

WOMEN IN POLICING: A BUSINESS PRIORITY

ANZPAA WOMEN IN POLICING REFERENCE GROUP

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Jurisdiction	Name and rank
Australian Capital Territory Police	Superintendent Kylie Flower Superintendent Justine Gough
Australian Federal Police	Superintendent Kate Buggy Commander Andrea Quinn
New South Wales Police	Assistant Commissioner Carlene York
New Zealand Police	Detective Superintendent Sue Schwalger
Northern Territory Police	Superintendent Megan Rowe Detective Sergeant Janelle Snigg
Queensland Police Service	Superintendent Deborah Platz
South Australian Police	Detective Superintendent Joanne Shanahan Superintendent Ian Parrot
Tasmania Police	Inspector Fiona Lieutier
Victoria Police	Superintendent Cindy Millen
Western Australia Police	Assistant Commissioner Michelle Fyfe

Executive Summary

In 2012, the ANZPAA Board requested that ANZPAA establish the Women in Policing Reference Group (AWIPRG) to provide advice on current issues, trends and developments regarding women in policing and to identify priority areas for the Board's consideration.

Issues surrounding gender and the workplace are many, varied and often complex. During the development of this report, a timely and appropriate theme for policing emerged: that is, **women are good for business**.

In going about the business of delivering policing services, Australia and New Zealand police organisations often encounter the same challenges faced by any business enterprise. This includes the need for increased efficiency, improved effectiveness and the need to compete with the wider business community for their share of the talent pool.

There is a growing body of evidence and a renewed interest from both business and governments in the 'gender dividend'.¹ Research strongly suggests that women increase corporate performance, contribute to good governance, enhance organisational reputation and play an important role in the overall success of businesses.

The nexus between 'gender equality,' which is achieved when people can access and enjoy the same rewards, resources and opportunities, irrespective of gender,² and potential economic gains is solidifying. Ultimately, the participation, progression and development of women in the workforce can no longer be considered predominantly from traditional social, ethical or compliance vantage points, but rather as a **business priority**.

While there is an extraordinary amount of information and data available on the economic value of women in the workforce, the AWIPRG has focused on four priorities for the consideration of the ANZPAA Board, namely:

- metrics and trends
- objectives and strategies (with an emphasis on attraction, retention and flexibility)
- executive sponsorship
- representation of women in leadership.

The AWIPRG, working with ANZPAA, has developed this report to assist the ANZPAA Board to capture the 'diversity advantage'³ of women in policing, particularly with respect to sworn women police members. This is important not only for their respective agencies but for the environment in which police organisations operate and the communities they serve.

Recommendations

Recommendations with respect to these four priorities are summarised at the close of each priority. These are designed to help police organisations 'get ahead of the curve' and consider women in policing an important 'pillar of their business strategies'⁴ for improved performance and community legitimacy. The recommendations are:

1. That the ANZPAA Board:
 - 1.1 requests ANZPAA to develop a proposed set of metrics in relation to women in policing, in conjunction with the ANZPAA Resources Forum and the AWIPRG for ANZPAA Board approval
 - 1.2 requests the AWIPRG to meet biennially to report on emerging issues, trends, developments and priorities, with the next report to use the improved metrics and be provided to the ANZPAA Board in 2015.

- 1.3 agrees the strategies in the AHRC Toolkit, and other resources listed at Attachment 2, are considered by all jurisdictions in developing more effective strategies in Australia and New Zealand policing, including those focused on attraction, retention and flexible work practices
- 1.4 requests the ANZPAA Resources Forum consider options for co-ordinated, cross-jurisdictional activities, potentially including an advertising campaign-type approach with a dual focus of attracting more women to a sworn policing career and affirming the career choice of currently serving sworn members
- 1.5 acknowledges the criticality of executive sponsorship to the representation and progress of women in policing
- 1.6 agrees mentoring programs and networking opportunities continue to be supported, refreshed and prioritised
- 1.7 agrees the leadership development of women in policing continues to be a priority, and that all possible avenues of development are made available, including programs offered by the Australian Institute of Police Management.

The policing business

“IT’S INTERESTING WHEN YOU SIT BACK AND THINK POLICING IS A BUSINESS BECAUSE EVEN THOUGH YOU DON’T HAVE TO MAKE A PROFIT, YOU STILL HAVE TO BE ACCOUNTABLE, EFFICIENT AND EFFECTIVE...”

DEPUTY COMMISSIONER CATHERINE BURN, 2011 NATIONAL TELSTRA BUSINESS WOMAN OF THE YEAR

Conventionally, policing has been ‘assessed in terms of statistics such as crime rates and, more recently, community satisfaction’.⁵ While there is no doubt this forms a large part of police functions, in many respects police organisations are similar to, and face many of, the same challenges as corporate enterprise.⁶

Police agencies are in the business of delivering services on behalf of governments and the communities they serve. Police agencies consume inputs (resources) to produce outputs (police services) which are aimed at protecting the community, such as crime reduction (outcome).⁷ While acknowledging the original authority that rests with police officers under the law, and the risks associated with policing, this model is not dissimilar to businesses in the private sector.

Like most commercial enterprises, particularly large scale corporations, police organisations:⁸

- are complex organisations that employ a sizeable and diverse workforce, have to respond to a fast-paced, changing world and provide a wide range of services to the community
- have ‘clients’, with the whole community as a client of the police. Within this group are ‘specific client groups’,⁹ with different needs, expectations and requirements (some of which carry legal obligations for police)
- are accountable to their stakeholders (public and parliament), as companies are to their shareholders
- comply with reporting obligations and issue corporate governance publications, including annual reports, strategic priorities, business plans and delivery outcomes¹⁰
- compete with corporate enterprises for human resources.

In their article entitled *Police Performance and Activity Measurement*, Dadds and Scheide noted “[o]ver the last few decades there has been an increased focus on performance and value for money from public services”.¹¹ All police agencies are subject to assessment on measurable objectives:

- All Australian State and Territory police agencies are subject to a performance indicator framework that provides information on equity, efficiency and effectiveness¹² and include measures such as dollars per person, satisfaction with police services and police staff by gender (as an equity output indicator).¹³
- The Australian Federal Police (AFP) Portfolio Budget Statement sets out their statement of intent, budget estimates, key performance indicators and targets used to assess and monitor their performance in achieving government outcomes.¹⁴
- New Zealand Police reports against the Police Statement of Intent and Forecast Financial Statements.¹⁵
- While not subject to the austerity measures required of their United Kingdom counterparts,¹⁶ increasing efficiency and effectiveness and improving responsiveness are key priorities for all Australia and New Zealand police organisations.

Given these similarities, measures that are ‘good business’ for both private sector enterprises and Australia and New Zealand police agencies can be said to include:

- improvements in performance through better problem solving and decision-making through more diverse organisational environments
- improved effectiveness and efficiency
- enhanced legitimacy in the eyes of the community.

Women are good for business

A growing body of evidence suggests that women are good for business at national, community and organisational levels. No longer simply 'inspiring rhetoric' or an exercise in good PR,¹⁷ acknowledgement of the 'gender dividend' is gaining momentum.¹⁸ Gender equality and corporate investment in women are becoming essential business priorities that if acted on yield measurable returns for business.¹⁹

Whole-of-economy

GENDER EQUALITY IMPROVES NATIONAL COMPETITIVENESS AND MAXIMIZES PRODUCTIVITY

According to the World Economic Forum (WEF), the "most important determinant of a country's competitiveness is its human talent..."²⁰ Ernst and Young also predicts that, over the coming decade, "the impact of women – as producers, entrepreneurs, employees and consumers - on the global economy will be at least as significant as that of China and India's respective one-billion-plus populations, if not more so."²¹

However, women remain an under-utilised labour resource, particularly in male dominated industries,²² including policing. Failing to unlock that 'productivity potential'²³ has fiscal implications, not just at an organisational-level, but for national economic performance, efficiency and growth.²⁴

Since 2006, the WEF has benchmarked national gender gaps of 135 countries on economic, political, education and health-based criteria using the Global Gender Gap Index (GGI).²⁵ The WEF's *Global Gender Gap Report 2012* shows a correlation between gender equality and the level of the participating nations' competitiveness, gross domestic product (GDP) per capita and human development.²⁶

Other research also suggests a similar correlation between the gender and whole-of-economy performance. In 2013, a Goldman Sachs Chief Economist asserted that by failing to close the gender gap, Australia is missing out on \$195 billion or 13 per cent of GDP.²⁷

Similarly, in 2012, the Grattan Institute found that increased female workforce participation would have a substantial impact on the Australian economy.²⁸ Specifically, if the female paid labour participation rate increased to the same level as Canada (62.4 per cent), Australia's GDP would increase by \$25 billion.²⁹ The report found that this increase was feasible based on calculations of both the Grattan Institute and the Productivity Commission.³⁰

In 2009, Goldman Sachs and JB Were estimated that closing the gap between male and female employment rates would boost the level of Australian GDP by 11 per cent.³¹ Minimising the productivity gap by increasing the number of women in leadership positions could also increase Australia's economic activity by up to 20 per cent.³²

Community benefits

Addressing gender inequality has flow-on benefits for the whole community.³³ According to Goldman Sachs and JB Were, "[c]losing the male-female employment gap and boosting female productivity would also help to address the problem of pension sustainability via boosting employment among those of working age (thereby reducing the dependency ratio), lifting household saving rates and lifting taxation receipts for government."³⁴ Further, in closing the gender gap, a Chief Economist for Goldman Sachs stated that living standards would rise, productivity would increase and pension liabilities would fall.³⁵

Organisational benefits

There is a link between gender diverse organisations and stronger corporate performance.³⁶ In particular, studies show that the “correlation between high-level female executives and business success has been consistent and revealing.”³⁷ While the impact of women on organisations is often measured and manifests differently, many studies show a correlation between higher levels of female representation in leadership and the positive impact on organisational performance.

Key findings:

Companies with the highest proportion of women in senior management teams perform better financially.

