



**LEADERSHIP &
PARTICIPATION
FOR WOMEN
ACTION PLAN
2021-23**



The Tasmanian Government acknowledges the Aboriginal Custodians of Tasmania and recognises their continuing connection to land, waters and culture. We pay our respects to Elders past and present.

Communities, Sport and Recreation
Department of Communities Tasmania
GPO Box 65
HOBART TAS 7001

Phone: (03) 6165 8388
Email: women@communities.tas.gov.au
Website: www.women.tas.gov.au
Facebook: Women in Tasmania

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Minister's message

The Tasmanian Government is working to ensure that all women can achieve their aspirations and participate in decisions which affect their lives and communities. We are committed to creating a more inclusive Tasmania that empowers and enables women and girls to fully participate in our economic, social, political and community life.

In recent years, we have made significant progress towards achieving gender equality in leadership and decision-making positions. In 2018, Tasmania made history by becoming the first Australian state with a majority female Parliament¹. Since 2018, the number of female Parliamentarians has continued to rise, with women holding 56 per cent of House of Assembly seats and 60 per cent of Legislative Council seats at the time of this publication.² We also achieved our target of at least 40 per cent women in the State Executive Service by 2020 well ahead of time and have made significant progress in increasing the number of women on Tasmanian Government boards and committees. Between June 2015 and June 2020, we increased women's representation on Government boards and committees by a significant 12.6 per cent.

Women make up 47 per cent of the Tasmanian labour force³, outnumber men in higher education completion rates across Australia⁴, and the gender pay gap in Tasmania is trending downwards. We now need to find more ways to reduce the barriers to women seeking and gaining employment in stable, high-paying and diverse industry roles. These are the roles that are critical to improving economic opportunity and

growth for all Tasmanians, particularly in our recovery from COVID-19. As women have been significantly impacted by the COVID-19 pandemic, providing leadership and participation opportunities for women in the workforce remains a priority of the Tasmanian Government. Women also continue to face broader cultural and institutional barriers to entering and advancing in non-traditional industries, which this Plan seeks to address.

We know that increasing the number of women in leadership roles across the community, in government, in workplaces and in sporting organisations provides a number of benefits to individuals, organisations and the community as a whole. Gender diverse organisations are proven high performers and demonstrate better financial outcomes, access the widest pool of talent and skills, are more representative of their communities, and foster stronger connections with clients and stakeholders.

An important part of creating future change will be increasing the visibility of diverse female leaders and role models to encourage all Tasmanians to participate in decision making and leadership positions. By celebrating women through the Tasmanian Honour Roll of Women



As the Minister for Women, I want to ensure that Tasmanian women are empowered to access the opportunities they need to succeed.



and recognising women who excel in their community through awards and storytelling, we can inspire and empower a whole new generation of Tasmanian leaders. The significant achievements made by inductees on the Honour Roll make inspiring reading, and I encourage everyone to share the stories on the Tasmanian Honour Roll of Women website with the children and young people in your life.

In celebrating the remarkable contributions that Tasmanian women make, I would like to acknowledge Grace Tame, who is the first Tasmanian to be named Australian of the Year in the Award Program's 61-year history.

Grace has demonstrated extraordinary courage championing the #LetHerSpeak campaign, in which she used her voice



to push for legal reform and raise public awareness about the impacts of sexual violence. As the national winner, Grace stands among a field of inspirational Australians, and I look forward with anticipation to seeing the powerful difference and changes she makes over the next year and beyond.

This Action Plan includes actions to add to the momentum created by Grace's success, including encouraging more Tasmanian women to be nominated for Australian Honours and Awards and developing a communications campaign to profile successful nominees.

The activities set out in this Action Plan also build on many successful programs and initiatives already underway, including supporting and encouraging women in operational and field-based

roles through initiatives such as the *See It. Dream It. Do It.* Campaign, requiring levels of women's representation be met for funding under the Sport and Recreation State Grants Program, and creating a Tasmanian State Service that is committed to gender equality through the *Gender Diversity in the Tasmanian State Service Commitment*.

Along with these initiatives, the 2020-2021 State Budget delivers new funding of \$2.5 million over two years to develop a state-wide program to enable women to participate more broadly across our economy.

