



Gender equality in the workplace: Lessons from Australian Research

2021 – FIRN Financial Research Network

Dr Terry Fitzsimmons – 6th September, 2021

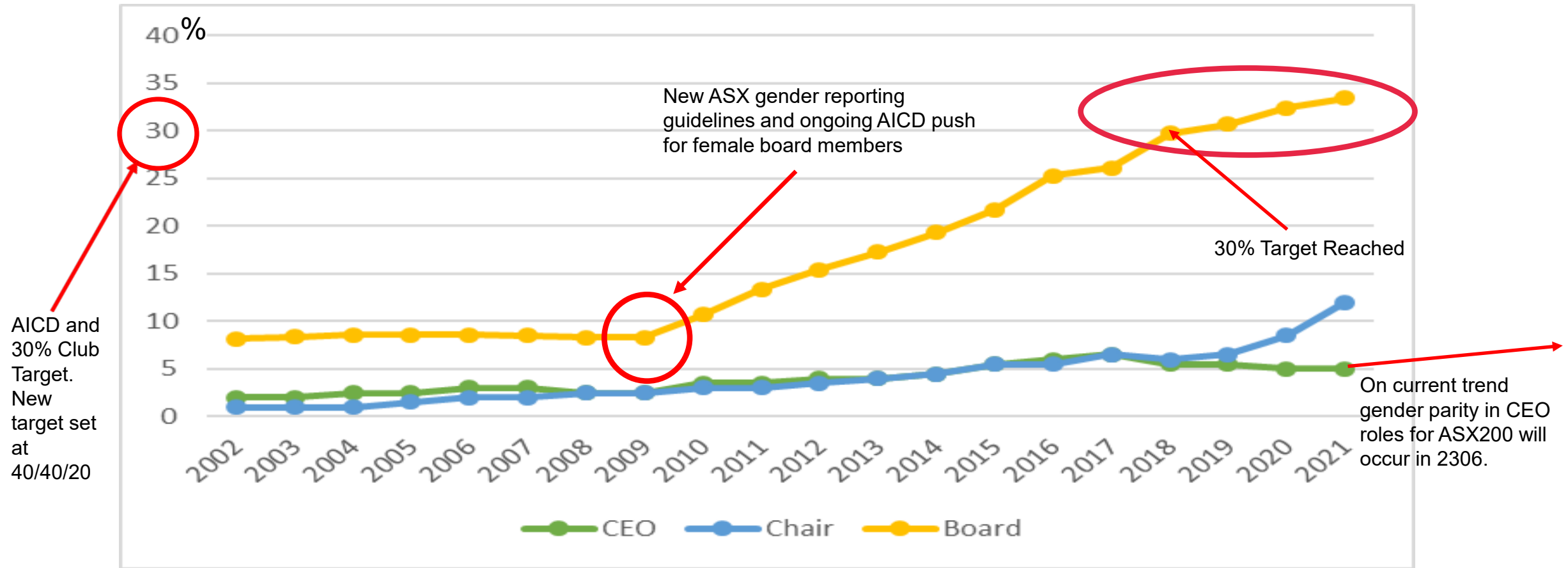
**“If I am not for myself, who will be for me? If I am not for others, what am I?
And if not now then when?” – Golda Meir**

Gender Segregation in Leadership

- Women represent 59.5% of Degree Qualified work entrants and have exceeded male graduates since 1985. (Department of Education and Training, 2019)
- Australian female graduates of the same age, experience and qualifications earn 4.8% less than men upon graduation (WGEA, 2019)
- 5.0% Women CEOs in the ASX 200 (only 10 women). (ASX, Feb 2021)
- The relative number of women CEOs in the ASX200 has moved from 4 in 2002 to 13 in 2017 and down to 10 in 2021. (ASX, 2013-2021; EOWA, 2002-2012)
- Only 14% of direct quotes for stories in the AFR are from women. The lowest for any news publication in Australia. (Women for Media, 2019)
- Only 14.8% of engineering graduates are women (2019) down from 17.1% in 2001 and only 2/3rds of these graduates undertake operational roles (Engineers Australia, 2019)

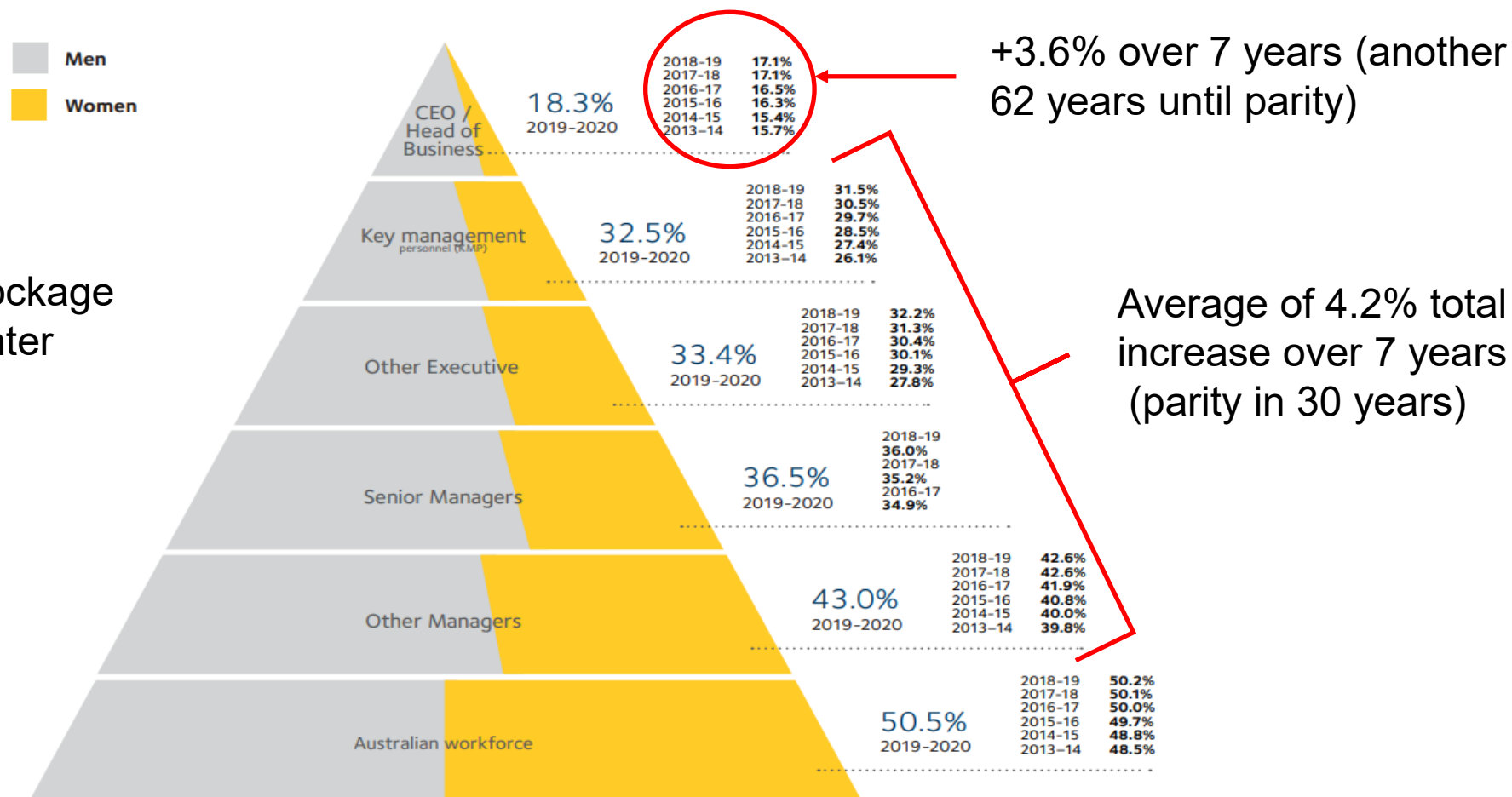


ASX200 - CEO Parity in 2306AD



Projected from 'Census of Women in Leadership' EOWA 2002 - 2012,
ASX Company Database 2013-2021 (Feb 28, 2021), AICD (28 Feb, 2021)

Parity in the Broader Economy – 2083



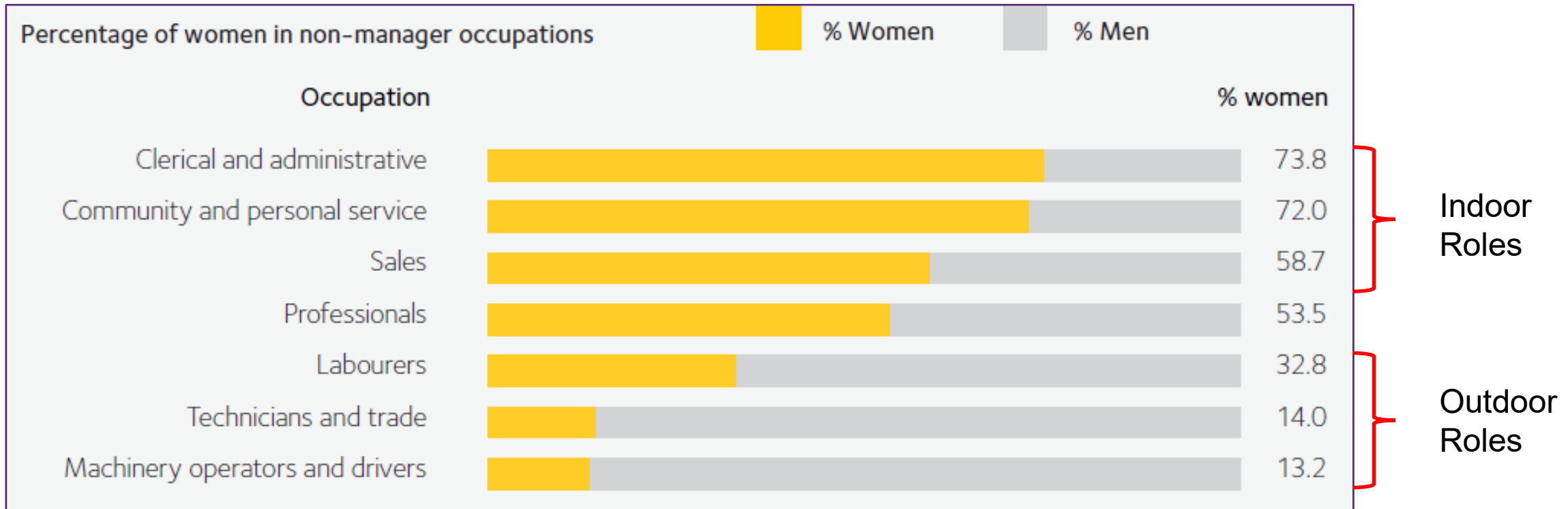
There is a continuing blockage for women wanting to enter CEO roles

