females for consideration for leadership positions.

Women in Sport Leadership Register

The Women in Sport Leadership Register has been designed to provide that opportunity by connecting sport with potential female board and administration candidates. This register has been developed to support the unique sports industry and is a free service. Women with the qualifications, experience and interest in gaining a leadership role in sports organisations may enter their details online for consideration for inclusion in the Women in Sport Leadership Register.

This register is aimed at improving the number of women on Australia's sporting boards and to help promote inclusive cultures that support women in sport. The representation of women on the boards of government funded national sporting organisations in 2010 was recorded as 23 per cent. The ASC records the gender composition of government funded NSO boards annually to track the progress of this initiative.

This information contributes to, and will track Australia's progress against other countries' progress through the International Working Group on Women and Sport 2010 Conference Legacy the "Sydney Scorecard", a web based database for the recording of the gender composition of the boards of NSOs.

Sport Leadership Grants and Scholarships for Women program

The Sport Leadership Grants and Scholarships for Women program is an initiative of the Australian Government that is managed by the Australian Sports Commission (ASC) in partnership with the Australian Government Office for Women.

Sport Leadership Grants and Scholarships for Women, provides women with opportunities to undertake training to reach their leadership potential within the industry as coaches, officials and administrators. Grants of up to \$5,000 for individuals and \$10,000 for organisations, and scholarships of up to \$10,000 per annum, are available. Grants and scholarships are available in the following categories:

- coaching
- officiating
- governance
- management and administration
- communications, media and marketing



AUSTRALIAN WOMENSPORT AND RECREATION ASSOCIATION

AWRA Leadership Workshops

Australian WomenSport and Recreation Association (AWRA) and its state members, with support from the Australian Government, conduct a series of Women's Sport Leadership Workshops throughout Australia. The aim of the workshops is to assist women in furthering their leadership roles in sport and recreation whether at the local club, association or state and national level.

AWRA offers this workshop program to organisations such as local government associations, national sporting organisations, state sporting associations and women's agencies. In particular there is a recognised need to take such a program to rural and regional areas of Australia. AWRA would like to work collaboratively with other organisations to reach out further into less populated regions and/or to target some groups of women who may benefit from sports leadership training.

Leadership/Governance Web Modules

In February 2007 AWRA conducted a national on-line survey of sporting organisations across Australia, looking at the issues that face girls and women in sport. Not surprising, one of the findings was that while women now make up almost half the number of active participants in organised sport they hold only 7% of leadership and governance positions.

In order to help increase the numbers of women in sports leadership and governance positions, AWRA has produced five web learning modules on leadership and governance. The web modules are available online and include:

- [Committee Readiness for Sports Organisations](#)
- [Effective Board Meeting Procedure](#)
- [Implementing a Successful Mentoring Program](#)
- [Introduction to Good Governance - Sport & Recreation](#)
- [Risk Assessment Learning Module](#)
- [Developing a PR/ Media Relations strategy for your club or sports association Module](#)

STATE AND TERRITORY OVERVIEW OF RESPONSES

SOUTH AUSTRALIA

The State Government is firmly committed to ensuring that its boards and committees draw on the diverse expertise of South Australian women who make up 51% of the total population.

Four targets related to women's leadership have been set by the South Australian Government as part of South Australia's Strategic Plan. These include:



1. **Elections** - increase the percentage of women nominating to stand in local, state and federal government elections in South Australia to 50% by 2014 (target 29)
2. **Boards and committees** - increase the number of women on all State Government boards and committees to 50% on average by 2014, and maintain thereafter by ensuring that 50% of women are appointed, on average, each quarter (target 30)
3. **Chairs of boards and committees** - increase the number of women chairing state government boards and committees to 50% by 2014 (target 31)
4. **Women** - have women comprising half of the public sector employees in the executive levels (including Chief Executives) by 2014 and maintain thereafter (target 52).

RATIONALE

- It is now widely accepted that the diverse knowledge and expertise of women can only enhance the success of boards and committees. Having women on boards can also improve the financial performance of an organisation and contribute to the effectiveness of decisions and policies.
- Recent research has found that companies with women on their board deliver a significantly higher return on equity than those without women on their boards (ASX 500 - Women Leaders, Reibey Institute, October 2011).

The Office for Women has lead responsibility for ensuring that more women are able to make a contribution as leaders and key decision makers in the South Australian community, and for the boards and committees targets in South Australia's Strategic Plan

CURRENT GOVERNMENT INITIATIVES

Women in Executive in the Public Sector

Women currently comprise two thirds of the entire public sector but just over one third of executive level positions. This target seeks to redress that imbalance and ensure that South Australia has a high-performing, flexible and responsive executive group.

For more information visit the Office for Ethical Standards and Professional Integrity.

Elections

South Australia's Strategic Plan also includes a target to increase the percentage of women nominating to stand in local, state and federal government elections in South Australia.

REPORTING

The percentage of women on government boards and committees increased from 33.6% in January 2004 (the baseline) to 45.8% in May 2012. The Audit Committee has therefore rated progress on this target as 'positive movement'.

The target is for half the members of State Government boards and committees to be women by 2014. The percentage of women on boards and committees peaked at 46.3% in August 2011. Since that time, the percentage has declined slightly. While progress on this target is not



necessarily expected to be linear, the latest figure is slightly below the trajectory required to achieve the target by 2014. Nevertheless, the Audit Committee considers the achievement of this target to be 'within reach'.

As at 1 May 2012, there were 457 State Government boards and committees in South Australia. These boards and committees are diverse in terms of functions, form, size, level of responsibility and accountability.

The percentage of government boards that are chaired by women increased from 23.8% in April 2004 (the baseline) to 36.6% in May 2012. The Audit Committee has therefore rated progress as 'positive movement'.

The target is to increase the percentage of women chairs to 50% by 2014. This is an ambitious target, which the Audit Committee considers 'unlikely' to be achieved, given the growth rate experienced to date and the trajectory required to reach the target by 2014.

The proportion of female executives in the South Australian public sector increased from 29.4% in 2003 (the baseline year) to 43.1% in 2011, resulting in a progress rating of 'positive movement'.

The average annual growth rate from 2003 to 2011 was 4.9%. To achieve the target by 2014 requires a slightly higher average annual growth rate of 5.07%. The Audit Committee considers the achievement of this target to be 'within reach'.

While this target focuses on the proportion of women executives in the public sector, it should be noted that the number of women executives increased from 296 in 2003 to 601 in 2011.

The definition of an 'executive' includes *Public Sector Act 2009* appointments, other statutory and constitutional appointments, managers, Chief Executive Officers, professional specialists, medical officers, nurses and legal services officers employed at the executive level across the Administrative Units and Other Public Sector Organisations. In summary, an executive is someone who receives a total salary equivalent to \$106,608 per annum or more or receives a Total Remuneration Package Value (TRPV) type contract equivalent to \$134,013 per annum or more and has professional or managerial 'executive' responsibilities or was appointed/employed under specific sections of the *Public Sector Act*.

The 2011 SASP specifies a supplementary measure for Target 29, which is the number of women in Parliament. This was the key measure for the 2007 SASP target T5.3 Members of Parliament.

There are 69 seats in the South Australian Parliament (47 in the House of Assembly and 22 in the Legislative Council). In 2012, women comprised 30.4% of members (21).

WESTERN AUSTRALIA



In 2011, women held 26.3 per cent of Senior Executive Service positions in public sector agencies and authorities and 26 per cent of Tier 1 (i.e. Director General/CEO) positions in public sector agencies (8).

Women represented 7.1 per cent of the highest position (i.e. Tier 1 management) in Local Government, and 25 per cent in Public Universities in 2009 (8).

Nationally, women held 8.3 per cent of Board directorships in the top 200 Australian Stock Exchange listed companies in 2010 (9).

Representation of women in politics in 2010:

- o Federal Parliament (percentage of WA representatives):
- o Senate – 33 per cent (10).
- o House of Representatives – 26.7 per cent (11).
- o State Parliament:
- o Legislative Assembly – 20.3 per cent (12).
- o Legislative Council – 47.2 per cent (12).

WOMEN'S ADVISORY COUNCIL

The Women's Advisory Council is a government advisory body which provides advice to the Minister for Women's Interests on matters pertaining to women. The Council:

- provides an avenue to directly express ideas and concerns to the Minister for Women's Interests
- consults regularly with relevant women's organisations and individuals on matters pertaining to women
- provides advice on government policies and programs relevant to women
- monitors the impact that relevant government policies, programs and changes implemented have on women
- provides advice on matters referred by the Minister or raised as a result of community consultation.

Women in Leadership: Strategies for Change

Women in Leadership: Strategies for Change is aimed at Western Australian organisations wanting to improve their gender profile and the overall performance of their organisations. The Maureen Bickley Centre for Women in Leadership, Curtin University, has researched a large body of international and national information to compile this clear and comprehensive analysis.

