



Australian Government

Department of Families, Housing,  
Community Services and Indigenous Affairs

Office for Women

# GENDER BALANCE ON AUSTRALIAN GOVERNMENT BOARDS REPORT 2012–2013

A statistical analysis of the gender composition of Australian Government boards and bodies

*A report on the representation of women and men on Australian Government boards reflecting progress against the Government's commitment to the 40:40:20 gender balance target.*

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## **FOREWORD by the Ministers for Finance and Deregulation and the Status of Women**

We are pleased to release the *Gender Balance on Australian Government Boards Report* for 2012–13.

This year's results show that 41 per cent of Australian Government board positions were held by women as at 30 June 2013.

This exceeds the target set by the Government in 2010, of a minimum of 40 per cent women and 40 per cent men on Australian Government Boards by 2015.

This target has been central to the Australian Government's efforts to increase the numbers of women in leadership and decision-making roles and to address the gender disparity on Australian Government boards.

This year's results represent a 3.3 per cent increase in the number of women on Australian Government boards since last year, and a 7.2 per cent increase since 2010.

A total of 13 portfolios have achieved the 40 per cent gender balance target—five more than last year. While the Australian Government has met the target as a whole; we will continue to work to ensure all portfolios meet the target individually.

The recently launched BoardLinks was established to provide greater opportunities for women to be appointed to their first board and boost the number of potential candidates for Australian Government boards. In the 2013–14 Budget, we were pleased to announce an additional \$4.3 million to support this initiative.

The Australian Government has also launched AusGovBoards.gov.au, a website which contains information on Australian Government boards, including board membership, vacancies and policies promoting board diversity. Importantly, this resource has facilitated the collection of data on Australian Government Boards and has been integral to the development of this report.

The Labor Government is committed to improving opportunities for women to hold leadership and decision-making positions.

We know that enabling all Australians—women and men—to reach their full potential and be in a position to participate socially, culturally, economically and politically is one of the most important investments for our country's future.



A handwritten signature in black ink, appearing to read 'Julie Collins'.

Julie Collins MP  
**Minister for the Status of Women**



A handwritten signature in black ink, appearing to read 'Penny Wong'.

Senator Penny Wong  
**Minister for Finance and Deregulation**

# INTRODUCTION

## Australian Government and Gender Equality

The Australian Government is strongly committed to gender equality, including through achieving its 40:40:20 target to achieve gender balance on Australian Government Boards. This commitment to gender equality is also demonstrated through the Government's strong focus and initiatives on women's economic security and overall participation in society. In 2012–13, this has included introducing Dad and Partner Pay, removing barriers to women participating in front line combat roles, and introducing the *Workplace Gender Equality Act 2012*.

Gender equality is about enabling women and men to reach their full potential to contribute to and benefit from economic, social, cultural and political participation. But participation is only one part of the story. Proper social and financial recognition for the work women do and the contribution they make to Australian society remain important markers in measuring gender equality. As women's levels of representation on public and, to a more modest extent, private sector boards continue to rise, it is clear that progress is being made.

## Gender Balance on Boards

The reasons for ensuring women achieve equal representation in leadership roles are clear. Companies with more equal representation on their boards outperform those with fewer women, and perform better against all financial indicators<sup>i</sup>. Gender balance on boards is important for good governance and optimising economic viability.<sup>ii</sup>

Setting and achieving gender balance on Australian government boards is not simply about trying to ensure the 'right' numbers of women are appointed. It is about reaping the benefits of women's skills and experiences to ensure they are capitalised on in both the public and private sectors. It is about empowering women to reach their full potential.

Gender balance in leadership builds on the Australian 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. It is one of the many ways the Australian Government is mainstreaming gender equality across Portfolios by highlighting the benefits of improving gender equality and providing assistance to meet gender equality goals.

## Current Environment

The labour force participation rate of women in Australia was at 58.9 per cent in June 2013.<sup>iii</sup> Since January 2000, women's participation rate has increased from 53.1 per cent, an overall increase of 5.8 percentage points. Yet women remain under-represented in senior leadership and management positions in virtually all sectors, despite being as well educated, skilled and interested in leadership roles as their male counterparts.<sup>iv</sup>

## Private Sector

As at 8 July 2013, women make up 15.8 per cent of board members of Australia's top 200 companies (ASX 200). A total of 48 boards in the ASX 200 do not have any women.<sup>v</sup>

The private sector has been striving to make gains through initiatives that assist in removing barriers to women's participation, and ensure companies have a focus on diversity. For example, the ASX Corporate Governance Council requires publicly listed companies in Australia to set gender diversity targets. In July 2012, the first ASX Corporate Governance Council Principles and Recommendations on Diversity Report was released and showed that 98 per cent of the 211 sampled ASX-listed companies had established a diversity policy or had an explanation of why they had not.

The Australian Government is pleased to see other initiatives to support women in leadership. For example, in April 2010, the Australian Sex Discrimination Commissioner brought together some of Australia's most influential male CEOs and Chairpersons to form the Male Champions of Change. This group aims to use its individual and collective influence and commitment to ensure the issue of women's representation in leadership is elevated on the national business agenda.

The Australian Government also supported another successful Australian Women's Leadership Symposium. The Symposia provide unparalleled opportunities for hundreds of Australian women to gather together to explore contemporary leadership theory and observe current 'best practice' examples.

## **International Context**

Women have a major role in driving economic performance, bringing balance to the decision-making process and improving business profitability. Economies where economic growth is high have greater diversity in the senior management teams of their high performing businesses.<sup>vi</sup> If Australia is to maintain its world leading economy, businesses will need to continue to lift their performance in ensuring women's participation in all aspects of business.

Achieving gender equality is an area of increasing focus for many nations. For example, New Zealand is making progress towards a target of 45 per cent women on state sector boards and ten per cent of women on the top 100 companies listed on the New Zealand Stock Exchange (NZSX). As at 2011, 41.1 per cent of state sector boards are women, and as at 2012, 14.75 per cent of the top 100 companies listed on the NZSX are women.<sup>vii</sup>

International data has shown that globally 24 per cent of senior management roles are filled by women, up from 20 per cent in 2011.<sup>viii</sup> World-wide around 19 per cent of board positions are held by women.<sup>ix</sup>

## **Australian Government Action**

Supporting women's economic participation is an essential component of ensuring Australian women have equal rights and opportunities to participate across all areas of our society. Achieving improved social and economic participation is critical to securing women's financial wellbeing, as well as continued national growth. The Australian Government continues to undertake a wide range of work to further enhance equality for all Australians, building on a wide range of significant reforms already in place.

