

G100 Gender Diversity Survey

June 2016

This inaugural **G100 Gender Diversity Survey** explores gender diversity (perceived and actual) across G100 Finance teams. The survey shows that the importance of gender diversity is well recognised in Finance functions in Australia. But, in practice women are still under-represented in senior roles and there are some significant barriers still in place contributing to this imbalance.

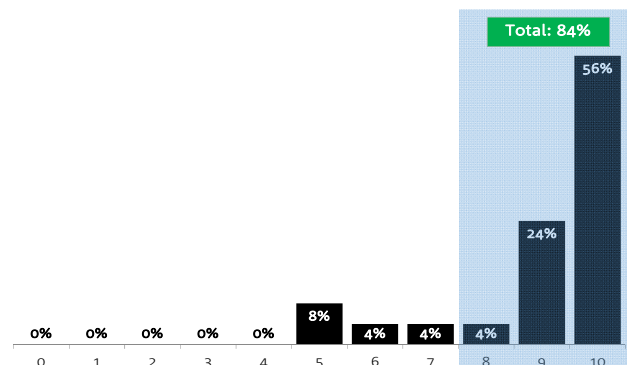
Key findings:

- All ASX-listed and 67% non-ASX listed G100 firms have **diversity and inclusion policies** in place and around 2 in 3 (64%) Finance functions within these organisations recognise and appreciate diversity.
- G100 Finance functions rate themselves** “highly” when asked about gender diversity, with an impressive 80% having a “high” level of recognition and appreciation.
- And, around 84% of Finance leaders also said there were **equal opportunities for women** to progress to senior leadership roles along the same line as men.
- Around 68% of Finance functions have a **target in place for gender diversity** across all levels of management, but only 44% have targets in place for senior leadership positions.
- In Finance functions that have targets, the average is 45% for senior leadership positions and 46% for all levels of management.
- Women make up** almost half (48%) of all people **employed** in Finance functions.
- But on average, they represent just 30% in **Finance leadership teams (CFO direct reports)**, 35% in the next level of Finance leadership teams and 37% in Finance **management**.
- This suggests a disconnect between G100 firms **perceptions** of gender diversity within their Finance functions and their **actual diversity** - particularly in regards to senior roles.
- Women face challenges/barriers** which may inhibit them re-entering the workforce and/or hinder their career development and/or progression regardless of their income or career.
- In terms of achieving gender diversity in Finance functions, a **“career break”** was rated by far the biggest barrier (44% of all responses).
- Other significant barriers include: female staff **lacking confidence** to apply for senior roles (36%); female staff being **less proactive** in self-promotion (32%); and women having **more commitments** outside of work (32%).
- Almost 1 in 2 Finance leaders (48%) indicated that **more flexible** working conditions and/or locations would have the biggest impact on breaking down gender diversity barriers in Finance functions, followed by changes in **workplace culture** through education across the business (32%) and **support programs** and **facilities** to help balance work and family life (28%).

Finance leaders see few barriers for equal opportunity between men and women...

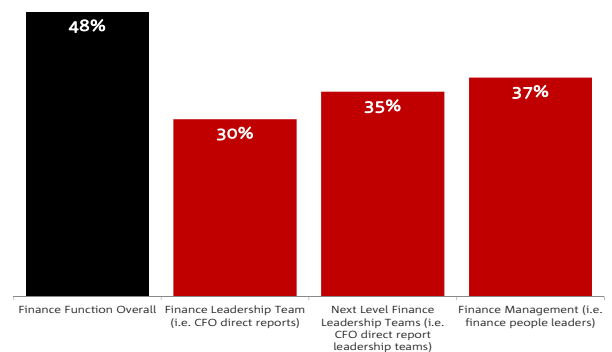
Qualified Men & Women Have Equal Opportunity to be Promoted on the Same Timeline to a Leadership Position in My Finance Function

(0 = do not agree & 10 = agree completely)



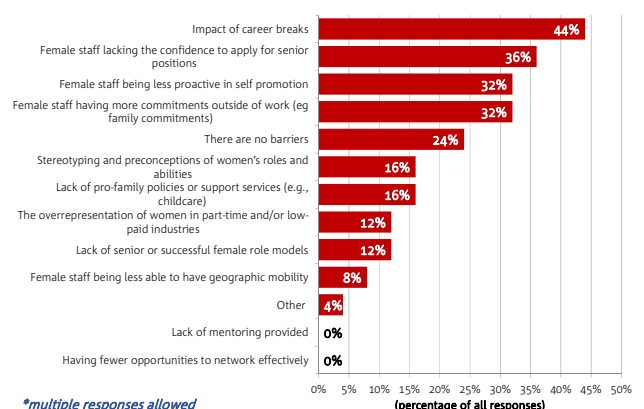
But, while women make up almost half of the Finance workforce, they are under-represented in senior roles...

