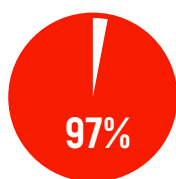


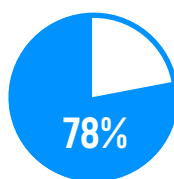
Culturally and Racially Marginalised Women in Leadership

A FRAMEWORK FOR (INTERSECTIONAL) ORGANISATIONAL ACTION

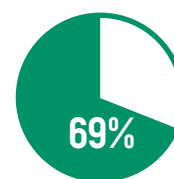
CARM women are ambitious, capable and resilient



97% of CARM women we surveyed said they had **valuable contributions to make to their organisation**



78% wanted to **advance to senior leadership**



69% agreed that the **career barriers they face have made them stronger and more adaptable**



What do we mean by 'CARM'?

We use the term culturally and racially marginalised (CARM) to refer to people who are not white – research shows this group experiences racial marginalisation.¹ This includes people who are Black, Brown, Asian, or any other non-white group, who face marginalisation due to their race. The term “culturally” is added because these people may **also** face discrimination due to their culture or background – e.g., a woman who is a Muslim migrant from South Sudan may face discrimination because of her race and her religion and cultural background.



CARM women continue to be **underrepresented at senior levels** in Australian organisations



Board directors are women²

VS



Board directors are culturally diverse women (non-Anglo cultural origins)³



ASX senior executives are culturally diverse women (non-Anglo cultural origins)⁴

1. J. C. Williams et al., “How One Company Worked to Root Out Bias from Performance Reviews,” *Harvard Business Review*, 21 April 2021; A. Smith, “Do the Determinants of Promotion Differ for White Men Versus Women and Minorities? An Exploration of Intersectionalism Through Sponsored and Contest Mobility Processes,” *American Behavioral Scientist*, vol. 48, no. 9 (2005): 1157–1181.
2. Women on Boards, *Truth Be Told: Cultural Diversity on Australian Boards*, Sydney, Women on Boards Australia, 2022.
3. Ibid.
4. Diversity Council Australia, *Capitalising on Culture and Gender in ASX Leadership*, Sydney, Diversity Council Australia, 2017.

Locked out of leadership



Fewer career opportunities

65% of surveyed CARM women agreed that CARM women employees received fewer opportunities for career advancements than other women.



Subjected to a higher bar

85% felt they had to work twice as hard as employees who weren't CARM women to get the same treatment or evaluation.



Underestimated

75% reported that others assumed they worked in a lower status job than they did and treated them as such.



Overlooked

65% felt they were ignored or not taken seriously by their managers because of being a CARM woman.



Racism and sexism

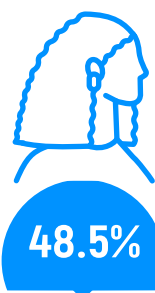
61% reported experiencing racism at work in the past 2 years, while 48% had experienced sexism at work over that same period. Only 15% of CARM women agreed 'There is no racial discrimination against CARM women in my present workplace.'



Isolated

77% of CARM women surveyed agreed or strongly agreed that decisions about hiring and promotions are made through informal networks, which they struggled to access.

The **Federal Government** was the sector with the largest cultural diversity representation⁵



48.5%
Female directors
overall

VS



7.5%
Culturally diverse
(non-Anglo) women directors

5. Women on Boards 2022 audit of 232 non-corporate organisations across 5 sectors.

DCA talked with over 370 CARM women about:

What is locking CARM women out of leadership roles (organisational locks)?
What can Australian organisations do to open up leadership opportunities for this critical employee cohort (organisational keys)?



LOCK 1

Gender equity overlooks race

"I have been in the same level for 13 years, no career progression, as CARM women face an impossible cultural glass ceiling. With the Women in Leadership agenda, many women get promoted, however all of them are from Anglo-Celtic background."



KEY 1

Get intersectional



LOCK 2

Biased 'leader' prototype

"Diversity is celebrated at the bottom levels, but as you climb higher, there are certain traits that they value – basically you have to be male, white, six feet tall."



KEY 2

Redefine 'leader' prototype



LOCK 3

Inaccessible social capital

"As a person who's grown up outside of Australia, who doesn't follow cricket, hasn't gone to a local private school, and doesn't have those cultural references that people who are white and privileged have, it's very hard even for me to make connections with them."



KEY 3

Make social capital accessible



LOCK 4

Ignored voices

"Having my voice heard means that I am an expert in my own lived experience. It means that people examine their own internal biases and don't make me subject to them."



KEY 4

Centre marginalised voices