Since its introduction in 2011, over 280,000 working parents have benefitted from the Government's Paid Parental Leave (PPL) scheme. This payment allows working parents to stay at home to care for their newborn, while maintaining an attachment to the workforce. Many new mothers, including casual and contract workers, now have access to paid leave for the first time. In addition, Dad and Partner Pay was introduced in January 2013, providing

eligible fathers and partners with support to care for their children, further helping families to make their own choices about balancing work and caring responsibilities.

On 17 March 2013, the Government announced \$12.9 million over three years to trial flexible child care arrangements aimed at improving access to child care, particularly for families who require care outside standard operating hours. This package includes \$6.4 million over three years for Child Care Flexibility Trials and a Child Care Flexibility Fund that, working in partnership with parents, employers and unions, will support child care providers to deliver more flexible child care outside traditional operating hours.

By assisting parents to balance work and family commitments, this initiative will support the improved workforce participation of primary carers of children, who are often women.

Women are more able to participate in decision-making roles when their future economic security is assured. Women's superannuation coverage has more than tripled since the introduction of the Superannuation Guarantee, and women's superannuation balances are growing. Women's superannuation balances are, however, still substantially less than those of men and many women have no superannuation at all. From 1 July 2013, the Superannuation Guarantee rate increased, boosting the retirement savings of 8.4 million Australians, and increasing the pool of superannuation savings by more than \$500 billion by 2037. The Superannuation Guarantee rate will increase from nine to 9.25 per cent from 1 July 2013, and will continue to increase each year until it reaches 12 per cent from 1 July 2019.

Following from the success of the first round of scholarships in 2010, in June 2012 the Government announced a second round of the Board Scholarship Program as part of its continuing partnership with the Australian Institute of Company Directors (AICD). The program saw scholarships offered in December 2012 to 70 talented, board-ready women and experienced female board members seeking Chair positions to attend the AICD Company Directors or Mastering the Boardroom Courses. This second round of scholarships ensured that women from a broad range of backgrounds—including Indigenous, culturally and linguistically diverse, and rural women—would benefit.

## **Support to Achieve the Gender Balance Target**

The Office for Women and the Department of Finance and Deregulation are delivering a suite of initiatives to support Ministers and their portfolios to reach the 40 per cent gender balance target.

The Office for Women is responsible for providing targeted support to portfolios to meet the gender balance target. The Office for Women provided a series of Gender Balance on Australian Government Boards forums in mid-2012 to departmental officials to explore the issues affecting the gender balance on their portfolio's boards, and identify actions to address them. The forums focussed on different strategies that could be used to achieve the target and ways to overcome hurdles and barriers to women's participation on boards.

Portfolios have continued to utilise the [Gender Balance on Government Boards-Information for Portfolios](#)<sup>x</sup> document. This publication provides a comprehensive list of different strategies portfolios could employ to address the gender balance of their boards. It draws on extensive research, best-practice within the public and private sectors both domestically and internationally, and strategies identified at the forums.

Portfolios that did not meet or maintain their gender balance target last year were required to develop Board Target Gender Balance Plans (Plans). The Plans are designed to assist portfolios to identify the specific issues and challenges they face in reaching the target, and provide a basis to overcome them. The Plans focus portfolios' efforts on the specific hurdles they need to overcome in order to achieve the gender balance target. Portfolios then submitted their Plans, endorsed by their own Minister/s, to the Minister for the Status of Women.

The Department of Finance and Deregulation provides additional, complementary strategies to support portfolios. The Government is providing \$4.3 million over five years starting in 2011–2012 to establish BoardLinks and AusGovBoards initiatives. The Government established BoardLinks to improve the participation of women on boards because we recognise that improving leadership opportunities for women is fundamental to gender equality.

BoardLinks helps to increase female representation on Government boards by identifying board-ready women and providing a springboard for them to secure board experience through the public sector. This will overcome the hurdle of prior board experience as a prerequisite for appointment, thereby expanding the pool of women that can be considered for private sector boards in the future.

BoardLinks was established in November last year and already three women from the network have been appointed to a board. A number of Australian business leaders have signed on as Champions of BoardLinks: Catherine Livingstone AO, Gail Kelly, David Gonski AC, Carol Schwartz AM, Elmer Funke Kupper, Natasha Stott Despoja AM and Elana Rubin.

Women are nominated to BoardLinks by the Champions, major organisations and professional bodies, government departments, leading ASX companies, and not-for-profit representatives. AICD Australian Government scholarship recipients have also been invited to participate in the Network.

BoardLinks will also play an important role in meeting the Government's gender equality target of 40:40:20 on Australian Government boards by 2015.

A new website, [AusGovBoards.gov.au](http://AusGovBoards.gov.au) has been created to enhance accountability and transparency through a website that lists all Australian Federal Government boards and details of the board members. This one-stop website portal informs the public about the functions of boards, the names of board members and details of their appointments for the relevant board appointments to Australian Government boards and bodies across government. The website means that, for the first time, details of every government board position, as well as the gender balance of each board, will be published in the one location.

In addition to providing data for the *Gender Balance on Australian Government Boards Report*, this website also provides data for other government reports, including the *Gender and Geographic Distribution Report*, and the *Senate Order 13 Report*.

## REPORTING

There are 460 Government bodies, boards and committees included in this Report, with a diverse range of roles and responsibilities. Some provide policy advice, others fulfil a review function, while some have a strong financial or governance focus. These boards cover broad issues ranging from intercountry adoption, to alternative dispute resolution, to homelessness. The *Gender Balance on Australian Government Boards Report 2012–13* (the Report) reflects the Government's commitment to have at least 40 per cent women and 40 per cent men on Australian Government Boards by 2015. The Report provides a snapshot of the number of women and men on all applicable Australian Government boards on 30 June 2013, and provides year to year tracking of progress against the gender balance target.