For example, in 2004 Catalyst assessed both the gender diversity and financial performance of a representative sample of 353 fortune 500 companies spread across 11 industries for the period between 1996 and 2000. The report found that, on average, the group of companies with the highest representation of women on their top management team financially outperformed the group of companies with the lowest representation in terms of return on equity and return to shareholders.³⁸

Similarly, in 2011 the Reibey Institute conducted an analysis of ASX500 companies over a three and five year period, and found that companies with women on their boards outperformed those without in respect of return on equity.³⁹

Stock market performance is enhanced by having a greater number of women on the board.

Credit Suisse analysed a dataset based 2,360 companies and found that companies with at least one female representative on their board outperformed those without female representation with respect to superior share price performance by up to 26 per cent over a six year period.⁴⁰

Gender diverse boards have higher levels of boardroom involvement and better governance.

Adams and Ferreria found that “the presence of women may influence board behaviour in ways that can lead to better governance.”⁴¹ The authors found their results suggested, among other things, that “boards with more female directors are characterised by the potential for greater participation of directors in decision-making (through attendance and committee assignments), by tougher monitoring of the CEO (through greater turnover-performance sensitivity), and by more alignment with the interests of shareholders (through equity-based compensation).”⁴²

Developments

The participation, progression and development of women in the workforce are high profile issues that regularly feature in the media and continue to gain impetus in many sectors. As a result, numerous workplace developments in relation to women and gender equality have occurred across the private and public sectors, locally, nationally and internationally.

Selections of key developments and relevant initiatives that may be of interest to the ANZPAA Board are outlined below.

Male champions of change

A standout initiative of recent times came about when Australian Human Rights Commission (AHCR) Sex Discrimination Commissioner Elizabeth Broderick brought together several influential men from the private and public sector to form the Male Champions of Change (MCC).⁴³

There are several reasons why the MCC is such an exceptional initiative. Firstly, MCC members include some of the most powerful male senior Australian and New Zealand leaders from both the private and public sectors, including (but not limited to) the Chief Executive Officers of Qantas, Goldman Sachs, Telstra, ANZ, KPMG and Woolworths, the Managing Director of the ASX as well as the Australian Defence Force (ADF) Chief of Army, Lieutenant-General David Morrison.

Secondly, the MCC is committed to advancing gender equality across their businesses and to acting as public advocates for gender equality. In this way, the MCC embodies executive sponsorship on a national scale – each and every member has committed to using his influence to elevate gender equality, including women in leadership, to the national business agenda.

Finally, while the MCC's message attaches to some of the most influential men in Australia and New Zealand, their target audience includes *other* influential male business leaders.⁴⁴ For this reason alone this initiative has the potential to have widespread impact.

Initiatives undertaken or pursued by MCC include:⁴⁵

- an open letter to other business leaders which highlighted the experiences, lessons learnt and benefits derived by MCC members on their 'gender diversity journey'
- committing their organisations to the development of a reporting framework that sets targets and reports on the progress of women in at least three levels of management. This framework aligns with existing reporting regimes of the ASX Corporate Governance Council and the WGEA
- over 100 speaking engagements on gender balance; including Global Economic Symposium (Rio), 57th Session of the Commission on the Status of Women (New York) and the SAIS Global Women in Leadership Conference (Washington, DC).

Quotas and Targets

While quotas and targets aim at addressing gender imbalance, both are currently ‘hot topics’ internationally and locally, they are not interchangeable terms.⁴⁶ Mandatory quotas are usually introduced through legislation and come with sanctions while targets are generally voluntary⁴⁷ and have little consequence aside from potential reputational damage.⁴⁸ The difference has been described as “[t]argets are the carrot, quotas are the stick.”⁴⁹

In 2005, Norway became the first country in the world to adopt legislative quotas, setting a threshold target of 40 per cent of women on publicly-listed company boards.⁵⁰ Non-compliance with the quota results in sanctions, including the forced dissolution of the company.⁵¹ Norway’s mandatory quotas have not escaped controversy, with a prominent group of women who hold multiple board directorships referred to as ‘golden skirts.’⁵² However, the legislative objective has been realised, with women representing just over 40 per cent of company board members in Norway in 2012.⁵³

Legislative quotas are gaining momentum in European countries. Spain, Iceland, France and Italy, have now introduced binding quotas of 40 per cent, while the Netherlands and Belgium have introduced respective quotas of 30 per cent and 33 per cent.⁵⁴ In November 2012, the European Commission proposed legislation that sets an objective that by 2020, boards of large publicly-listed companies in Europe have 40 per cent of their non-executive board seats held by women.⁵⁵

Closer to home, the New Zealand Government has set a target of 45 per cent women on State-sector boards by 2014, and 10 per cent of women on the top 100 private sector companies listed on the New Zealand Stock Exchange (NZSX).⁵⁶ As at 2011, 41.1 per cent of appointees to state sector boards were women.⁵⁷ Similarly, the Australian Government has committed to a gender balance target of 40 per cent of women on Government boards by 2015.⁵⁸ In August 2013, the *Gender Balance on Australian Government Boards Report 2012–2013* was released, with 41.7 per cent of Australian Government board positions currently held by women.⁵⁹

Well known organisations have also introduced recruitment targets that aim to reduce the workplace ‘gender gap’. For example, in March 2013, the ADF Army introduced set gender-specific recruitment targets to increase the number of women serving from 10 per cent to 12 per cent, increasing the current level of 3000 women to 3600, by mid-2014.⁶⁰

There have also been policing-specific targets set. For example five-year targets for women’s representation have been set for constables, sergeants, senior sergeants and commissioned officers in New Zealand Police.⁶¹

Corporate Reporting Frameworks

Workplace Gender Equality Act

In Australia, the Workplace Gender Equality Agency⁶² (WGEA) was established and charged with administering the *Workplace Gender Equality Act 2012* (WGE Act). One of the primary objectives of the WGE Act is to improve the productivity and competitiveness of Australian businesses through the advancement of gender equality in Australian workplaces.⁶³

Under the WGE Act, all non-public sector employers with 100 or more employees will be required to report against six Gender Equality Indicators (GEIs) for 2013–2014.

The GEIs relate to gender composition of the workforce and governing bodies, equal remuneration, flexible working arrangements and consultation with employees on gender equality matters. Employers must notify members or shareholders when they have submitted their reports to the WGEA.

The WGEA will collect and analyse aggregated data and in consultation with employer groups, develop industry-specific benchmarks. From 2014–2015, the Federal Minister for the Status of Women will have the power to set industry-specific minimum standards for gender equality.

Failing to comply with the reporting requirements or minimum standards under the WGE Act will mean that employers may be publicly 'named and shamed' (as is already the case with respect to employers failing to comply with reporting requirements) and prevented from tendering for government work.⁶⁴

ASX Governance Council Recommendations

In 2010, the Australian Securities Exchange Corporate Governance Council revised its *Corporate Governance Principles and Recommendations* (ASX Recommendations). As a result, all companies listed on the ASX must report on their diversity policies and measurable objectives for achieving gender diversity. This includes the number of women in the company, in senior roles and on the Board, or state the reason why no disclosure has been made (an 'if not, why not' approach).⁶⁵

The ASX commissioned KMPG to undertake an independent report⁶⁶ analysing compliance by 600 ASX-listed entities with the ASX Recommendations. A KMPG summary of the key insights of the report provides that, of the:⁶⁷

- ASX501+ group, 59 per cent of entities disclosed the proportion of women on the board, with an average of 8 per cent of women board members
- ASX200 group, 93 per cent of entities disclosed the proportion of women employees in the whole organisation in their annual reports, with an average of 35 per cent of women employees
- ASX201-500 group, 71 per cent of entities disclosed the portion of senior executives, with an average of 34 per cent of women in senior executive positions.

Government initiatives

Census

In New Zealand, the Human Rights Commission releases the *Census of Women's Participation* biennially. The 2012 release reported that women on the boards of the top 100 companies listed on the NSX have climbed over 10 per cent for the first time and as at 2012 are at 14.75 per cent.⁶⁸ This increase has been partly attributed to the influence of companies with dual listing on the NSX and the Australian Stock Exchange (ASX), and the recent introduction of gender diversity reporting rules for Australia⁶⁹.

In Australia, the WGEA recently released the *2012 Australian Census of Women in Leadership* (WEGA Census). This included for the first time data on women in board and senior executive positions not just for ASX 200 companies but also ASX 500 companies. The WEGA Census showed amongst other things that women hold:⁷⁰

- only 9.7 per cent of executive key management personnel (Executive KMP) positions in the ASX 200 and 9.2 per cent of Executive KMP positions in the ASX 500
- 12.3 per cent of ASX 200 directorships and 9.2 per cent of ASX 500 directorships.

Legislative measures

There have been a number of legislative developments, particularly in relation to flexible workplace practices, that impact on workforce participation.

Under the Australian National Employment Standards (NES) contained in the *Fair Work Act 2009*, an employee who is a parent, or has responsibility for the care of a child, may make a request for flexible working arrangements, and employers may only decline on 'reasonable business grounds'.⁷¹

Both Australia and New Zealand have introduced measures such as paid and unpaid parental leave for purposes that include increasing female workforce participation. New Zealand introduced a Paid Parental Leave (PPL) scheme in 2002.⁷² Australia introduced a national PPL scheme on 1 January

2011, which expanded to include a new two week payment for working fathers or partners from 1 January 2013.⁷³

Private sector initiatives

Corporate initiatives

Gender participation in the workforce is actively championed by many private sector entities, including the following:

- New Zealand Global Women, a not-for-profit organisation that focuses on women in leadership.⁷⁴
- The 25 Percent Group, which is comprised of Chairs and CEOs from a range of private, publicly-listed and multi-national companies and is committed to 25 per cent female participation on New Zealand boards by 2015.⁷⁵
- The National Association for Women in Construction (NAWIC), a not-for-profit association that works to raise the profile of women working in the construction industry. NAWIC recognises the contribution of women through annual awards and provides networking and mentoring opportunities for women in construction.⁷⁶

Policing initiatives

International policing

International initiatives designed at closing the gender gap in policing include the:

- ‘Global Effort’ campaign, launched by the United Nations Police Division in 2009, which aims to have women represent 20 per cent of all UN police officers by 2014⁷⁷
- ‘Pacific Regional Policing Initiative’. Implemented by AusAid, this project aims to ensure men and women across the Pacific region have the same access to opportunities in policing, such as management development. AusAid reports that, since the commencement of this initiative in 2004, there has been a measurable increase in women participating in policing, in both operational and training roles, and an increase in the support of senior leaders for the contribution made by women and “policies that explicitly target women.”⁷⁸

Australia and New Zealand Police

Australia and New Zealand police jurisdictions have a range of jurisdictional initiatives in place. A small cross-section are described in brief below, although they are by no means representative of all initiatives currently being undertaken.