To achieve this, we will work with peak industry bodies and skills and training providers to support women to train and enter roles in industry, as well as support employers to help young

workers develop the skills they need to succeed. We are also investing \$400 000 over two years for measures to enhance our industry liaison and further build partnerships that increase leadership pipelines for women in these fields.

Through this Action Plan's focus on addressing barriers that women face to leadership and building the capability of women and girls to actively participate in the workforce, we are ensuring that opportunities for women and girls are front and centre of our plan as we rebuild a stronger Tasmania.

The Hon Sarah Courtney MP
Minister for Women

Where we are now



57.5%

of the Tasmanian Parliament is female, compared to 37.5 per cent in March 2016



45.8%

of Senior Executive Service roles in the Tasmanian State Service were filled by women in June 2020, compared to 29.7 per cent of roles in June 2015

46.4%

of Government board and committee positions were held by women in June 2020, compared to 33.8 per cent in June 2015



40.9%

of positions on State Sporting Organisations are held by women, compared to 37.78 per cent in 2015

43.2%

of the 44 Order of Australia Honours received by Tasmanians in 2020 went to women



334

women and women's organisations have been inducted onto the Tasmanian Honour Roll of Women as at December 2020, with the next round of inductions to occur in March 2021



The 2016 Census found that

55.5%

of Tasmanian volunteers were women

It is significant to note that in the last decade, Tasmania has had its first female Premier, its first female Speaker in the House of Assembly and the first female Governor of Tasmania.

Introduction

The *Leadership and Participation for Women Action Plan 2021-23* (the Action Plan) provides a practical set of activities to help us increase opportunities for women in the workforce and leadership positions, promote and recognise the contribution of Tasmanian women, and ensure the impacts of COVID-19 on women are addressed.

The Action Plan is the third in a series of action plans under the *Tasmanian Women's Strategy 2018-2021*. It has been informed by feedback from the Tasmanian Women's Council and Government agencies,

recommendations by the Premier's Economic and Social Recovery Advisory Council, research findings and statistical data. The Action Plan is intended to build upon and complement other initiatives in the

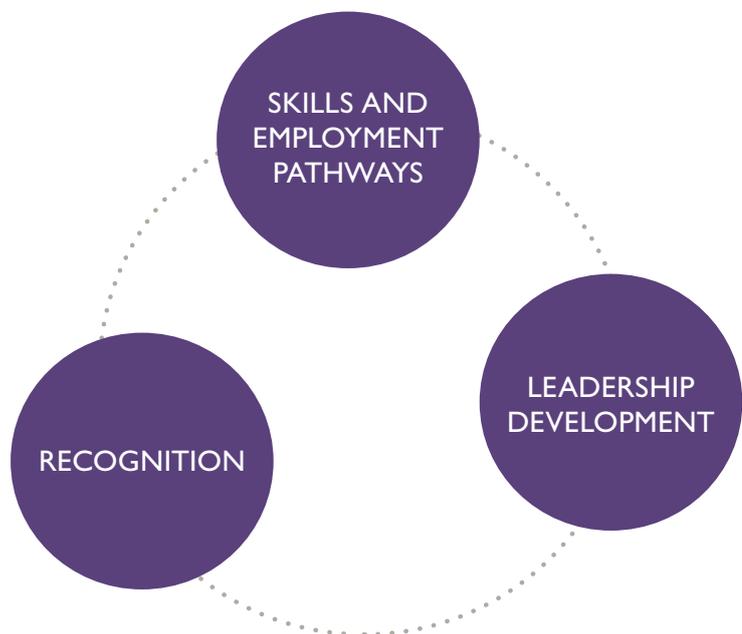
Women's Portfolio, including the *Women on Boards Strategy 2020-2025*.

The Action Plan focuses on three strategic priorities.

Strategic Priorities

1. Support skills development and employment pathways.
2. Facilitate leadership development.
3. Promote recognition.

Implementation of this Plan will be overseen by the Department of Communities Tasmania, informed by the Tasmanian Women's Council and the Tasmanian Women's Strategy Interdepartmental Committee, and progress against activities will be published annually.