WGEA (2020) Data Based upon reporting data from 4,943 firms with > 100 employees

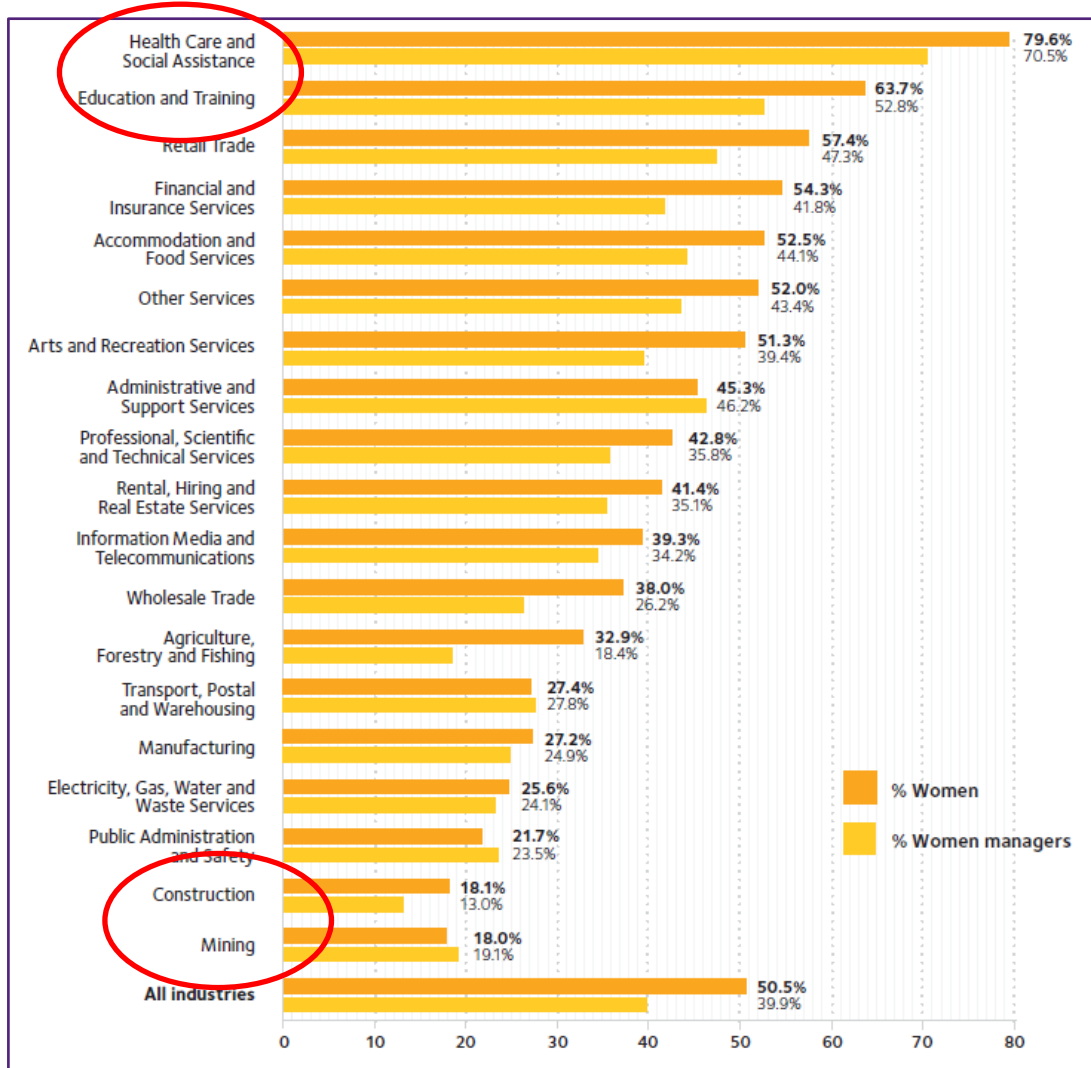
Occupational Gender Segregation

Non-manager roles segregated by occupation

Women comprise 51.7% of all non-manager roles and are concentrated in traditionally female occupations including Community and personal service and Clerical and administration.



Industry Gender Segregation



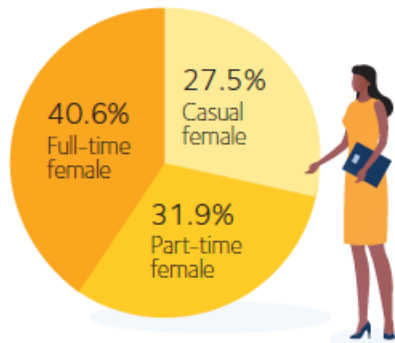
Across the workforce, women and men are concentrated in different industries. Of the 19 industries in the Table, just eight have at least 40% women and men.

Women are concentrated in Health Care and Social Assistance and Education and Training and least represented in Construction and Mining.

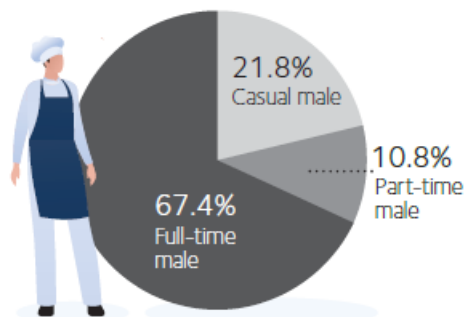
Proportion of women employees and representation in management by industry.
(WGEA, 2020)