This Report only includes appointments for which the Government has some control or influence in selecting or approving appointments. Only appointments that are approved or appointed by the Prime Minister, Cabinet, Governor-General or a Minister, regardless of the selection method, are counted for the purposes of the gender balance target and related reporting.

The gender balance target applies at a portfolio level, not an individual board or departmental level. This provides flexibility to the specific make-up of individual boards within the broader portfolio target.

The Report includes a whole-of-government headline statistic for the number and percentage of positions held by women and men on Government boards and bodies as at 30 June 2013. Statistics on new board appointments between 1 July 2012 and 30 June 2013 are also provided, giving a picture of how individual portfolios are progressing towards meeting the gender balance target.

To ensure the reliability of the data, the Office for Women and the Department of Finance and Deregulation have provided a range of assistance to portfolios. This has included providing workshops to assist officers to properly navigate the new AusGovBoards website; ongoing support to officers responsible for data entry via phone and email; and providing guidelines for the Report.

### Changes to Portfolios

In March 2013, the Department of Climate Change was merged with the Department of Industry, Innovation, Science, Research and Tertiary Education (DIISRTE) to form the Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education (DIICCSRTE). As a result, the boards that the Department of Climate Change previously administered were moved to the purview of the new Department.

Therefore, there are 19 portfolios reported in the 2012–2013 Gender Balance report compared to 20 last year. Further, DIISRTE data from 2011–2012 is not directly comparable to DIICCSRTE data from 2012–2013 due to the inclusion of additional boards.



# GENDER BALANCE TARGET RESULT

## Gender Balance Target

The 2012–2013 gender balance target results measure the percentage of women and men in over 4000 board appointments to more than 450 Australian Government boards and bodies across Government. The data in Table 1 provides the number of boards, and the percentage and number of appointees by gender, per portfolio, as at 30 June 2013. The gender balance target results for 30 June 2012 are provided to illustrate the gains made by portfolios.

As at 30 June 2013, women held 41.7 per cent and men held 58.3 per cent of the 4039 board positions on 460 Government boards and bodies. This represents a 3.3 per cent increase from last year's results.

**Table 1: Gender Balance as at 30 June 2013**

Portfolio	No. of Boards	Total Appointments	No. of Women	No. of Men	2013 Gender Balance Target Measure		2012 Gender Balance Target Measure	
					% Women	% Men	% Women	% Men
Agriculture, Fisheries and Forestry	24	141	57	84	40.4	59.6	39.3	60.7
Attorney-General's	19	151	79	72	52.3	47.7	52.4	47.6
Broadband, Communications and the Digital Economy	7	49	22	27	44.9	55.1	37.5	62.5
Defence*	21	201	52	149	25.9	74.1	25.3	74.7
Education, Employment and Workplace Relations	18	195	89	106	45.6	54.4	42.6	57.4
Families, Housing, Community Services and Indigenous Affairs	13	130	78	52	60	40	53.8	46.2
Finance and Deregulation	9	48	21	27	43.75	56.25	38.8	61.2
Foreign Affairs and Trade	14	105	43	62	41	59	40.4	59.6
Health and Ageing	82	931	436	495	46.8	53.2	43.9	56.1
Human Services	1	7	3	4	42.9	57.1	33.3	66.7
Immigration and Citizenship	5	41	17	24	41.5	58.5	43.2	56.8
Industry, Innovation, Climate Change, Science, Research and Tertiary Education	63	475	178	297	37.5	62.5	30.5**	69.5**
Infrastructure and Transport	12	69	24	45	34.8	65.2	34.5	65.5
Prime Minister and Cabinet	8	102	42	60	41.2	58.8	50.0	50.0
Regional Australia, Local Government, Arts and Sport	92	798	330	468	41.4	58.6	40.8	59.2
Resources, Energy and Tourism	6	48	14	34	29.2	70.8	26.3	73.7
Sustainability, Environment, Water, Population and Communities	32	232	101	131	43.5	56.5	34.7	65.3
Treasury	34	316	99	217	31.3	68.7	28.3	71.7
<b>Total</b>	<b>460</b>	<b>4039</b>	<b>1685</b>	<b>2354</b>	<b>41.7</b>	<b>58.3</b>	<b>38.4</b>	<b>61.6</b>

This table provides a breakdown of the gender balance of each portfolio's boards as at 30 June 2013. It shows the number of boards in each portfolio, the total number of board positions, the number and percentage of appointees by gender, and the percentage of appointees by gender from 30 June 2012 as a comparison.

- In 2013, the Agriculture, Fisheries and Forestry portfolio reported 141 positions on 24 boards, of which 57 (40.4 per cent) were held by women and 84 (59.6 per cent) by men. In 2012, 39.3 per cent of board positions were held by women, 60.7 per cent by men.
- In 2013, the Attorney-General's portfolio reported 151 board positions on 19 boards, of which 79 (52.3 per cent) were held by women and 72 (47.7 per cent) by men. In 2012, 52.4 per cent of board positions were held by women, 47.6 per cent by men
- In 2013, the Broadband, Communications and the Digital Economy portfolio reported 49 board positions on seven boards, of which 22 (44.9 per cent) were held by women and 27 (55.1 per cent) by men. In 2012, 37.5 per cent of board positions were held by women, 62.5 per cent by men.
- In 2013, the Defence portfolio reported 201 board positions on 21 boards, of which 52 (25.9 per cent) were held by women and 149 (74.1 per cent) by men. In 2012, 25.3 per cent of board positions were held by women, 74.7 per cent by men.
- In 2013, the Education, Employment and Workplace Relations portfolio reported 195 board positions on 18 boards, of which 89 (45.6 per cent) were held by women and 106 (54.4 per cent) by men. In 2012, 42.6 per cent of board positions were held women, 57.4 per cent by men.
- In 2013, the Families, Housing, Community Services and Indigenous Affairs portfolio reported 130 board positions on 13 boards, of which 78 (60 per cent) were held by women and 52 (40 per cent) by men. In 2012, 53.8 per cent of board positions were held by women, 46.2 per cent by men.
- In 2013, the Finance and Deregulation portfolio reported 48 board positions on nine boards, of which 21 (43.75 per cent) were held by women and 27 (56.25 per cent) by men. In 2012, 38.8 per cent of board positions were held by women, 61.2 per cent by men.
- In 2013, the Foreign Affairs and Trade portfolio reported 105 board positions on 14 boards, of which 43 (41.0 per cent) were held by women and 62 (59.0 per cent) by men. In 2012, 40.4 per cent of board positions were held by women, 59.6 per cent by men.
- In 2013, the Health and Ageing portfolio reported 931 board positions on 82 boards, of which 436 (46.8 per cent) were held by women and 495 (53.2 per cent) by men. In 2012, 43.9 per cent of board positions were held by women, 56.1 per cent by men.
- In 2013 the Human Services portfolio reported seven board positions on one board, of which three (42.9 per cent) were held by women and four (57.1 per cent) by men. In 2012, 33.3 per cent of board positions where held by women, 66.7 per cent by men.
- In 2013, the Immigration and Citizenship portfolio reported 41 board positions on five boards, of which 17 (41.5 per cent) were held by women and 24 (58.5 per cent) by men. In 2012, 43.2 per cent of board positions were held by women, 56.8 per cent by men.

