

# 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?

SPONSORED BY:



SUPPORTED BY:





**TALENT LOCK 1:  
AMPLIFIED  
BIAS**

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



**TALENT KEY 1:  
DISRUPT  
BIAS**



**TALENT LOCK 2:  
DIVISIONS IN  
DRIVING CHANGE**

*"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.'"*



**TALENT KEY 2:  
PARTNER TO  
INCLUDE**



**TALENT LOCK 3:  
LACK OF  
RELATIONSHIP  
CAPITAL**

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



**TALENT KEY 3:  
BOOST  
RELATIONSHIP  
CAPITAL**



**TALENT LOCK 4:  
MASCULINE  
WESTERNISED  
LEADERSHIP  
MODEL**

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



**TALENT KEY 4:  
RECREATE  
LEADERSHIP  
MODEL**



**TALENT LOCK 5:  
LACK OF  
FLEXIBILITY**

*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.*



**TALENT KEY 5:  
GET  
FLEXIBLE**



**TALENT LOCK 6:  
LACK OF  
ACCOUNTABILITY**

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



**TALENT KEY 6:  
NUMBER  
CRUNCH**