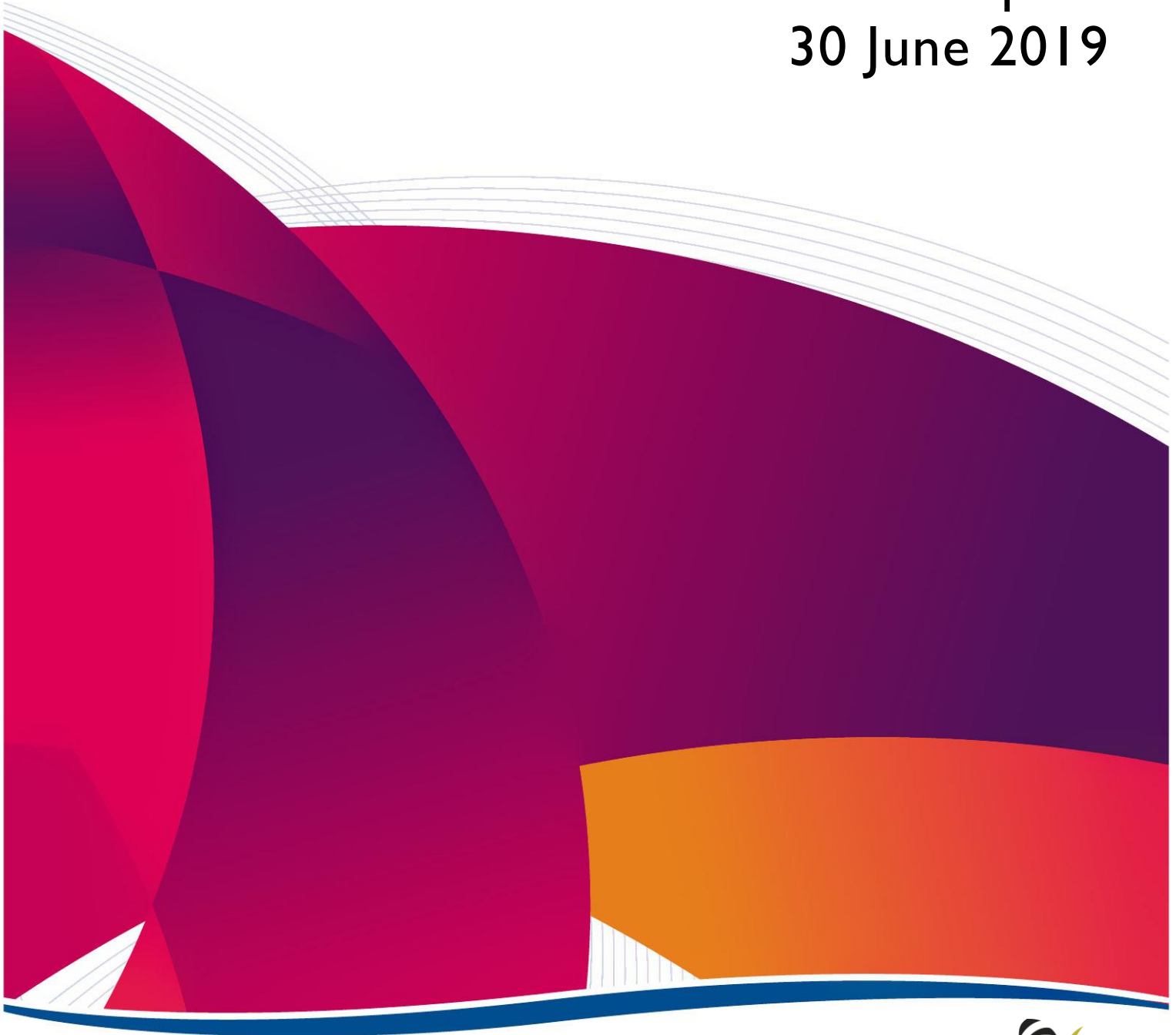


# Women on Boards Strategy 2015-2020

Annual Report  
30 June 2019



## INTRODUCTION

The Tasmanian Government continues its work to address gender inequality and improve the status of women and girls in all aspects of life, including leadership and participation. *The Women on Boards Strategy 2015-2020* (the Strategy) is one of several initiatives being progressed to increase the number of women in leadership and decision-making roles.