- In 2013, the Industry, Innovation, Climate Change, Science, Research and Tertiary Education portfolio reported 475 board positions on 63 boards, of which 178 (37.5 per cent) were held by women and 297 (62.5 per cent) by men. In 2012, 30.5 per cent of board positions were held by women, 69.5 per cent by men.

The 2011–2012 data only reflects the Department of Industry, Innovation, Science, Research and Tertiary Education before merging with the Department of Climate Change. The data is therefore not directly comparable with 2012–13 data.

- In 2013, the Infrastructure and Transport portfolio reported 69 board positions on 12 boards, of which 24 (34.8 per cent) were held by women and 45 (65.2 per cent) by men. In 2012, 34.5 per cent of board positions were held by women, 65.5 per cent by men.
- In 2013, the Prime Minister and Cabinet portfolio reported 102 board positions on eight boards, of which 42 (41.2 per cent) were held by women and 60 (58.8 per cent) by men. In 2012, 50 per cent of board positions were held by women, 50 per cent by men.
- In 2013, the Regional Australia, Local Government, Arts and Sport portfolio reported 798 board positions on 92 boards, of which 330 (41.4 per cent) were held by women and 468 (58.6 per cent) by men. In 2012, 40.8 per cent of board positions were held by women, 59.2 per cent by men.
- In 2013, the Resources, Energy and Tourism portfolio reported 48 board positions on six boards, of which 14 (29.2 per cent) were held by women and 34 (70.8 per cent) by men. In 2012, 26.3 per cent of board positions were held by women, 73.7 per cent by men.
- In 2013, the Sustainability, Environment, Water, Population and Communities portfolio reported 232 board positions on 32 boards, of which 101 (43.5 per cent) were held by women and 131 (56.5 per cent) by men. In 2012, 34.7 per cent of board positions were held by women, 65.3 per cent by men.
- In 2013, the Treasury portfolio reported 316 board positions on 34 boards, of which 99 (31.3 per cent) were held by women and 217 (68.7 per cent) by men. In 2012, 28.3 per cent of board positions were held by women, 71.7 per cent by men.
- As at 30 June 2012, across the Australian Government, a total of 4039 board positions on 460 boards were reported. 1685 of these positions (41.7 per cent) were held by women and 2354 (58.3 per cent) by men.

\* The Defence portfolio includes data from the following Departments:

Portfolio	No. of Boards	Total Appointments	No. of Women	No. of Men	2013		2012	
					% Women	% Men	% Women	% Men
Defence	13	102	31	71	30.4	69.6	30.7	69.3
Veteran's Affairs	8	99	21	78	21.2	78.8	19.4	80.6

This table provides a breakdown of the gender balance data from the Defence portfolio presented in Table 1 as at 30 June 2013. The Defence portfolio consists of the Department of Defence and the Department of Veteran's Affairs. The table shows the total number of boards in these portfolios, the total number of board positions, the number and percentage

of appointees by gender, and the percentage of appointees by gender from 30 June 2013 as a comparison.

In 2013, the Department of Defence reported 102 board positions on 13 boards, of which 31 (30.4 per cent) were held by women and 71 (69.6 per cent) by men. In 2012, 30.7 per cent of board positions were held by women, 69.3 per cent by men.

In 2013, the Department of Veteran’s Affairs reported 99 board positions on eight boards, of which 21 (21.2 per cent) were held by women and 78 (78.8 per cent) by men. In 2012, 19.4 per cent of board positions were held by women, 80.6 per cent by men.

\*\* 2011–2012 data only reflects the Department of Industry, Innovation, Science, Research and Tertiary Education before merging with the Department of Climate Change. The data is not directly comparable with 2012–13 data.

