



# Chief Executive Women

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## Senior Executive Census 2017

Chief Executive Women is pleased to present the results of our first ASX200 Senior Executive Census.

Analysis of the gender composition of executive leadership teams is important because it indicates the progress of women to the most senior ranks in corporate Australia.

While the Australian Institute of Company Directors conducts a quarterly report on women's representation on public company boards, there is currently no regular reporting on the gender composition of ASX200 executive leadership teams.

This Census measures the number of executive women in ASX200 executive leadership teams and also highlights the proportion of women in 'line' roles and 'functional' roles.

Line roles are those that directly drive key commercial outcomes in a business and usually involve profit and loss accountability. Line roles represent the most significant pipeline for the ASX200 CEOs of the future.

Achieving a balanced representation of women is a necessary step towards ensuring that we are drawing on all of the talent available and gaining the benefits of diversity.

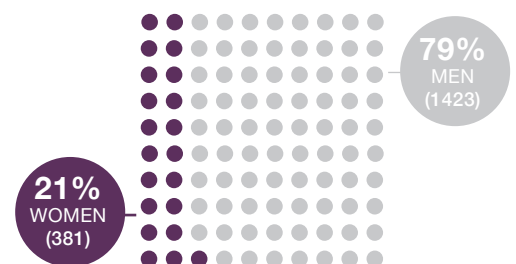
Information was collected in August 2017 from each company's website. If a company did not disclose its executive leadership team on its website, composition was independently sourced from BoardEx®.

CEW's mission is women leaders enabling women leaders. We know that measuring performance is important and this Senior Executive Census provides visibility of progress towards the goal of equal representation.

Our inaugural ASX200 Senior Executive Census sets the baseline for future progress.

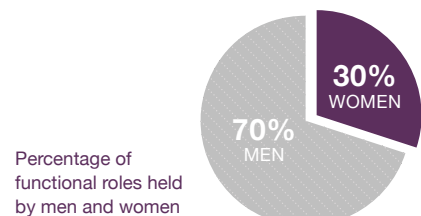
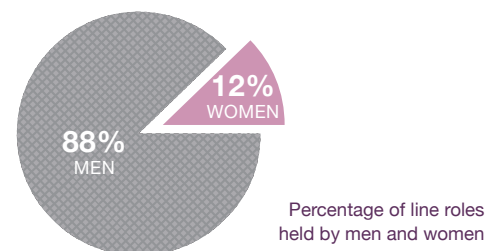
### #FACT

Women make up about 20% of ASX200 executive leadership teams



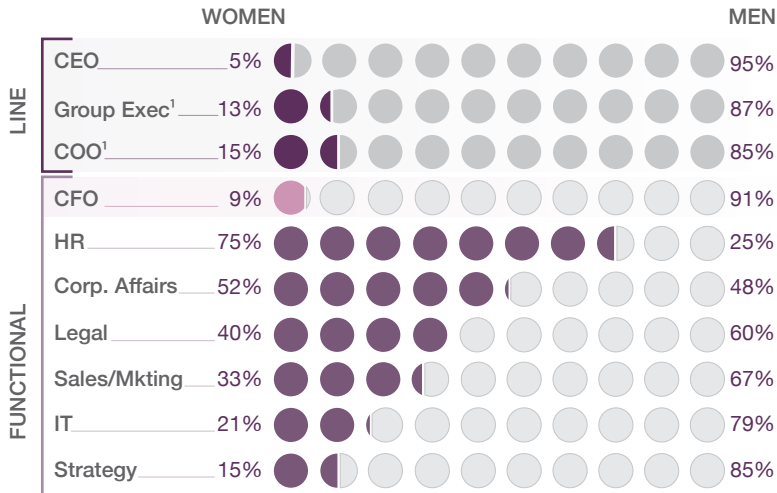
### #FACT

Women hold just 12% of line roles and 30% of functional roles in executive leadership teams



Percentage of **roles** within executive leadership teams held by women and men, grouped by line and function.