In 2011, Deputy Commissioner Catherine Burn, APM, New South Wales Police Force (NSWPF) introduced the *Women in Policing Strategic Plan 2011-2013*.⁷⁹

The plan aims to promote NSWPF as an employer of choice and a career opportunity for women. Its other objectives include developing a workforce culture that supports and promotes women, and provides training and development to assist women in NSWPF to build their skills and progress their careers. One specific focus is on exploring the areas in policing where women represent less than 10 per cent of the workforce and:⁸⁰

- identifies barriers for females entering these areas
- promotes proactive engagement to ensure respectful workplace behaviours
- markets these areas to promote career pathways for female officers.

NSWPF also has a dedicated page for women in policing which features a list of frequently asked questions (FAQ's) and a video with Detective Superintendent Deb Wallace.⁸¹

Similarly the AFP has a dedicated recruitment webpage entitled 'Women in the AFP', which features video profiles of sworn women in policing and their experiences in the AFP. It details some of the initiatives on women in policing, including the establishment of the National Women's Advisory Group.⁸²

The homepages for Tasmania Police and New Zealand Police have prominent images of female police officers, while Tasmania Police, Queensland Police, South Australia Police and Western Australia police feature images of women in policing on their recruitment webpages.

In 2012, the ANZPAA Board established the Women in Policing Reference Group (AWIPRG) for the purpose of producing this report. This followed the discontinuation of the former Women in Policing Forum in favour of a more focused initiative as part of the ANZPAA Groups Review.

An independent body, the Australasian Council of Women and Policing (ACWAP) is working to improve policing for women.⁸³ ACWAP hosts the annual Excellence in Policing Awards, recognising the achievements of women and men who make a genuine difference to women in policing. ACWAP also regularly disseminates journals and publications for the benefit of women in policing.

Trends/Observations

The research consistently demonstrates that collecting the right metrics with respect to women in the workplace is essential to implementing effective strategies. This is discussed later in the report and is the subject of a recommendation.

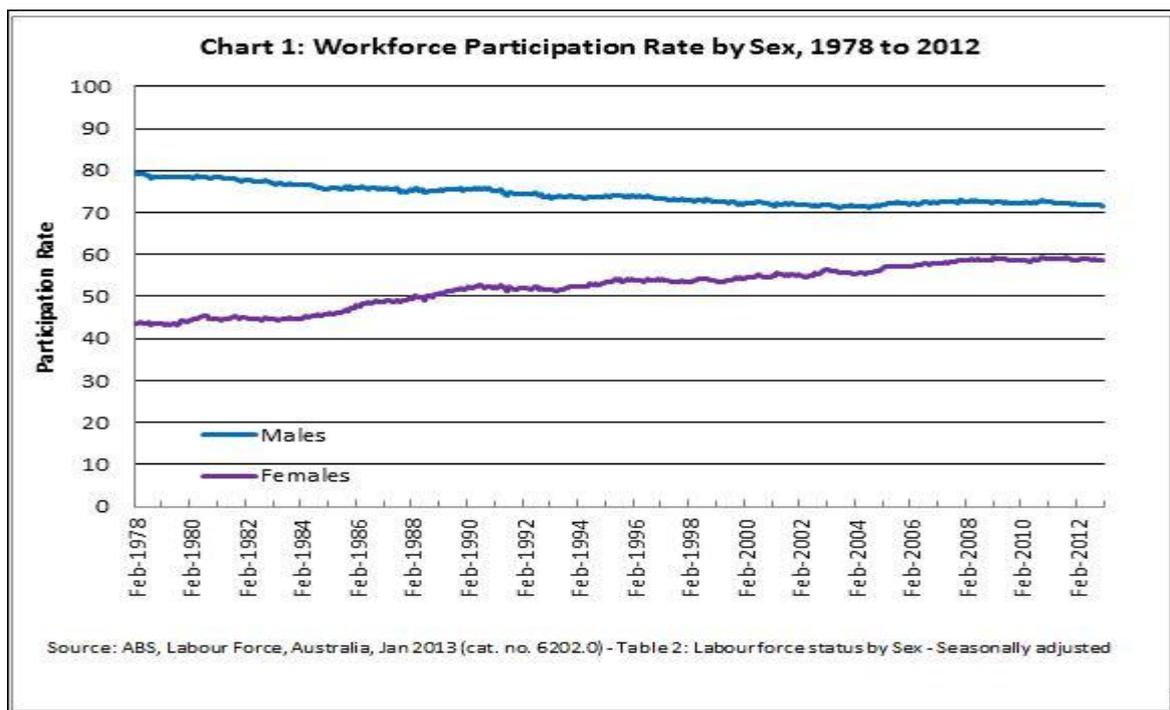
The purpose of this section is to provide current statistics and as far as possible, significant general and policing-specific trends relating to women in the workforce.

Unless indicated otherwise, this section relies on police specific data contained in the *ANZPAA HR Benchmarking Report 2011–2012* (Women in Policing).⁸⁴ The data in this report is acknowledged as having limitations (which are not discussed in this report), however it is the best data available at this time.

Participation

General

Women’s participation in the Australian workforce has increased from around 36 per cent in 1978 to approximately 46 per cent of the total workforce in 2012.⁸⁵



However, according to the Australian Human Rights Commission (AHRC), women are under-represented in male dominated industries including construction, mining and utilities (**Table B**).⁸⁶

Table B*

Industry	% of employees	% of managers
All industries	45.7% of employees	33% of managers
Construction	11.8% of employees	16% of managers
Mining	15.1% of employees	13% of managers
Utilities	22.6% of employees	16% of managers.

* Based on Workplace Gender Equality Agency Industry Verticals (2011).

Policing observations

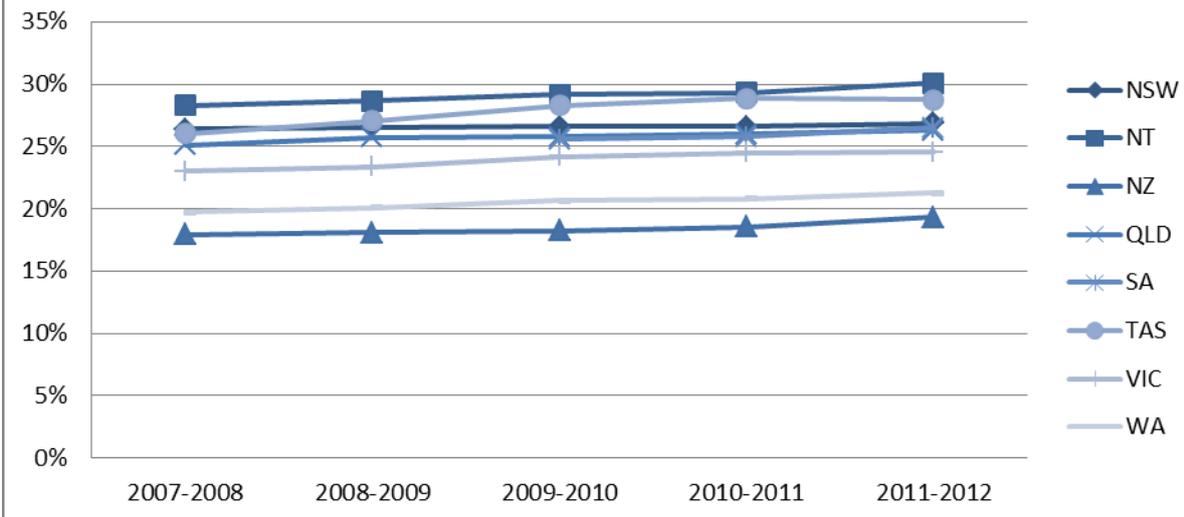
In 2011–2012, the total female personnel against the total sworn and unsworn police in participating jurisdictions benchmarked at **33.87 per cent**.⁸⁷ This is substantially higher when compared with the percentage of employees from the construction, mining and utilities sectors.

There is a much lower percentage of sworn women in policing when considered against total unsworn personnel. In 2011–2012, unsworn female personnel comprised of an average of **65.88 per cent** when compared against total unsworn personnel (discussed further below).⁸⁸ For the same time period, the average percentage of sworn female personnel when compared against total sworn personnel was **24.71 per cent** (**Figure A**).⁸⁹



With respect to how police are trending, in the five year period of 2007–2008 to 2011–2012, (**Figure B**),⁹⁰ the average total percentage increase for sworn female personnel was just **1.3 per cent**.