Employment Type Gender Segregation

Female employees by employment status

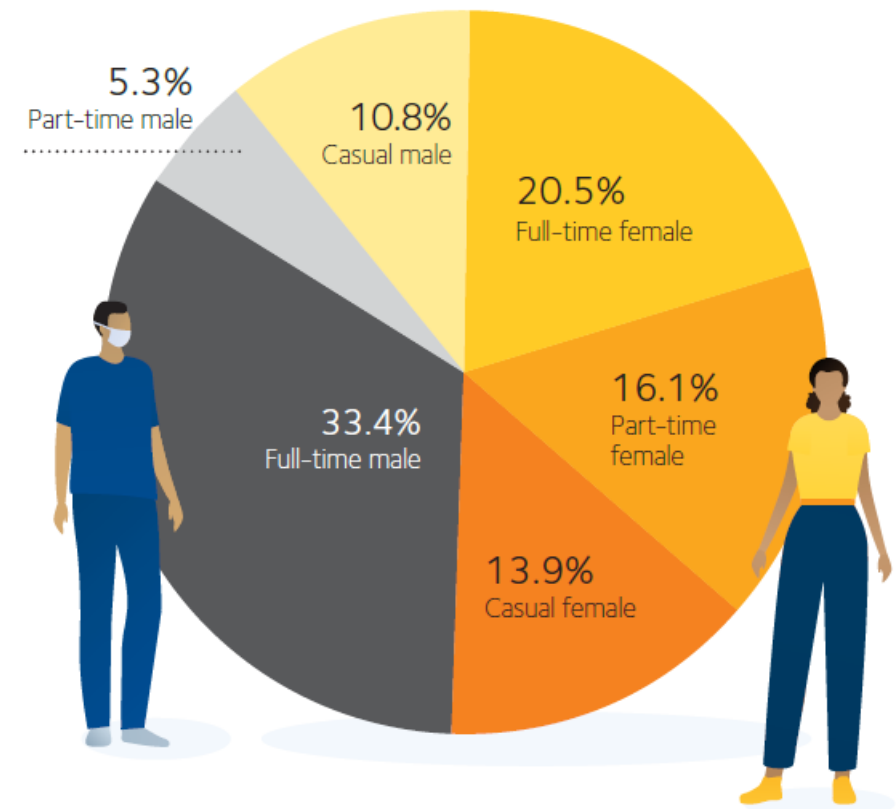


Male employees by employment status



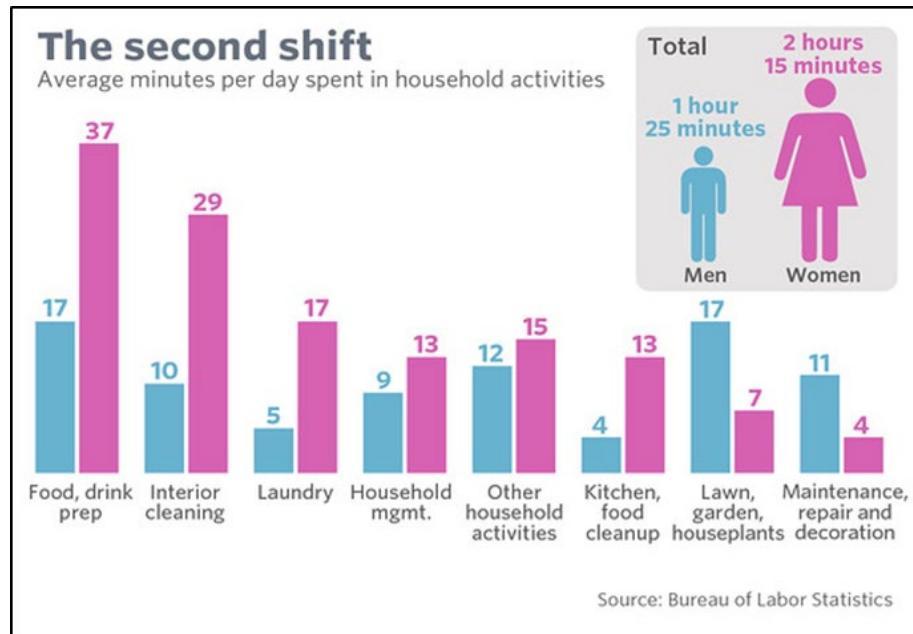
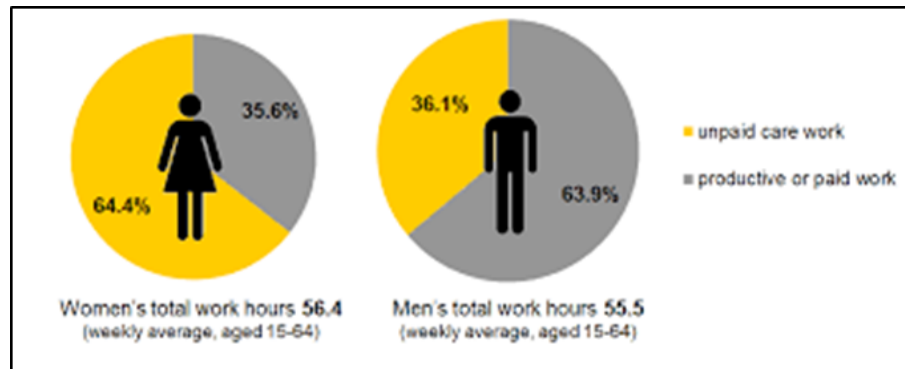
Women currently represent 50.5% of the Australian workforce. However, women are concentrated in more vulnerable casual and part-time roles.

Workforce composition by gender and employment status



Proportion of women and men employees by employment type. (WGEA, 2020)

Domestic Labour Gender Segregation



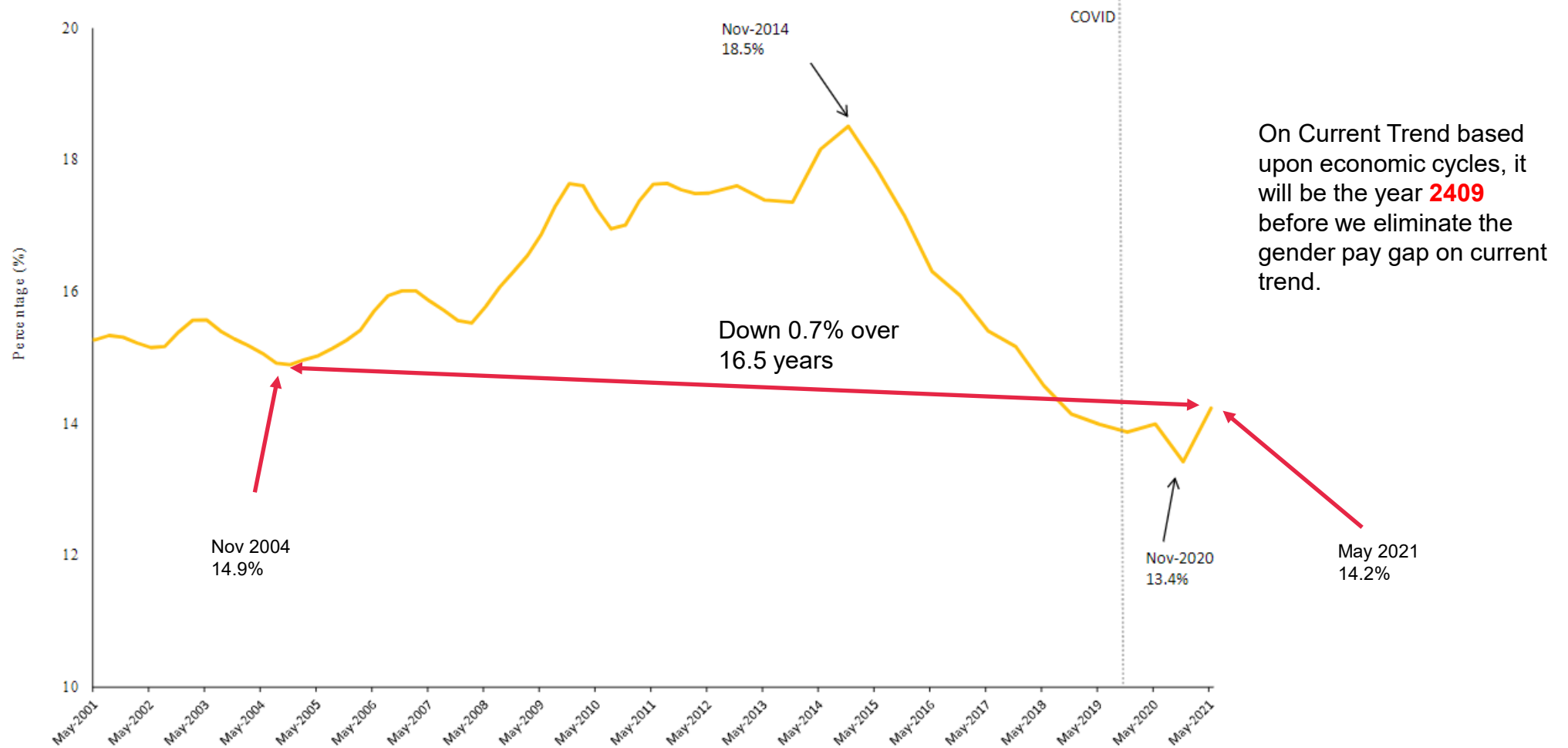
The division of domestic labour, even where both partners work full time, has been stubbornly persistent over the past 50 years.

Research suggests that COVID19 has exacerbated this division with additional burden being placed on women, especially during lockdowns.

Time spent on domestic duties is time lost to career progression potential.

Gender Pay Gap – A Proxy for Bias

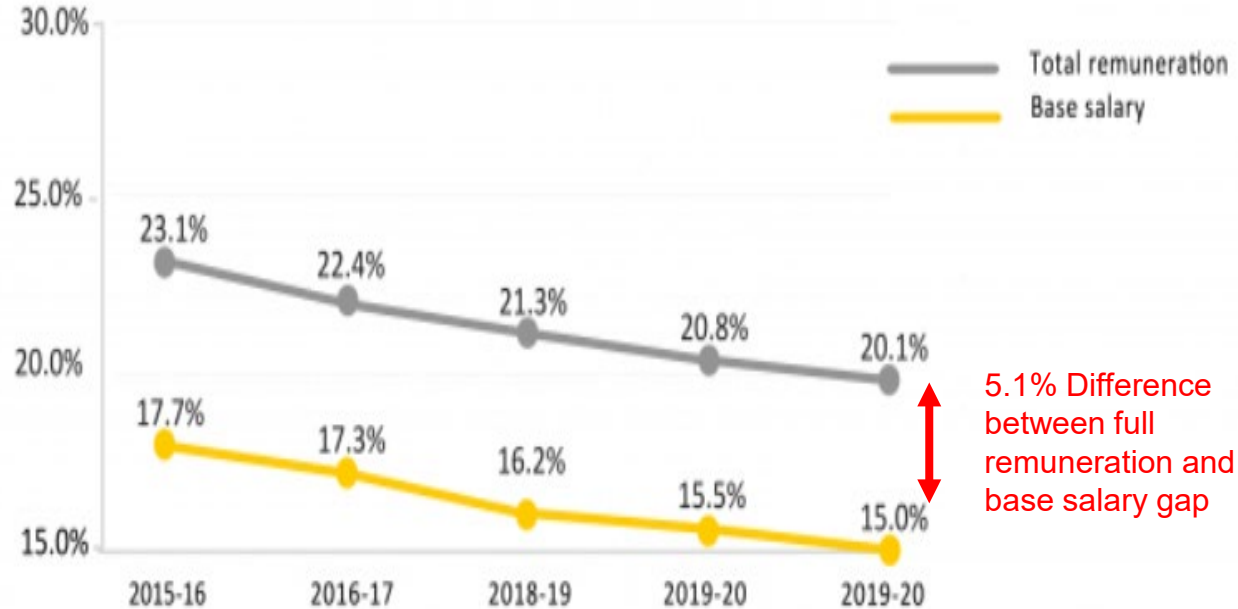
ABS Pay Gap figure only accounts for differences in base salary.



On Current Trend based upon economic cycles, it will be the year **2409** before we eliminate the gender pay gap on current trend.