It provides a comprehensive examination of the current leadership culture and offers a range of tools and resources that will assist to bring about the systemic changes needed for long term organisational success.

QUEENSLAND



Leadership -Queensland

Women comprise:

- 36.7% of all Queensland Government Board members (December 2011) and 44.6% of all new appointments and 50.0% of reappointments to Queensland Government boards. (October - December quarter 2011) *Accuracy of data is reliant on provision of up to date information from Queensland Government agencies*
- almost two-thirds (64.2%) of the State Public Service workforce, but only 41.7% of Senior Officers and 32.2% of Senior Executive Service officers (June 2011)
- 24.4% (or 240) of 982 barristers and 3.8% (or five) of 131 Senior Counsels, and out of 39 Queens' Counsel, none are women
- 11 of the 28 Supreme Court judges, seven of the 38 District Court judges and 29 of the 86 magistrates
- 32.2% (or 178) of 553 elected member positions (73 Mayors and 480 Councillors), and 12 of 73 mayors and six of 73 CEOs in 73 Queensland Local Governments (14 July 2011)



Goal: Women constitute 50 per cent of appointments to Queensland Government boards, committees and councils by 2014

PRIORITY AREA		AREA OF OPPORTUNITY	ACTIONS
SUPPORTING WOMEN	1 GETTING THE WORD OUT THERE	Promoting women's participation on Queensland Government boards	<p>A new communication plan promoting women to register their expertise and participate on Queensland Government boards</p> <p>Networking events for women leaders</p> <p>A targeted campaign for women with expertise in particularly male dominated industries and professions such as mining and infrastructure, engineering, finance and legal sectors</p>
	2 SKILLING WOMEN LEADERS	Provide pathways to leadership for Queensland women	<p>Deliver training and mentoring activities to increase the number of 'board ready' women</p> <p>Partner with a peak women's organisation to deliver a leadership training program</p> <p>Follow up strategies to keep attendees engaged with Women on Boards</p>
	3 REGISTERING EXPERTISE	Increasing the number of women engaged with the Queensland Government as potential board members and ensuring the right women are identified for particular boards	<p>Actively promoting the Queensland Register of Nominees and the Office for Women database to increase the range of expertise covered by the register</p> <p>Reviewing the Queensland Register of Nominees to Government Bodies and Office for Women database processes to ensure women's expertise is highlighted and easily accessible</p>
SUPPORTING GOVERNMENT AGENCIES	4 UNDERSTANDING THEIR BUSINESS	Assisting Government Agencies to understand their specific challenges and supporting them to identify how they can successfully attract women leaders to benefit their business	<p>Reviewing current agency board selection and recruitment process to identify challenges and opportunities to improve processes for board nominations</p> <p>Developing and implementing forward plans so Government Agencies are prepared when nominations for board appointments are due</p>



	<p style="text-align: center;">5 LEADING THE WAY</p>	<p>Whole-of-government approach to gender diversity on Queensland Government bodies</p>	<p>Development of whole of government board recruitment, selection, retention and succession planning policy to support Women on Boards</p> <p>Development of a whole of government monitoring framework to support annual reporting to Cabinet</p> <p>Formalise consultation arrangements for board appointments with Office for Women</p>
SUPPORTING THE SYSTEM	<p style="text-align: center;">6 IMPROVING ACCOUNTABILITY</p>	<p>Embedding the importance of women's participation in leadership positions</p>	<p>Including the Strategy target in Ministerial Charter Letters and CEO Performance Agreements</p>
	<p style="text-align: center;">7 KEEPING TRACK OF PROGRESS</p>	<p>Report on and monitor the progress of the Strategy</p>	<p>Ongoing monitoring the progress of the Strategy</p>
	<p style="text-align: center;">8 UNDERSTANDING WHAT WORKS</p>	<p>Building the evidence base</p>	<p>Analysing the outcomes of work with Government Agencies and annual reports to identify barriers and challenges</p> <p>Reviewing the literature</p> <p>Participating in national developments and learning from outcomes in other jurisdictions</p> <p>Mid-point review of progress towards the target</p>



NEW SOUTH WALES

Women NSW initiatives are guided by the NSW Government's policy commitments within *NSW 2021*, the State Plan. They include:

- Goal 1 - Improve the performance of the NSW economy including and increase in the number of women employed in non-traditional industries
- Goal 13 - Reduce homelessness for women/children escaping domestic violence
- Goal 16 - Prevent and reduce the level of crime including domestic violence
- Goal 31 - Improve transparency by increasing access to government information

WOMEN IN LEADERSHIP

The NSW Government is committed to the promotion of women into leadership and decision-making roles.

In particular, the government is engaged in strategies that will increase the representation of women on NSW Government-appointed boards and committees.

In March 2012, women made up 37 percent of government board membership. Inclusive and diverse boards benefit from holistic perspectives, new ideas and broad experience. The NSW Government aims to break down barriers that prevent women from joining government boards and committees – and look at how it can build better networks and opportunities.

VICTORIA

WOMEN'S LEADERSHIP INITIATIVES

- Women's Governance Scholarship Program

A joint initiative with the Victorian government and the Australian Institute of Company Directors is providing 34 women with training in corporate governance through the Company Directors' Course.

- Victorian Women's Register

Victorian Women's Register aims to ensure that women are equally represented and to encourage women to lead and become decision makers in the community.

- Think Women for Local Government

Regional forums are being held across Victoria for potential women candidates for upcoming Local Government elections.

- Victorian Women's Honour Roll

Victorian Women's Honour Roll recognises and celebrates the great achievements of inspirational women in the community.



WOMEN'S GOVERNANCE SCHOLARSHIP PROGRAM

Women seeking to develop their boardroom skills are being encouraged to apply for scholarships that will help them achieve their goal.

Minister for Women's Affairs Mary Wooldridge announced that applications have opened for the Victorian Women's Governance Scholarship program, a corporate governance training initiative that builds on the skills of female Board Directors.

An initiative of the Victorian Coalition Government in partnership with the Australian Institute of Company Directors (AICD), the scholarships will be awarded to 34 women who are currently serving on the board of a not-for-profit (NFP) organisation that is in receipt of Coalition Government funding.

Thirty-four women were awarded scholarships in early 2012 in the first round of the program, and a further 34 scholarships will be awarded in 2014.

TASMANIA

The Tasmanian Government has a target of equal gender representation on its boards and committees including government businesses.

The current strategies being employed by the Government to increase women's representation on its boards and committees include:

- using the Tasmanian Women's Register;
- using an executive search firm to identify suitably qualified candidates for government business boards and committees; and
- increasing the governance capabilities of women by facilitating the delivery of training.

Women on Board 2011 - 13 Strategy for increasing women's representation on Tasmanian Government boards and committees

Future directions

The Government will undertake a range of new activities to achieve equal gender representation on boards and committees.

Change Cabinet processes.

- As from 1 September 2011, the Government introduced new Gender Equity Guidelines in relation to the Cabinet Process for Board Appointments;
- Agencies are required to contact the Tasmanian Women's Register to provide information on the board vacancy and skill set requirements. Agencies are encouraged to do this early in the board appointment process to minimise delays;



- In the event that the register does not identify any suitably qualified women candidates, an agency may request that an executive search be undertaken;
- Agencies will be required to submit a Tasmanian Women's Register Certification Form for inclusion with their Cabinet Briefing;
- The Tasmanian Women's Register Certification Form provides Cabinet with information on the existing and proposed gender balance of the specific Tasmanian Government board or committee; and the measures taken by agencies to ensure that women have been considered for an appointment; and
- Unless the proposed membership meets the Government's target of equal gender representation or the Cabinet Briefing includes a completed Tasmanian Women's Register Certification Form, the Cabinet Office will not accept the Cabinet Briefing for an appointment to a non-commercial board.

Review the board appointment process for Government business boards.

- In 2011-12, the Government through the Department of Treasury and Finance will review the process for appointment to Government Business Enterprises and State-Owned Corporations.
- The Department of Premier and Cabinet, through the Community Development Division, will provide advice to Treasury in relation to this Strategy and the revised Cabinet processes

Encourage Government Business Enterprises and State Owned Business to recruit more women onto their Boards and Committees.

- Send information to all members of the Tasmanian Women's Register regarding the appointment processes for Government Business Enterprises (GBEs) and encourage suitably qualified women to register their interest.
- Undertake a number of actions with Treasury, relevant line agencies, GBEs and State Owned Business to promote the Government's policy on increasing the number of women on boards, the Tasmanian Women's Register and professional development opportunities for women.

Promote training opportunities for women.