Figure B
Sworn female personnel against total sworn 2007-2008 to 2011-2012



Leadership

General

In 2011–2012, women comprised almost half of the labour force as a whole (46 per cent) and 45 per cent of professionals in Australia. There was however, a disparity of gender equality at senior levels of the workplace.⁹¹ In almost all sectors of the paid workforce women remain under-represented in leadership positions.⁹²

According to the Australian Bureau of Statistics (ABS) “a key measure of women's empowerment in society is their participation in politics”.⁹³ In Australia, women comprise less than one third of all Federal Parliamentarians (29.2 per cent) and parliamentarians in all Australia’s parliaments (30.1 per cent) as of 1 January 2012.⁹⁴

The Australian Government Department of Defence website provides that at the close of 2012, 14 per cent of the ADF permanent workforce⁹⁵ were female, (18.5 per cent Navy, 10.3 per cent Army and 17 per cent of the Air Force).⁹⁶ However, it has been reported that only 26 of the 299 command level position holders across the three services are female, while just six of the 182 star-ranked officers in the ADF are women.⁹⁷

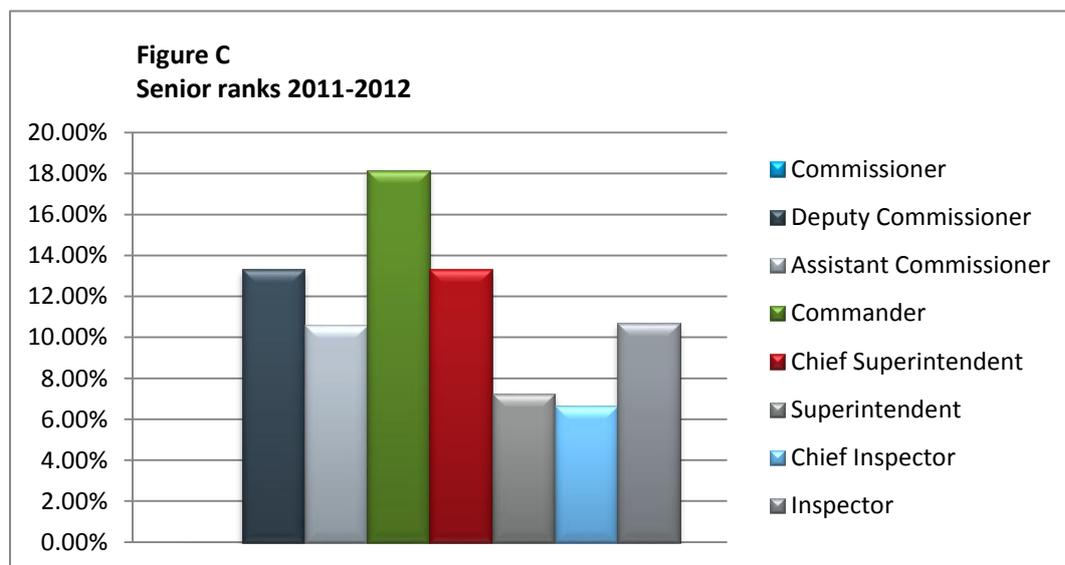
Policing

Senior ranks

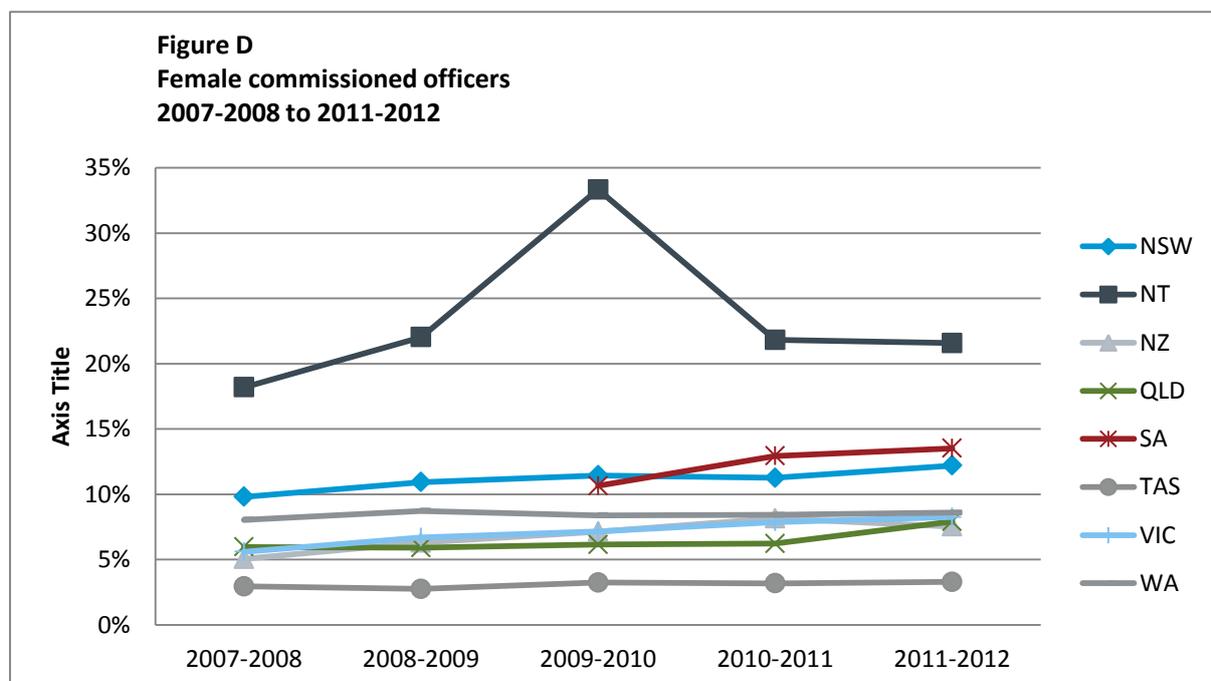
The available data of participating Australia and New Zealand police organisations⁹⁸ indicates that in 2011–2012, women in policing (sworn and unsworn) represent **21.23 per cent** of senior ranks⁹⁹ and management levels¹⁰⁰ combined.

Sworn women made up a total of **10.02 per cent** of senior ranks, being Police Commissioners, Deputy Commissioners, Assistant Commissioners, Commanders, Chief Superintendents, Superintendents, Chief Inspectors and Inspectors (**Figure C**).

Figure C

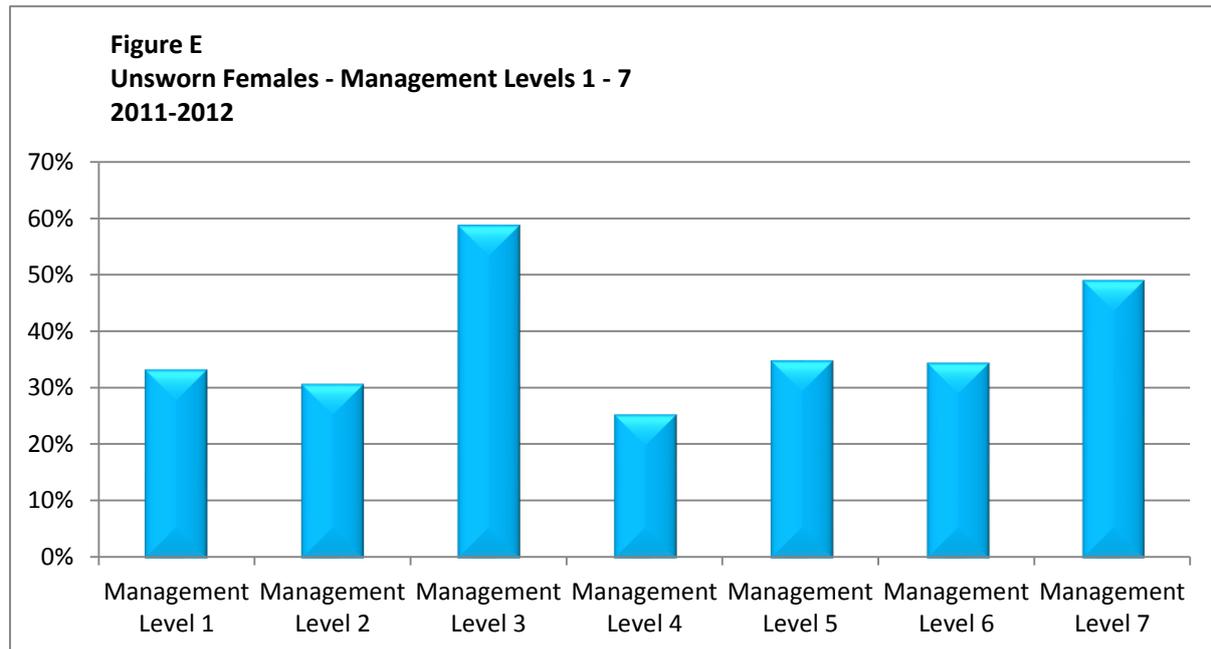


Over the five year period from 2007–2008 to 2011–2012 (**Figure D**), the average percentage increase for female commissioned officers was only **1.67 per cent**.¹⁰¹



Management

While unsworn women made up an average of **65.88 per cent** of the total unsworn personnel, on average, women held only 43.69 per cent of unsworn management levels 1–7.¹⁰² Approximately **71.85** per cent of the total unsworn female managers were concentrated in the lowest level of management (388 out of a total of 540 unsworn female managers).¹⁰³



Inferences drawn

Based on the available information, and noting its limitations, it is possible to infer that within Australia and New Zealand policing:

- women are under-represented as sworn personnel
- sworn women are under-represented in senior ranks in policing
- a large proportion of unsworn female managers are concentrated in lower levels of management.¹⁰⁴

Priorities

Core proposition

The core proposition of this paper is that gender equity and balance are business priorities for policing that must be managed through an effective governance framework.

Four priorities

The AWIPRG has identified four interrelated priorities for women in policing in Australia and New Zealand (see **Attachment 1**):

1. Priority 1 – Metrics and trends.
2. Priority 2 – Objectives and strategies.
3. Priority 3 – Executive sponsorship.
4. Priority 4 – Representation of women in leadership.

Each priority is linked (either directly or indirectly) to some or all of the issues, trends and developments relevant to women and policing. While these priorities are numbered to match the visual aid at **Attachment 1**, all four priorities have equal importance.

Cross-jurisdictional recommendations

The AWIPRG discussed whether more could be done both at police organisation and cross-jurisdictional levels to attract and retain more women in policing, in particular sworn women.

It was agreed that co-ordinated and deliberate efforts by Police Commissioners and senior executives would improve the representation of sworn women.

