

Elevate the System

2024

AUSTRALIA

We do not need to change women —

we need to change systems.

Elevate the System: Challenges and Realities



**DOWNLOAD
FULL REPORT**

Please use this country report along with the Key Findings and Frameworks found in the full *Elevate the System* report that includes insights from five countries across the Asia Pacific region.

1 Inclusion Has Become a Dilemma

Challenge: With increased focus and investment on women leadership, why are we still struggling to get more women into senior roles?

Reality: Inclusion has become more complex and challenging to navigate.

2 Leaders Must Mind the Hidden Gap

Challenge: With all leaders facing similar hurdles in their sprint to senior positions, how can organizations make progress in ensuring a level playing field?

Reality: The hurdles that women leaders need to jump are considerably higher.

3 Feminine Superpowers Are Getting Women Leaders Into a Bind

Challenge: The Double Bind and Double Flex lead women to burn out at a faster rate.

Reality: Feminine strengths are becoming essential in the AI Era, yet women often do not get credit for displaying them.

4 Women Leaders Need to Ask For More

Challenge: Challenging job assignments and increased exposure tend to be key experiences that propel careers forward, and yet women are more reluctant to take them up.

Reality: Overall, women are being offered more, but are asking less.

5 We Must Elevate the System

Challenge: Without removing systemic barriers, we can not fully tackle the internal barriers that hold women back

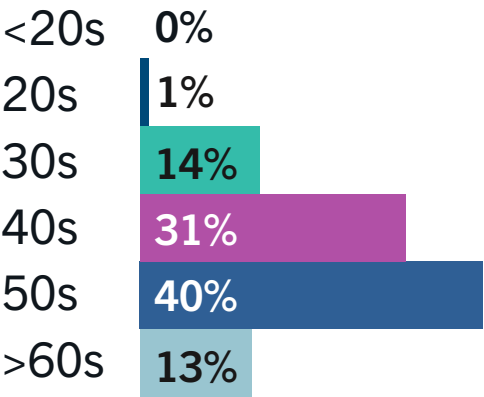
Reality: We do not need to change women, we need to change systems.

About the Research

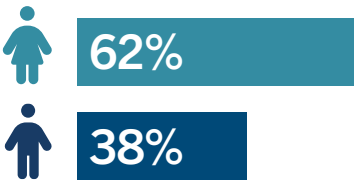
Survey (Nov. 2023 – Mar. 2024)

170 SURVEY
RESPONDENTS

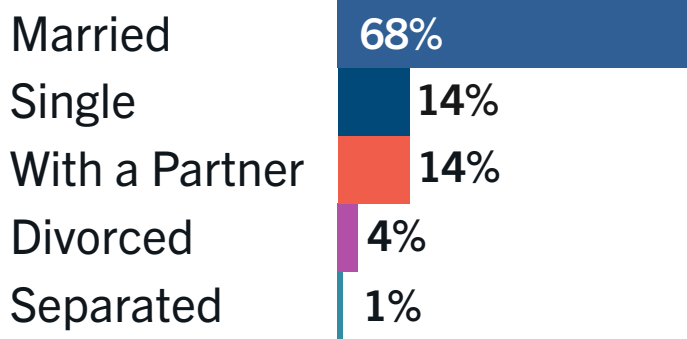
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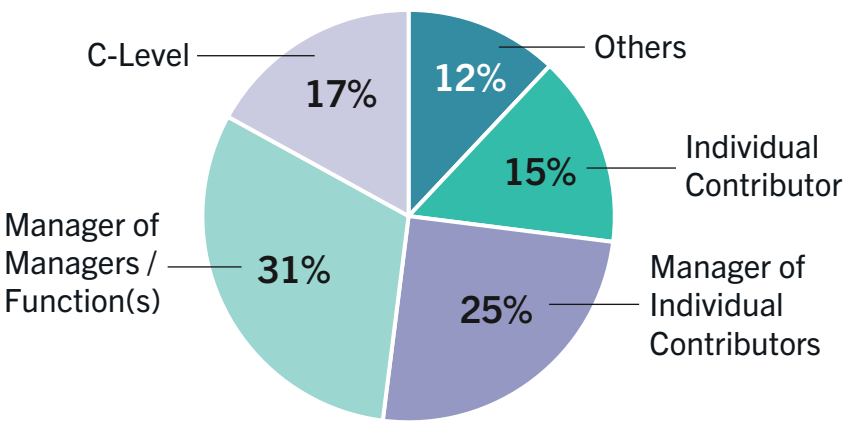
Gender:



Marital Status:



Organizational Level:



Question: Select the response that best represents your opinions regarding gender equity in the workplace.