Released in July 2015, the Strategy committed the Government to a target of 50 per cent representation of women across Government boards and committees by July 2020. Since release, there has been an increase in the percentage of board positions held by women. At 30 June 2019, women held 44.9 per cent of positions on all Government boards and committees. This is an increase of 11.1 percentage points since the launch of the Strategy, when 33.8 per cent of all board positions were held by women.

In 2015 the Government partnered with the Australian Institute of Company Directors (AICD) to deliver scholarships for women with seventy-five scholarships awarded in the four years to 2019. The \$50,000 Board Diversity Governance Scholarships Program is continuing in 2019-20, to support and mentor Tasmanian women who are emerging leaders in the agriculture, forestry, fisheries, building and construction and the mining sectors to develop their governance skills and become board-ready. Scholarships will be offered to Tasmanian women to undertake the Company Directors Course, Foundations of Directorship (FOD) or the Not-For-Profit Directors Course along with a six-month tailored program of events and activities provided by the AICD. The 2019-20 Program is intended to address an issue with boards where women are currently under-represented.

The data in this report is drawn from the Department of Premier and Cabinet (DPAC) Government Boards Database as at 30 June 2019. Responsibility for the Database has recently moved to the Department of Communities Tasmania. Previous annual reporting has been as at 31 August. However, to align with end of financial year reporting, this, and future annual reports will be presented as at 30 June.

## IMPLEMENTATION OF ACTIONS UNDER THE STRATEGY

The *Women on Boards Strategy 2015-2020* has five priority action areas:

1. Gender equity targets;
2. Identifying women for board appointments;
3. Contemporary communication tools are used to promote board vacancies and maintain information about women seeking board membership;
4. Relationships with representatives, sector bodies and key stakeholders are developed;
5. Mentoring, training and networking for women is supported.



Communities, Sport and Recreation in the Department of Communities Tasmania is responsible for implementing the Strategy. Work has continued in these priority areas with a focus on meeting the target of 50 per cent representation by July 2020.

## I. GENDER EQUITY TARGETS

As at 30 June 2019, the Government Boards Database held information for 115 active boards and committees. The total number of filled board positions was 921, of which 414 (44.9 per cent) were held by women.

To reach the target of 50% by July 2020, women will have to be appointed to 52 board positions as well as maintaining the 414 positions currently held.

### Women in Chair and Deputy Chair positions

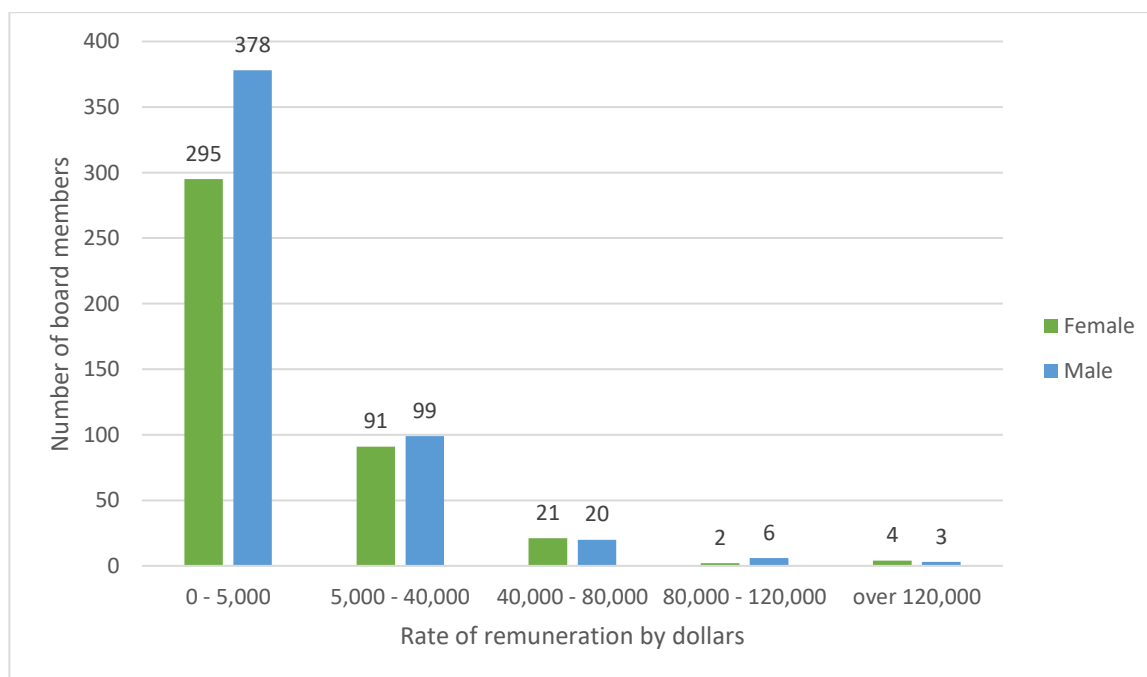
Of the current 111 Chair positions, 32 (29 per cent) and 7 of 16 Deputy Chair positions (or 43.8 per cent) were filled by women.