The AWIPRG has made recommendations with cross-jurisdictional relevance following each priority of this report.

Priority 1: Metrics and trends

“IMPROVING THE REPRESENTATION OF WOMEN IN LEADERSHIP IS A BUSINESS PRIORITY. IT STANDS TO REASON THAT REPORTING STANDARDS, ACCOUNTABILITY AND EVALUATION PROCESSES SHOULD REFLECT THIS IN THE SAME WAY AS OTHER BUSINESS OBJECTIVES SUCH AS REVENUE AND PROFIT GROWTH, CUSTOMER SATISFACTION OR SAFETY.”

MALE CHAMPIONS OF CHANGE

The AWIPRG discussed the importance of gathering the right metrics and establishing robust collection, analysis and reporting processes to inform appropriate objectives for improving gender balance in policing.

Gender equality is already a key performance indicator in many organisations.¹⁰⁵ Research points to this aspect as vital to making progress.¹⁰⁶ For example, based on an international study that included Australian and New Zealand police jurisdictions, Prenzler and Sinclair found that there was “an urgent need to improve gender-based statistics in order to better inform strategies aimed at maximising the participation of women in policing”.¹⁰⁷ Without the ability to measure and track organisational progress against policies that have been implemented, it is not possible to tell whether an initiative has succeeded.¹⁰⁸

Meaningful data analysis will allow Police Commissioners and senior executives to make responsive and appropriate decisions with measurable outcomes for women in policing.

Metrics must be sophisticated if they are to return improved benefits. For example, advanced cross-jurisdictional metrics for women in policing would include:

- an explanation of the methodology used to collate the data
- agreed definitions and standardised reporting techniques
- detailed explanations as to jurisdictional differences and their impact on the data.

Meaningful metrics on women in policing would allow for:

- the identification of gaps and trends
- further analysis and reporting
- a longitudinal overview
- sharing of information
- evaluation of strategies and policies
- development of innovative and collaborative approaches.

Regular monitoring of the metrics is required to ensure that progress is assessed, monitored and reviewed. This analysis could inform future workplace policies for Australia and New Zealand policing. The AWIPRG believed that a report to the ANZPAA Board every two years, based on an improved set of metrics, is essential to monitoring the effectiveness of strategies in place, as well as indicating where changes in approach were needed.

However, adopting an improved set of metrics, and considering a biennial report on progress needs to be accompanied by a commitment to modifying or changing the strategies being applied if they are not sufficiently effective in positively changing those metrics.

Recommendations

It is recommended that the ANZPAA Board requests:

- ANZPAA to develop a proposed set of metrics in relation to women in policing, in conjunction with the ANZPAA Resources Forum and the AWIPRG for ANZPAA Board approval

- the AWIPRG to meet biennially to report on emerging issues, trends, developments and priorities, with the next report to use the improved metrics and be provided to the ANZPAA Board in 2015.

Priority 2: Objectives and strategies

The under-representation of women, particularly in sworn and leadership roles, indicates a continued gender imbalance in Australia and New Zealand police organisations.

The AWIPRG views clearly defined organisational objectives, strategies and initiatives that include inclusive and flexible work practices throughout the career of women in policing as a priority for Australia and New Zealand policing.

Three key areas where the objectives, strategies and initiatives of Australia and New Zealand policing agencies could be strengthened to address this issue are:

1. attraction
2. retention
3. flexibility.

Attraction and retention

“MAXIMIZING ACCESS TO FEMALE TALENT IS A STRATEGIC IMPERATIVE FOR BUSINESS”

WORLD ECONOMIC FORUM, GLOBAL GENDER GAP FORUM 2012

What makes attraction, recruitment and flexible workplace practices business priorities is that they are associated with **talent**, a “dominant business issue” in modern times.¹⁰⁹

The reality is that “talent has legs”.¹¹⁰ Talent shortages are predicted to become much more pronounced in both the developed and developing world,¹¹¹ and 45 per cent of Australian employers currently have difficulty filling key positions.¹¹²

Given that in 2011–2012 women represented close to half of the Australian labour force as a whole¹¹³, women are a logical and available source of talent.

Generally, failing to attract and retain the right staff (including achieving gender balance) translates into costs for organisations in financial and non-financial terms:

- Failing to retain employees costs in terms of time, money and other resources, with total costs associated with turnover ranging from 90 per cent-200 per cent of annual salary.¹¹⁴
- High turnover is associated with organisational underperformance. Conversely, higher than normal retention rates are linked to rises in customer satisfaction, productivity and profitability.¹¹⁵
- Organisations that are attractive to women can access a wider talent pool and obtain a competitive edge by attracting the best talent available.¹¹⁶

Statistics show that women are “increasingly more highly educated than men.”¹¹⁷ Data reflects that 20 per cent more Australian women aged 25 to 34 have obtained bachelors’ degrees than men in the same age bracket.¹¹⁸

Ensuring ‘hygiene factors’ are in place is an imperative in attracting and retaining women to the workforce. Hygiene factors are essentially fair work practices that prevent job dissatisfaction, for example effective anti-bullying, harassment and discrimination policies.¹¹⁹

‘Hygiene factors’ can also impact on retention as dissatisfaction in the workplace will impact on whether a person stays within an organisation. Alternatively, if there are opportunities for achievement, recognition of contribution, training development and promotional opportunities, employees may be more motivated to stay.

Developing effective workplace policies, paying particular attention to those that impact women, goes far beyond complying with legal requirements.¹²⁰ For example, the National Australia Bank’s

'reConnect' program keeps employees in touch with the company and their co-workers while they are on parental or other extended leave.¹²¹

Toolkit

The AHRC publication entitled *Women in male-dominated industries: A toolkit of strategies 2013* (AHRC Toolkit) is an online tool designed to provide leaders in organisations with the strategies to attract, recruit, retain and develop women in male-dominated industries.¹²²

The AHRC Toolkit could be a helpful tool to assist Australia and New Zealand police agencies draw women to traditionally male-dominated roles within police, including sworn police officers.

For example, the AHRC Toolkit examines strategies and mechanisms for:

- **Integrated gender diversity strategies** to increase the representation and retention of women. Examples include a 'lead from the top' culture, the establishment of a Diversity Council, Key Performance Indicators, and a reporting and monitoring system.
- **Attraction strategies** to promote the benefits and opportunities of traditionally male-dominated industries, for example displaying diversity images and using inclusive language on homepages and marketing material.
- **Recruitment strategies** that not only ensure the 'value propositions' provided at the recruitment stage are maintained, but the organisational culture is inclusive and embraces diversity and flexibility, such as 'keep in touch' program for employees who go on extended leave.

Flexibility

"AS A PRIORITY, ORGANISATIONS SHOULD INTRODUCE OR EXPAND FLEXIBLE WORK OPTIONS TO ATTRACT AND RETAIN HIGHLY MOTIVATED, PRODUCTIVE WOMEN."

ERNST & YOUNG, PRODUCTIVITY POTENTIAL OF THE FEMALE WORKFORCE

The continued commitment to using or making available flexible work practices is of increasing importance. According to the ABS, the number of women in part-time work has substantially increased over the past 50 years, with **24 per cent** of women working part-time in the 25–34 year age bracket in 2011, more than double than what it was in 1966 (11 per cent).¹²³ Recent statistics indicate that women now constitute **70.6 per cent** of all part-time employees in Australia¹²⁴.

According to the *ANZPAA HR Benchmarking Report 2012*, women comprise approximate **88.7 per cent** of sworn part-time employees (3,124 of a total of 3522 part-time sworn), while unsworn women comprise just over **90 per cent** of the unsworn part-time employees (2,352 of a total of 2585).¹²⁵

Most police jurisdictions have introduced a variety of flexible work arrangements, including part-time work, re-engagement processes, working from home policies, flexible rostering and options for unpaid leave. All these arrangements are aimed at attracting and retaining people to policing.

Workplace flexibility and maintaining work/life balance are not only key to attracting and retaining employees across all age groups,¹²⁶ they can also lead to a more effective use of the available talent pool¹²⁷ and boost productivity.¹²⁸ For example, research conducted by Ernst & Young suggests that women in:¹²⁹

- positions with a high degree of job flexibility are more productive and waste less time
- part-time, contract or casual employment are the most productive members of the workforce. Given the high portion of women in part-time work this translates into "an important productivity bonus that few employers recognise."¹³⁰

Cross-jurisdictional, co-ordinated activities to attract and retain women

The AWIPRG considered making a recommendation which suggested a collaborative, cross-jurisdictional approach potentially focused, at least initially, on an advertising campaign-type approach. Such an approach would have dual focus on portraying sworn policing as an attractive career for women, and also affirm the career choices of currently serving sworn women. Australian and New Zealand police organisations would also have the opportunity to pool their resources with a joint recruitment campaign.

The AWPRG recognised this was a difficult proposition to consider in economically constrained times, but nevertheless wanted this idea included in their report for consideration, at least with respect to the underpinning concepts.

Recommendations

It is recommended that:

- the strategies in the AHRC Toolkit, and other resources listed at Attachment 2, are considered by all jurisdictions in developing more effective strategies in Australia and New Zealand policing, including those focused on attraction, retention and flexible work practices
- the ANZPAA Resources Forum consider options for co-ordinated, cross-jurisdictional activities, potentially including an advertising campaign-type approach with a dual focus of attracting more women to a sworn policing career and affirming the career choice of currently serving sworn members.

Priority 3: Executive sponsorship

The AWIPRG discussed the criticality of executive sponsorship of gender balance and equity including:

- promoting a policing culture that fosters growth and development opportunities
- ensuring gender balance and diversity in the 'talent pipeline' of policing.

There is a perception that women will steadily gain greater access to leadership roles, including influential positions as part of a 'natural progression' and without the need for continued momentum.¹³¹

The progression of women to leadership positions appears to have plateaued,¹³² in both policing and the wider community. This has led to a 'leaky talent pipeline'¹³³ where women are not adequately represented in policing, particularly in leadership roles.

