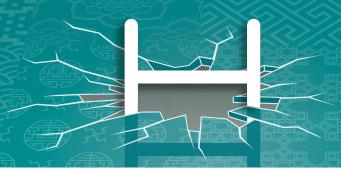




CRACKING THE GLASS-CULTURAL CEILING



CULTURALLY DIVERSE WOMEN AND THE GLASS-CULTURAL CEILING

In 2015, if ASX directors were **100 people**, approximately:

- 2 would be culturally diverse women
- 6 would be Anglo-Celtic women
- 28 would be culturally diverse men
- 64 would be Anglo-Celtic men



CULTURALLY DIVERSE WOMEN AS AMBITIOUS, CAPABLE AND RESILIENT

- Ambitious. 88% of culturally diverse female talent we surveyed planned to advance to a very senior role and 91% said that working in a job that offered mobility to leadership was extremely or very important.
- Capable. Two thirds (66%) of culturally diverse female talent spoke a language other than English when at home, and over a third (37%) had a bi/multicultural identity, in which they identify with more than one cultural background and so are able to communicate or 'broker' across cultural contexts.
- Resilient. Culturally diverse women reported that their personal resilience had been key to them retaining their leadership aspirations in the face of the career locks they had experienced.

LOCKED OUT OF LEADERSHIP

- Under-Leveraged. Only 15% of participants strongly agreed that their organisation took advantage of workforce diversity to better service clients or access new markets.
- Under-Valued. While 88% of culturally diverse women planned to advance to a very senior role, only 10% strongly agreed that their leadership traits were recognised or that their opinions were valued and respected.
- Moving On. 28% of culturally diverse women stated it was likely they would seek a job with another employer within the next year.

In this first-of-its-kind project, DCA talked with over 230 culturally diverse women who are leaders or aspiring leaders in Australian-based organisations about the following two key questions.



What are the organisational locks that prevent culturally diverse women in Australia from accessing leadership roles?



What are the organisational keys (actions) to unlock the talents and contributions of culturally diverse women?

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Only 1 in 5 culturally diverse women felt their workplace was free of cultural diversityor gender-based biases and stereotypes.





"You have this very small number of culturally diverse female staff trying to engage and influence everyone, and address fears about difference, and encourage leaders to take a risk on the unfamiliar – there's this view that 'You're the one who stands to benefit so you get out there and do it."





Only 1 in 7 culturally diverse women strongly agreed they had appropriate access to professional networks.





Over two thirds of culturally diverse women agreed that they feel pressure to conform to existing leadership styles in Australian organisations.





Accessing flexible work was extremely important for 61% of culturally diverse women, yet only 32% strongly agreed that they felt free to speak up about their flexibility needs at work.





"What gets measured gets done – we need measures like we have for gender."