### Board remuneration by gender

As at 30 June 2019, of the 100 boards or committees that provide remuneration, 919 members received remuneration and women filled 413 (45 per cent) of these positions. Figure 1 illustrates most board members were paid less than \$5,000 per annum. Of this group, women made up 44 per cent.

Women were similarly represented in the group of board members paid between \$5,000 - \$40,000 per annum.

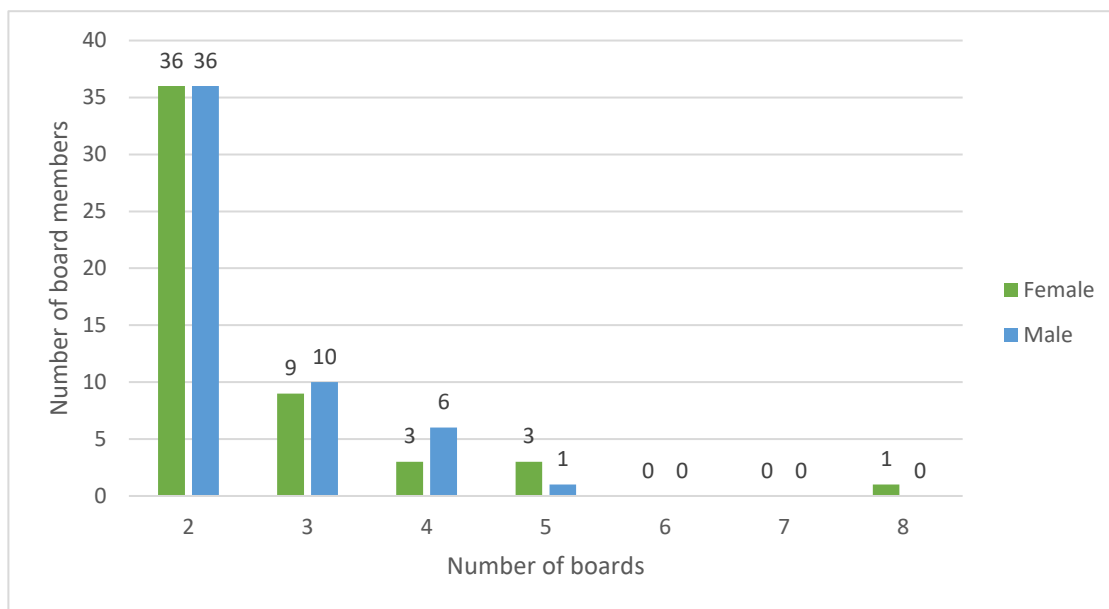
**Figure 1 Board member remuneration by gender as at 30 June 2019**



## Multiple board membership

As at 30 June 2019, the 921 board positions were held by 759 individuals. Of the board members holding more than one board appointment, women held 52 and men held 53. Most individuals with multiple board appointments sat on two boards. One woman sat on a total of eight boards or committees, the highest number for either gender.