Safety	In MOST workplaces, women are hit-on or harassed related to their gender.	42%
	In MY workplace, women are hit-on or harassed related to their gender.	12%
Pay	In MOST workplaces, there is a gender pay disparity.	80%
	In MY workplace, there is a gender pay disparity.	38%
Opportunity	In MOST workplaces, men and women have equal opportunities.	55%
	In MY workplace, men and women have equal opportunities.	82%

Table presents % of respondents agreeing/strongly agreeing to the statements

Question: Select the response that best represents your opinions regarding gender equity in the workplace.

At 4%, the gap between perception of men and women on Safety in Australian organizations, is the lowest in the APAC region





				GAP (SHE SAYS-HE SAYS)
Safety	In MY workplace, women are hit-on or harassed related to their gender.	10%	14%	4%
Pay	In MY workplace, there is a gender pay disparity.	18%	52%	34%
Opportunity	In MY workplace, men and women have equal opportunities.	94%	75%	19%



Table presents % of respondents agreeing/strongly agreeing to the statements

Question: Select the response that best represents your opinions regarding gender equity in the workplace.

IDENTITY

		
Struggling with conflicting values and how I prioritize them	14%	23%
Struggling to live a life that is consistent with my values and priorities (not other's expectations and priorities)	17%	26%

AGENCY

		
Feeling weighed down by surrounding constraints, that it is a “limited” or “no choice” situation	27%	39%
Feeling torn in accepting the trade-offs between meeting own needs and the needs of others	27%	47%

Top 5 Factors Hindering Growth of Women Leaders

To what extent do you agree that these factors hinder women from becoming senior leaders?

(Figure denotes % of respondents agreeing/strongly agreeing to the statements)



69%

Our society expects women to take on more family responsibilities than men.

55%

Men are unaware of the bias they hold against women.

48%

Women underestimate their ability to lead.

48%

Women prioritize family over work.

48%

Organizations do not provide sufficient flexibility (e.g., flexible working hour, remote working, non-linear career path, etc.).



Our society expects women to take on more family responsibilities than men.

92%

Men are unaware of the bias they hold against women.

86%

Our society expects women to behave in certain ways that hinders them from becoming senior leaders.

77%

Women underestimate their ability to lead.

73%

Organizations have a “male-centric” culture.

72%

Top 5 Gaps in Perception

To what extent do you agree that these factors hinder women from becoming senior leaders?

(Figure denotes % of respondents agreeing/strongly agreeing to the statements)