Priority I: Support skills development and employment pathways

Women represent an underutilised pool of talent, which can be harnessed to boost Tasmania's economy and increase equal access to opportunities for both women and men. In recognition of this, the Premier's Economic and Social Recovery Advisory Council has recommended that the Tasmanian Government support further industry programs to enhance workplace cultural change and development pipelines for women⁵.

Australia-wide, men and women remain concentrated in particular industries, with six in 10 Australians working in an industry that is dominated by one gender⁶. Traditional male-dominated industries include mining, construction, forestry, fisheries, manufacturing and agriculture, with women dominating health care, social assistance, education and training⁷. Many male-dominated industries have seen an improvement in female representation over the past two decades⁸, however, we will only see equal representation if steps are taken

to attract more women into these roles. Barriers to women participating in some of Tasmania's most thriving and essential industries include lack of role models, gendered work stereotypes, discouraging workplace cultures, workplaces hiring through traditional or informal employment pipelines, and limited access to flexible working hours⁹. This impacts gender equality in the workplace and women's economic security, with average remuneration in female-dominated industries lower than in male-dominated industries¹⁰. Workplace gender segregation has been highlighted by the COVID-19 pandemic, as women are overrepresented in certain sectors that have been hardest hit by the economic downturn.

Successfully leveraging the labour potential of the whole population will grow and strengthen Tasmania's economy, and this is more important than ever as we work to recover from the impacts of COVID-19. To do this, it is important that we address the current barriers to attracting, recruiting and retaining women in traditionally male-dominated industries, as well as continuing work to remove gender-based barriers to employment more broadly. The 2020-2021 State Budget delivers new funding of \$2.5 million over two years to develop a state-wide program to enable women to participate more broadly across Tasmania's economy. This program will support more women into non-traditional roles in industries set to play a vital part in supporting the COVID-19 recovery and will assist in levelling the playing field in those areas.

Action I.1

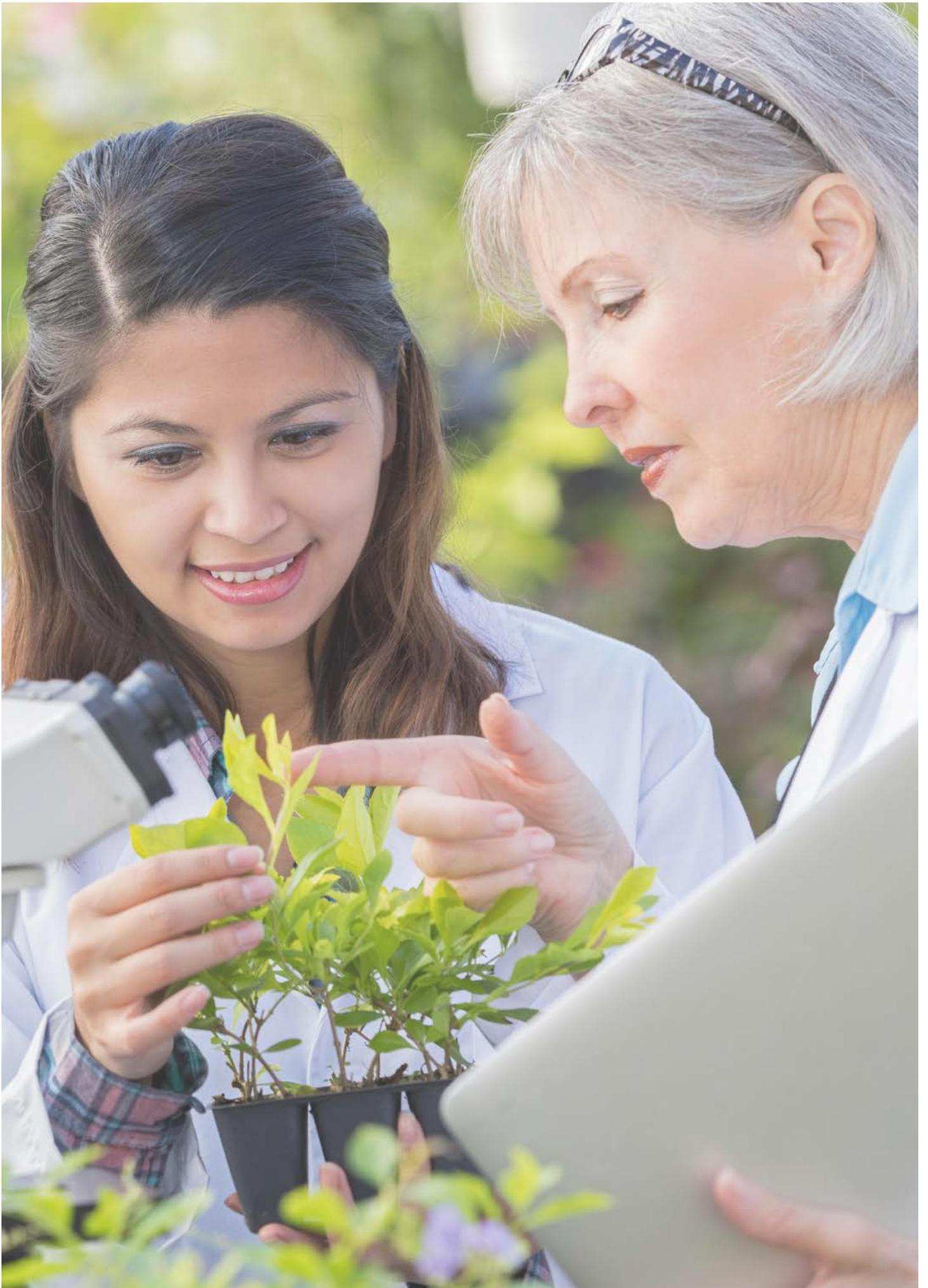
Convene a roundtable with the Minister for Women, Minister for Education and Training, government agencies and relevant industry representatives to identify opportunities to attract and retain women into non-traditional educational skills and vocational training pathways, and to address barriers for women to accessing and completing vocational education and training pathways more broadly.