However...The real Gender Pay Gap is far Greater

Full-time base salary and total remuneration, 2015-16 to 2019-20



Gender Pay Gap: Average weekly full time remuneration pay gap in Australia is 20.1%. The percentage difference is explained* by:-

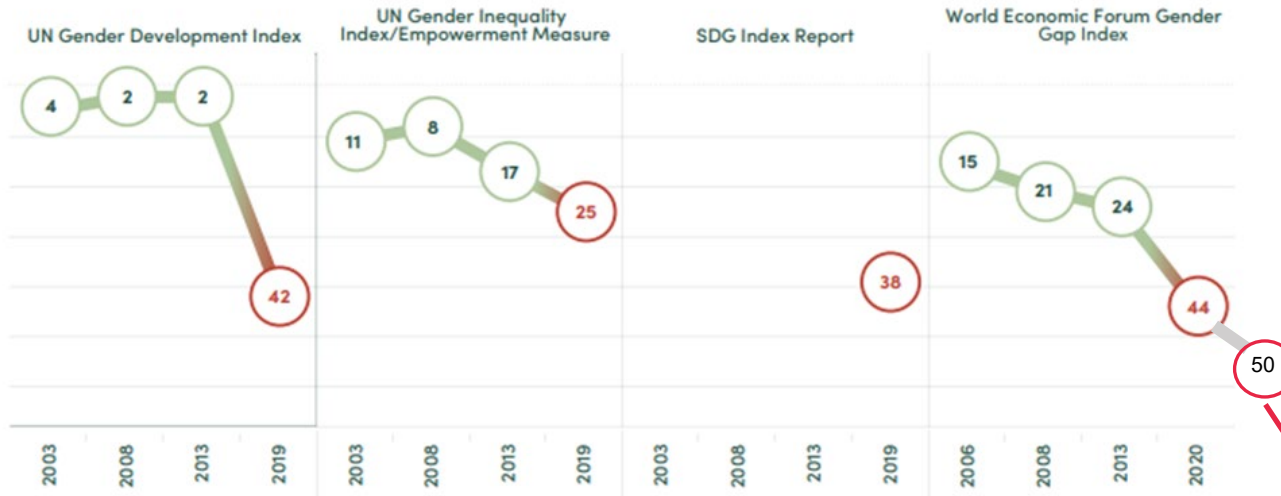
1. Industry Segregation (20-30%)
2. Level within Hierarchy (15-20%)
3. Position within Band (10-15%)
4. Discrimination/Bias (30-50%)

* These numbers are compiled from a broad range of studies. There is still no definitive study on how these proportions trend or can be predicted over time.

Source: WGEA (2020), Australia's gender equality scorecard, https://www.wgea.gov.au/sites/default/files/documents/2019-20%20Gender%20Equality%20Scorecard_FINAL.pdf

Australia drops 35 places in 16 years

Snapshot of Australia's Current International Gender Equality Performance



World Economic Forum – Global Gender Gap Report 2021 –
(In 2005 Australia ranked 15th)

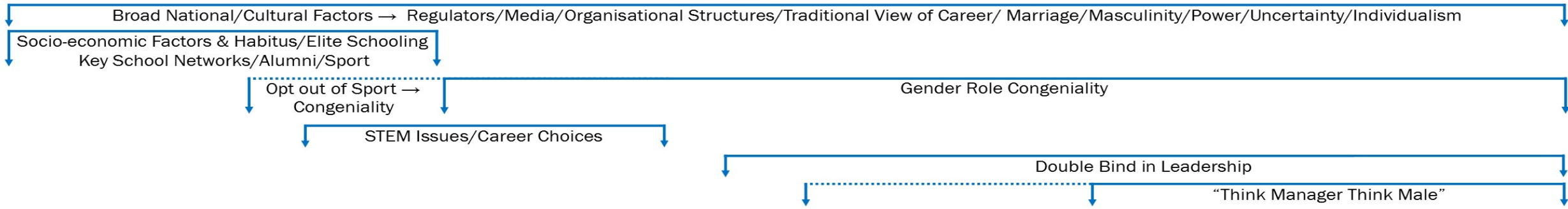
Rank	Country	Score		Rank change	Score change	
		0–1			2020	2006
1	Iceland	0,892	0,892	–	+0,016	+0,111
2	Finland	0,861	0,861	1	+0,029	+0,065
3	Norway	0,849	0,849	-1	+0,007	+0,050
4	New Zealand	0,840	0,840	2	+0,041	+0,089
5	Sweden	0,823	0,823	-1	+0,003	+0,009
6	Namibia	0,809	0,809	6	+0,025	+0,122
7	Rwanda	0,805	0,805	2	+0,014	n/a
8	Lithuania	0,804	0,804	25	+0,059	+0,096
9	Ireland	0,800	0,800	-2	+0,002	+0,066
10	Switzerland	0,798	0,798	8	+0,019	+0,098
11	Germany	0,796	0,796	-1	+0,010	+0,044
12	Nicaragua	0,796	0,796	-7	-0,008	+0,139
13	Belgium	0,789	0,789	14	+0,039	+0,081
14	Spain	0,788	0,788	-6	-0,006	+0,056
15	Costa Rica	0,786	0,786	-2	+0,003	+0,092
16	France	0,784	0,784	-1	+0,003	+0,132
17	Philippines	0,784	0,784	-1	+0,003	+0,032
18	South Africa	0,781	0,781	-1	+0,001	+0,068
19	Serbia	0,780	0,780	20	+0,044	n/a
20	Latvia	0,778	0,778	-9	-0,007	+0,069
21	Austria	0,777	0,777	13	+0,033	+0,078
22	Portugal	0,775	0,775	13	+0,031	+0,083
23	United Kingdom	0,775	0,775	-2	+0,008	+0,038
24	Canada	0,772	0,772	-5	+0,001	+0,056
25	Albania	0,770	0,770	-5	+0,001	+0,109
26	Burundi	0,769	0,769	6	+0,024	n/a
27	Barbados	0,769	0,769	1	+0,019	n/a
28	Moldova	0,768	0,768	-5	+0,011	+0,055
29	Denmark	0,768	0,768	-15	-0,014	+0,022
30	United States	0,763	0,763	23	+0,039	+0,059
31	Netherlands	0,762	0,762	7	+0,026	+0,037
32	Mozambique	0,758	0,758	24	+0,035	n/a
33	Belarus	0,758	0,758	-4	+0,012	n/a
34	Mexico	0,757	0,757	-9	+0,003	+0,111
35	Argentina	0,752	0,752	-5	+0,005	+0,069
36	Lao PDR	0,750	0,750	7	+0,019	n/a
37	Trinidad and Tobago	0,749	0,749	-13	-0,007	+0,069
38	Bulgaria	0,746	0,746	11	+0,019	+0,059
39	Cuba	0,746	0,746	-8	+0,000	n/a
40	Jamaica	0,741	0,741	1	+0,006	+0,040
41	Slovenia	0,741	0,741	-5	-0,002	+0,066
42	Ecuador	0,739	0,739	6	+0,011	+0,096
43	El Salvador	0,738	0,738	37	+0,032	+0,055
44	Panama	0,737	0,737	2	+0,007	+0,044
45	Croatia	0,733	0,733	15	+0,013	+0,019
46	Estonia	0,733	0,733	-20	-0,019	+0,038
47	Zimbabwe	0,732	0,732	–	+0,002	+0,086
48	Montenegro	0,732	0,732	23	+0,021	n/a
49	Georgia	0,732	0,732	25	+0,024	+0,061
50	Australia	0,731	0,731	-6	+0,000	+0,015



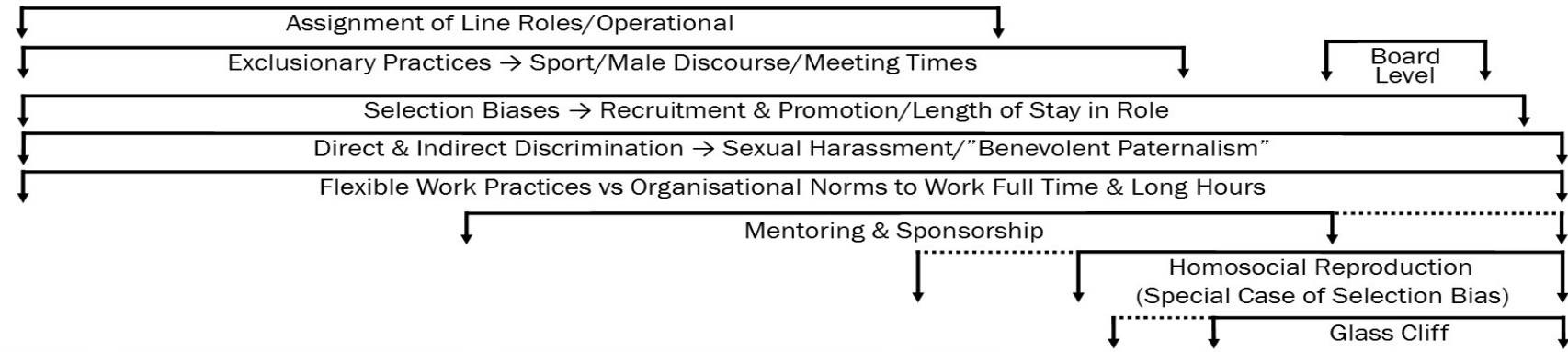
Linkages to Childhood – Gender Gap in Pocket Money