Proportion of Women Employed in Finance Functions



Career breaks, lack of confidence, self-promotion and commitments outside of work are the key barriers...

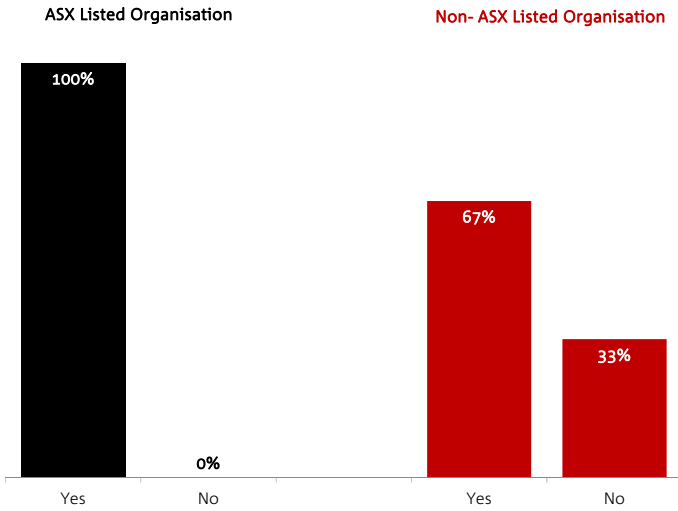
Biggest barriers to achieving gender diversity in Finance functions*



*multiple responses allowed

Attitudes to gender diversity & inclusion policies in G100 Finance functions

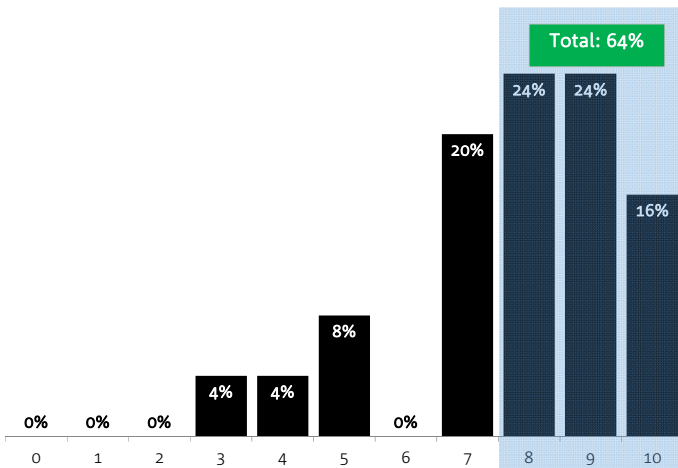
Diversity & Inclusion Policy in Place



All ASX listed companies surveyed had a **diversity and inclusion policy** in place in accordance with ASX guidelines and recommendations.

Encouragingly, 67% of non-listed companies also had a diversity and inclusion policy in place.

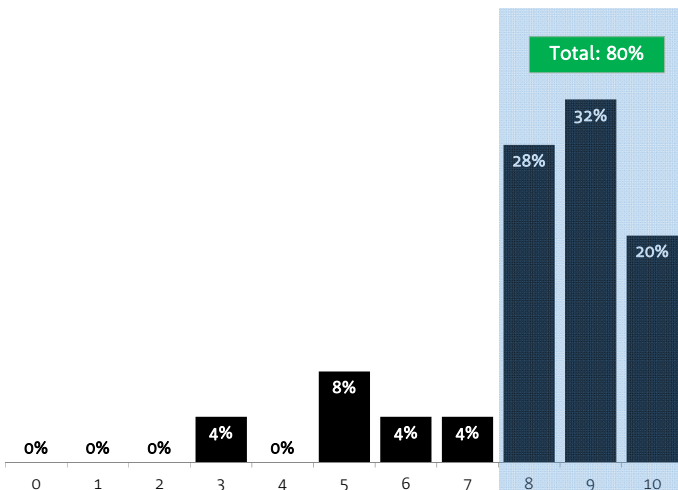
Extent to which your Finance Function Recognises & Appreciates Diversity
(0 = not at all & 10 = completely)



Around 64% of Finance functions within these organisations have a “high” level of **recognition and appreciation of diversity**.