Action I.2

Employ an Industry Liaison Officer in the Department of Communities Tasmania to support industry, build partnerships and promote opportunities for women.

Action I.3

Develop a state-wide program to attract, recruit and retain women into non-traditional Tasmanian industries including agriculture, forestry, fisheries, building, construction, and mining.



Priority 2: Facilitate leadership development opportunities

There is substantial evidence that having more women in leadership provides benefits to the government, private and community sectors¹¹. A diverse group of leaders is more likely to be aware of, and committed to, addressing and putting in place systems to overcome structural barriers that disadvantage certain groups of people. Equal representation in leadership also allows women to influence decisions which affect their lives, further narrow the gender pay gap and realise their full potential.

While women make up half of the private sector workforce¹², men continue to hold the majority of leadership roles across all Australian industries¹³, including in female-dominated sectors. In organised sports, women are under-represented in decision making positions across management, coaching and governance. The *Women on State Sporting Organisations Boards 2020 Report*¹⁴ found that the number of women on Tasmanian State Sporting Organisations (SSOs) in 2019 was 40.87 per cent and the *AusPlay survey* found that in

2019 around 39 per cent of adults participating in sport as a coach were women.

Women who are empowered to take on leadership roles often have a positive influence on the lives of other women.¹⁵ The Government is already implementing a variety of strategies to encourage funded peak bodies and sporting organisations in the community sector to increase gender diversity on their boards and committees, including requiring SSOs to have no less than 40 per cent representation from any one gender on their board or committee.

At entry level for the sporting sector, the Tasmanian Government has invested in grass roots improvements to increase inclusivity and accessibility of sporting facilities for women through the \$10 million Levelling the Playing Field grants program in 2018 and 2019 - changes that will allow women to grow and succeed in the sporting sector.

Through the *Women on Boards Strategy 2020-2025*, (the Strategy) the Tasmanian Government is also working to support the increase of women on Government, not-for-profit and private boards and committees. The Strategy includes a commitment to progress the targets of 50 per cent representation of women on Government boards and committees by July 2022 and 40 per cent representation of women in Chairperson positions by July 2025. From 2021, a joint initiative under the Strategy and this Action Plan will be a leadership scholarship program offering training in board directorship to early career women and leadership development opportunities for women in non-traditional areas of employment.