QUESTIONS

Societal Level Effects

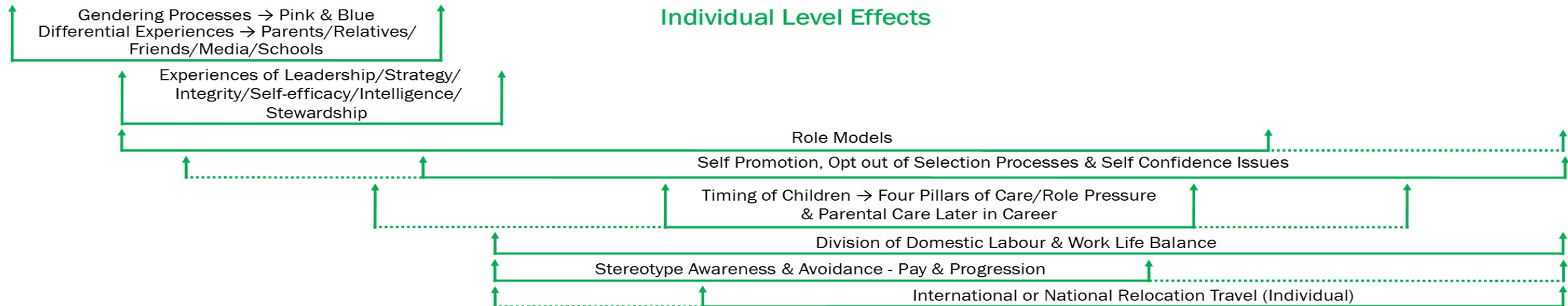


Organisational Level Effects



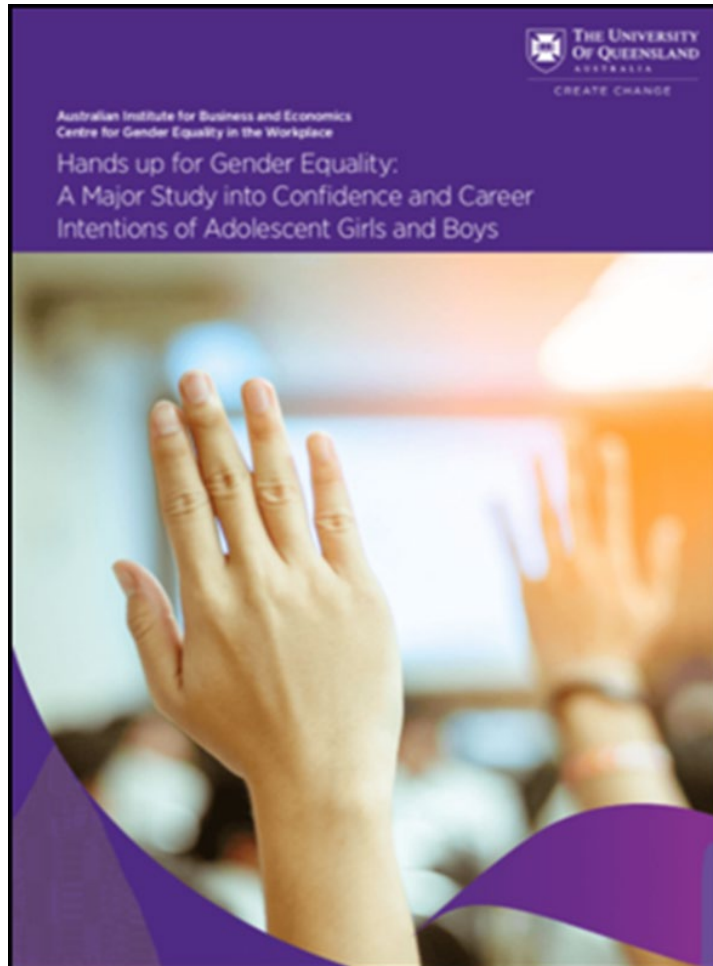
Birth Childhood Adolescence University Graduate Middle Manager/Front Line/Team Leader Senior Manager Executive CEO Director Chair

Individual Level Effects



(Fitzsimmons & Callan, 2016)

Hands up for Gender Equality Study - 2018



10,076 students from **single sex, top matriculation high schools** from years 7-11 were surveyed. 500 interviewed.

In line with hypotheses by researchers such as Bandura (1997), anecdotal evidence from the *Australasian Alliance of Girls Schools* indicated that single sex education might be reducing the effects that can undermine girls confidence in co-educational environments.

We also wanted to test whether these factors might also lead to equal numbers of girls wishing to undertake STEM careers or careers in traditionally male sectors of the economy.

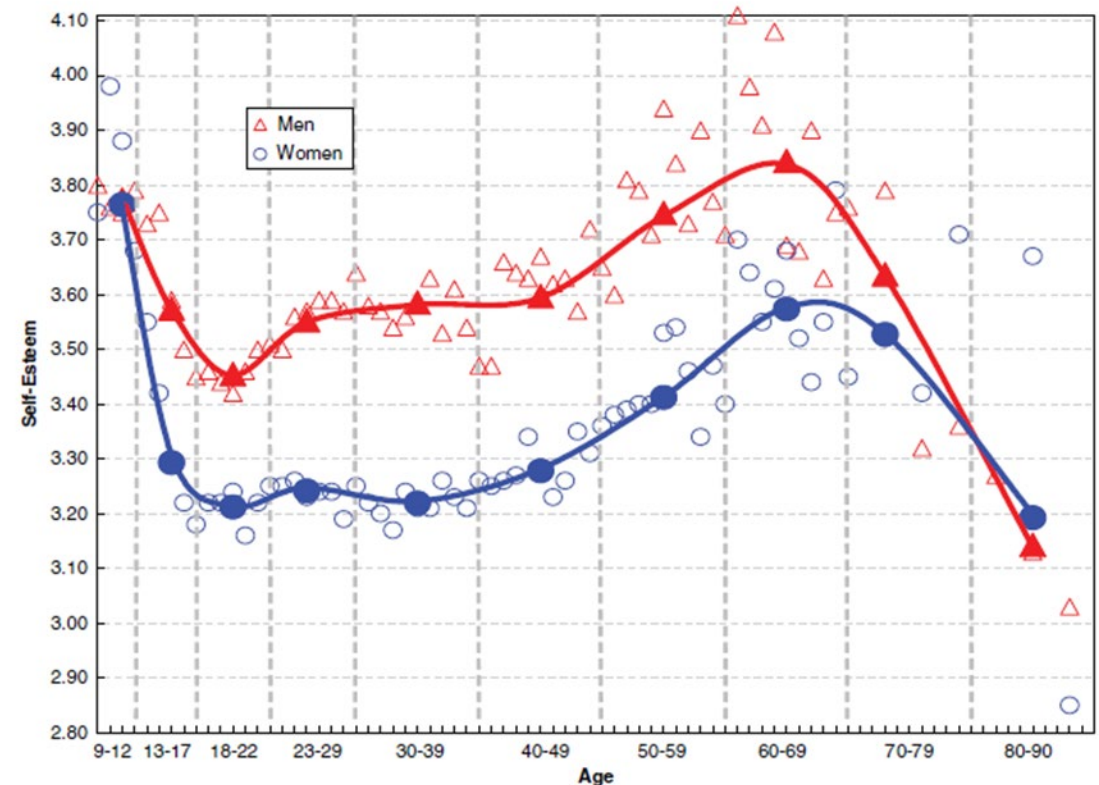
https://bel.uq.edu.au/files/28153/Hands_up_for_Gender_Equality.pdf

What Can We Do? - Parents & Teachers

Every published study of gender and self-efficacy/esteem prior to 2018 shows that men exceed women on measures of Confidence from age 10 to age 80.

The study identified at least one condition where this was not true. The confidence of Girls in Single Sex Girls Schools equals that of boys.

It also examined when gender stereotypes act to direct boys and girls towards certain occupations and industries.



Mean level of self-esteem for males and females across the lifespan (Bleidorn et al., 2015).

Contributors to Self Efficacy



Team sport, leadership development and local travel were the most significant contributors to self efficacy development and contributed equally to children's development regardless of gender.

Other significant contributors to self-efficacy included:

- Part Time Work (<10hrs wk)
- Scouts/Guides (& Similar)
- Individual Sport

There were also some significant activities that *undermined* self-efficacy:

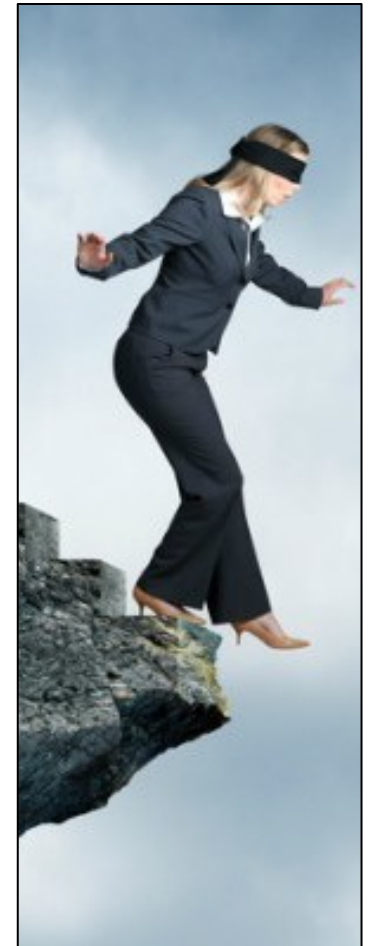
- Social Media
- Computer Gaming



What's (not) Happening in Girl's Schools then?

1. Gender bias in the co-ed classroom – (Poorer behaviour in boys is acceptable)
2. Gender bias in the co-ed classroom – (Expectations of academic achievement lower for girls, particularly in STEM)
3. Role Modelling of Gender Stereotypes in schools (Teacher & Admin Roles)
4. Competition for Leadership and Voice between boys and girls (Leadership Roles and Development)
5. Boys accentuate physical changes in girls during puberty (Causing more girls to opt out of Sports!!)
6. Girls tendency to be more concerned about interpersonal relationships than boys, including early relationships with boys
7. Parental expectations around educational and career outcomes (STEM)

These factors are virtually eliminated in Single Sex School environments. However...