The positive public reaction to ADF Army Chief David Morrison's speech to army personnel, advising them to accept a culture of gender equality or "get out",¹³⁴ has demonstrated the impact that senior leaders can have on their workforce and the wider community.

Executive sponsorship is essential in ensuring that gender equity and diversity are priorities in organisations. Not only do executive leaders play an integral role in supporting the advancement of individual women, they also play an integral role in challenging "organisational norms around traditional paths to leadership."¹³⁵

Mentoring and Sponsorship

"MENTORING...PREPARES PEOPLE TO MOVE UP, WHILE SPONSORSHIP MAKES IT HAPPEN"

ANNE FISHER, FORTUNE MANAGEMENT

Both mentoring and sponsorship are vital to organisational progress in achieving gender balance and equity,¹³⁶ but they are not interchangeable terms:

- **Mentoring** refers to a relationship where advice, support and guidance are provided.
- **Sponsorship** refers to a special relationship that is "more influential and specific"¹³⁷ than mentoring. Where the sponsor "goes beyond giving feedback and advice and uses his or her influence with senior executives" in order to advocate for the sponsee.¹³⁸

While mentoring is crucial for leadership development, it is "insufficient for advancing to the senior-most levels".¹³⁹ Ibrarra et al suggest "high-potential women are over-mentored and under-sponsored relative to their male peers."¹⁴⁰ This has a direct effect on the career progression of women.¹⁴¹ While women have to work hard to establish a support network and seek out 'mentors' and 'sponsors', for many men this happens automatically. Not only are women less likely than men to be appointed to senior positions they may also be more reluctant to apply for them.¹⁴²

There is an acknowledged tension between executive sponsorship and procedural fairness in appointment processes, which for policing are based on public sector standards. These are considered manageable in line with jurisdictional selection processes.

Networking

There are many potential benefits of networking for men and women alike, including enhanced managerial performance, feedback, higher income, enhanced job satisfaction, social support, career change and a chance to attain influence.

Many high profile corporate enterprises and associations have mentoring initiatives, including:

- the Australian Institute of Company Directors, which has a suite of initiatives to help to achieve a greater representation of women on boards and in senior executive positions, including the 'Chairmen's Mentoring Program', which brings together senior listed company chairmen and emerging female directors¹⁴³
- the Institute of Directors in New Zealand runs a program called 'Mentoring for Diversity,' which pairs women directors with Chairs and senior directors.¹⁴⁴

Most jurisdictions have implemented their own jurisdictional networking or mentoring programs (see [Developments](#) in this report). Given the emphasis these initiatives continue to have in the research as having a positive impact on gender balance, it is recommended that Police Commissioners continue to support them. Further, the AWIPRG suggest that jurisdictional initiatives are refreshed in the light of the most recent research and resources available, such as those listed at Attachment 2.

The Australian Institute of Police Management (AIPM) conducts a number of programmes at middle management to senior executive level which enable cross-jurisdictional networking and mentoring-type opportunities. In 2013, the AIPM commenced a program under the Australia New Zealand Police Leadership Strategy intended to prepare sworn men and women for senior executive positions in Australia and New Zealand.¹⁴⁵

Recommendations

It is recommended that:

- the criticality of executive sponsorship to the representation and progress of women in policing is affirmed
- mentoring programs and networking opportunities continue to be supported, refreshed and prioritised.

Priority 4: Representation of women in leadership

“WOMEN IN LEADERSHIP. IT’S JUST GOOD BUSINESS. THERE’S NO DIFFERENCE IN LEADERSHIP POTENTIAL BETWEEN WOMEN AND MEN; MAKING SURE YOU CAN CAPTURE A BETTER SHARE OF HIGH PERFORMING WOMEN IS BETTER FOR THE ORGANISATION.”

RALPH NORRIS, COMMONWEALTH BANK OF AUSTRALIA

The AWIPRG considers that strengthening the representation of women in policing in leadership roles remains a priority.

According to Bain & Company, “[h]aving a critical mass of women at the top translates into being able to attract and retain more women, meaning the gender imbalance starts to solve itself”.¹⁴⁶ Conversely, organisations without a critical mass of women at the top can find themselves in a negative cycle that is difficult to get out of.¹⁴⁷

Strong female representation results in well-rounded and representative decision-making, improved organisational performance and will encourage a more even distribution of women in policing.

There is little doubt that women, particularly sworn members, are under-represented in senior leadership in Australia and New Zealand police. The Police Commissioners’ Conference in March 2010 resolved to develop and implement a strategy to:

- develop and manage a talent pool of future executive leaders for Australia and New Zealand law enforcement; and
- foster a national profession dedicated to ensuring the highest standard of policing.

The Australia New Zealand Police Leadership Strategy now being progressed by the Australian Institute of Police Management is driven by the recognition that there are fundamental challenges facing policing organisations in ensuring police leaders are developed to be confident in managing the demands for service and making decisions in high risk environments. There is significant opportunity to advance the representation of women in leadership through the programs which form part of the Strategy.

However, figures regarding women in policing and in senior management are not just about numbers but community perception and legitimacy. A balanced representation of women in senior leadership is particularly important to policing so that it represents the very community it serves.

Recommendation

It is recommended that:

- the leadership development of women in policing continues to be a priority, and that all possible avenues of development are made available, including programs offered by the Australian Institute of Police Management.

Publications

There is no shortage of publications that support the fact that women are good for business, many of which have been relied upon in this report. Some of the more recent and relevant studies, research and reports that have been produced or commissioned by both government and private entities are listed and linked for the benefit of the ANZPAA Board at **Attachment 2**.

¹ Greg Pellagrino, Sally D'Amato and Anne Weisberg. "The gender dividend: Making the business case for investing in women". *Deloitte*. 25 January 2011. http://www.deloitte.com/assets/Dcom-Global/Local%20Assets/Documents/Public%20Sector/dttl_ps_genderdividend_130111.pdf (accessed 14 August 2013), p. 12.

² "The business case for gender equality". *Australian Government Workplace Gender Equality Agency*. March 2013. http://www.wgea.gov.au/sites/default/files/2013-04-29_BRANDED_FINAL_businesscase_for_web.pdf (accessed 13 August 2013).

³ Male Champions of Change. "Capturing the diversity advantage - Our experiences in elevating the representation of women in leadership - A letter from business leaders". *Australian Human Rights Commission*. 18 April 2010. <http://www.humanrights.gov.au/publications/capturing-diversity-advantage-our-experiences-elevating-representation-women-leadership> (accessed August 21, 2013).

⁴ Melanne Verbeer and Kim Azzarelli. "At Davos Investing in Women Emerges as a Business Strategy". *The Daily Beast*. 25 January 2013. <http://www.thedailybeast.com/articles/2013/01/25/at-davos-investing-in-women-emerges-as-a-business-strategy.html> (accessed 14 August 2013).

⁵ Vikki Dadds and Tammy Scheide. "Police Performance and Activity Measurement". *Trends and Issues in Crime and Justice*. November 2000. <http://www.aic.gov.au/documents/B/B/D/%7BBBD2C15C-1292-4BA7-A822-79452250DF4E%7Dt1180.pdf> (accessed 14 August 2013), p. 1.

⁶ For general similarities between public entities and public sector agencies, see: Irving Wladawsky-Berger. "Why Innovation is Critical to Help Governments Adjust to the Realities of the 21st Century". *Irving Wladawsky-Berger*. <http://blog.irvingwb.com/blog/2012/10/business-and-government-similarities-and-differences-in-responding-to-the-structural-changes-in-the-economy.html> (accessed August 14, 2013).

⁷ See further Richard McCreddie, AO, APM. "The Policing Business". *AFP: Australian Federal Police Media Centre*. www.afp.gov.au/media-centre/publications/platypus/previous-editions/1999/december-1999/polibiz.aspx (accessed August 14, 2013).

⁸ Supra, n 6.

⁹ Steering Committee for the Review of Government Services. "Report on Government Services 2013". *Australian Government Productivity Commission*. Volume 1. http://www.pc.gov.au/data/assets/pdf_file/0005/121784/government-services-2013-volume1.pdf (accessed 14 August 2013), p 6.3.

¹⁰ See for example: AFP: <http://www.afp.gov.au/media-centre/publications.aspx>; ACT Pol: <http://www.police.act.gov.au/media-centre/publications/annual-reports.aspx>; NSWPF: http://www.police.nsw.gov.au/about_us/publications; NT PFES: <http://www.pfes.nt.gov.au/Publications-and-forms.aspx>; NZ Pol: <http://www.police.govt.nz/about-us/publications/corporate>; QPS: <http://www.police.qld.gov.au/services/>; SA Pol: http://www.sapolice.sa.gov.au/sapol/about_us/publications.jsp; Tas Pol: <http://www.police.tas.gov.au/about-us/corporate-documents/>; Vic Pol: http://www.police.vic.gov.au/content.asp?Document_ID=50; WA Pol: <http://www.police.wa.gov.au/ABOUTUS/AnnualReport/tabid/935/Default.aspx>.

¹¹ Supra, n 5, 2.

¹² Supra, n 9, p. 6.7.

¹³ Supra, n 9, p. 6.9.

¹⁴ See generally: "Portfolio Budget Statements 2013-14." *Australian Government Attorney-General's Department*. <http://www.ag.gov.au/Publications/Budgets/Budget2013-14/Pages/default.aspx> (accessed 3 September 2013).

¹⁵ See generally: "Budget Documents by Department - Budget 2013". *New Zealand Police*. <http://www.budget.govt.nz/budget/2013/by/dept/police.htm> (accessed August 22, 2013).

¹⁶ See generally: "Policing in austerity: One year on." *Her Majesty's Inspectorate of Constabulary*. 2012. <http://www.hmic.gov.uk/media/policing-in-austerity-one-year-on.pdf> (accessed 22 Aug 2013).

¹⁷ Supra, n 4.

¹⁸ Supra, n 1, p. 12.

¹⁹ Supra, n 4.