Diversity includes areas such as age, gender, race, capabilities and disabilities, ethnicity, political and religious affiliation, socio-economic status and backgrounds, sexual orientation and gender identity.

Extent to which your Finance Function Recognises & Appreciates Diversity in Regards to Gender Diversity
(0 = not at all & 10 = completely)

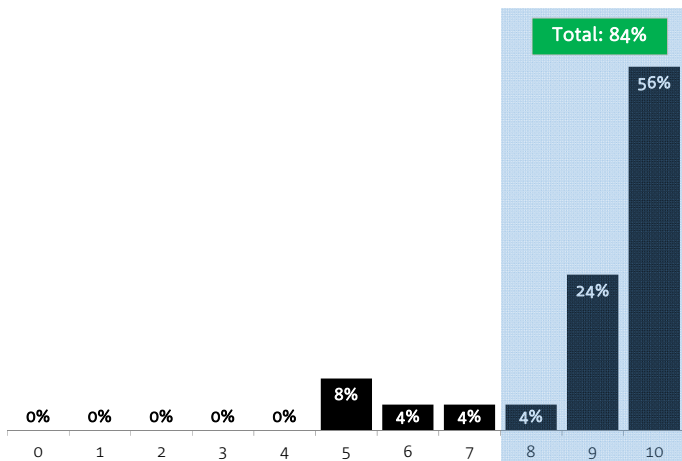


But, the level of **recognition and appreciation of gender diversity** in Finance functions is even higher.

Around 80% of Finance functions had a “high” level of recognition and appreciation of gender diversity.

Qualified Men & Women Have Equal Opportunity to be Promoted on the Same Timeline to a Leadership Position in My Finance Function

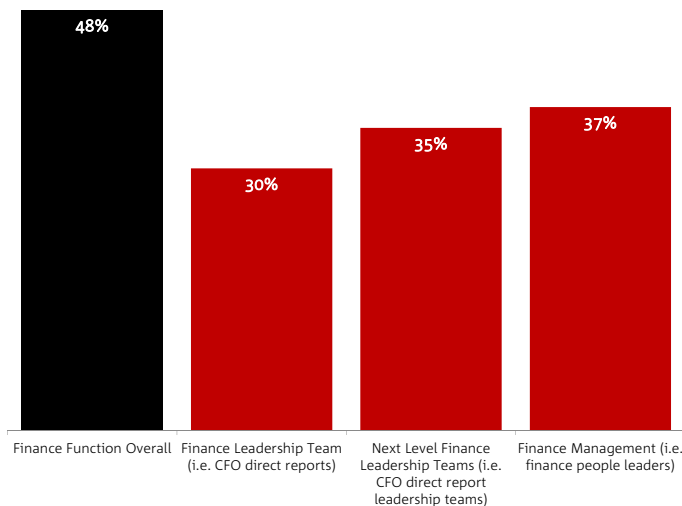
(0 = do not agree & 10 = agree completely)



Around 84% of Finance leaders also agree “strongly” that there are **equal opportunities for women to progress to senior leadership roles** along similar lines to men.

Gender diversity ratios and targets in G100 Finance functions

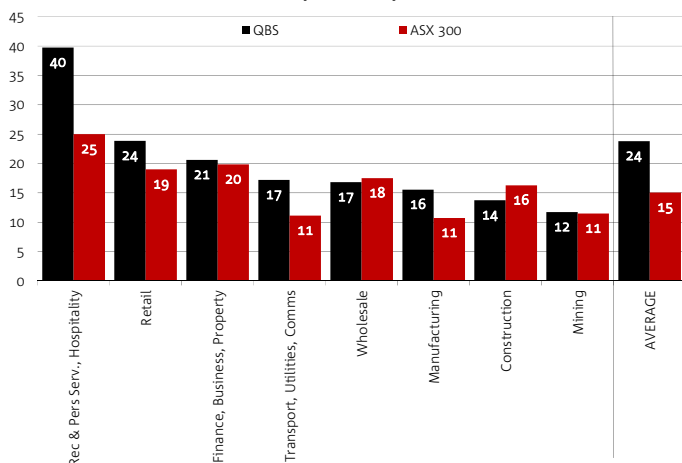
Proportion of Women Employed in Finance Functions



While women make up nearly half (48%) of all people employed in Finance functions, their **share** is notably lower when it comes to senior **management roles**.

According to the G100 survey, women made up just 30% of Finance leadership teams, 35% of the next level of Finance leadership teams and 37% in Finance management.