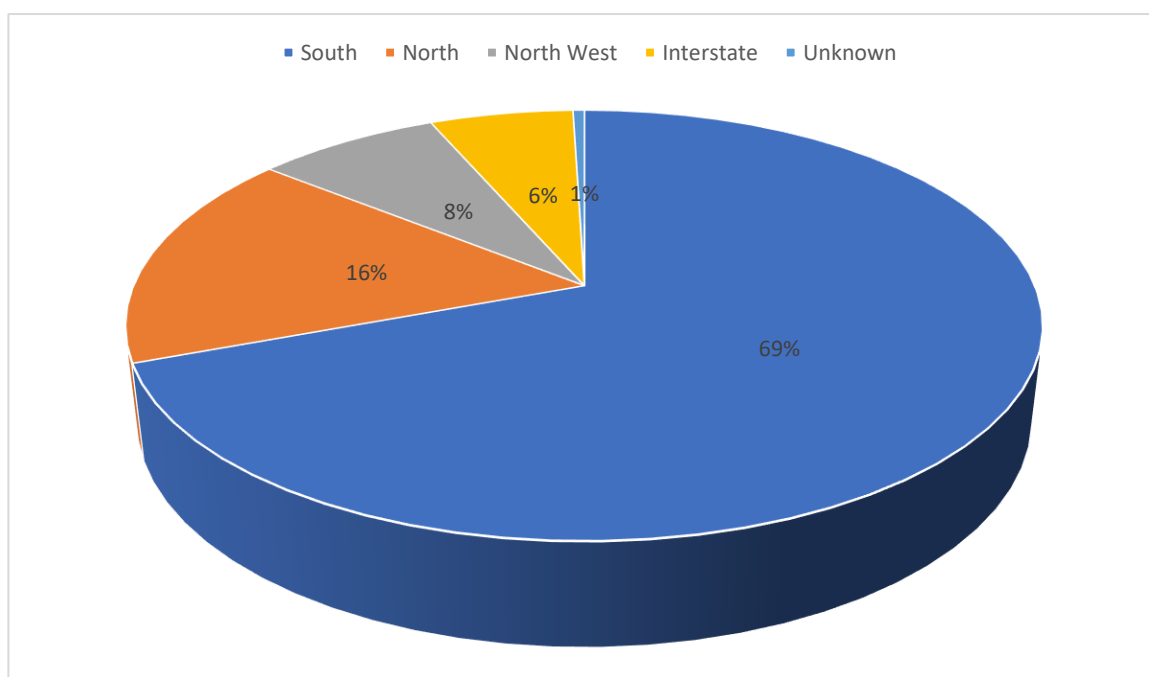
**Figure 2 Multiple board positions by gender as at 30 June 2019**



## Board and committee composition by region

A regional analysis shows that women from southern Tasmania continue to make up 69 per cent of board members; 16 per cent from the North; and 8 per cent from the North West of the State. The regionality of 3 positions (2 females and 1 male) is not specified.

**Figure 3: Percentage of female board members by total board positions by region as at 30 June 2019**



## BOARD MEMBERSHIP ACROSS GOVERNMENT AGENCIES

Table 2 shows the percentage of board positions held across State Government agencies since the introduction of the Strategy.

**Table 2 Percentage of board positions held by women across Tasmanian Government agencies between April 2015 and 30 June 2019<sup>1</sup>**

Department	No. of boards June 2019	% positions held by women April 2015	% positions held by women June 2019
Communities Tasmania	5	-	61
Education	6	56	62
Health	8	39	44
Justice	29	41	49
Police, Fire and Emergency Management	3	19	25
Premier and Cabinet	2	57	46
Primary Industries, Parks, Water and Environment	30	21	38
State Growth	20	28	44
Treasury and Finance	5	32	38

<sup>1</sup> Includes membership of Government Business Enterprises and State-Owned Companies. Since 2015, the total number of government boards and committees and the responsible agency has change. For example, on the establishment of the new Department of Communities Tasmania in 2018, several government boards and committees moved there from the Department of Premier and Cabinet.

<sup>2</sup> In 2018, the Annual Report used the information available as at 31 August 2018.

## Female representation on the independent Statutory Boards of state-owned agencies

The percentage of board positions held by women since 2015 in the comparison of state-owned agencies with independent Statutory Boards is in Table 3.