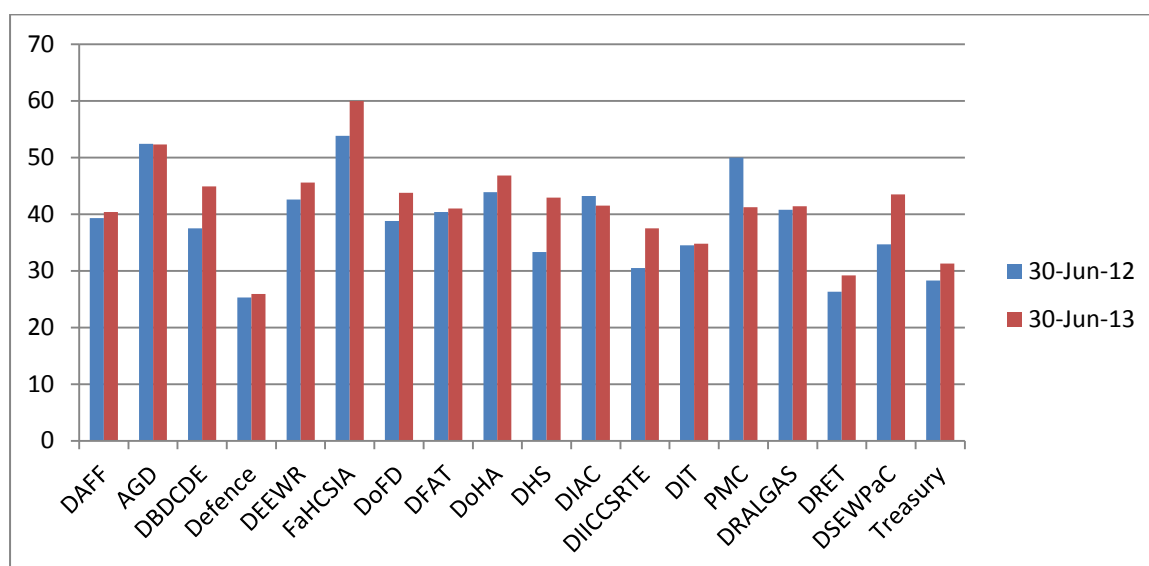
## Portfolio Ranking

Comparisons across portfolios must be considered within the context of the wide range of board appointments within Australian Government portfolios. How appointments are made and the level of Government influence on who is appointed varies substantially from board to board.

**Figure 1** shows each portfolio’s current status against the gender balance target, and compares this with their status as at 30 June 2012. As at 30 June 2013, 13 portfolios met or exceeded the 40 per cent gender balance target. This is a considerable improvement from the eight portfolios that met the target in 2012 and the four that met the target in 2011.

The eight portfolios that met the target last year have all continued to do so as at 30 June 2013. An additional five portfolios have met the target this year. These portfolios are Agriculture, Fisheries and Forestry; Broadband, Communications and the Digital Economy; Finance and Deregulation; Human Services; and Sustainability, Environment, Water, Population and Communities. Apart from Defence, all portfolios that did not meet the target made gains towards it.

**Figure 1: Female Representation on Government Boards as at 30 June 2012 and 30 June 2013**



- In 2012 the Agriculture, Fisheries and Forestry portfolio had 39.3 per cent women on its boards. In 2013 the Agriculture, Fisheries and Forestry portfolio had 40.4 per cent women on its boards.
- In 2012 the Attorney-General's portfolio had 52.4 per cent women on its boards. In 2013 the Attorney-General's portfolio had 52.3 per cent women on its boards.
- In 2012 the Broadband, Communications and the Digital Economy portfolio had 37.5 per cent women on its boards. In 2013 the Broadband, Communications and the Digital Economy portfolio had 44.9 per cent women on its boards.
- In 2012 the Defence portfolio had 25.3 per cent women on its boards. In 2013 the Defence portfolio had 25.9 per cent women on its boards.
- In 2012 the Education, Employment and Workplace Relations portfolio had 42.6 per cent women on its boards. In 2013 the Education, Employment and Workplace Relations portfolio had 45.6 per cent women on its boards.
- In 2012 the Families, Housing, Community Services and Indigenous Affairs portfolio had 53.8 per cent women on its boards. In 2013 the Families, Housing, Community Services and Indigenous Affairs portfolio had 60.0 per cent women on its boards.
- In 2012 the Finance and Deregulation portfolio had 38.8 per cent women on its boards. In 2013 the Finance and Deregulation portfolio had 43.75 per cent women on its boards.
- In 2012 the Foreign Affairs and Trade portfolio had 40.4 per cent women on its boards. In 2013 the Foreign Affairs and Trade portfolio had 41 per cent women on its boards.
- In 2012 the Health and Ageing portfolio had 43.9 per cent women on its boards. In 2013 the Health and Ageing portfolio had 46.8 per cent women on its boards.
- In 2012 the Human Services portfolio had 33.3 per cent women on its boards. In 2013 the Human Services portfolio had 42.9 per cent women on its boards.
- In 2012 the Immigration and Citizenship portfolio had 43.2 per cent women on its boards. In 2013 the Immigration and Citizenship portfolio had 41.5 per cent women on its boards.
- In 2012 the Industry, Innovation, Climate Change, Science, Research and Tertiary Education portfolio had 30.5 per cent women on its boards. In 2013 the Industry, Innovation, Climate Change, Science, Research and Tertiary Education portfolio had 37.5 per cent women on its boards.

The 2011–2012 data only reflects the Department of Industry, Innovation, Science, Research and Tertiary Education before merging with the Department of Climate Change. The data is therefore not directly comparable with 2012–13 data.

- In 2012 the Infrastructure and Transport portfolio had 34.5 per cent women on its boards. In 2013 the Infrastructure and Transport portfolio had 34.8 per cent women on its boards.

- In 2012 the Prime Minister and Cabinet portfolio had 50.0 per cent women on its boards. In 2013 the Prime Minister and Cabinet portfolio had 41.2 per cent women on its boards.
- In 2012 the Regional Australia, Local Government, Arts and Sport portfolio had 40.8 per cent women on its boards. In 2013 the Regional Australia, Local Government, Arts and Sport portfolio had 41.4 per cent women on its boards.
- In 2012 the Resources, Energy and Tourism portfolio had 26.3 per cent women on its boards. In 2013 the Resources, Energy and Tourism portfolio had 29.2 per cent women on its boards.
- In 2012 the Sustainability, Environment, Water, Population and Communities portfolio had 34.7 per cent women on its boards. In 2013 the Sustainability, Environment, Water, Population and Communities portfolio had 43.5 per cent women on its boards.
- In 2012 the Treasury portfolio had 28.3 per cent women on its boards. In 2013 the Treasury portfolio had 31.3 per cent women on its boards.

## New Appointments

New appointments include those made between 1 July 2012 and 30 June 2013 that are not reappointments. New appointments do not need to be active as of 30 June but must have been made during the last financial year. New appointments are crucial to show how portfolios are making a concerted effort to appoint more women.

**Table 2** provides the number and percentage of women and men in new appointments in each portfolio during the 2011–12 and 2012–13 financial years.

Of the 1069 new appointments to Government boards between 1 July 2012 and 30 June 2013, women represented 47.6 per cent (509 appointments) and men represented 52.4 per cent (560 appointments).