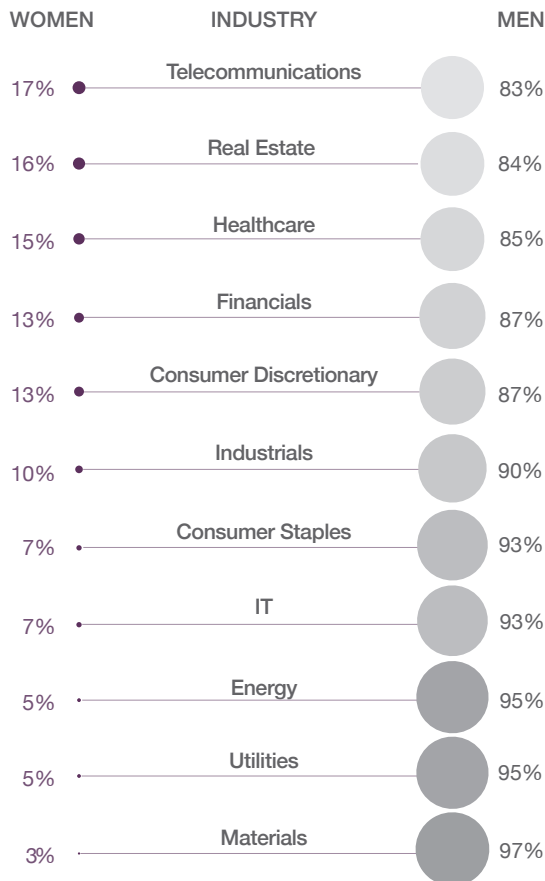
The role of CFO is highlighted as in most organisations it is one of the most senior and influential roles and can be a stepping stone to CEO.



**#FACT**

Women make up 5% of CEOs, 9% of CFOs and 13% of Group Exec/COOs of executive leadership teams.

Percentage of **line roles** within executive leadership teams held by women and men, grouped by industry.



**#FACT**

Some industries have better representation of women in their executive leadership teams than others. Even the industries with the highest level of women in line roles have less than one in five.

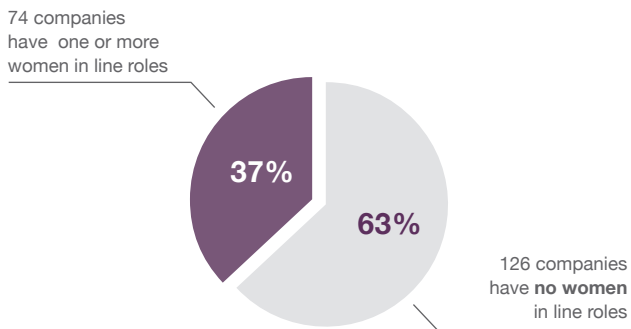
<sup>1</sup> Only Group Executives and COOs with line responsibilities have been included.

ASX200 companies with **no women** on their executive leadership team

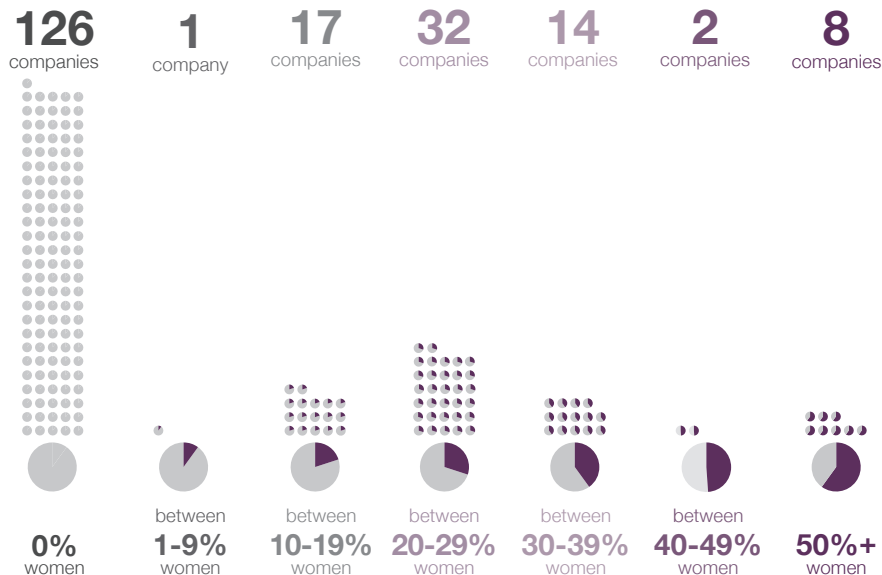


**#FACT**  
 Almost two-thirds of ASX200 companies have no women in line roles in their executive leadership teams

ASX200 companies with **no women in line roles** on their executive leadership team