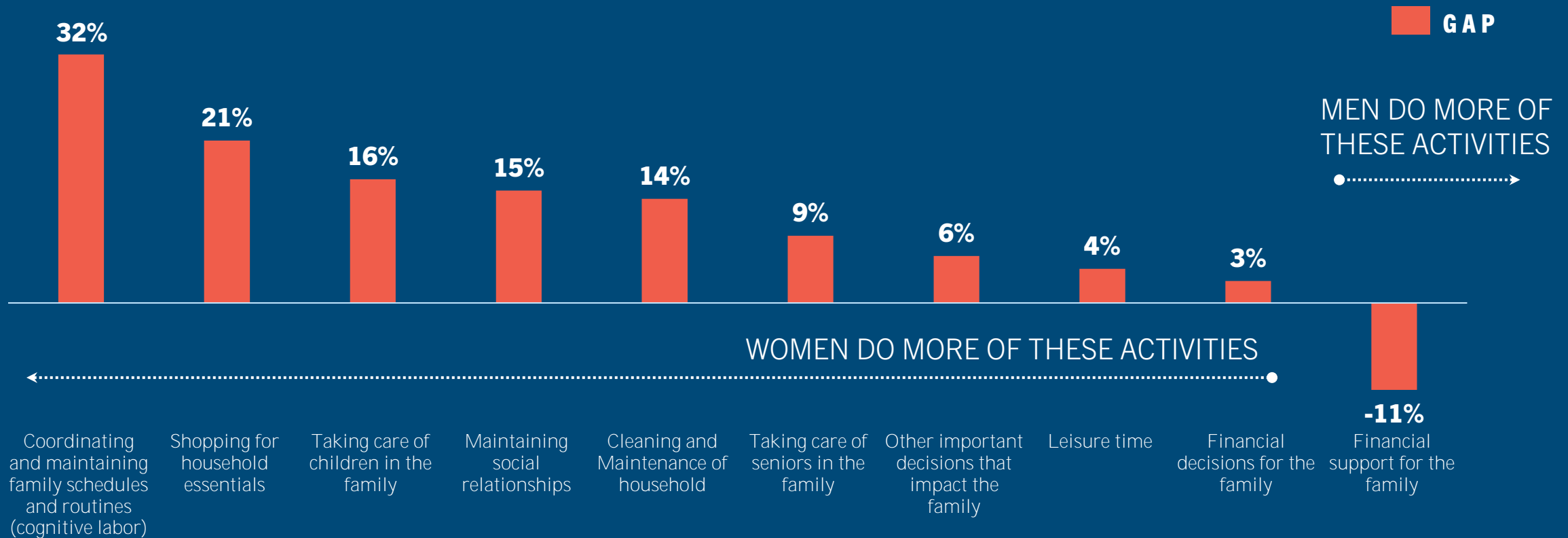
				GAP (SHE SAYS-HE SAYS)
Organization	Organizations do not provide men and women equal opportunities.	22%	61%	38%
Organization	Organizations have a “male-centric” culture.	37%	72%	35%
Society	Our society expects women to behave in certain ways that hinders them from becoming senior leaders.	44%	77%	32%
Organization	Male managers are less likely to promote women than men.	24%	55%	31%
Family	Men are unaware of the bias they hold against women.	55%	86%	31%

Table presents % of respondents agreeing/strongly agreeing to the statements

Division of Activities in Dual-Career Couples

How are the following activities divided between you and your spouse/partner (total 100%)?

(Gap = % of activity that women say they do - % of activity that men say they do)



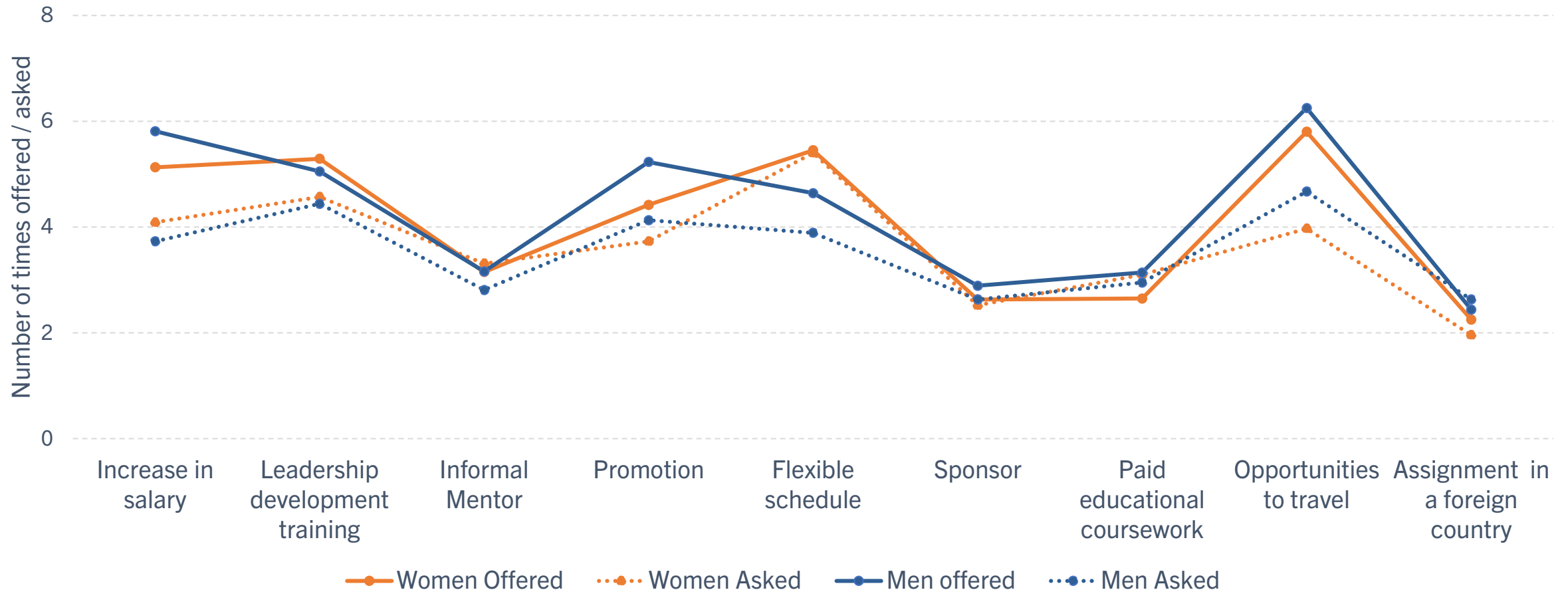
Factors Considered Important for Career Advancement