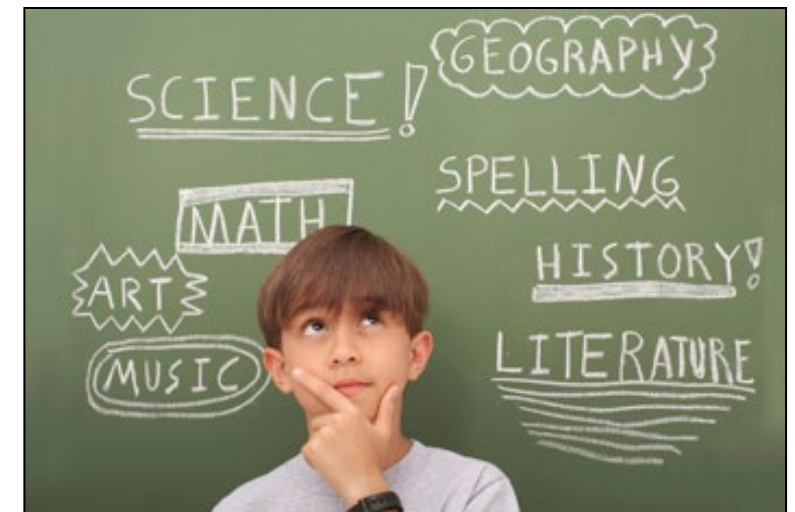


Career Intentions



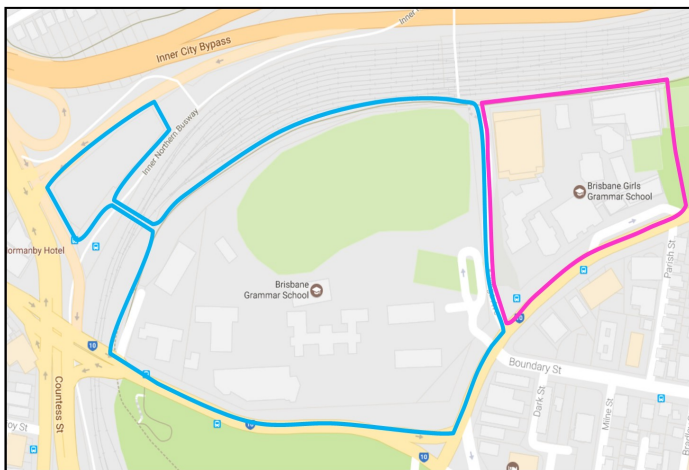
Boys had a greater and earlier understanding of their mother's and particularly their father's occupations. In Year 7, 15% of Girls could not name either their mothers or fathers occupations. Whereas only 6% of boys did not know. Girls in Year 11 still stood at 9%

Similarly, boys had a greater and earlier understanding of their mother and particularly their father's university degrees or qualifications.



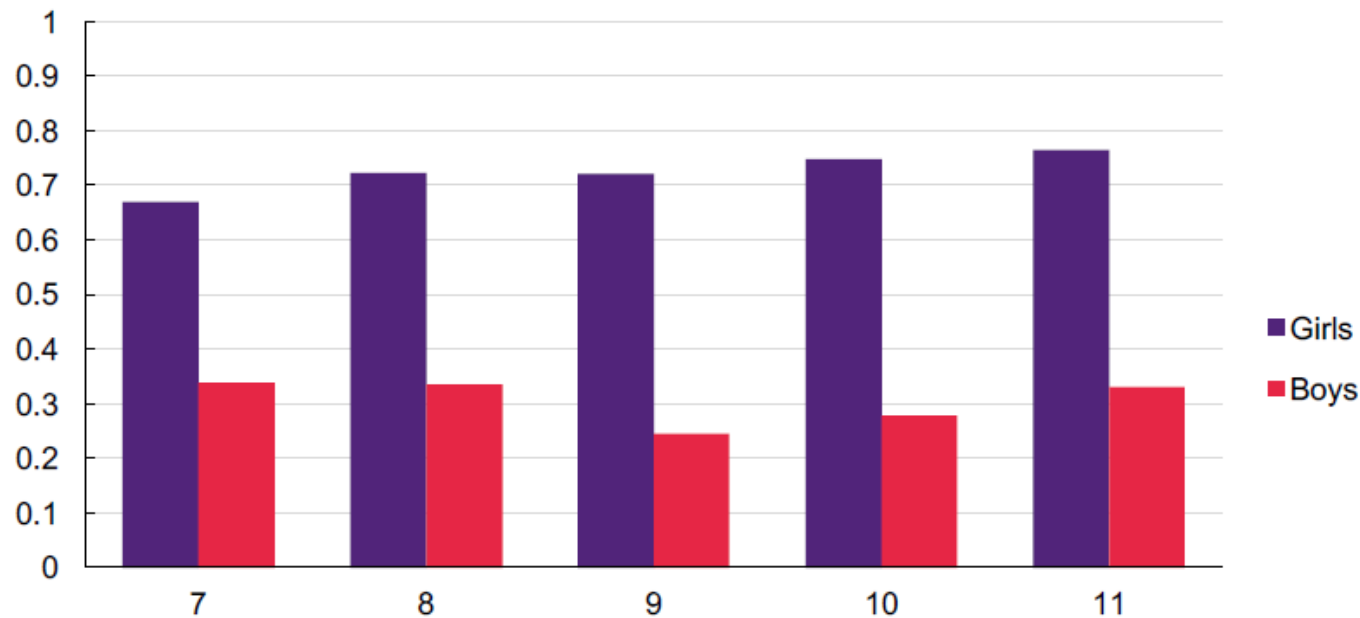
Division of Labour & Career Intentions

- Boys undertook both indoor and outdoor chores, however a majority were outdoors.
- The majority of chores undertaken by girls were indoors.



- The top ten boys schools occupy 1.5 times the physical space of the girls schools and the boys schools have 3 times the outdoor play space (*This is true in every Capital city!!*).
- What is this saying about the nature of work (and play) to our children?

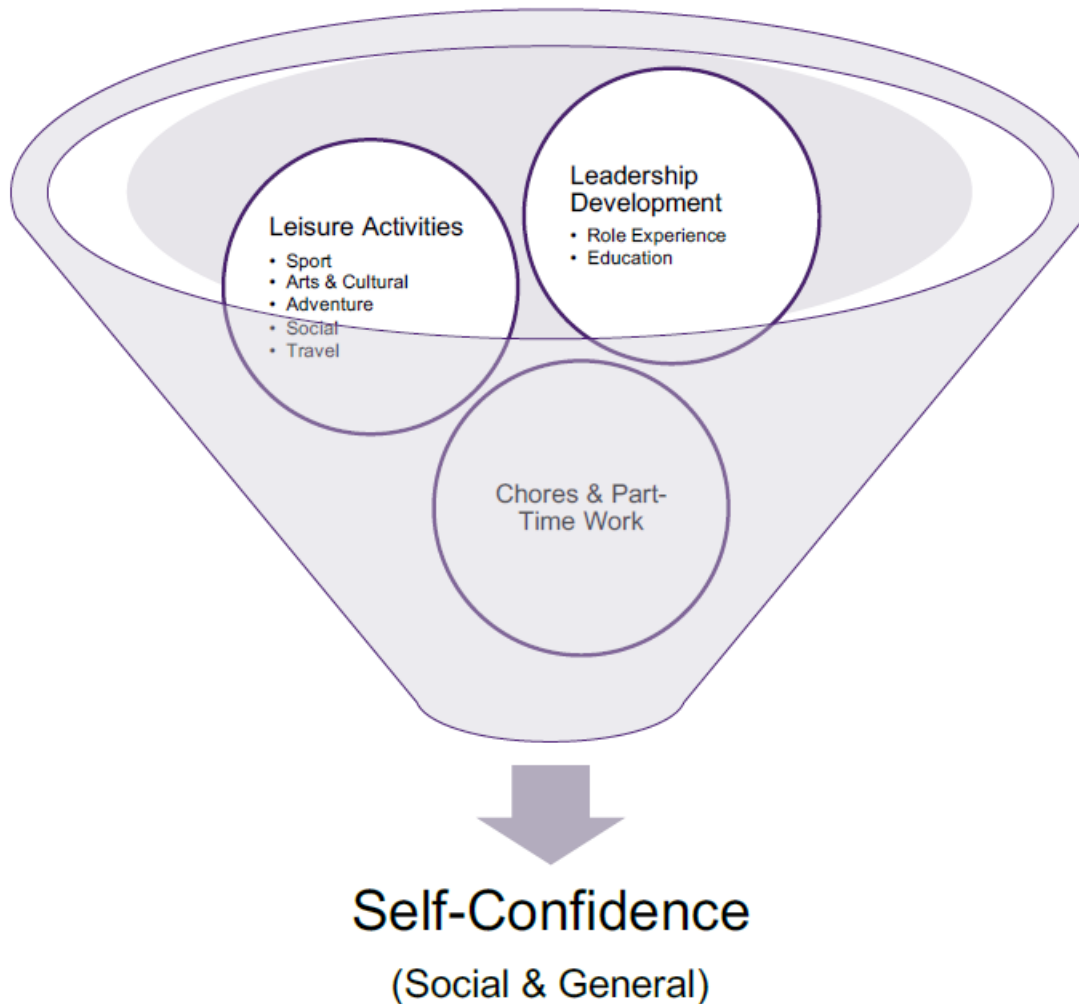
Career Intentions & Chores



Relative time spent on *indoor* chores by boys and girls by year level in hours per day