**Table 2: New Appointments over 2012–13**

Portfolio	Total Appoint-ments	No. of Women	No. of Men	2013 Gender Balance Target Indicator		2012 Gender Balance Target Indicator	
				% Women	% Men	% Women	% Men
Agriculture, Fisheries and Forestry	32	13	19	40.6	59.4	37.5	62.5
Attorney-General's	18	10	8	55.6	44.4	63.8	36.2
Broadband, Communications and the Digital Economy	19	8	11	42.1	57.9	16.7	83.3
Defence*	37	11	26	29.7	70.3	33.3	66.7
Education, Employment and Workplace Relations	53	31	22	58.5	41.5	47.1	52.9
Families, Housing, Community Services and Indigenous Affairs	35	23	12	65.7	34.3	51.9	48.1
Finance and Deregulation	4	2	2	50	50	37.5	62.5
Foreign Affairs and Trade	18	7	11	38.9	61.1	35.7	64.3
Health and Ageing	303	167	136	55.1	44.9	49.2	50.8
Human Services	1	1	0	100	0	100	0
Immigration and Citizenship	0	0	0	0	0	41.2	58.8
Industry, Innovation, Climate Change, Science, Research and Tertiary Education	191	73	118	38.2	61.8	33.1	66.9
Infrastructure and Transport	17	8	9	47.1	52.9	40.0	60.0
Prime Minister and Cabinet	57	19	38	33.3	66.7	43.75	56.25
Regional Australia, Local Government, Arts and Sport	124	55	69	44.4	55.6	41.1	58.9
Resources, Energy and Tourism	15	6	9	40	60	33.3	66.7
Sustainability, Environment, Water, Population and Communities	89	50	39	56.2	43.8	44.2	55.8
Treasury	56	25	31	44.6	55.4	23.5	76.5
<b>Total</b>	<b>1069</b>	<b>509</b>	<b>560</b>	<b>47.6</b>	<b>52.4</b>	<b>41</b>	<b>59</b>

This table provides a breakdown by gender of each portfolio's new board appointments in the 2012–2013 financial year. It shows the total number of new appointments made by each portfolio, the number and percentage of new appointees by gender, and the percentage of appointments by gender in the 2011–12 financial year as a comparison.

- The Agriculture, Fisheries and Forestry portfolio made 32 new appointments, of which 13 (40.6 per cent) were to women and 19 (59.4 per cent) were to men. In 2011–2012, 37.5 per cent of the Agriculture, Fisheries and Forestry portfolio's new appointments were to women, 62.5 per cent were to men.
- The Attorney-General's portfolio made 18 new appointments, of which 10 (55.6 per cent) were to women and eight (44.4 per cent) were to men. In 2011–2012, 63.8 per cent of the Attorney-General's portfolio's new appointments were to women, 36.2 per cent were to men.
- The Broadband, Communications and the Digital Economy portfolio made 19 new appointments, of which eight (42.1 per cent) were to women and 11 (57.9 per cent) were to men. In 2011–2012, 16.7 per cent of the Broadband, Communications and the Digital Economy portfolio's new appointments were to women, 83.3 per cent were to men.
- The Defence portfolio made 37 new appointments, of which 11 (29.7 per cent) were to women and 26 (70.3 per cent) were to men. In 2011–2012, 33.3 per cent of the Defence portfolio's new appointments were to women, 66.7 per cent were to men.
- The Education, Employment and Workplace Relations portfolio made 53 new appointments, of which 31 (58.5 per cent) were to women and 22 (41.5 per cent) were to men. In 2011–2012, 47.1 per cent of the Education, Employment and Workplace Relations portfolio's new appointments were to women, 52.9 per cent were to men.
- The Families, Housing, Community Services and Indigenous Affairs portfolio made 35 new appointments, of which 23 (65.7 per cent) were to women and 12 (34.3 per cent) were to men. In 2011–2012, 51.9 per cent of the Families, Housing, Community Services and Indigenous Affairs portfolio's new appointments were to women, 48.1 per cent were to men.
- The Finance and Deregulation portfolio made four new appointments, of which two (50.0 per cent) were to women and two (50.0 per cent) were to men. In 2011–2012, 37.5 per cent of the Finance and Deregulation portfolio's new appointments were to women, 62.5 per cent were to men.
- The Foreign Affairs and Trade portfolio made 18 new appointments, of which seven (38.9 per cent) were to women and 11 (61.1 per cent) were to men. In 2011–2012, 35.7 per cent of the Foreign Affairs and Trade portfolio's new appointments were to women, 64.3 per cent were to men.
- The Health and Ageing portfolio made 303 new appointments, of which 167 (55.1 per cent) were to women and 136 (44.9 per cent) were to men. In 2011–2012, 49.2 per cent of the Health and Ageing portfolio's new appointments were to women, 50.8 per cent were to men.



- The Human Services portfolio made one new appointment, of which one (100 per cent) was to a woman and zero (0.0 per cent) were to men. In 2011–2012, 100 per cent of the Human Services portfolio's new appointments were to women.
- The Immigration and Citizenship portfolio made no new appointments. In 2011–2012, 41.2 per cent of the Immigration and Citizenship portfolio's new appointments were to women, 58.8 per cent were to men.
- The Industry, Innovation, Climate Change, Science, Research and Tertiary Education portfolio made 191 new appointments, of which 73 (38.2 per cent) were to women, and 118 (61.8 per cent) were to men. In 2011–2012, 33.1 per cent of the Industry, Innovation, Climate Change, Science, Research and Tertiary Education portfolio's new appointments were to women, 66.9 per cent were to men.

The 2011–2012 data only reflects the Department of Industry, Innovation, Science, Research and Tertiary Education before merging with the Department of Climate Change. The data is therefore not directly comparable with 2012–13 data.