How important are the following opportunities for your career advancement?
(Figure denotes % of respondents rating the statements important/extremely important)

BENEFITS	Increase in salary	92%
COURSES	Leadership development training	91%
PEOPLE	Informal Mentor	86%
JOB EXPERIENCE	Promotion	85%
BENEFITS	Flexible schedule	82%
PEOPLE	Sponsor	79%
COURSES	Paid educational coursework	68%
JOB EXPERIENCE	Opportunities to travel	42%
JOB EXPERIENCE	Assignment in a foreign country	25%

Only 25% of Australians indicated that an overseas assignment was important for career advancement. This represents the lowest importance given to foreign assignments in the APAC region.

Development Opportunities - Offered and Asked



*The number of times women and men had asked for or been offered career-progressing opportunities.
From left to right, the items are in the sequence of importance level from high to low*

Opportunities Exist to Raise the Level of Action and Advocacy



		
83%	69%	AWARE - In my organization, men are aware of the benefits brought by gender diversity.
77%	73%	DISCUSS - In my organization, men participate in the discussion of gender diversity.
83%	62%	TAKE ACTION - In my organization, men take actions to support women leadership development by being their mentors, sponsors, etc.
83%	63%	ADVOCATE - In my organization, senior male leaders advocate for gender diversity.

Figure denotes % of respondents agreeing/strongly agreeing to the statements

Key Takeaways

01

In Australia gender inequity on pay and development opportunities continue to be perceived by both men and women. At the same time there are significant differences between women and men in these perceptions, with women observing these inequities coming up as barriers more frequently.

02

Women leaders in Australia report a higher level of challenge with identity and agency issues compared to male leaders, especially torn between conflicting needs, priorities and values.

03

Organization systems and processes are two of the systemic barriers that are coming up the most in Australia and are hindering women from making it to senior roles.

04

Among dual-career couples in Australia, women report doing a major portion of the activities connected with upkeep of the family, leading to them being stretched across too many roles with a higher risk of burnout.

05

Organizations in Australia offer greater flexibility in schedules, leadership development training and opportunities to travel than employees ask for. There is a close match in demand and availability of support from mentors, sponsors and for paid educational coursework.

06

More than in other countries across the region, women leaders in Australia indicate that in their organizations, male leaders display a great deal of action and advocacy for gender diversity.



At the Center for Creative Leadership, our drive to create a ripple effect of positive change underpins everything we do. For 50+ years, we've pioneered leadership development solutions for everyone from frontline workers to global CEOs. Consistently ranked among the world's top providers of executive education, our research-based programs and solutions inspire individuals in organizations across the world — including ⅔ of the Fortune 1000 — to ignite remarkable transformations.

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