ASX200 companies according to **proportion of women in line roles** in their executive leadership team



## ASX200 executive leadership teams\*

ASX Company name	Size of Executive Leadership Team	Number of women in Executive Leadership Team	% women in Executive Leadership Team
Commonwealth Bank of Australia (ASX:CBA)	13	6	46%
Westpac Banking Corporation (ASX:WBC)	12	4	33%
Australia and New Zealand Banking Group Limited (ASX:ANZ)	12	4	33%
BHP Billiton Limited (ASX:BHP)	10	3	30%
National Australia Bank Limited (ASX:NAB)	11	3	27%
CSL Limited (ASX:CSL)	10	2	20%
Telstra Corporation Limited (ASX:TLS)	12	5	42%
Wesfarmers Limited (ASX:WES)	12	3	25%
Woolworths Limited (ASX:WOW)	14	4	29%
Macquarie Group Limited (ASX:MQG)	12	3	25%
Rio Tinto Limited (ASX:RIO)	11	3	27%
Woodside Petroleum Ltd (ASX:WPL)	7	0	0%
Transurban Group (ASX:TCL)	11	4	36%
Scentre Group (ASX:SCG)	17	1	6%
Fortescue Metals Group Limited (ASX:FMG)	10	3	30%
Amcor Limited (ASX:AMC)	10	0	0%
Suncorp Group Limited (ASX:SUN)	13	6	46%
QBE Insurance Group Limited (ASX:QBE)	7	1	14%
AGL Energy Limited (ASX:AGL)	11	3	27%
Insurance Australia Group Limited (ASX:IAG)	11	2	18%
Westfield Corporation Limited (ASX:WFD)	12	1	8%
South32 Limited (ASX:S32)	4	1	25%
Newcrest Mining Limited (ASX:NCM)	9	2	22%
AMP Limited (ASX:AMP)	12	5	42%
Brambles Limited (ASX:BXB)	10	1	10%
Sydney Airport Limited (ASX:SYD)	10	3	30%
Ramsay Health Care Limited (ASX:RHC)	9	1	11%
Goodman Group (ASX:GMG)	19	1	5%
CIMIC Group Limited (ASX:CIM)	15	3	20%
ResMed Inc. (NYSE:RMD)	14	2	14%
Aristocrat Leisure Limited (ASX:ALL)	10	2	20%
Origin Energy Limited (ASX:ORG)	9	1	11%
Vicinity Centres (ASX:VCX)	9	3	33%
Aurizon Holdings Limited (ASX:AZJ)	7	2	29%
Stockland Corporation Limited (ASX:SGP)	9	1	11%
Qantas Airways Limited (ASX:QAN)	12	3	25%
ASX Limited (ASX:ASX)	8	1	13%
Oil Search Limited (ASX:OSH)	10	1	10%
Dexus (ASX:DXS)	9	2	22%
Sonic Healthcare Limited (ASX:SHL) *	11	2	18%
LendLease Group (ASX:LLC)	11	3	27%
APA Group (ASX:APA)	8	2	25%
Treasury Wine Estates Limited (ASX:TWE)	11	3	27%
REA Group Limited (ASX:REA)	11	4	36%
GPT Group (ASX:GPT)	9	2	22%
Crown Resorts Limited (ASX:CWN)	5	1	20%
Cochlear Limited (ASX:COH) *	19	4	21%
Caltex Australia Limited (ASX:CTX)	7	3	43%
Boral Limited (ASX:BLD)	11	3	27%
Mirvac Group (ASX:MGR)	7	2	29%

\* According to ASX200 List as at 1 August 2017, ordered by market cap.

\* When information was not available from website, it was sourced from BoardEx®

ASX200 executive leadership teams continued...