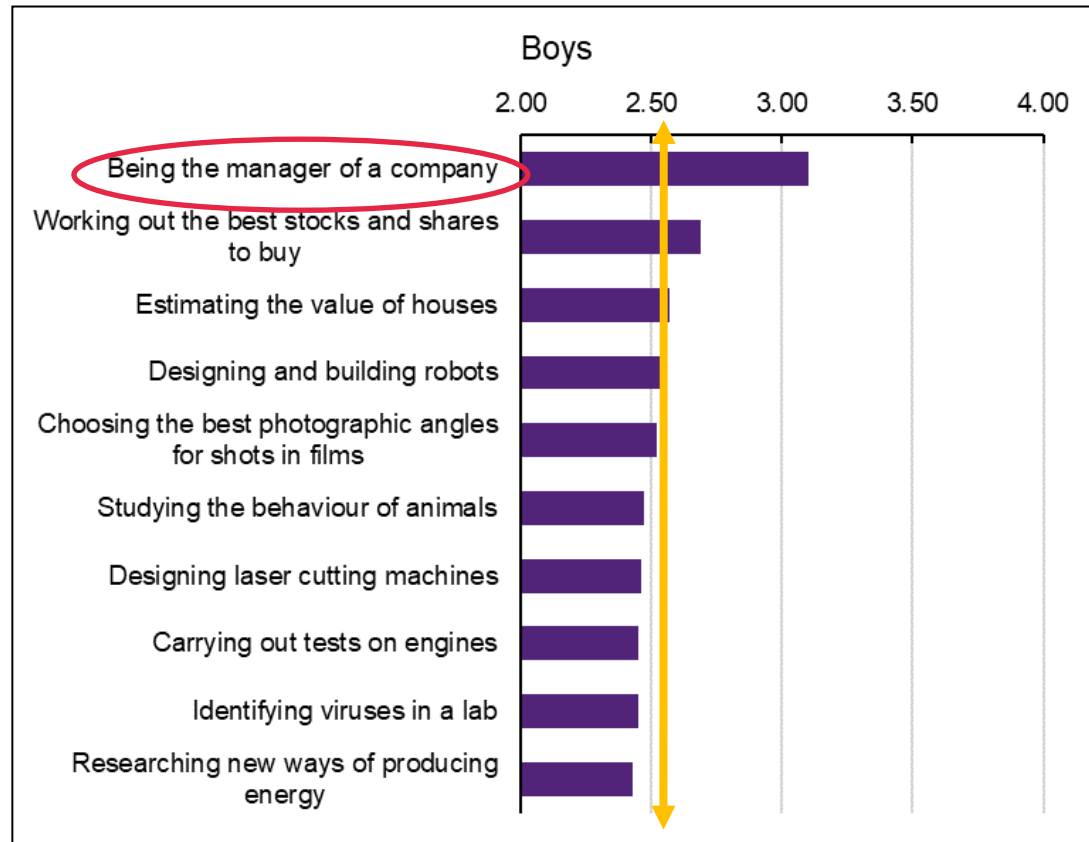
At face value, chores may seem like a trivial detail to focus our attention on. However, we know that from much of the leadership literature, and gender role attitude literatures, that internalised beliefs about ‘what men should do’ and ‘how women should behave’ do indeed translate into downstream career outcomes via a range of different mechanisms and processes within schools, universities and workplaces.

Self Efficacy Development

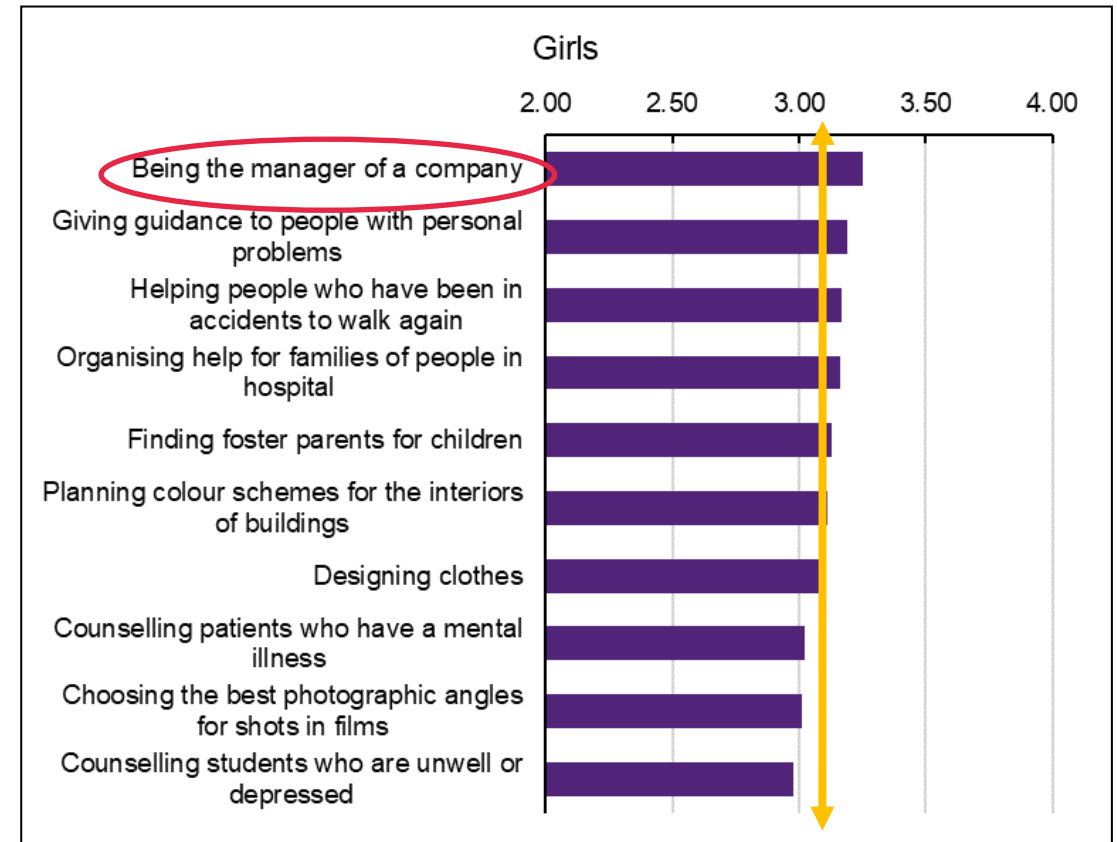


- While there are many competing priorities in school curricula, it is clear that access to team sport, leadership/ leadership development activities and local travel are critical to the development of confident children.
- Likewise parents have a critical role to play in role modelling gender equal caring and distribution of household labour and supporting gender equitable distribution of chores, their payment and facilitating part time work in adolescence.

Rank and Importance of Career Interests in Year 11



Average Importance of Year 11 Boys' Top 10 JIIG-CAL Choices (n= 592-628)



Average Importance of Year 11 Girls' Top 10 JIIG-CAL Choices (n= 730-743)

Career Interests & the Future of Work

- Career interests for boys and girls differed significantly in Year 7 and remained virtually unchanged throughout High School.
- Boys dominated technology, chemistry and physics.
- Girls dominated social services and healthcare.
- For career interests the implication is clear: If we are going to influence women's STEM or operational career intentions, then **interventions must take place as early as possible** in infants and primary school.
- This is critical given the key role technology will play in the future of work. (Catalyst, 2019)



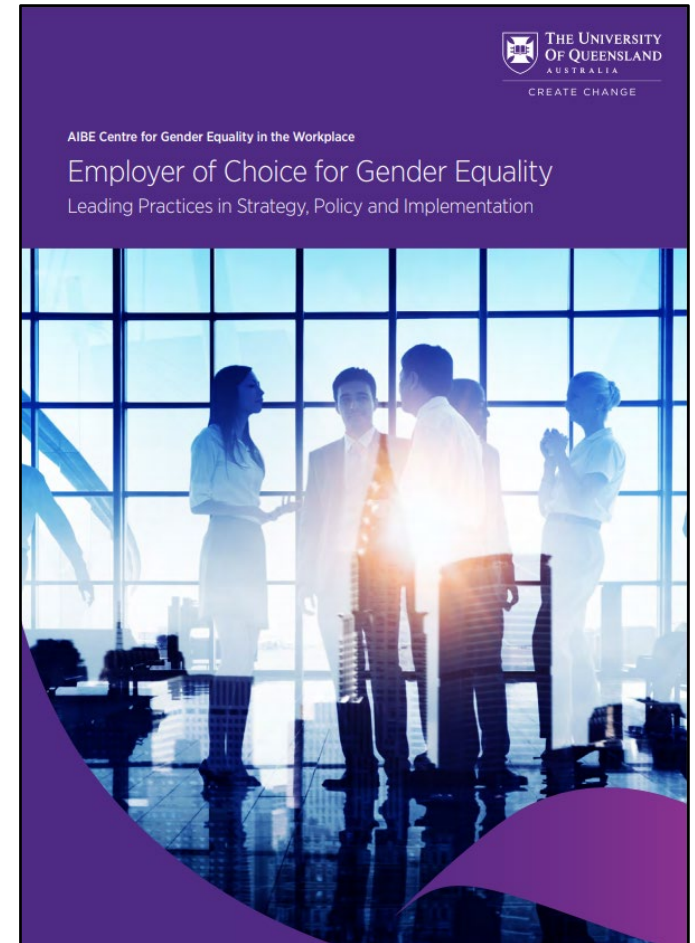
QUESTIONS

What Can We Do? Organisations - 2020

In February 2020, with the Workplace Gender Equality Agency, we released the ‘**Employer of Choice for Gender Equality: Leading Practices in Strategy, Policy and Implementation**’ report detailing Australia’s leading 120 firms moving towards workplace gender equality.

Information for the report came from the applications of successful firms seeking the Employer of Choice for Gender Equality Citation. The application process is extremely rigorous and detailed. We examined the citation applications of 120 firms over a five year period to identify leading practices in every area of their organisations.