Proportion of Women on Executive Management Teams by Industry (%)

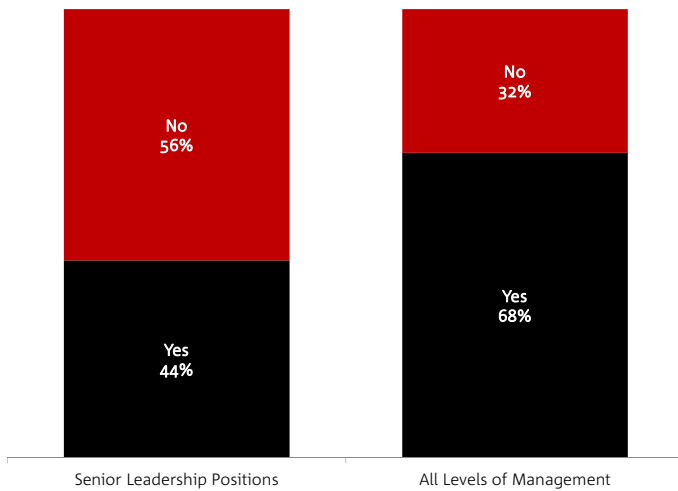


Although there is still some way to go to address this gender imbalance, these ratios are notably higher than reported in **NAB’s Australian Business Diversity Index** (Q2 2014).

While NABs index was based on wider executive management teams in Australia (rather than just Finance), it is significant that women made up only 24% of executive management economy wide and just 15% in ASX 300 firms.

SOURCE: NAB Australian Business Diversity Index (Q2 2014)

Does your Finance function have explicit gender diversity targets for...

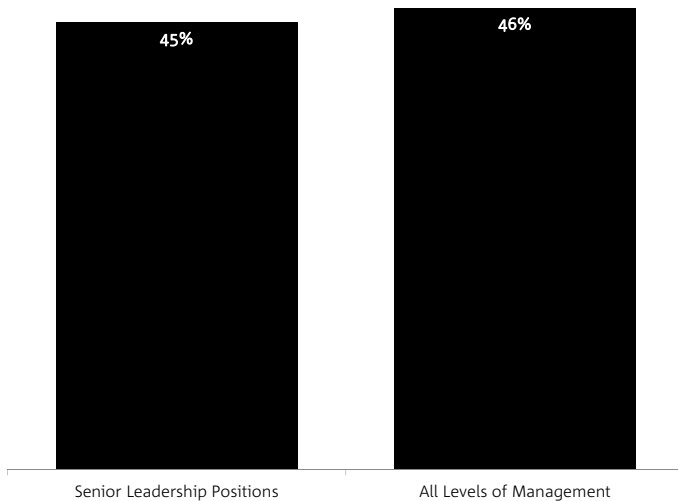


It is also apparent that many G100 Finance functions still fall well short of their self-reported **gender diversity targets** when it comes to their own Finance teams.

Around two-thirds (68%) of Finance leaders said their Finance function had an explicit target in place when it came to gender diversity across all levels of management (i.e. all finance people leaders).

But when it came to senior leadership positions (i.e. CFO direct reports and their direct reports), fewer than 1 in 2 (44%) had a target in place.

Target for women in Finance functions for...

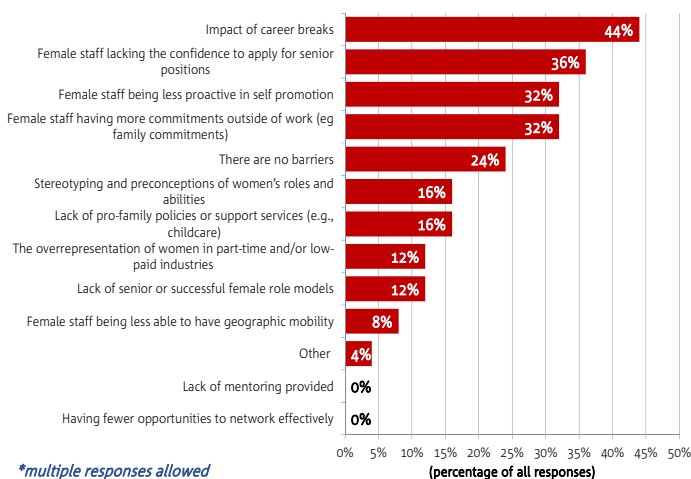


Finance leaders on average indicated that the **target for women in senior leadership positions** (i.e. CFO direct reports and their direct reports) was 45% - well above reported outcomes (30-35%).

The estimated target was broadly similar (46%) for women in across all levels of management in Finance functions (i.e. all finance people leaders), again well above the actual outcome (37%).