<b>ASX Company name</b>	<b>Size of Executive Leadership Team</b>	<b>Number of women in Executive Leadership Team</b>	<b>% women in Executive Leadership Team</b>
Computershare Limited (ASX:CPU)	17	2	12%
BlueScope Steel Limited (ASX:BSL)	8	2	25%
James Hardie Industries plc (ASX:JHX)	8	0	0%
Medibank Private Limited (ASX:MPL)	7	2	29%
Orica Limited (ASX:ORI)	11	2	18%
Challenger Limited (ASX:CGF)	9	1	11%
Santos Limited (ASX:STO)	8	1	13%
Spark New Zealand Limited (NZSE:SPK)	8	2	25%
Coca-Cola Amatil Limited (ASX:CCL)	9	3	33%
SEEK Limited (ASX:SEK)	7	1	14%
Fisher & Paykel Healthcare Corporation Limited (NZSE:FPH)	9	1	11%
AusNet Services Ltd (ASX:AST)	7	2	29%
Tatts Group Limited (ASX:TTS)	11	6	55%
Incitec Pivot Limited (ASX:IPL)	7	2	29%
Alumina Limited (ASX:AWC)	4	0	0%
Bendigo and Adelaide Bank Limited (ASX:BEN)	10	4	40%
Fletcher Building Limited (NZSE:FBU)	10	2	20%
TPG Telecom Limited (ASX:TPM) *	7	1	14%
Harvey Norman Holdings Limited (ASX:HVN)	4	1	25%
Bank of Queensland Limited (ASX:BOQ)	9	3	33%
Magellan Financial Group (ASX:MFG)	7	1	14%
Domino's Pizza Enterprises Limited (ASX:DMP)	13	2	15%
Flight Centre Travel Group Limited (ASX:FLT)	8	2	25%
Qube Holdings Limited (ASX:QUB)	5	0	0%
The Star Entertainment Group Limited (ASX:SGR)	9	2	22%
Spark Infrastructure Group (ASX:SKI) *	4	1	25%
Downer EDI Limited (ASX:DOW)	12	1	8%
ALS Limited (ASX:ALQ) *	13	3	23%
Janus Henderson Group plc (NYSE:JHG) *	20	3	15%
Iluka Resources Limited (ASX:ILU)	9	3	33%
Evolution Mining Limited (ASX:EVN)	7	0	0%
Link Administration Holdings Limited (ASX:LNK)	8	3	38%
Healthscope Limited (ASX:HSO)	11	3	27%
CYBG PLC Cdi 1:1 (ASX:CYB)	10	3	30%
Adelaide Brighton Limited (ASX:ABC)	8	1	13%
Tabcorp Holdings Limited (ASX:TAH)	10	4	40%
Seven Group Holdings Limited (ASX:SVW)	9	0	0%
BT Investment Management Limited (ASX:BTT)	6	2	33%
Platinum Investment Management Limited (ASX:PTM)	6	2	33%
IOOF Holdings Ltd (ASX:IFL)	4	0	0%
Orora Limited (ASX:ORA)	12	2	17%
Macquarie Atlas Roads Group (ASX:MQA) *	3	0	0%
Ansell Limited (ASX:ANN)	14	2	14%
Whitehaven Coal Limited (ASX:WHC)	6	0	0%
The A2 Milk Company Limited NZ (ASX:A2M)	12	2	17%
carsales.com Ltd (ASX:CAR)	10	3	30%
WorleyParsons Limited (ASX:WOR)	10	2	20%
JB Hi-Fi Limited (ASX:JBH)	6	0	0%
Investa Office Fund (ASX:IOF)	17	6	35%
Northern Star Resources Limited (ASX:NST)	5	2	40%

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ASX200 executive leadership teams continued...