**Table 3: Percentage of board positions held by women across independent Statutory Boards between April 2015 and 30 June 2019**

<b>Board</b>	<b>No. of members</b>	<b>% positions held by women April 2015</b>	<b>% positions held by women June 2019</b>
<b>TAFE Tasmania</b>	<b>7</b>	<b>33</b>	<b>57</b>
<b>Macquarie Point Development Company</b>	<b>6</b>	<b>50</b>	<b>57</b>
<b>Tourism Tasmania</b>	<b>7</b>	<b>43</b>	<b>57</b>
<b>Tasmanian Audit Office</b>	<b>3</b>	<b>-</b>	<b>33</b>
<b>Office of the Ombudsman</b>	<b>3</b>	<b>-</b>	<b>33</b>

## GOVERNMENT BUSINESS ENTERPRISES

Board membership of Government Business Enterprises (GBEs) is provided under Part 3 of the *Government Business Enterprises Act 1995* (GBE Act). Under the GBE Act, a GBE board must have no less than three and no more than eight Directors. The Governor appoints the Directors acting on recommendations from the Treasurer and Portfolio Minister.

The GBE Act specifies that the Treasurer and Portfolio Minister must not make a recommendation for appointment unless “*they are satisfied that the person recommended has the experience and skills necessary to enable the Government Business Enterprise to achieve its objectives.*” All GBE Boards also operate under a Governance Framework Guide that identifies governance requirements for Government businesses including the role of the Board and responsibilities in relation to the conduct of the GBE and its achievement of objectives under the GBE Act. This includes the Government’s commitment to female representation on Government boards and committees.

Table 4 shows a comparison of the gender composition of GBE boards between 2015 and 2019. At 30 June 2019, women currently represent 54.5 per cent of Directors across all GBEs.

**Table 4: Number of directors of Government Business Enterprises by gender 2015-2019**

	Female directors 2015	Male directors 2015	Female directors June 2019	Male directors June 2019
<b>Sustainable Timber Tasmania</b>	2	4	4	2
<b>Hydro-Electric Corporation Board</b>	2	3	2	4
<b>Motor Accidents Insurance Board</b>	2	3	4	3
<b>Port Arthur Historic Site Management Authority</b>	4	3	4	3
<b>Public Trustee Board</b>	3	2	3	2
<b>Tasmanian Public Finance Corporation</b>	2	3	2	2
<b>Total</b>	15	18	19	16
<b>Percentage of female directors</b>	<b>45.4</b>		<b>54.2</b>	

## STATE OWNED COMPANIES

Board membership of State-Owned Companies (SOCs) is provided under legislation specific to each SOC. Each piece of legislation has provisions for the establishment of the relevant company and appointment of Directors. SOC's are also subject to the provisions of the Commonwealth's *Corporations Act 2001*. Like GBEs, SOC's operate under the provisions of the Governance Framework Guide.

Table 5 provides a comparison of the gender composition of SOC boards between 2015 and 2019. The percentage of female directors at 30 June 2019 was 48 per cent, an increase of around 18 per cent since 2015.

**Table 5 Directors of State-Owned Companies by gender, 2015-2019**

	<b>Female directors 2015</b>	<b>Male directors 2015</b>	<b>Female directors June 2019</b>	<b>Male directors June 2019</b>
<b>Aurora Energy Pty Ltd</b>	3	1	4	1
<b>Tasmanian Ports Corporation Pty Ltd</b>	1	4	3	2
<b>Tasmanian Networks Pty Ltd</b>	2	4	3	3
<b>TT-Line Company Pty Ltd</b>	2	5	3	3
<b>Metro Tasmania Pty Ltd</b>	1	4	3	2
<b>Tasmanian Railways Pty Ltd</b>	2	3	2	3
<b>Tasracing Pty Ltd</b>	1	4	3	4
<b>Tasmanian Irrigation Pty Ltd</b>	1	4	1	4
<b>Total</b>	13	29	22	22
<b>Percentage of female directors</b>	<b>31</b>		<b>50</b>	

## 2. IDENTIFYING WOMEN FOR BOARD APPOINTMENT

### GENDER EQUITY GUIDELINES FOR GOVERNMENT BOARD AND COMMITTEE APPOINTMENTS

The Tasmanian Government's Gender Equity Guidelines (the Guidelines) outline the procedure for agencies to ensure that women are considered in the appointment of members to Government boards and committees, and that Cabinet is kept informed of efforts to identify suitably qualified and experienced women for appointment.