- The Australian Institute of Company Directors (AICD) Tasmania is partnering with Government to promote the Tasmanian Women's Register and to develop strategies to assist women in attending board courses; and
- In 2011-12 AICD will run at least two *Foundation of Directorship* one day education courses designed for potential directors. The *Foundation of Directorship* course offers training in the areas of governance; finance; strategy and risk for potential directors. AICD Tasmania will again offer two Tasmanian Women's Registrants places in one of the courses.

Create mentoring opportunities for women.

- Development and implementation of an information portal with links to mentoring and useful resources including sharing of knowledge or expertise and guidance in self promotion Also the facilitation of an online portal for members of the Women's Register for network and access support in a secure and confidential mentoring environment at



no cost to the user. (The Tasmanian Women's Register currently consists of 390 members – over 90 per cent of these have nominated to be mentors.) Good mentors can provide knowledge, guidance and be a role model for mentees. The mentor and mentee both gain from this relationship through sharing experiences.

Develop governance training opportunities for women in rural and regional areas.

- Develop and hold workshops for regional women;
- Provide assistance to regional women's organisations to enhance governance; and
- The Community Development Division will pursue partnerships with relevant government agencies for women to attain skills and become ready to assume board roles.

Promote awareness of the Tasmanian Government's target for equal participation of women on boards and committees.

- Liaise with organisational bodies that have input into the nomination process for Government board positions to involve them in supporting the Government's objectives of equal participation by nominating more women for board appointments; and
- Offer information sessions to organisational bodies on the Tasmanian Women's Register.

Enhance and promote the Tasmanian Women's Register and information products.

- Maintain the online Tasmanian Women's Register (see page 7), which was launched in December 2005, so that members are able to join and update their details online at their convenience;
- Continue to provide information on and searches of the database to Ministers, Ministerial Advisers and designated department staff responsible for seeking board appointments on request;
- Maintain distribution of Tasmanian Women's Register information brochure to Service Tasmania locations and at appropriate venues and functions; and

Review web pages, adding updated information such as the Women on Board 2011-13 Strategy, the mentoring portal and information products for women to include 'how to' guides and help sheets.

- Recognise and promote women in rural sector boards.
- Develop working partnerships with women in rural industries to promote women on boards.

Increasing the governance capabilities of women

In 2008, CDD partnered with TAFE Tasmania to deliver training for women interested in joining government, corporate and not-for-profits boards. This was a highly successful partnership and governance continued to be a focus of women's leadership initiatives, particularly in the not-for-profit and volunteer sectors.



The Essential Governance program held in August and September 2010 were introductory workshops aimed at assisting individuals to increase their confidence, competence and professionalism as a voluntary member of a community board or committee of management. The workshops delivered in partnership with Skills Tasmania, the Self-Help Workplace and the Tasmanian Polytechnic and were designed to enhance understanding of the roles, rights and responsibilities of board members and to enable women to participate more effectively on a voluntary board or committee.

The annual training program is a popular one, and since its inception, 337 women have participated in the program.

In 2011, CDD also provided scholarship opportunities for women to increase their capabilities in governance, including scholarships to the annual Women on Boards conference

AUSTRALIAN CAPITAL TERRITORY

ACT Women's Plan 2010-2015

The ACT Women's Plan 2010-2015 is the ACT government's strategic framework to improve the status and lives of women and girls. It includes three key strategic outcome areas:

- Economic – women and girls equally and fully participate in and benefit from the ACT economy
- Social – women and girls equally and fully participate in sustaining their families and communities and enjoy community inclusion and wellbeing
- Environmental – women and girls equally participate in planning and sharing a safe, accessible and sustainable city

Under strategic outcome 1 (Economic) objectives include:

- Leadership and decision making opportunities for women and girls

Indicators of progress include:

- Increased opportunities for the advancement of women in the workforce
- Increased economic leadership and decision making opportunities for women and girls

ACT Women's Register

The ACT Women's Register is a way of matching women who have relevant skills and expertise with board and committee vacancies.

The Register is a database containing information provided by women who have indicated an interest in nominating for appointment to ACT Government and non-government boards and committees. It is held by the ACT Office for Women, Community Services Directorate.

Increasing Women's Participation



Boards and committees are more effective and efficient if their membership reflects the composition of the communities they serve. Diversity in the membership allows those bodies to operate more effectively and make comprehensive decisions.

Women make up just over half of the ACT population. It is vital that they are encouraged and supported to participate and contribute at all levels in the community and in particular, as part of decision-making bodies.

The ACT Government is committed to achieving and maintaining 50% representation of women on Government boards and committees.



APPENDIX 4: INTERNATIONAL WOMEN'S WEBSITES

Noteworthy women's sites focused outside of Australia, the U.S. and English-speaking Canada:

Ada: Femmes et IT, Vrouwen en IT

(A bilingual [French/Flemish] Belgian site that focuses on the under-representation of women in information technology and efforts to change the situation.)

The African Woman

(The Council for the Development of Social Science Research in Africa has published a special issue of the *CODESRIA Bulletin* [No. 1 & 2, 2006] devoted to articles about the African woman. Articles from this issue and some but not all earlier ones can be downloaded from the site.)

African Women in Cinema

(This valuable web site provides extensive information about the works, thoughts, and practices of African women in the various aspects of cinema. Based on the research of Dr. Beti Ellerson of Howard University, the site includes a timeline, a teaching and learning guide to African Women Cinema Studies, a guide to Dr. Ellerson's film *Sisters of the Screen*, a clip from the film, a filmography and a bibliography, a detailed subject index to her book *Sisters of the Screen: Women of Africa on Film, Video, and Television*, links to related sites, and the voices and profiles of African women in cinema from diverse sources. Women from the African Diaspora are included.)

African Women's Bibliographic Database

(Librarian and Africa specialist Davis Bullwinkle has compiled this very extensive, searchable database of English-language materials from 1986 to the present on African women.)

African Women's Media Center

(Site offers resources and tools that African women journalists need to compete equally with their male colleagues, including networking opportunities, information about fellowships and training programs, courage in journalism awards, and annotated links to related resources. A project of the International Women's Media Foundation.)

Africa - Women

(Annotated links from Stanford University librarian Karen Fung's Africa South of the Sahara resource guide)

Afrol.com: Women

(The "women" section of the African portal site Afrol.com offers news coverage of women in Africa, plus some background information about the news, "women and gender profiles" for each African country, and some links to related sites.)

Against Rape

(Information on women in Great Britain, including Black, ethnic minority, immigrant, migrant, and refugee women, who have suffered rape, racist sexual assault, or other



forms of violence and harassment. The website combines information from the organizations Black Women's Rape Action Project and Women Against Rape.)

AGORA: Online Forum On Women in Science

(In 2006, UNESCO and cosmetics company L'Oreal launched this site to highlight and support women's contributions toward scientific progress. All Internet users can access and read forum entries, but only members of the L'Oreal-UNESCO "Women in Science community" may contribute to the website. Scientists from around the world are invited to join the community and express their views in the forum. The forum will focus on topics such as science education for girls and women, women of science and sustainable development, bioethics, and diversity.)

ALAI Mujeres

(This Spanish-language site of the Latin American Information Agency provides news about women in Latin America, with an emphasis on social activism. Separate sections provide documents about women and globalization, the economy, politics, human rights, communication, and diversity. Small parts of the site are also available in English and Portuguese.)

allAfrica: Women

(allAfrica has added a separate section on women that includes extensive, current news about women in Africa. The site is also available en français/in French.)

Amnesty International USA: Violence Against Women

(This part of the Amnesty International website provides news, action alerts, reports, and other resources for stopping violence against women around the world.)

AnarchaFeminism

(Extensive set of links and other information about anarchism, feminism, and AnarchaFeminism. Compiled by Infoshop.org)

Arab Woman Activities Directory

(A bi-lingual (Arabic and English), searchable directory of women in more than twenty Arab countries who have identified themselves as authorities on a wide variety of women's issues--in politics, economics, law, health, development, the media, human rights, and more. The directory provides background and contact information for each woman. The bi-lingual site also includes a collection of documents and links to related sites.)

Ariadne: Kooperationsstelle für Frauenspezifische Information und Dokumentation

(Searchable database of the women's and gender studies holdings of the Austrian National Library; some access to related databases. Primarily in German.)

Aviva

(London-based "International Women's Listing Magazine" offers women-focused international news, events, groups, resources, and action alerts.)

B.a.B.e. (Be Active, Be Emancipated)



(Bilingual [English/Croatian] activist site dedicated to "the affirmation and implementation of women's human rights," focusing especially on Croatia. Includes good links to related information.)

Babeloop: Femmes Cybersolidaires

(A Canadian Francophone women's web ring that includes a number of interesting sites. It provides the following description: "Le cercle Internet des femmes francophones déterminées à aller droites à la hauteur de leurs rêves dans la solidarité.")