- The Infrastructure and Transport portfolio made 17 new appointments, of which eight (47.1 per cent) were to women, nine (52.9 per cent) were to men. In 2011–2012, 40.0 per cent of the Infrastructure and Transport portfolio's new appointments were to women, 60.0 per cent were to men.
- The Prime Minister and Cabinet portfolio made 57 new appointments, of which 19 (33.3 per cent) were to women and 38 (66.7 per cent) were to men. In 2011–2012, 43.75 per cent of the Prime Minister and Cabinet portfolio's new appointments were to women, 56.25 per cent were to men.
- The Regional Australia, Local Government, Arts and Sport portfolio made 124 new appointments, of which 55 (44.4 per cent) were to women and 69 (55.6 per cent) were to men. In 2011–2012, 41.1 per cent of the Regional Australia, Local Government, Arts and Sport portfolio's new appointments were to women, 58.9 per cent were to men.
- The Resources, Energy and Tourism portfolio made 15 new appointments, of which six (40.0 per cent) were to women and nine (60.0 per cent) were to men. In 2011–2012, 33.3 per cent of the Resources, Energy and Tourism portfolio's new appointments were to women, 66.7 per cent were to men.
- The Sustainability, Environment, Water, Population and Communities portfolio made 89 new appointments, of which 50 (56.2 per cent) were to women and 39 (43.8 per cent) were to men. In 2011–2012, 44.2 per cent of the Sustainability, Environment, Water, Population and Communities portfolio's new appointments were to women, 55.8 per cent were to men.
- The Treasury portfolio made 56 new appointments, of which 25 (44.6 per cent) were to women and 31 (55.4 per cent) were to men. In 2011–2012, 23.5 per cent of the Treasury portfolio's new appointments were to women, 76.5 per cent were to men.
- Between 1 July 2012 and 30 June 2013, a total of 1069 new appointments were made. 509 (47.6 per cent) were to women, 560 (52.4 per cent) were to men. In 2011–2012, 41.0 per cent of new appointments were to women, 59.0 per cent were to men.

\* The Defence portfolio includes data from the following Departments:

Portfolio	Total Appointments	No. of Women	No. of Men	2013		2012	
				% Women	% Men	% Women	% Men
Defence	19	6	13	31.6	68.4	37.5	62.5
Veteran's Affairs	18	5	13	27.8	72.2	31.1	68.9

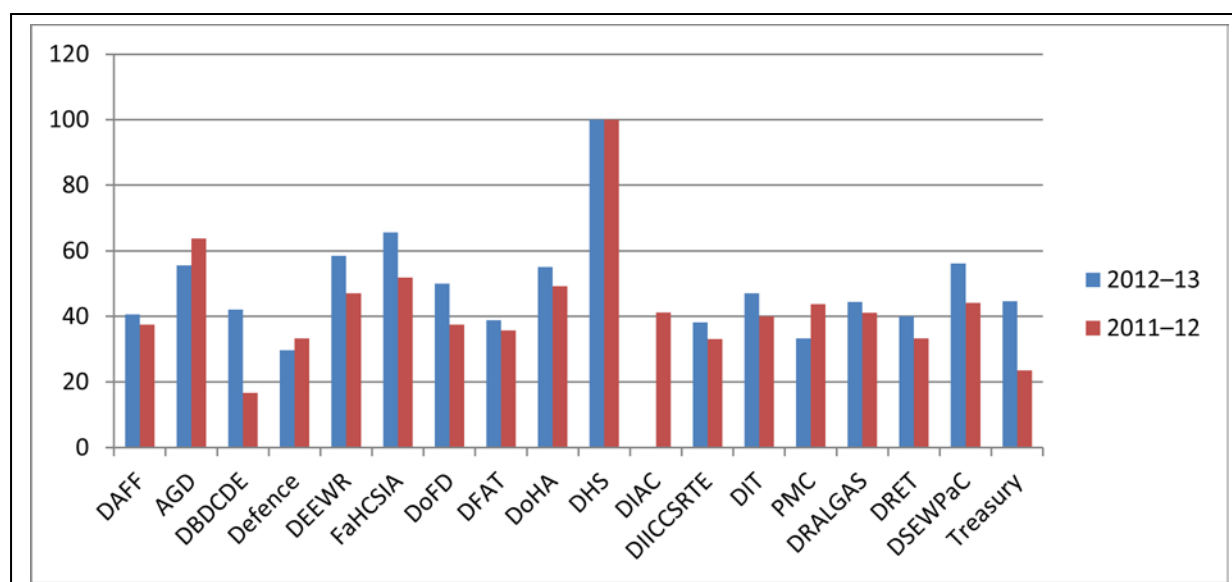
This table provides a breakdown of the Defence portfolio's new appointments for 2012–2013 as presented in Table 2. The Defence portfolio consists of the Department of Defence and the Department of Veteran's Affairs. The table shows the total number and percentage of new appointments from 2012–2013 by gender. It also shows the percentage of new appointments for 2011–12 by gender.

- The Defence portfolio made 19 new appointments, of which six (31.6 per cent) were to women and 13 (68.4 per cent) were to men. In 2011–2012, 37.5 per cent of the Defence portfolio's new appointments were to women, 62.5 per cent were to men.
- The Veteran's Affairs portfolio made 18 new appointments, of which five (27.8 per cent) were to women and 13 (72.2 per cent) were to men. In 2011–2012, 31.1 per cent of the Veteran's Affairs portfolio's new appointments were women, 68.9 per cent were to men.

**Figure 2** shows the percentage of women newly appointed to boards within each portfolio between 1 July 2012 and 30 June 2013 and compares this with the percentage of women newly appointed between 1 July 2011 and 30 June 2012.

One portfolio, Immigration and Citizenship, did not make any new appointments between 1 July 2012 and 30 July 2013. Human Services made only one new appointment. More than half of the 19 portfolios appointed at least 40 per cent women to new board appointments. All portfolios who had not yet met the target, except Defence, increased the percentage of women being appointed. The Treasury, the Infrastructure and Transport, and the Resources, Energy and Tourism portfolios all appointed 40 per cent or more women to their boards during 2012-13.