The Guidelines apply to appointment and reappointment processes for all Government boards and committees. This includes GBEs and SOCs, governing boards, tribunals, panels, foundations and similar



bodies administered by Government agencies, the members of which are appointed by Ministers and/or the Governor.

Most appointments to Tasmanian Government boards and committees are endorsed by Cabinet. The Cabinet documentation prepared by the appointing agency include a Certification Form that informs Cabinet about the measures taken to identify women for appointment. The Department of Communities Tasmania reviews the Certification Form, and comments on the appointment process may be provided as required.

The Government Business guidelines, produced by the Department of Treasury and Finance, require that Government businesses comply with the Government's Women on Boards Strategy 2015-20 and the gender equity target, including a requirement for a Tasmanian Women's Register Certification Form, where a proposed appointment creates or continues a significant gender imbalance.

Agencies are required to advise the Tasmanian Women's Register of board vacancies. Managed by the Department of Communities Tasmania, women seeking appointment to Government boards and committees receive notification of all board and committee vacancies as they arise. Candidates forward their applications directly to the advertising agency. This process must be followed for all appointments and re-appointments to increase gender diversity of board membership. As at 30 June 2019, there were 527 women on the Register mailing list.

## EXECUTIVE SEARCH FOR APPOINTMENT TO GOVERNMENT BUSINESS BOARDS

Appointments to GBEs and SOCs are managed through the Shareholder Policy and Markets Branch in the Department of Treasury and Finance. The recruitment process requires the use of one of three executive search organisations to identify nominations for appointment to vacancies. The executive search organisations are aware of the Strategy and all contact the Tasmanian Women's Register to ensure suitably qualified and experienced women are notified of board vacancies. Promotion of vacancies also refers to the Government's commitment to increasing representation by women on its boards and committees.

### 3. CONTEMPORARY COMMUNICATION TOOLS ARE USED TO PROMOTE BOARD VACANCIES AND MAINTAIN INFORMATION ABOUT WOMEN SEEKING BOARD MEMBERSHIP

Launched in 2017, the Women Tasmania website and Facebook page are managed by the Department of Communities Tasmanian and provide information about Tasmanian Government policies and programs for women and links to useful information and resources on women's issues, including board members and leadership opportunities. Notifications of board vacancies are also circulated through the Women's e-list.

### 4. RELATIONSHIPS WITH REPRESENTATIVES, SECTOR BODIES AND KEY STAKEHOLDERS ARE DEVELOPED

The Department of Communities Tasmania promotes the *Women on Boards Strategy* and the Tasmanian Women's Register through the website ([www.women.tas.gov.au](http://www.women.tas.gov.au)) and the Facebook page. Notifications of board vacancies are circulated through the Women's e-list, which has approximately 500 subscribers.

## 5. MENTORING, TRAINING AND NETWORKING FOR WOMEN IS SUPPORTED

In 2019, the Tasmanian Government approved a further \$200,000 over four years for the continuation of the Board Diversity Governance Scholarship Program.

The Program awards scholarships for women to undertake training through the Australian Institute of Company Directors (AICD). Seventy-five scholarships have been awarded for the period 2015-2018, with 10 scholarships for the Company Directors Course (CDC) and 65 scholarships for the Foundations of Directorship course (FOD).

### CONCLUSION

Since 2015, there has been an increase in the number of board and committee positions held by women and the overall percentage of board positions held by women.

Agencies across the State Service continue to identify women for board appointments and support women to gain the governance skills and experience to be board-ready. The Tasmanian Women's Register is an important source of potential candidates for board appointment, with the current approach of broad distribution of vacancies receiving a positive response.

The trajectory until 30 June 2019 shows an increase in overall numbers, demonstrating a greater awareness of gender equity and the benefits of leadership diversity.





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