Bad Jens: An Iranian Feminist Newsletter

(A "feminist online magazine mainly addressing readers outside Iran. It is hoped to be a step towards improving links between activists/academics inside and outside the country." It features news, announcements, interviews, and articles about life in Iran and relevant activism. Publication began in 2000 on a quarterly basis; there are plans that from now on, Bad Jens will appear monthly, on the 21st of each month [i.e., the 1st of every Iranian month]. The web site includes an archive of back issues.)

Books on Women's Studies Published in India

(Vedams Books International has created this useful site to call attention to recent books on Women's Studies published in India, Bangladesh, and Nepal and often focusing on women in this area. The listings include not just publication information but also [by clicking on "details"] tables of contents and excerpts from the book jacket or preface.)

BRIDGE

(This site, based in England, "supports gender advocacy and mainstreaming efforts by bridging the gaps between theory, policy, and practice with accessible and diverse gender information." Focusing especially on gender and development, it offers a searchable array of publications in such areas as "Conflicts and Emergencies," "Country Profiles," "Economics," "Governance," "Poverty," and "Sectors." Some of its resources are also available in French, Spanish, Russian, Arabic, Albanian, and/or Chinese.)

Bridging the Gender Digital Divide: A Report on Gender and ICT in Central and Eastern Europe and the Commonwealth of Independent States

(This United Nations report by Lenka Simerska and Katarina Fialova includes an inventory of gender equality projects and resources for the information society in the CEE/CIS region. It also "highlights the need for increased action to address imbalances between women's and men's access to and participation in ICTs" in the region and "emphasizes the powerful potential of ICTs as a vehicle for advancing gender equality." The report is available in .pdf format in both English and Russian; it requires the use of a free [Adobe Acrobat reader](#).)

British Library for Development Studies: Gender

(Though this well-organized site does not provide documents, it does help you to identify what books, articles, etc. dealing with gender and development issues are available. The resources are arranged into such categories as education, faith, food security, globalisation, hiv/aids, ICTs, rights, trade, violence, work, and more. In some cases, it is possible to request a resource be sent to you.)

Canadian Women's Health Network



(This site, available in both English and French, offers very extensive resources on women's health. A large assortment of relevant topics include not just the usual ones such as "fitness and nutrition," "menopause and healthy aging," and "pregnancy and motherhood," but also such categories as "gender-based analysis," "health policy," "women in the workplace," and attention to the health issues of aboriginal women, lesbians and bisexual women, and women with disabilities. The site also provides a section called "what's hot in women's health?" and extensive links to related sites.)

C.A.R.I.T.I.G. (Centre d'Aide, de Recherche et d'Information sur la Transsexualité et l'Identité de Genre)

(Web site of a French nonprofit organization that provides assistance, research, and information on transsexuality and gender identity. Most of the articles and other resources are in French, though parts of the site are also available in English.)

CEDAW: Convention on the Elimination of All Forms of Discrimination against Women

(Part of the United Nations Division for the Advancement of Women, this site provides information about CEDAW, the U.N. convention that "is often described as an international bill of rights for women. Consisting of a preamble and 30 articles, it defines what constitutes discrimination against women and sets up an agenda for national action to end such discrimination." Available here are not just the text of the convention but also its history, country reports, meeting information, and other documentation, some of which is available in several languages.)

Center for Reproductive Rights

(The Center for Reproductive Rights is an independent, non-profit organization "dedicated to ensuring that all women have access to appropriate and freely chosen reproductive health services." The website provides news coverage of reproductive rights legal issues, information about the status of reproductive rights around the world, fact sheets and other resources, an online newsletter, and more. Sections of the website are devoted to Africa, Asia, Latin America and the Caribbean, Europe, and the United States. Some materials are available in Spanish, French, and Arabic as well as English.)

Center of Excellence: Women and Science

(This German-language website [with substantial parts available in English as well] focuses on information, news, and other resources concerning women in science, especially in Europe. Among the resources in the German version of the site are a very extensive collection of relevant links in 22 categories and an extensive statistics portal offering gender statistics concerning women in science both in Germany and internationally.)

Central European Centre for Women and Youth in Science

(The Centre aims to promote, mobilize, and network women and youth in science in Central Europe, to raise awareness of the importance of including a gender dimension in scientific research, to prepare young researchers to advance in their careers, to encourage policy developments at the national level concerning women in science, and more. Among the Centre's many initiatives is an interdisciplinary database of women scientists from Central Europe. The site also includes relevant news, statistics, information arranged by country, links to related sites, and more.)

Coalition Against Trafficking in Women



(Website of a non-governmental organization dedicated to combating sexual exploitation, especially prostitution and trafficking in women. Includes publications, statements, testimony, fact sheets, links to related sites, and more.)

Development Gateway: Gender and Development

(The Development Gateway takes as its motto "Putting the Internet to Work for Developing Countries." The Gender and Development section of this large site provides information about women's use of the Internet, especially in the developing world. Sections include News, Events, and Resources, among others. Limited parts of the site are available in French and Spanish.)

DIANA: International Human Rights Database

(A collaborative database of electronic materials essential to human rights research. This part of the database, at the University of Toronto's Law Library, is devoted to Women's Human Rights. It includes a rich, well-organized set of links for legal research; documents from governmental and non-governmental organizations; and a bibliography of women's human rights documents.)

Digital Opportunity Chanel

(The mission of the Digital Opportunity Chanel is "to educate a global audience on the use of information and communication technology (ICT) as a tool for promoting digital opportunity for all..." The site is a portal that highlights news and current trends in ICT for development, as well as issues such as the digital divide and the efforts to tackle it. The site also showcases best practices and provides shared spaces for interested practitioners to network with one another, collaborate on common projects, and campaign for common goals.

The Dimitra Project: Rural Women and Development

(A Belgium-based project, supported by the United Nations, designed to contribute to improvement of living conditions of rural women around the world through dissemination of information. The bilingual (French/English) site offers information about hundreds of organizations, projects, and publications, as well as copies of a newsletter and links to related sites.)

Eldis Gender Resource Guide

(Eldis, hosted by the Institute for Development Studies at the University of Sussex in England, describes itself as a "gateway to information on development issues." Its valuable Gender Resource Guide offers abundant reports, news, and other material that focus on gender issues internationally.)

Eldis ICT for Development Resource Guide

(Eldis describes itself as a "gateway to information on development issues." The Resource Guide offers an extensive collection of high-quality reports, news, web sites, statistics, etc. concerning ICT [information and communication technologies] and development. One section deals with ICT and gender. Eldis is hosted by the Institute for Development Studies at the University of Sussex in England.)

Empowering Women Through ICT

(in 2007, eGov, a UK-based online newsletter, added this section about the challenges and opportunities that ICT offers for women around the world.)



ENAWA: European and North American WomenAction

(ENAWA is "a network of media, ICT, information, and advocacy organizations strengthening and integrating a feminist analysis in the information and media landscape in relation to social movements" around the world. The ENAWA web site offers related news, publications, reports, searchable databases of web sites and information centers, a calendar of events, and more.)

EngenderHealth

(Website of a nonprofit organization dedicated to improving women's health worldwide. The site offers abundant information about women's health issues, with an international focus.)

e.quality@work: An Information Base on Equal Employment Opportunities

(This site, sponsored by the International Labor Organization, offers a factual, not analytical, compilation of available information on equal employment opportunities around the world. It is organized into eight sections: International, Regional, National Statistics, National Legal Frameworks, National Guidelines, Government Programmes, Company Policies, and Trade Union Policies. It also offers extensive links to related sites, organized by country.)

EuroMap: European Women's Studies Information

(Clear, well-designed site offering information about Women's Studies in Europe and, to a lesser degree, elsewhere.)

European Database of Women Experts in Science, Engineering, and Technology

(Searchable database of European women in SET. In addition to being able to search on fields (e.g., "physicist"), you can search for women willing to serve as mentors, role models, speakers, and media contacts.)

European Platform of Women Scientists

(An organization formed "to build a structural link between women scientists and research policy makers. The aim is to introduce a new key strategic actor into the research policy debate by making the voice of women scientists heard." The site offers relevant news, position papers, official publications on women in science, and links to European Union institutions involved in the decision-making process.)

Family Health International (FHI)

(FHI is a not-for-profit organization working in the areas of AIDS/HIV/STD, family planning, and reproductive health around the world, with a focus on developing countries. A [Women's Studies page](#) includes links to a number of case studies, working papers, and reports. Parts of the web site are available in English, French, Spanish, Russian, and Arabic.)

FEMALE: Die Feministische Alternative Im Internet (in German)

(Information about women and women-related Internet resources in Austria, Germany, and worldwide.)

Female Genital Mutilation

(This web page from the human rights organization Amnesty International discusses female genital mutilation [FGM], also known as clitoridectomy or female circumcision. It defines and describes FGM, briefly explains why it is practiced, discusses FGM as a human rights violation, outlines how international law regards the practice, and describes the work of Non-Governmental Organizations [NGOs] to combat FGM.)