<https://www.wgea.gov.au/aibe-centre-for-gender-equality-in-the-workplace-eocge-report>




The Good and Bad News

The good news is that it is possible, with the right culture, practices and governance, to drive workplace gender equality.

EOCGE firms have more rapidly shrinking pay gaps, greater numbers of women in senior roles, greater numbers of women overall and greater rates of progression for women than non-EOCGE firms.

However, success requires whole of organisation, long term commitment that starts from the top. Without the genuine commitment of a CEO who manifestly believes and understands the drivers of gender inequality, change will be slow at best.



12 Elements of Leading Practice in Workplace Gender Equality

1. Inclusive leadership as a core competency of the CEO and recruited for and/or trained at all levels of the organisational hierarchy.
2. Governance structures that support gender equality oversight at the top levels of the organisation.
3. A stand-alone gender equality strategy that is integrated with the overall organisational strategic direction.
4. Measurement, monitoring and evaluation of a broad suite of gender equality performance indicators encompassing all components of the employee life cycle.
5. A reflexive mindset and approach to gender equality, incorporating a willingness to field-test policies, practices and initiatives to ensure they are effective and fit-for-purpose.
6. Detailed policies and practices that are well communicated and trained for and which support and promote gender equality throughout the employee life cycle.
7. Integration of gender equality key performance indicators, with real consequences for failure, set into People Managers' performance metrics.
8. A willingness to publicly communicate and to be held accountable internally and externally on gender equality indicators.
9. A willingness to partner with others inside and outside of their industry, who may also be looking to improve gender equality within their organisations.
10. A willingness by senior leadership to advocate to peers, external stakeholders, industry bodies or government on gender equality matters.
11. True workplace flexibility is embraced with work being redesigned to contemplate timing, location and performance metrics, aligned to both employee, team and organisational needs.
12. Flexible, 'Shared Care' models of parental leave are offered in ways that benefit both women and men.

Holistic/Strategic Approach



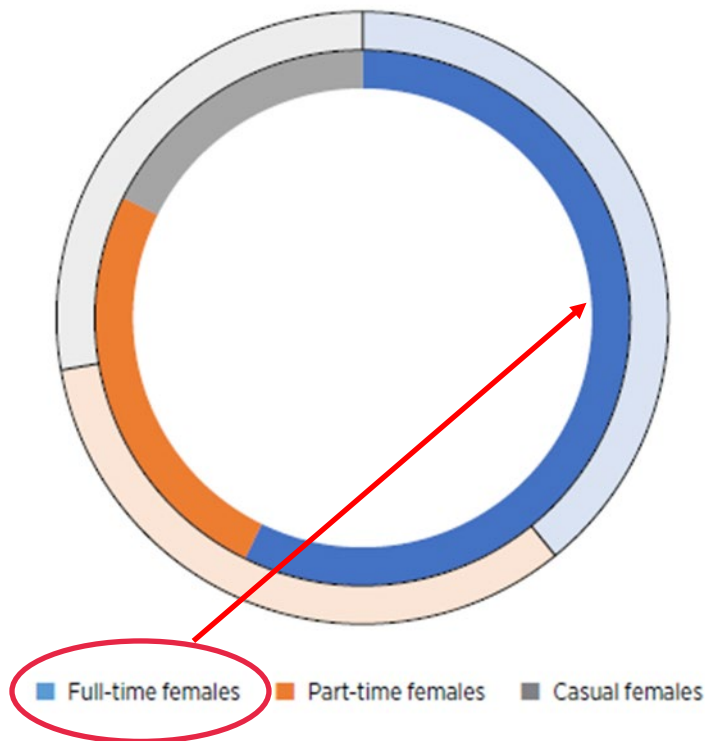
The figure opposite is a diagrammatic summary of the report.

At a basic level, we identified that leading practice EOCGE organisations have focused upon four key areas:

1. Creating/sustaining an inclusive culture led by the CEO & Board
2. A detailed and constantly evolving suite of gender equality practices
3. Gender equality strategy, underpinned by policies, oversight and accountability for results
4. Reflexivity & ongoing learning

The Right Kind of Flexibility (and Care)

Women employees by employment status



Note: Inner dark ring represents EOCGE organisations, outer ring represents non-EOCGE organisations

Workplace gender inequality is driven by stereotypes which create and reinforce structures in Society. These act to create a gendered division of labour at home and in the workplace.

To address this we can treat the cause or the symptoms.

1. Treating the **cause** will require a whole of society shift to address gender stereotypes
2. Hence EOCGE firms work to provide policies and practices which address the **symptoms**.
 - i. Genuine Flexibility
 - ii. Childcare Provision
 - iii. Parental Leave
 - iv. Addressing Workplace Discrimination

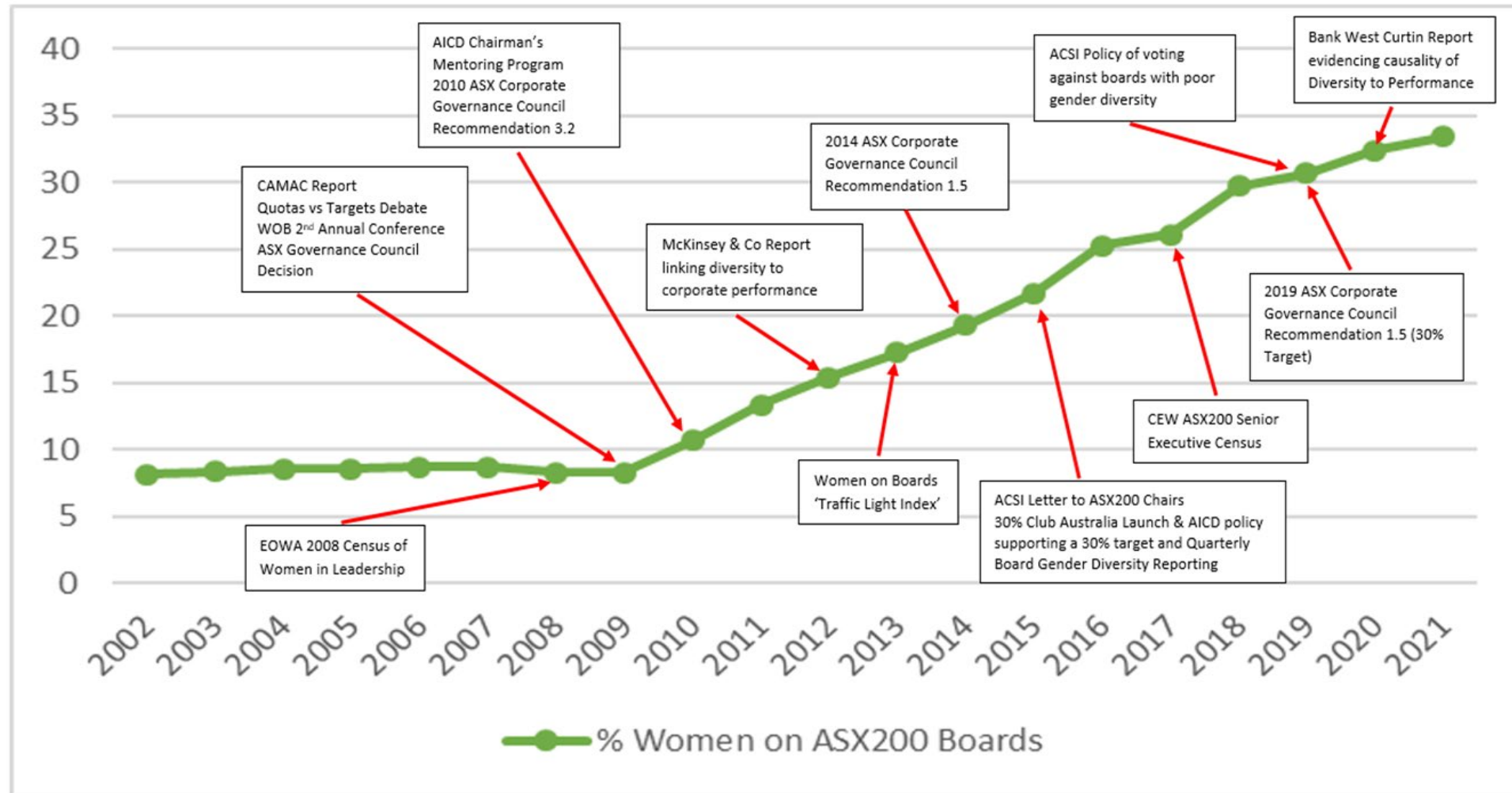
Individual Action - Mobilise, Equip and be Visible

A key feature of EOCGE firms was the existence of formal women's networks (with men) within the firm. These acted as:

1. A catalyst for change
2. A repository of knowledge of workplace gender inequality
3. A source of expert opinion for developing/testing new gender policies and practices
4. Advocates for evidence based organisational change
5. Formal and informal mentors/sponsors for junior women
6. Sponsors of forums, seminars and workshops to promote gender equality
7. Hubs for the inclusion and empowerment of senior males to drive organisational change



What Can We Do? Industry and Government



“Towards Board Gender Parity”

- A Clue as to What can be Done - 2021

How is it possible for Australia to be one of only three countries in the world to have achieved 30%+ Women on our ASX200 Boards without resorting to quotas, despite Australia’s relative poor performance in other areas of workplace gender equality?

- A much smaller issue (in numerical terms) to tackle
- Was achieved by a relatively small group of (influential) institutions and individuals
- A mix of ‘carrot and stick’ interventions
- No overarching co-ordination
- Ongoing momentum
- Need for a National strategy



QUESTIONS