²⁰ "The Global Gender Gap Report 2012". *World Economic Forum*. 2012.

http://www3.weforum.org/docs/WEF_GenderGap_Report_2012.pdf (accessed 14 August 2013), p. 29.

²¹ "Women: The Next Emerging Market", *Ernst & Young LLP*. 2013.

[http://www.ey.com/Publication/vwLUAssets/Women_the_next_emerging_market/\\$FILE/WomenTheNextEmergingMarket.pdf](http://www.ey.com/Publication/vwLUAssets/Women_the_next_emerging_market/$FILE/WomenTheNextEmergingMarket.pdf), (accessed 14 August 2013), 2.

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- ²²"Women in male-dominated industries: A toolkit of strategies (2013)". *Australian Human Rights Commission*. 2013. <http://www.humanrights.gov.au/publications/women-male-dominated-industries-toolkit-strategies-2013> (accessed 22 Aug 2013), p. 4, 6.
- ²³"Untapped opportunity: the role of women in unlocking Australia's productivity potential June 2013." *Ernst & Young, Australia*. 2013. <http://www.wgea.gov.au/sites/default/files/EY-%282013%29-Untapped-opportunity-The-role-of-women-in-unlocking-Australias-productivity-potential.pdf> (accessed August 14, 2013), p. 3.
- ²⁴ See for example: supra, n 22, p.1 -2; "Progress in gender equality leads to economic growth - Justice." *European Commission*, 16 April 2012. http://ec.europa.eu/justice/newsroom/gender-equality/news/20120416_en.htm (accessed 22 Aug 2013); "Working women have kept Canadian economy strong, IMF says". *CBC News*. 24 July 2013. <http://www.cbc.ca/news/business/story/2013/07/24/business-women-working.html> (accessed 22 Aug 2013); Ricardo Hausmann, Laura D Tyson and Saadia Zahidi. "The Global Gender Gap Report 2012". *World Economic Forum*. 2012. http://www3.weforum.org/docs/WEF_GenderGap_Report_2012.pdf (accessed 14 August 2013), p. 29.
- ²⁵Supra, n20, p. 29.
- ²⁵Ibid, p. 3.
- ²⁶Ibid, p. 29.
- ²⁷Adele Ferguson. "Gender gap costs country \$195b, says economist." *SMH News Online*. 9 March 2013. <http://www.smh.com.au/national/gender-gap-costs-country-195b-says-economist-20130308-2fr2n.html#ixzz2bpuC8731> (accessed 14 August 2013).
- ²⁸John Daley. "Game-changers: Economic reform priorities for Australia." *Grattan Institute*. June 2012 http://grattan.edu.au/static/files/assets/bc719f82/Game_Changers_Web.pdf (accessed August 14, 2013), p.13.
- ²⁹Ibid, p. 39, 67
- ³⁰Ibid, p. 39.
- ³¹"Australia's Hidden Resource: The Economic Case For Increasing Female Participation (Research Report 26)." *Goldman Sachs and JB Were*. 26 November 2009. http://www.wgea.gov.au/sites/default/files/Australias_hidden_resource_tag.pdf, (accessed 11 August 2009), p. 2.
- ³²Supra, n 22, p. 4.
- ³³Ibid.
- ³⁴Supra, n 31, 2.
- ³⁵Supra, n 27.
- ³⁶See, for example: "The Bottom Line: Corporate Performance and Women's Representation on Boards". *Catalyst*. 2007. <http://catalyst.org/knowledge/bottom-line-corporate-performance-and-womens-representation-boards> (accessed 22 Aug 2013); "The Bottom Line: Connecting Corporate Performance and Gender Diversity". *Catalyst*. 2004. <http://www.catalyst.org/knowledge/bottom-line-connecting-corporate-performance-and-gender-diversity> (accessed 22 August 2013); "Gender Diversity and corporate performance". *Credit Suisse*. August 2012. http://www.fortefoundation.org/site/DocServer/cs_women_in_leading_positions_FINAL.pdf?docID=17902 (accessed 23 August 2013).
- ³⁷ R Adler. "Profit, Thy Name Is...Women?". *Pacific Standard*. 27 February 2007. <http://www.psmag.com/business-economics/profit-thy-name-is-woman-3920/> (accessed 16 August 2013).
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- ³⁹ "ASX500 Leaders: Research Note". *Reibey Institute*. 30 June 2011. http://www.reibeyinstitute.org.au/wp-content/uploads/2011/10/ASX500_Women-Leaders-2011.pdf (accessed 23 August 2013), p. 2.
- ⁴⁰"Gender Diversity and corporate performance". *Credit Suisse*. August 2012. http://www.fortefoundation.org/site/DocServer/cs_women_in_leading_positions_FINAL.pdf?docID=17902 (accessed 23 August 2013), p. 9, 12.
- ⁴¹ Renee B. Adams and Daniel Ferreira. "Women in the Boardroom and Their Impact on Governance and Performance". *Working Paper Series: Forthcoming in the Journal of Financial Economics*. 22 October 2008. <http://dx.doi.org/10.2139/ssrn.1107721> (accessed 23 August 2013), p. 15.
- ⁴²Ibid, p. 22.
- ⁴³For further information, see: <https://www.humanrights.gov.au/male-champions-change>

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- ⁴⁷ Helen Conway. “Business is ignoring the case for gender equality at the top”. *The Punch*. n.d. <http://www.thepunch.com.au/articles/business-is-ignoring-the-case-for-gender-equality-at-the-top/> (accessed 18 August 2013).
- ⁴⁸Supra, n 46.
- ⁴⁹Supra, n 47.
- ⁵⁰ “Norway's 40% Quota: From 3% to 40% board representation in 16 years.” 20first. n.d. <http://www.20-first.com/227-0-norways-40-quota.html> (accessed 22 Aug 2013).
- ⁵¹ “Women on Boards in Europe: from a snail’s pace to a giant leap”. *European Women’s Lobby*. February 2012. http://www.cite.gov.pt/pt/destaques/complementosDestqs/Report_EWL.pdf (accessed 18 August 2013), p. 5, 12.
- ⁵² Mark Lewis. “Most of the women who make up Norway's 'golden skirts' are non-execs”. *The Guardian*. 2 July 2011. <http://www.theguardian.com/business/2011/jul/01/norway-golden-skirt-quota-boardroom?intcmp=239&guni=Article:in%20body%20link> (accessed 18 August 2013).
- ⁵³Supra, n 51, p.12.
- ⁵⁴See: supra, n 51.
- ⁵⁵Supra, n 21, p. 3.
- ⁵⁶“More women on boards”. *New Zealand Ministry of Women's Affairs*. n.d. <http://mwa.govt.nz/more-women-boards> (accessed 22 August 2013).
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- ⁵⁸See: “Gender Balance on Australian Government Boards Report 2012-2013”. *Australia Government Department of Families, Housing, Community Services and Indigenous Affairs*. n.d. http://www.fahcsia.gov.au/sites/default/files/documents/08_2013/attachment_b_-_gender_balance_on_australian_government_boards_report.pdf (accessed 22 August 2013).
- ⁵⁹Ibid, p. 2, 8 -10.
- ⁶⁰“Army launches new recruitment drive for women”. *Minister for Defence Science and Personnel*. 13 March 2013. <http://www.minister.defence.gov.au/2013/03/14/minister-for-defence-science-and-personnel-army-launches-new-recruitment-drive-for-women/> (23 August 2013).
- ⁶¹As part of the 2012 New Zealand State Services Commission Fourth Phase Review of the Police’s Change Programme in relation to the Commission of Inquiry into Police Conduct.
- ⁶² Formerly the Equal Opportunity for Women in the Workplace Agency.
- ⁶³For further information, see: <http://www.wgea.gov.au>
- ⁶⁴See: <http://www.wgea.gov.au/report/compliance>
- ⁶⁵ “Corporate Governance Principles and Recommendations with 2010 Amendments (2nd edition).” *ASX Corporate Governance Council*. 30 June 2010. http://www.asxgroup.com.au/media/PDFs/cg_principles_recommendations_with_2010_amendments.pdf (accessed 18 August 2013), p. 2, 22–25.
- ⁶⁶“ASX Corporate Governance Council Principles and Recommendations on Diversity: Analysis of disclosures for financial years ended between 31 December 2011 and 30 December 2012.” *KPMG*. 2013. <http://www.kpmg.com/AU/en/IssuesAndInsights/ArticlesPublications/Documents/asx-corporate-governance-council-principles-diversity.pdf>
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- ⁶⁸ “New Zealand Census of Women’s Participation 2012”. *New Zealand Human Rights Commission*. November 2012. <http://www.hrc.co.nz/wp-content/uploads/2012/11/web-census.pdf> (accessed 23 August 2013), p 2, 12.

⁶⁹Ibid, p 2.

⁷⁰"2012 Australian Census of Women in Leadership". *Australian Government Equal Opportunity for Women in the Workplace*. http://www.wgea.gov.au/sites/default/files/2012_CENSUS%20REPORT.pdf (accessed 23 August 2013), p. 8 -9.

⁷¹ For further information refer to <http://www.fairwork.gov.au/factsheets/FWO-Fact-sheet-Requests-for-flexible-working-arrangements-NES.pdf>

⁷² Paul Callister and Judith Galtry. "Paid Parental Leave in New Zealand: A Short History and Future Policy Options". *Policy Quarterly*. Vol 2, No 1, 2006.

http://www.acerh.edu.au/publications/Callister_PolicyQuarterly_2006.pdf, p. 41.

⁷³ For further information, see: <http://www.fahcsia.gov.au/our-responsibilities/families-and-children/programs-services/paid-parental-leave-scheme>

⁷⁴ For further information, see: <http://www.globalwomen.org.nz/About+Us.html>

⁷⁵ For further information, see: <http://www.25percentgroup.co.nz/>

⁷⁶ For further information, see: <http://www.nawic.com.au/>

⁷⁷ For further information, see: <http://www.un.org/en/peacekeeping/sites/police/initiatives/globaleffort.shtml>

⁷⁸ For further information see: http://www.ausaid.gov.au/makediff/closeup/Pages/women_in_blue.aspx

⁷⁹ For further information, see:

http://www.police.nsw.gov.au/_data/assets/pdf_file/0014/211910/Celebrating_women_in_the_Force.pdf

⁸⁰ Based on information supplied by NSWPF to ANZPAA in 2012.