Female Genital Mutilation Education and Networking Project

(Marianne Sarkis' site offers extensive resources for research, teaching, and activism regarding female genital mutilation, including a bibliography, information about films, legislation, health concerns, religious issues, e-mail lists, and more. Some attention also to male circumcision.)

FemCities

(Successor to the Milena Network, FemCites is an information and communication platform for women's policy issues in Europe. In addition to information on women's projects, the website offers a calendar of women-related events, media reports, culture, and news about relevant political developments, as well as a directory of contact persons and institutions concerned with such issues as equal opportunity, economy, politics, and science.)

Feminist Africa

(This site offers full text issues of *Feminist Africa*, a scholarly journal currently hosted by the African Gender Institute at the University of Cape Town. The journal provides a forum for "progressive, cutting-edge feminist intellectual dialogue and gender research on the African continent." Each issue focuses on a single topic, such as "Intellectual Politics," "Women Mobilised," and "Subaltern Sexualities.")

Feminist and Women's Studies Association

("The FWSA is a UK-based network promoting feminist research and teaching, and women's studies nationally and internationally.")

Feminist Europa. Review of Books

(Now available online at no cost, Feminist Europa is a journal written in English that reviews "feminist scholarship, creative and popular work by women published in Europe, in languages other than English.")

Feminist Theology: see Hulda - Feminist Theology

FemiWeb

(Website in French devoted to women's health, with emphasis on resources for pregnancy and childbirth.)

femOVE

(femOVE is an Austrian organization founded in 2009 to provide networking, encouragement, and support for women working in Electrical Engineering and related fields at all hierarchical levels throughout Austria. More information is available [in German] on the website.)

Fempres



(Monthly Spanish-language magazine devoted to women's issues and to more fairness between women and men. Primary focus is on Latin America. The website includes full-text articles from the current issue.)

Frauen im Netz

(German-language resources concerning women and the Internet.)

Frauen - Planen Bauen Wohnen

(Hermann Kühn's web page offers annotated links to Internet resources dealing with women and architecture, city planning, housing, and related issues. Mostly in German.)

Gender and Development

(The World Bank created this site to further its goals of promoting gender equality and empowering women. Among the site's resources are news, a gender mainstreaming strategy paper, a report on engendering development [available in several languages], tools for specific sectors, an electronic database of gender statistics and indicators, and information about gender and ICT.)

Gender and HIV/AIDS

(Sponsored by UNIFEM, the United Nations Development Fund for Women, this web site serves as a resource center and web portal for gender-specific knowledge and information about HIV/AIDS. It provides reports, debates, and practical tools, links to other quality websites on gender and HIV/AIDS, as well as a home in cyberspace for the global community to share insights, materials, research, best practices and more.)

Gender and ICTs for Development

(This special website, sponsored by the Koninklijk Instituut voor de Tropen in the Netherlands, is devoted to the use of Information and Communication Technologies as a tool for development, especially rural development, in developing countries. Sections include Guest Contributions of articles and papers; Bibliography; Projects; Links to Related Sites; and News and Events.)

gender cyber archive

(The Italian women's site Orlando includes a very extensive [though not very apparent] listing of links to online articles about various aspects of feminist inquiry. Included are more than 100 articles by well-known and not-so-well-known scholars in Europe and North America, among them Donna Haraway, Joan W. Scott, Rosi Braidotti, and Susan Stanford Friedman.)

Gender: ELDIS Resources

(Electronic resources, bibliography, full-text highlights, briefings, and course descriptions dealing with gender and development from the Electronic Development and Environment Information System [ELDIS].)

Gender Equality and Women's Development in China

(The Information Office of China's State Council issued this white paper in August 2005. In addition to a description of the State Mechanism to Promote Gender Equality, sections deal with the economy, poverty elimination, participation in decision making and management, education, health, marriage and the family, the environment, and legal guarantees of women's rights and interests.)



Gender, Ethnicity, & Class (Wales)

(Essays and links related to class, ethnicity, gender, representation, and social and personal identity.)

Gendered Perspectives in Development (GPID) Bulletin and Working Papers

(Sponsored by Michigan State University's Gender, Development, and Globalization program (formerly known as WID, Women and International Development), the GPID Bulletin is a triannual newsletter that compiles the most recent and important resources for those interested in gender-related development issues. It provides abstracts of current books, articles, monographs, online resources, and audiovisual materials pertaining to women and international development. Also included are summaries and contact information for upcoming conferences, fellowships, and study opportunities. Each issue concludes with a review of a recently published book. The GPID Working Papers series publish scholarly work on global social, political, and economic change and its gendered effects in developing nations.)

Gender Forum

(A high-quality electronic journal that describes itself as "an internet platform for gender and women's studies. It developed from Gender Inn, an impressive database for gender and women's studies at Germany's Cologne University. Among the topics with which Gender Forum is especially concerned are gender and postcolonial/intercultural issues, gender and the media, and queer studies. The English-language journal carries articles and reviews and seeks feedback and discussion from its readers.)

gender INN

(Women and Gender Studies Database from the University of Cologne. This searchable database contains over 8000 records pertaining to feminist theory, feminist literary criticism, and gender studies focusing on English and American literature. In German and English.)

Gender in Norway

(Website devoted to "information and resources on gender equality and gender research in Norway." The site offers news as well as information in a variety of areas, among them families and relationships, population and migration, crime and violence, health and reproductive rights, and media and technology.)

GenderIT.org

(An international portal developed by the Association for Progressive Communications "to broaden awareness of gender and ICTs [information and communication technologies] and to offer a practical tool for ICT advocates, especially women's organisations and movements, to ensure that ICT policy meets their needs and does not infringe on their rights." It offers extensive, searchable resources, papers, and articles on gender and ICT policy issues around the world. Among the gender and ICT policy issues featured are economic empowerment, education, health, violence against women, communication rights, universal access, cultural diversity and language, governance, and more. The site also tries to explain and demystify the jargon often used in discussions of ICT policy and technical issues.)

Gender Matters: An Overview

(A very extensive collection of links related to gender and postcolonialism. Separate sections for Feminist Theory, Economics, History, Politics, Literary Relations, Religion, Science, Visual Arts, Themes, Imagery, Bibliography, and Post Colonial Theory.)

Gender Policy Review

(A monthly magazine geared toward policy professionals and individuals interested in gender and international, development, and domestic politics.)

Gender-Related Electronic Forums: International

(Annotated, frequently-updated listing of women- and gender-related email discussion forums whose focus is outside the U.S. and Canada.)

Gender Research in Sweden

(An English-language journal published annually by the Swedish Secretariat for Gender Research. The journal presents both research results and research policies.)

GenderStats

(This site, part of the World Bank's web site, offers a searchable database of worldwide gender statistics, organized by country and by topic. The database is updated as new information becomes available. Coverage covers a wide range of topics ranging from education and health to labor force structure and political participation, as well as an array of basic demographics.)

Genesis

(The Genesis Project, based at The Women's Library in London, is devoted to developing access to women's history sources in the British Isles. The web site includes a searchable, comprehensive list of both British and international web resources relating to the study of women's history and a database of library, museum, and archive collection descriptions.)

GINE-web

(Spanish-language online resources for women's health and well-being. Includes an impressive, well-organized collection of links, "Enlaces de Salud.")

GINSC: Gender Information Network of South Caucasus

(This bilingual [English/Russian] site's resources include news; announcements; documents; illustrated information about Women in Politics, Women in Art, Women and Society, and Women in Business in Armenia, Azerbaidjan, and Georgia ; links to organizations involved in networks and coalitions; a searchable database of several hundred women's organizations in South Caucasus; and links to relevant international and regional sites.)

The Girl's Guide

(Frequently-updated Australian site with interesting links in more than a dozen categories, such as business, feminism, health, sport, and books & writing.)

Girls and ICTs



(This Australian site offers abundant information about girls/women and ICTs, including projects and suggestions for how to interest more young women in ICTs and ICT careers.)

GirlTech International

(This commercial site, sponsored by the toymaker Mattel, features tech games, gadgets, and activities designed to appeal to girls and, perhaps, to encourage their interest in technology. Links at the start lead to identical sites in the UK and Ireland, the US, France, Spain, Italy, Germany, Latin America, and Australia/New Zealand, each in the appropriate language.)

Girly Geekdom Blog

(A UK-based blog by Sarah Blow and others "based around technology, events, women and all things geeky.")

Global Fund for Women

(International organization that provides grants for women's rights groups outside the United States to improve women's human rights in such areas as health, reproductive rights, economic independence, access to education, conflict resolution, peace-building, and political participation. In addition to information about the organization's activities, the web site offers publications and resources and useful links to related sites.)

Global List of Women's Organisations

(Denise Osted's ambitious project to provide a comprehensive listing of women's organizations all over the world, including those without e-mail or web addresses. The project is far from complete, but it already provides useful information for those countries it covers. Businesses and for-profit organizations are not included.)