Barriers to gender diversity in G100 Finance functions

Biggest barriers to achieving gender diversity in Finance functions*



Women face challenges/barriers which may inhibit them re-entering the workforce and/or hinder their career development and/or progression.

Finance leaders were asked what they thought were the biggest barriers to achieving gender diversity within their Finance functions.

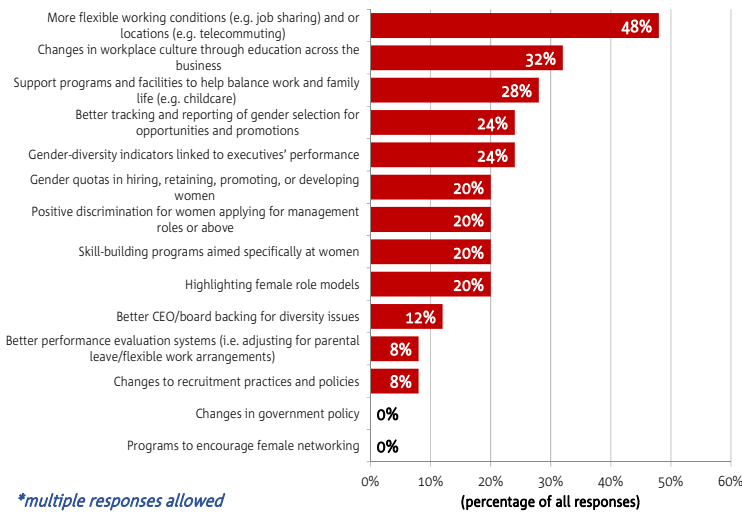
By far the biggest barrier was the **impact of career breaks** according to 44% of all responses. This may most likely reflect their ongoing role as primary caregivers for their children.

The next biggest barriers to achieving gender diversity were **female staff lacking the confidence to apply for senior positions** (36% of all responses) and **female staff being less proactive in self-promotion** (32%).

Around 1 in 3 of all responses (32%) also pointed to **female staff having more commitments outside of work**. Women continue to shoulder most of the household duties and child care responsibilities, regardless of their income or career.

Interestingly, almost 1 in 4 of all responses (24%) indicated that there were **no barriers** to achieving gender diversity in Finance functions, while **lack of mentoring** and **having fewer opportunities to network effectively** were also seen as not being an issue at all.

What would have the biggest impact on breaking down gender diversity barriers in Finance functions*

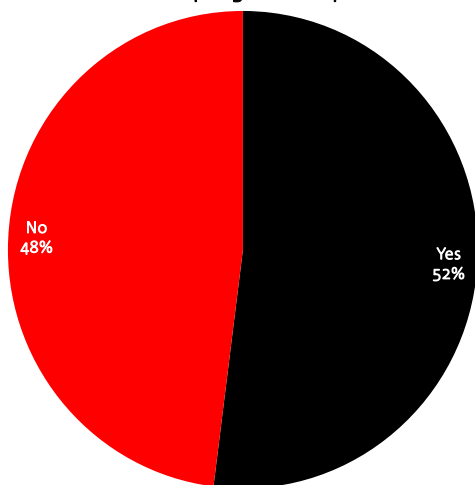


Given the impact that career breaks (particularly associated with having children) typically have for women, it is not surprising that almost 1 in 2 Finance leaders (48%) also indicated that **more flexible working conditions and/or locations** would have the biggest impact on breaking down gender diversity barriers in Finance functions.

Changes in workplace culture through education across the business (32%) was the next most important issue, followed by **support programs and facilities to help balance work and family life** (28%).

Having **programs to encourage female networking** and **changes to government policy** were not expected to have any impact.

Does your Finance function have any Diversity & Inclusion programs in place?



Just over 1 in 2 Finance functions (52%) had a **Diversity & Inclusion Program** in place.

Encouragingly, of those that did have Diversity & Inclusion programs in place, there were a number of programs targeting gender diversity. These included transparency around gender targets for women at all levels from Board down, participation in company-wide training specifically aimed at women, women's networking and development forums, leadership programs for women, specific programs for high potential women, mentoring programs and workplace flexibility and job sharing arrangements.

About the survey

The inaugural G100 Gender Diversity Survey aims to understand the level of gender diversity across G100 Finance teams.

Survey results are based on the responses from 25 G100 Finance function CFOs across a broad range of industries and firms (both ASX and non-ASX listed).

The Finance function refers to all individuals currently employed across any division of their business that have a direct reporting line to the CFO (or equivalent).