⁸¹ See: http://www.police.nsw.gov.au/recruitment/women_in_policing

⁸² See: <http://www.afp.gov.au/jobs/women-in-the-afp.aspx>

⁸³ For further information see: <http://www.acwap.com.au/>

⁸⁴ The Australia Federal Police do not contribute to this report. South Australia Police have only contributed to the report from 2009 and have been excluded from trend analysis conducted between 2007-2008 and 2011-2012 in this section of this report for this reason.

⁸⁵ Sourced from "Women in the Australian workforce: A 2013 update". *Flagpost*. 8 March 2013.

<http://parliamentflagpost.blogspot.com.au/2013/03/women-in-australian-workforce-2013.html>

⁸⁶ Supra, n 22, p. 3.

⁸⁷ ANZPAA, *Police Agencies Benchmarking Report 2011-2012*, p 24.

⁸⁸ Ibid, p 26.

⁸⁹ Ibid, p 25.

⁹⁰ While Figure B depicts South Australia Police data from 2009-20110 to 2011-2012, South Australia Police's data has been excluded for the purpose determining an average percentile over this 5 year period.

⁹¹ "Australian Social Trends December 2012: Women in leadership". *Australian Bureau of Statistics*. Cat no 4102.0. 11 December 2012.

<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Main+Features30Dec+2012> (accessed 23 August 2013).

⁹² "Women in leadership". *Australian Human Rights Commission*. n.d.

<https://www.humanrights.gov.au/publications/women-leadership> (accessed 23 August 2013).

⁹³ Supra, n 91.

⁹⁴ Dr Joy McCann and Janet Wilson. "Representation of women in Australian parliaments." *Department of Parliamentary Services, Parliamentary Library*. 2012.

http://parlinfo.aph.gov.au/parlInfo/download/library/prspub/1481963/upload_binary/1481963.pdf;fileType=application%2Fpdf#search=%22library/prspub/1481963%22, page 2

⁹⁵ Excluding ADF Gap Year and CFTS

⁹⁶ See: <http://www.defence.gov.au/women/>

⁹⁷ Ian McPhedran and Sophie Tarr. "Australian Military to target women". *The Telegraph*. 23 August 2013.

<http://www.news.com.au/national-news/nsw-act/australian-military-to-target-women/story-fndo4bst-1226456101858#ixzz2ca6giU8V> (accessed 23 August 2013).

⁹⁸ Supra, n 87, p34.

⁹⁹ Commissioner, Deputy Commissioner, Assistant Commissioner, Commander, Chief Superintendent, Superintendent, Chief Inspector and Inspector, noting that WA does not have Chief Superintendent or Chief Inspector.

¹⁰⁰ Management Levels 1 to 7. Unsworn Levels are based on an equivalent work value of the Sworn ranks from Deputy Commissioner to Inspector. SAPOL uses different management definitions and their data is not included in this section of the HR Benchmarking Report, which will affect the results.

¹⁰¹ Supra, n 87, p. 27. While Figure D depicts South Australia Police data from 2009-20110 to 2011-2012, South Australia Police's data has been excluded for the purpose determining an average percentile over this 5 year period.

¹⁰² Management Levels 1–7. Unsworn Levels are based on an equivalent work value of the Sworn ranks from Deputy Commissioner to Inspector

¹⁰³ Based on figures provided in ANZPAA, *Police Agencies Benchmarking Report 2011-2012*, p. 34.

¹⁰⁴ Management Level 7.

¹⁰⁵ Particularly in Australia, given the introduction of changes to corporate reporting frameworks including Gender Equality Indicators (GEI's), which are discussed in this report.

¹⁰⁶ "Women in Leadership: How smart are you?". *Ernst & Young*. 2011.

[http://www.ey.com/Publication/vwLUAssets/Women_in_leadership_How_smart_are_you/\\$FILE/Women_in_leadership_Nov2010.pdf](http://www.ey.com/Publication/vwLUAssets/Women_in_leadership_How_smart_are_you/$FILE/Women_in_leadership_Nov2010.pdf) (accessed 23 August 2013), p. 7.

¹⁰⁷ Tim Prenzler and Georgina Sinclair. "The status of women police officers: An international review." *International Journal of Law, Crime and Justice* (Online Extract).

<http://oro.open.ac.uk/36665/1/Status%20of%20women%20police%20an%20international%20review.pdf> (accessed 2 September 2013), p. 1.

¹⁰⁸ Supra, n 106.

¹⁰⁹ Supra, n 1, p. 5.

¹¹⁰ Supra, n 1, p. 8.

¹¹¹ Supra, n 20, p. v.

¹¹² Supra, n 22, p. 4.

¹¹³ Supra, n 91.

¹¹⁴ "Turnover and retention". *Catalyst*. 13 March 2013. <http://www.catalyst.org/knowledge/turnover-and-retention> (accessed 23 August 2013).

¹¹⁵ Ibid.

¹¹⁶ Supra, n 2.

¹¹⁷ Ibid.

¹¹⁸ Ibid.

¹¹⁹ Billie Nordmeyer. "Challenges of Employee Retention". *Chron*. n.d. <http://work.chron.com/challenges-employee-retention-2428.html> (accessed 23 August 2013).

¹²⁰ Supra, n 45.

¹²¹ Ibid.

¹²² Supra, n 22, p. 7-10

¹²³ "Australian Social Trends, Dec 2011; 50 years of labour force statistics now and then". *Australian Bureau of Statistics*. Cat no 4102.0. 14 December 2011.

<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Main+Features30Dec+2011>

¹²⁴ "Gender workplace statistics at a glance". *Workplace Gender Equality Agency*. February 2013.

<http://www.wgea.gov.au/sites/default/files/2013-02%20-%20Stats%20at%20a%20glance.pdf>

¹²⁵ Based on figures provided in ANZPAA, *Police Agencies Benchmarking Report 2011-2012*, p. 34.

¹²⁶ Ranstad (2011), as cited in "Gender Diversity in Management: Targeting untapped talent first steps White paper February 2012". *Australian Institute of Management*. February 2012.

<http://www.aimqld.com.au/research/documents/GenderDiversityManagementWhitepaper.pdf> (accessed 23 August 2008), p. 17.

¹²⁷ *Business, Innovation and Skills Committee*. "Women in the Workplace: First Report of Session 2013 -2014". *House of Commons*. Vol 1. 11 June 2013.

<http://www.publications.parliament.uk/pa/cm201314/cmselect/cmbis/342/342.pdf> (accessed 23 August 2013), p. 63.

¹²⁸ Supra, n 23, p. 4.

¹²⁹ Supra, n 23, p. 3-4.

¹³⁰ Supra, n 23, p. 4.

¹³¹ Alice H. Eagly and Linda L. Carli. "Women and the Labyrinth of Leadership". *Harvard Business Review*. 1 September 2007. <http://citt.hccfl.edu/Newsletters/NewsletterID1.pdf> (accessed 23 August 2013), p. 8.

¹³² "Boardroom blues for corporate women says EOWA". *Australian Government Equal Opportunity for Women in the Workplace*. 31 October 2012.

http://www.wgea.gov.au/sites/default/files/20121031_MR_Boardroom_blues_for_corporate_women..pdf (accessed 23 August 2013).

¹³³“Employers suffer from a leaky talent pipeline for women leaders: Mercer Survey Shows”. *Mercer*. 31 March 2011. <http://www.mercer.com.au/press-releases/1411385> (accessed 23 August 2013).

¹³⁴“Army chief 'taken aback' by speech going viral”. *SBS World News Australia*. 8 July 2013. <http://www.sbs.com.au/news/article/1786748/Army-chief-taken-aback-by-speech-going-viral> (accessed 23 August 2013).

¹³⁵“Creating a positive cycle: critical steps to achieving gender parity in Australia”. Bain & Company. 2013. <http://www.bain.com/Images/BAIN%20REPORT%20Creating%20a%20positive%20cycle.pdf> (accessed 23 August 2013), p. 21.

¹³⁶Baroness Mary Goudie. “Do you need a mentor or a sponsor? (Answer: you need both)”. *The Guardian*. 16 May 2013. <http://www.theguardian.com/women-in-leadership/2013/may/16/mentor-or-sponsor-you-need-both> (accessed 23 August 2013).

¹³⁷ <http://www.catalyst.org/knowledge/sponsoring-women-success> , 1

¹³⁸ <http://hbr.org/2010/09/why-men-still-get-more-promotions-than-women/>

¹³⁹ “Sponsoring Women to Success”. *Catalyst*. 2011. <http://www.catalyst.org/knowledge/sponsoring-women-success> (accessed 23 August 2013), p.1.

¹⁴⁰Herminia Ibarra, Nancy M. Carter, and Christine Silva. “Why Men Still Get More Promotions Than Women”. *Harvard Business Review: the Magazine*. September 2010. <http://hbr.org/2010/09/why-men-still-get-more-promotions-than-women/ar/> (accessed 23 August 2008).

¹⁴¹http://www.deloitte.com/view/en_AU/au/services/consulting/human-capital/DiversityandInclusion/07f6b23320440310VgnVCM3000001c56f00aRCRD.htm

¹⁴²Supra, n 140.

¹⁴³For further information, see: <http://www.companydirectors.com.au/Director-Resource-Centre/Governance-and-Director-Issues/Board-Diversity>

¹⁴⁴For further information, see: <https://www.iod.org.nz/MembershipAccreditation/MentoringforDiversity.aspx>

¹⁴⁵For further information, see: <http://www.aipm.com.au/>

¹⁴⁶Supra, n 135, p. 8.

¹⁴⁷Supra, n 135, p. 13 -14.