GopherDonna - see Storia delle Donne

Harvard Database on Law and Population

(This searchable database, produced jointly by Harvard Law School and the United Nations Population Fund, contains "summaries and excerpts of legislation, constitutions, court decisions, and other official government documents from every country in the world relating to population policies, reproductive health, women's rights, and related topics.")

A History of International Women's Day in Words and Images

(The site offers a "cyberedition" of Australian Joyce Stevens' similarly titled book.)

Hulda - Feminist Theology

(Rebecca Unsoeld's updated bilingual site [German/English] contains links to her own Bible studies and extensive links to a variety of other feminist theology and Bible study web sites, as well as to a feminist theology bibliography.)

Human Rights & Women's Rights

(Towson University librarian Sara Nixon has created this very useful collection of information and resources concerning human rights and women's rights. The collection is divided into six sections: General, Country & Regional, Women's Rights, Issues, Treaties & Legal Documents, and Handouts. The sections include information about both



hard-copy resources available in the library and electronic resources available on the Web.)

Indian Gender Resource Center

(Resources concerning women and gender issues in India, as well as lists of gender resources internationally. Includes news, conferences, definitions of gender terminology, gender-focused organizations in India, and brief biographies of a number of accomplished Indian women.)

Information and Communication Technologies and Gender Seminar Series

(This series, affiliated with the World Bank, looks at the impact that information and communication technologies (ICT) are having on gender relations and innovative ways that ICTs are being used to overcome gender inequalities. The site offers presentation materials from the seminars, including links to video recordings.)

International Center for Research on Women (ICRW)

(ICRW aims to promote "social and economic development with women's full participation." Site includes information about international research projects, seminars, social policy issues, grants, advocacy efforts, and publications. Focus is primarily on women in developing and transition countries.)

International Gender Studies Resources

(This valuable website from Berkeley's Institute for International Studies offers "research and teaching materials meant to facilitate the integration of Women's and Gender Studies into International Area Studies...." Included are general and specific bibliographies and filmographies on issues pertaining to women and gender in Africa, Asia, Latin America, the Middle East and Arab World, and among minority cultures in North America and Europe, as well as links to related sites.)

International Information Centre and Archives for the Women's Movement

(Organization based in The Netherlands whose bilingual website [Dutch/English] provides access to extensive, searchable databases of information about women's resources and women's issues. In addition, the site offers the contents of the Dutch journal *LOVER, Magazine on Feminism, Culture and Science* as well as a newsletter available in Dutch, English, French, and Spanish.)

International Journal of Gender, Science and Technology

(A British-based online journal established in 2009 that seeks to provide international perspectives on issues concerning gender and SET. Abstracts and full-text articles are available on the journal's web site.)

International Review of Women and Leadership

(Australian-based "applied interdisciplinary journal which considers women and leadership in its broadest context." Includes abstracts of articles from all issues and links to other women's resource pages.)



International Trafficking in Women to the United States: A Contemporary Manifestation of Slavery and Organized Crime

(A 70-page 1999 report by Amy O'Neill Richard, an analyst with the U.S. State Department's Bureau of Intelligence and Research. The report deals with trafficking of women and children for the sex industry and for labor. The report, in pdf format, requires an Adobe Acrobat reader, which may already be on your computer. If not, it can be downloaded at no cost from [Adobe](#).)

International Women (WSSLINKS)

(Part of the excellent WSSLINKS collection of Internet resources, this one by librarian Jacquelyn Marie. It contains information about bibliographies, email lists, newsletters and journals, organizations, and collections of links concerning women around the world.)

International Women's Day

(This site, sponsored by the U.K. firm Aurora, provides information about the celebration of International Women's Day (March 8), a day that "has been observed since ... the early 1900's" and is an official holiday in several countries. Features include a brief history of the holiday, a calendar of IWD events throughout the world, news, and links to related sites.)

International Women's Health Coalition

(The IWHC "works to generate health and population policies, programs, and funding that promote and protect the rights and health of girls and women worldwide, particularly in Africa, Asia, Latin America, and countries in postsocialist transition." The web site offers reports and resources that focus on three themes: adolescent health & rights; sexual rights; and access to safe abortion.)

Intute: Women's Studies

(Intute is an extraordinary UK site that provides access to "the very best Web resources for education and research." Created by a network of UK universities and partners, it includes a very extensive Women's Studies section. "Each resource has been evaluated and categorised by subject specialists based at UK universities." It aims "to match resources to the women's studies curriculum and the needs of researchers." The resources are very well selected, annotated, and organized, and the site is searchable.

INWES - International Network of Women in Engineering and Science

(The INWES web site offers "information, knowledge, and ideas that can provide a significant voice, for women around the world, a voice that is heard by mainstream science and engineering on issues such as the environment, sustainable development, gender equity, and many other critical issues." The web site helps to publicize international news, events, and organizations active in promoting women's participation in science, engineering, math, and technology.)

Isis International - Manila

(Isis International is a feminist NGO [non-governmental organization] dedicated to women's information and communication needs. The Manila-based branch focuses on issues advancing women's rights, leadership, and empowerment in Asia and the Pacific.



The site provides reports, news and announcements, information about online and offline resources, and links to relevant sites. It is also the home of the online publication [Women in Action.](#))

Italia Donna

(Italian-language web site devoted to coverage of women in Italian life and culture. Separate sections deal with women and work, society, emigration, institutions, history, traditions, and art. The site also houses a mailing list and the project "Italintranet Donna," which is compiling information about Italian women and women of Italian origin around the world.)

JENdA: A Journal of Culture and African Women Studies

(A peer-reviewed ejournal devoted to the promotion of research and scholarship of African women to the global African community and friends of Africa. JENdA documents and responds to debates on women's history and studies in African social, cultural, political and economic systems. The journal is published by Africa Resources Center, Inc.)

Journal of South Asia Women Studies

(Current and back issues containing articles about women's issues in South Asia.)

Karamah: Muslim Women Lawyers for Human Rights

(Karamah focuses on domestic and global issues of human rights for Muslims, with particular emphasis on Muslim women. The site offers legal news, information about civil rights projects, online and print publications, and more.)

Kate's Feminism Page

(In addition to a very good collection of general links, Kate Orman's Australian site has separate sections devoted to domestic violence and to female and male rape.)

Know How Conference on the World of Women's Information

(International project and conference to "improve the accessibility and visibility of women's information services throughout the world." Site available in English, French, and Spanish.)

Manushi: A Journal about Women and Society

(Articles from the journal, based in India, and links to other sites focusing on Indian women)

Mapping the World of Women's Information Services

(A searchable database of women's information services available throughout the world. The aim of the Mapping the World project is to increase the visibility of women's information services and to facilitate access to gender-specific information among women, women's organizations, policy makers, and general information services.)

Middle East & Islamic Studies Collection: Women & Gender Issues

(Links to news articles, essays, and other online material about women and gender in the Middle East, put together by a specialist bibliographer at the Cornell University Library.)



Mujeres en Red: el periódico feminista

(An interesting Spanish-language site that describes itself as "el portal de género en Internet." It covers a vast array of feminist issues, among them Comunicación, Cultura, Economía, Empoderamiento, Globalización, Igualdad, Lenguaje, Política, Salud, Sociedad de la Información, Tecnología, Violencia de género, and a lot more.)

Muslim Women's Homepage

(Huma Ahmad's site offers extensive links to information about "the true stance Islam takes on gender issues and the role of women.")

National Women's Justice Coalition

(This Australian organization's site offers extensive information about resources relating to promoting women's legal equality and women's justice issues.)

NetFemme

(French Canadian site offering Internet resources on issues affecting French-speaking women: governmental and non-governmental organizations, health, activism, gay and lesbian resources, cultural events, e-mail lists, and more. The site is included under "International" because it is in French.)

Network of East-West Women

(Site offers news of independent women's movements in Central and Eastern Europe and the former Soviet Union, plus projects, publications, and links to related sites.)

Network of Interdisciplinary Women's Studies in Europe (N.O.I.S.E.)

(Extensive information about the network of women's studies programs in Europe)

Nordic Institute for Women's Studies and Gender Research (NIKK)

(Bilingual site [Norwegian/English] offering information and useful links concerning women's/gender studies research, resources, and activities in Europe.)

OnlineWomeninPolitics.org

(This web site, managed by the Center for Asia-Pacific Women in Politics, provides news, statistics, resources, and other information concerning women's participation in politics, governance, and decision making internationally.)

Les Pénélopes

(Website of Les Pénélopes, a French feminist organization. Available in French, English, and Spanish, the site offers news, features, reports, events, portraits, and other resources of interest to feminists internationally.)

PinkStinks

(A UK-based website that aims to combat "the culture of pink" that warps and limits young girls aspirations and sense of self-worth. It does so in part by providing girls with positive female role models in a variety of fields, "real" role models chosen for their skills and achievements.)