**Figure 2: New Female Appointments 2011–12 and 2012–13 by Portfolio**



- In 2011–2012, 37.5 per cent of the Agriculture, Fisheries and Forestry portfolio's new appointments were to women. In 2012–2013, 40.6 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 63.8 per cent of the Attorney-General's portfolio's new appointments were to women. In 2012–2013, 55.6 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 16.7 per cent of the Broadband, Communications and the Digital Economy portfolio's new appointments were to women. In 2012–2013, 42.1 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 33.3 per cent of the Defence portfolio's new appointments were to women. In 2012–2013, 29.7 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 47.1 per cent of the Education, Employment and Workplace Relations portfolio's new appointments were to women. In 2012–2013, 58.5 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 51.9 per cent of the Families, Housing, Community Services and Indigenous Affairs portfolio's new appointments were to women. In 2012–2013, 65.7 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 37.5 per cent of the Finance and Deregulation portfolio's new appointments were to women. In 2012–2013, 50 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 35.7 per cent of the Foreign Affairs and Trade portfolio's new appointments were to women. In 2012–2013, 38.9 per cent of this portfolio's new appointments were to women.
- In 2011–2012, 49.2 per cent of the Health and Ageing portfolio's new appointments were to women. In 2012–2013, 55.1 per cent of this portfolio's new appointments were to women.
- In 2011–2012 and 2012–2013, 100 per cent of the Human Service portfolio's new appointments were to women. Note, the Human Services portfolio only made one appointment in each of 2011–2012 and 2012–2013.
- In 2011–2012, 41.2 per cent of the Immigration and Citizenship portfolio's new appointments were to women. In 2012–2013, zero per cent of this portfolio's new appointments were to women. Note, this portfolio made no new appointments in 2012–2013.
- In 2011–2012, 33.1 per cent of the Industry, Innovation, Climate Change, Science, Research and Tertiary Education portfolio's new appointments were to women. In 2012–2013, 38.2 per cent of this portfolio's new appointments were to women.  
  
The 2011–12 data only reflects the Department of Industry, Innovation, Science, Research and Tertiary Education before merging with the Department of Climate Change. The data is therefore not directly comparable with 2012–13 data.
- In 2011–2012, 40.0 per cent of the Infrastructure and Transport portfolio's new appointments were to women. In 2012–2013, 47.1 per cent of this portfolio's new appointments were to women.

- In 2011–2012, 43.75 per cent of the Prime Minister and Cabinet portfolio’s new appointments were to women. In 2012–2013, 33.3 per cent of this portfolio’s new appointments were to women.
- In 2011–2012, 41.1 per cent of the Regional Australia, Local Government, Arts and Sport portfolio’s new appointments were to women. In 2012–2013, 44.4 per cent of this portfolio’s new appointments were to women.
- In 2011–2012, 33.3 per cent of the Resources, Energy and Tourism portfolio’s new appointments were to women. In 2012–2013, 40 per cent of this portfolio’s new appointments were to women.
- In 2011–2012, 44.2 per cent of the Sustainability, Environment, Water, Population and Communities portfolio’s new appointments were to women. In 2012–2013, 56.2 per cent of this portfolio’s new appointments were to women.
- In 2011–2012, 23.5 per cent of the Treasury portfolio’s new appointments were to women. In 2012–2013, 44.6 per cent of this portfolio’s new appointments were to women.

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<sup>i</sup> Forbes, *The New Case for Women on Boards*, available at <http://www.forbes.com/sites/katetaylor/2012/06/26/the-new-case-for-women-on-corporate-boards-new-perspectives-increased-profits/>

<sup>ii</sup> Independent Review of Women on Boards, February 2011, available at <https://www.gov.uk/government/news/women-on-boards>

<sup>iii</sup> Australian Bureau of Statistics, *Labour Force Australia*, June 2013, ABS cat. no. 6202.0, ABS, Canberra 2013.

<sup>iv</sup> Australian Bureau of Statistics, *Labour Force Australia*, June 2013, ABS cat. No. 6202.0, ABS Canberra 2013.

<sup>v</sup> Australian Institute of Company Directors, Director Resource Centre, Statistics, Appointments to ASX200 boards, available at: <http://www.companydirectors.com.au/Director-Resource-Centre/Governance-and-Director-Issues/Board-Diversity/Statistics>.

<sup>vi</sup> More Women making it into senior management roles – but mature economies lag behind, Grant Thornton, available at <http://www.internationalbusinessreport.com/press-room/2013/women.asp>

<sup>vii</sup> New Zealand Government, Ministry of Women’s Affairs, *Statement of Intent 2013 – 2016*, available at: <http://mwa.govt.nz/documents/statement-intent-2013-2016>.

<sup>viii</sup> Ibid.

<sup>ix</sup> Ibid.

<sup>x</sup> <http://www.fahcsia.gov.au/our-responsibilities/women/publications-articles/government-international/gender-balance-on-australian-government-boards-information-for-portfolios>

# APPENDIX

## Guidelines for the Gender Balance Report

The Guidelines for the Gender Balance Report establish the parameters for the boards and appointments that are included in the *Gender Balance on Australian Government Boards Report 2012–2013*.

Not all appointments to all government boards are reportable. The gender balance report only reports on appointments where the Government (at a high level) has input into the selection process or signs off the appointment.

Boards that are within the scope of the gender balance report are as follows:

- a) Bodies covered by the *Commonwealth Authorities and Companies Act 1997* (the CAC Act)
- b) Ministerial advisory committees
- c) Review committees where the appointments are made by a Minister or the Cabinet
- d) Commonwealth statutory authorities, and
- e) Agencies under the *Financial Management and Accountability Act 1997* (the FMA Act).

A list of the relevant entities that are subject to the CAC Act and FMA Act can be found at: [www.finance.gov.au/publications/flipchart/index.html](http://www.finance.gov.au/publications/flipchart/index.html).

Within this subset of boards, only appointments that have some level of input or sign-off from particular representatives of the Government are included:

- the Prime Minister alone
- one or more Australian Government Ministers
- the Governor-General in Council, and
- Cabinet.

Reportable appointments (for the gender balance target) MUST be active as of 30 June 2013 to be included.

The gender balance report excludes appointments that are:

- to a Commonwealth Court or Tribunal;
- formally elected with no formal Government approval;
- nominated by a third party with no formal Government approval;
- to a particular office holder to a particular board or committee required by legislation;
- appointed by an organisation without Government involvement;
- nominated by a State or Territory Government without Federal Government approval;
- or
- nominated by a government of another country without Federal Government approval.

Employees engaged under the *Public Service Act 1999* or other enabling legislation are not included unless the engagement is for the specific purpose of serving on a Commonwealth decision making or advisory board, committee, council or similar.

A single appointment to a board is not included; however, a board that has several members and only one member is reportable is included.

### **New Appointments**

New appointments are appointments which fulfil all of the criteria above but do not need to be active as of 30 June 2013. New appointments data is a gauge of the effort made by portfolios over the past 12 months to appoint more women.