The strong relationships that the Tasmanian Government has built with

industry peak bodies through the leadership scholarship program, along with the innovative strategies already being developed and implemented by these groups, can be utilised to develop further initiatives that will provide opportunities for women in high-wage, high-demand non-traditional occupations. To do this, the Tasmanian Government has allocated \$400 000 over two years in the 2020-2021 State Budget for measures to enhance industry liaison to develop leadership pipelines for women in traditionally male-dominated industries. Recent consultation undertaken with the Tasmanian Women's Council has also highlighted the importance of investing in training opportunities for women in partnership with these industries, such as mentoring programs.

Action 2.1

Invest in women's leadership capability through the Women in Leadership Scholarship Program.

Action 2.2

Develop and/or support mentoring programs in partnership with key Tasmanian industries for women aspiring to enter leadership roles.

Action 2.3

Support programs for young women to develop their leadership potential and encourage the next generation of female leaders to pursue a career in Parliament.

Action 2.4

Administer and promote the Women in Sport Coaching Scholarship on an annual basis to provide quality coaching and learning opportunities to women and increase the number of female coaches in Tasmania.



Priority 3: Promote recognition

Recognising and acknowledging the achievements and contribution of Tasmanian women is an important component towards achieving gender equality. Awarding women high profile honours and sharing their stories increases the visibility and profile of women, promotes positive role models in leadership for young women and girls, and places women's achievements on the public record.

The Government's key recognition program for women is the Tasmanian Honour Roll of Women, which pays tribute to the many and varied achievements of Tasmanian women and women's organisations by publicly recognising their accomplishments and preserving their stories to inspire future generations. The Honour Roll has attracted a large number of nominations and since it was established in 2005, 334 women and women's organisations have been inducted. This work allows the Government to actively promote and raise the profile of outstanding women and share empowering stories.

At a national level, while women continue to make extensive contributions to our community every year, they remain under-represented in most public awards. According to *The Australian Honours and Awards Branch: Report 2012-16*, women made up only 27.8 per cent of all Order of Australia nominees from 1975 to 2016, and only 30.3 per cent of all recipients¹⁶. In Tasmania, 43.2 per cent of the 44 Order of Australia Honours received in 2020 went to women¹⁷.

The Tasmanian Government has undertaken a number of storytelling campaigns in recent years to positively promote women in leadership and challenge gender stereotypes in the workplace, including the *See it. Dream it. Do it.* Program and the *Women in the Tasmanian State Service* webpage. Both campaigns have showcased women in a wide range of diverse leadership, operational and field-based roles across the Tasmanian State Service. A range of actions in awards programs and storytelling will actively promote and raise the profile of Tasmanian women. The Tasmanian Government will build on the successes of these campaigns to ensure that women's achievements are appropriately recognised, never forgotten, and inspire future generations of women.

Action 3.1

Acknowledge and celebrate the achievements of Tasmanian women by expanding the reach and visibility of the Tasmanian Honour Roll of Women, including through the introduction of an award specifically acknowledging the achievement of young women.

Action 3.2

Support the community to increase the number of award nominations of women for Order of Australia Honours as part of the Australian honours and awards system, through development of a nomination toolkit and webpage on the Women in Tasmania website.

Action 3.3

Develop a communications campaign to profile Tasmanian women who have received Order of Australia Honours.

Action 3.4

Develop a series of storytelling campaigns celebrating the successes, achievements and experiences of Tasmanian women including volunteers and women working in non-traditional fields of employment, to challenge gender stereotypes, document women's voices, and provide positive and empowering stories about women.

Action 3.5

Continue to support International Women's Day through a small grants program, as an opportunity to celebrate the contribution and progress of women towards gender equality.

Endnotes

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- ¹⁵ https://www.unicef.org/sowc07/docs/sowc07_panel_5_5.pdf
- ¹⁶ The Governor-General of the Commonwealth of Australia, 2016, *The Australian Honours and Awards Branch Report 2012-16*, <https://www.gg.gov.au/sites/default/files/2019-06/honoursbranchreportfinaloct2016.pdf>.
- ¹⁷ Department of the Prime Minister and Cabinet, Australian Honours Search Facility, (Tasmanian Honours 2011-2020), <https://honours.pmc.gov.au/honours/search>.



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