Polaris Project: Combating Trafficking of Women and Children

(A site dedicated to combatting the trafficking of women and children worldwide, including the 50,000 trafficked annually in the United States. The site provides information about international trafficking, programs to combat trafficking, news, opportunities to take action, and links to HumanTrafficking.com, where one can report cases and search by country or state for trafficking databases.)

Pont des Arts Blog

(I include very few blogs in these listings, in part because there are better places to find out about blogs and in part because including blogs would make this already large listing excessively large. Every now and then, however, I make an exception. Women-related sci/tech blogs are one such exception, and Pont des Arts is another. Pont des Arts is a Spanish-language blog by Gabriela De Cicco, from Argentina. Updated almost every day, the blog offers interesting observations about the following topics: Activismo, Actualidad, Argentina, Art, Blogosfera, Cultura, Escribir, Feminismo, Lesbianas, Lgbt, Literatura, Mujeres, Musica, y Periodismo. Also included are links to related sites.)

Powercat: ein Webkatalog für Frauen

(German-language women-focused search engine.)

RAWA: Revolutionary Association of the Women of Afghanistan

(Pro-human-rights, anti-fundamentalist activist site.)

Rete Informativa Lilith

(Rete Lilith is the Italian network of women's documentation centers, archives, and libraries. You can consult online two databases: one bibliographical and one archival. It also contains some links to related sites. In Italian.)

Review of Women's Studies

(A bilingual [English/Arabic] yearly publication from the Institute of Women's Studies at Birzeit University that deals with research on gender issues in Palestinian society in a range of disciplines. Full text of articles is available online.)

RIMA: Red Informativa de Mujeres de Argentina

(This is the Spanish-language site for the Argentinian Women's Information Network. It includes news, a legal library, information about the RIMA email list, and well over a dozen other sections of information on such topics as Health, Childhood and Adolescence, Sexualities, and Violence, as well as links to related sites.)

Russian Feminism Resources

(Information relating to Russian women, and the development of independent grass-roots feminism in Russia in recent years. Includes both English and Russian links.)

Sakyadhita: International Association of Buddhist Women

(Information about women in Buddhism and related links.)

SAWNET (South Asian Women's Issues)

(News and information about books, films, health, electronic resources, and more for women from Bangladesh, Bhutan, Burma, India, Nepal, Pakistan, and Sri Lanka.)



Server Donne

(An Italian-language portal for women. Among its many resources are a link to Il Biblioteca Italiana delle Donne, information about upcoming events, and an extensive, annotated set of links to related sites.)

Servicio de Noticias de la Mujer/Women's News Service

(A bilingual Spanish/English site that specializes in reporting on women and gender issues in Latin America. The site includes a searchable database (currently only in Spanish) of more than 360 news articles published in Latin America in the past two years. Each database record includes the article's title, author, country, number of words, a summary of the article, and the cost and procedure for obtaining the article. The site also invites submission of other material relevant to the situation of women in Latin America.)

Siyanda - Mainstreaming Gender Equity

(The Siyanda web site offers an online database of gender and development materials, such as reports, articles, international experts, and consultants. It is also an interactive space where gender practitioners can share ideas, experiences, and resources.)

Social Indicators

(Statistics compiled by the Statistics Division of the United Nation's Department of Economics and Social Affairs. These are the "minimum" that have been proposed for "followup and monitoring implementation of recent major United Nations conferences on children, population and development, social development and women." Among the topics are population, health, child-bearing, education, literacy, income and economic activity, unemployment, and more.)

Southeast Asia Women's Studies Bibliography

(This excellent resource from the UC Berkeley library lists reference materials, books, journal articles, and websites for scholarly research related to women in Brunei, Burma/Myanmar, Cambodia, Indonesia, Laos, Philippines, Singapore, Thailand, and Vietnam.)

The State of World Population 2000

(Released in September 2000, this annual report of the United Nations Population Fund documents extensive gender inequality and discrimination against women and girls and discusses the effects of this discrimination on individuals and societies. The report's sections include Gender and Health; Violence Against Women and Girls; Men, Reproductive Rights, and Gender Equality; Counting the Cost of Gender Inequality; Women's Rights are Human Rights; and Working Towards a Better Future. The report includes graphs and charts of key facts and figures, and related links. It is also available in French and Spanish.)

Stop Violence Against Women

(This site, sponsored by the human rights organization Amnesty International, provides news, action alerts, reports, and other resources for stopping violence against women around the world.)

Storia delle Donne

(A yearly journal, sponsored by Firenze University Press, offers scholarly essays by and about women, both in history and in the present day. The essays are in Italian, but abstracts are provided in English. The journal is available both online and in a print version.)

Stree Academic Publishers

(A small independent publisher based in Calcutta, India, Stree publishes scholarly books in English and in Bengali on social and women's issues, especially issues facing women in India today. The site provides descriptions of each of the books Stree has published or is about to publish, including many that are hard to find elsewhere.)

UNESCO Observatory Portal on the Information Society: Special Focus: Women

(A United Nations listing of networks and programs around the world that provide information and resources to increase women's participation in and use of information and communication technologies.)

UNIFEM

(Web site of the United Nations Development Fund for Women offers resources concerning women's empowerment and gender equity, including such issues as economic capacity/opportunity, violence against women, women's human rights, and more.)

The United Nations and the Status of Women

(Subtitled "setting the global gender agenda," this site provides information about the U.N.'s efforts to improve the status and condition of women around the world.)

United Women's Voice

(Calling itself "the UK's first interactive newspaper for women," this refreshing site offers a wide variety of news, features, and opportunities for women to make their voices heard. In addition to expected categories such as "family life," "health," and "consumer," there are sections devoted to "environment," "politics," "arts," and "women in history," among others, along with a "salary checker," the opportunity to contribute theater, tv, film, and book reviews, and more.)

W4 - Women's WorldWide Web

(An online collaborative platform based in France and dedicated to empowering girls and women around the world through education, microfinance, access to ICTs, and networking. Le site est disponible aussi en français.)

A Web of One's Own

(Reviews, essays, interviews [mostly in Dutch w/English summaries], and extensive links.)

WEDO: Women's Environment and Development Organization

(A global activist, advocacy, and information organization)

WEL: Women's Electoral Lobby (Australia)



(Women-focused information about Australian politics and society; includes essays, book reviews, speeches, legislation, WWW links, and more.)

WID Bulletin - see Gendered Perspectives in Development (GPID) Bulletin and Working Papers

WIDNET (Women in Development Network)

(Bilingual [English/French] site offering statistics and other information about women's health, education, labor, political participation, etc. around the world)

WIF: Women in French

(WIF promotes the study of francophone women writers and of women more generally in francophone countries. This bilingual website also provides information about conferences and other events, publications, the WIF e-mail list, related links, and more.)

WIG: Women in German

(Includes info about conferences, publications, the WIG-L list, and related links.)

WIGSAT: Women in Global Science and Technology Network

(The purpose of this exceptionally information-rich site is "to help increase international networking among women scientists and technologists, and especially to help promote information-sharing with and among women from developing countries." WIGSAT also hosts the Gender, Science, and Technology Gateway, a valuable portal of international information, with a particular focus on technology, gender, and development.)

WINGS: Women's International News Gathering Service

(WINGS is "an all-woman independent radio production company that produces and distributes news and current affairs programs by and about women around the world." In addition to providing information about the organization, the web site offers an annotated archive of past programs, some of which can be listened to online, links to related sites, and more.)

The WIP

(The WIP [Women's International Perspective] is a comprehensive news website that reports world news, opinion, and commentary from female contributors around the world. The site claims that its mission "is to provide quality news from the unique perspectives of women that is accessible worldwide and free to our readers." The WIP seeks to rectify the under-representation of female journalists and to offer "a greater diversity of background and opinion than typically found in one online news publication.")

WISE: Women into Science, Engineering, and Construction

(WISE is a UK-based organization whose mission is "to encourage UK girls of school age to value and pursue STEM [science, math, engineering, technology] or construction-related courses in school or college, and to move on into related careers." The website offers profiles of "inspirational women" in these fields; information and resources aimed at girls, employers, parents and teachers; booklets, periodicals, and other print resources to encourage girls and young women to pursue STEM careers; annotated links to related sites, and more.)



WNN - Women News Network

(WNN is an organization dedicated to presenting in depth international women's news that is often not found in most public news media. The site includes feature articles available both for reading and for listening, podcasts, videos, and links to related sites.)

WOMAN: Computertechnik und -Kommunikation für Frauen (in German)

(A non-profit organization offering women's resources, info, a network with many newsgroups on women's issues, and web space for women's groups in Germany)

WomenAction

(A "global information, communication and media network that enables NGOs to actively engage in the Beijing+5 review process with the long term goal of women's empowerment, with a special focus on women and media." The web site, available in English, French, and Spanish, offers information, involvement, and resources focusing on Africa, Asia & Pacific, Latin America & Caribbean, and Europe & North America.)

Women and Gender in Chinese Studies Network

(WAGNet aims to link European scholarship in Chinese women's/gender studies; however, the Network is open to scholars throughout the world. Among the resources the website offers are news; announcements of academic conferences, jobs, and other opportunities; extensive links to relevant sites; abstracts of member publications; descriptions of other relevant publications; and a searchable database of WAGNet members. Reading lists and working papers will eventually also be available.)

Women and International Development Program (MSU)

(A valuable collection of resources from the WID program at Michigan State University. The site includes annotated Internet links arranged by region, annotated bibliographies, abstracts of several hundred inexpensive articles for sale, a film guide, information about relevant academic programs at MSU, a promised listing of MSU gender-related courses, and more.)

WomenConnect

(A UK-based organization whose motto is "using and shaping the Internet together," WomenConnect aims to build an electronic network of women's organizations and resource contacts throughout England. The site offers information about relevant events, resources, links, etc.)

Women Immigrants 1945 to the Present: A Bibliography

(Eleanore Hofstetter has provided this multidisciplinary bibliography to supplement and update her book *Women in Global Migration, 1945-2000: A Comprehensive Multidisciplinary Bibliography*. The update includes books, journals, essays, government reports and doctoral dissertations; they treat "all aspects of the lives and issues concerning women who are living permanently or for long periods outside their country of origin or who have migrated for fixed periods of time on work contracts." The update is organized into a title and author list and several broad subject areas, including Demography, Economics, Education, Health, Law, Personal Narratives, Religion, and more.)

Women in India: How Free? How Equal?

(An independent, analytical report commissioned by the United Nations in 2001. Written by Kalyani Menon-Sen and A.K. Shiva Kumar, it examines gender inequalities in various aspects of social and economic life in India--health, education, work, assets, decision-making, etc.--and makes suggestions for achieving greater gender equality.)

Women, Ink: Women and Development Resources

(A project of the International Women's Tribune Centre to market and distribute resources on women and development worldwide. It includes well-organized, annotated listings from publishers all over the world. Though a commercial site, it offers much valuable information.)

Women in Science: A Resource for Gender Mainstreaming

(A resource bank initiated by the Committee for Mainstreaming – Women in Science in Norway. "It aims to be a tool for gender equality work in the academic sector. It includes statistics, literature, list of measures and best practises.")

Women Living Under Muslim Laws

(Website of an "international solidarity network" for "women whose lives are shaped, conditioned, or governed by laws and customs said to derive from Islam." The network now links individual women and organizations in more than 70 countries. The website offers news, calls for action, publications, and extensive annotated links to related sites, as well as some resources available for purchase.)

Women of Color Web Site

(An excellent resource created by Yolanda Retter, this site contains "links to and original material on the history and culture of women of color in the U.S. and other countries." It includes bibliographies, articles, interviews, notable women, and Internet sites focusing on African American, Native American, Asian Pacific Islander, Latina/Hispanic, Middle Eastern, and Multiracial/Multiethnic women.)

Women of India

(This site offers coverage of wide-ranging topics on the history and status of women in India over the centuries. Among the topics covered are Sati, historical women, and women's museums. The site includes a large number of photographs.)

Women, Peace, and Security

(A portal offering comprehensive information on the dangers and responsibilities facing women and girls during armed conflicts and women's roles in peace building. The site's resources include information sources, country profiles, issue briefs, UN resources, and more. Sponsored by the United Nations Development Fund for Women [UNIFEM].)

Women, State, Culture in the Former Yugoslavia

(Kristina Mihalec's site includes a bibliography of print and online pieces and an extensive collection of related links. Includes a link to CROW, the first online zine for and about women in Croatia.)

Women's Aid



(Women's Aid is an organization based in Ireland that helps women and children who are being physically, emotionally, or sexually abused in their homes. The web site offers useful information about what domestic violence [DV] is, myths about DV, the social and historical context, and statistics, as well as services that Women's Aid provides.)

Women's Enews

(Women's Enews is a professional news service providing news about issues of importance to women. The very interesting news stories "probe policy and politics, business and culture, from the perspectives of women's interests and priorities." The site offers coverage of women internationally, not just in the United States. The "Jeer of the Week" calls attention to outrageous news.)

Women's Health Queensland Wide

(Australian site offering information on an extensive array of issues such as sexually transmitted infections, menopause, hormone replacement, endometriosis, urinary incontinence, hysterectomy, infertility, ovarian and breast cancer, eating disorders, sexual violence, substance abuse, and more.)

Women's ICT-Based Enterprise for Development

(The purpose of the Women's ICT-Based Enterprise for Development project is "to help increase the number of sustainable ICT-based enterprises run by groups of poor women in developing countries." The web site provides online guidance and networking about women's ICT-based enterprises in developing countries. Among the resources the site provides is a "Handbook for More and Better Women's ICT-Based Enterprises," case studies [also available through Eldis--see next entry below], related publications, events, contacts, and links to related sites.)

Women's ICT-Based Enterprise for Development: Case Studies Page

("A set of twelve analytical case studies of the women's IT sector enterprises in developing countries. Each provides a summary of performance, success factors, good practices and risks. In total, they show the potential for an IT sector approach to deliver gender goals for development." The countries represented in the studies [in some cases, by more than one study] include Mozambique, Ukraine, Zimbabwe, India, Uganda, Nigeria, Tanzania, and Zambia. From Eldis, which also has a very extensive [Gender Resource Guide](#) from an international perspective.)

Women's Information Technology Transfer (WITT)

(This site has been established as a portal to link women's organizations and feminist advocates for the Internet in Eastern and Central Europe. It supports Eastern and Central European women in developing the web as an instrument of social activism. The website proclaims WITT's commitment to "bringing women's actions, activities, and struggles into the spotlight" and "promoting the use of free software as a way to highlight women's voices.")

Women's Learning Partnership for Rights, Development, and Peace

(Women's Learning Partnership is an international organization dedicated to women's leadership and empowerment. It works with independent partner organizations in the Global South, particularly in Muslim-majority societies, to empower women to transform their families, communities, and societies. The tri-lingual website (English/French/Arabic) offers useful information about the status of women in the 20



countries where it has partners. It also offers a downloadable training handbook in 16 languages, information about programs on leadership and empowerment, on ICT capacity building, on women's human rights, and more, and a number of other resources.)

Women's Legal Issues in Africa

(Resources of use to participants in the Legal Advocacy for Women in Africa program at Georgetown Law School and others interested in these issues. The site includes links to domestic and international resources concerning women, law, policy, etc.)

Women'sNet

(South-African-based web site "designed to enable South African women to use the internet to find the people, issues, resources, and tools needed for women's social action." The site includes sections for News, HIV/AIDS information, Women and Human Rights, Preventing Violence Against Women, Gender in Parliament, Health, New Communication Technologies, Women and Enterprise, a Directory of South African Women's Organizations, and more.)

Women's Space Work

(Yvonne P. Doderer's site, based in Germany, provides annotated links to resources concerning cyberfeminism as theory and activism, political networking, feminist and lesbian activism, art on the net, and much more, including many outside the U.S. Doderer also offers a thoughtful essay entitled "Women's Space Work" that provides a feminist perspective on technological possibilities. The essay is available in both German and English.)

Women's Sports Foundation (U. K.)

(It's not clear whether there's any connection between this site and an identically-named U. S. site, but this one is based in the United Kingdom, and its information about women's sports and sporting events has a U.K. focus. It describes itself as "the only organisation in the U. K. that is solely committed to improving and promoting opportunities for women and girls in sport at every level." It offers news, research help, publications, and extensive related links.)

Women's Studies Internet Resources

(Comprehensive, well-organized, annotated listings from the University of York [UK] Library. Be sure to consult the listings on the left of the main page for Women's Studies Academic, Regional, and Themed listings.)

WomenWatch

("The UN Internet Gateway on the Advancement and Empowerment of Women." It provides information and data about women around the world and about the global agenda for improving the status of women.)

WOUGNET: Women of Uganda Network

(WOUGNET aims to promote the use of information and communication technologies [ICTs] for the better being of Ugandan women. The web site offers a rich array of online resources related to women in Uganda and in Africa more generally on such topics as



agriculture, business, health, human rights, education, the environment, and more. The site also includes information about the WOUGNET email list.)

WSIS Gender Caucus

(The World Summit on the Information Society [WSIS] Gender Caucus, formed in Mali in 2002, is a group of women and men working "to ensure that gender equality and women's rights are integrated into WSIS and its outcome processes." The web site includes information about the Gender Caucus's core programme, press releases and other relevant news, a calendar of events, information about national and regional programmes, links to related sites, and more.)