ASX Company name	Size of Executive Leadership Team	Number of women in Executive Leadership Team	% women in Executive Leadership Team
Sims Metal Management Limited (ASX:SGM)	7	1	14%
OZ Minerals Limited (ASX:OZL)	6	1	17%
DuluxGroup Limited (ASX:DLX)	9	2	22%
Metcash Limited (ASX:MTS)	5	0	0%
Mineral Resources Limited (ASX:MIN)	8	0	0%
Charter Hall Group (ASX:CHC)	9	1	11%
Perpetual Limited (ASX:PPT)	7	3	43%
SKYCITY Entertainment Group Limited (NZSE:SKC)	10	2	20%
Corporate Travel Management Limited (ASX:CTD)	17	5	29%
Nufarm Limited (ASX:NUF)	6	0	0%
Fairfax Media Limited (ASX:FXJ)	13	5	38%
Iron Mountain Incorporated Cdi 1:1 (ASX:INM)	12	4	33%
IRESS Limited (ASX:IRE)	16	3	19%
Premier Investments Limited (ASX:PMV) *	7	3	43%
Vocus Group Limited (ASX:VOC)	9	1	11%
Steadfast Group Limited (ASX:SDF)	10	2	20%
Growthpoint Properties Australia Stapled (ASX:GOZ)	4	0	0%
Cleanaway Waste Management Limited (ASX:CWY)	7	1	14%
CSR Limited (ASX:CSR)	19	6	32%
Regis Resources Limited (ASX:RRL)	5	0	0%
GrainCorp Limited (ASX:GNC)	10	1	10%
MYOB Group Limited (ASX:MYO)	11	3	27%
Brickworks Limited (ASX:BKW) *	6	2	33%
Abacus Property Group (ASX:ABP)	8	1	13%
BWP Trust (ASX:BWP) *	3	0	0%
Independence Group NL (ASX:IGO)	7	2	29%
Primary Health Care Limited (ASX:PRY)	8	3	38%
Trade Me Group Limited (NZSE:TME)	9	2	22%
Reliance Worldwide Corporation Limited (ASX:RWC)	9	0	0%
Pact Group Holdings Ltd (ASX:PGH) *	14	4	29%
Chorus Limited (NZSE:CNU)	9	3	33%
Super Retail Group Limited (ASX:SUL)	11	3	27%
G8 Education Limited (ASX:GEM)	9	5	56%
Charter Hall Retail REIT (ASX:CQR)	11	2	18%
Cromwell Property Group (ASX:CMW)	4	1	25%
Genworth Mortgage Insurance Australia Limited (ASX:GMA)	8	3	38%
Shopping Centres Australasia Property Group (ASX:SCP) *	3	0	0%
Technology One Limited (ASX:TNE) *	13	0	0%
Costa Group Holdings Limited (ASX:CGC)	10	1	10%
Navitas Limited (ASX:NVT)	11	2	18%
Viva Energy REIT Trust (ASX:VVR) *	2	1	50%
Bapcor Limited (ASX:BAP)	8	0	0%
InvoCare Limited (ASX:IVC)	9	2	22%
Blackmores Limited (ASX:BKL)	7	2	29%
St Barbara Limited (ASX:SBM) *	10	1	10%
Monadelphous Group Limited (ASX:MND) *	7	1	14%
Aveo Group (ASX:AOG) *	6	1	17%
Breville Group Limited (ASX:BRG) *	7	1	14%
Nine Entertainment Co. Holdings Limited (ASX:NEC)	14	6	43%
Seven West Media Limited (ASX:SWM)	7	2	29%

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ASX200 executive leadership teams continued...

ASX Company name	Size of Executive Leadership Team	Number of women in Executive Leadership Team	% women in Executive Leadership Team
Spotless Group Holdings Limited (ASX:SPO)	6	2	33%
Beach Energy Limited (ASX:BPT)	8	1	13%
Automotive Holdings Group Limited (ASX:AHG) *	3	0	0%
ARB Corporation Limited (ASX:ARB) *	5	0	0%
McMillan Shakespeare Limited (ASX:MMS) *	8	1	13%
NEXTDC Limited (ASX:NXT)	6	0	0%
SKY Network Television Limited (NZSE:SKT) *	13	4	31%
Regis Healthcare Limited (ASX:REG)	11	4	36%
Mayne Pharma Group Limited (ASX:MYX)	9	3	33%
Bega Cheese Limited (ASX:BGA)	6	0	0%
Webjet Limited (ASX:WEB)	10	2	20%
Saracen Mineral Holdings Limited (ASX:SAR)	7	0	0%
Altium Limited (ASX:ALU)	11	1	9%
G.u.d. Holdings Limited (ASX:GUD)	9	1	11%
Southern Cross Media Group Limited (ASX:SXL) *	7	0	0%
Sigma Healthcare Limited (ASX:SIP)	6	3	50%
Ecljpx Group Limited (ASX:ECX)	10	0	0%
Ardent Leisure Group (ASX:AAD)	6	2	33%
Australian Agricultural Company Limited (ASX:AAC)	6	1	17%
Sirtex Medical Limited (ASX:SRX)	5	0	0%
News Corporation. B Voting (ASX:NWS)	17	6	35%
Sandfire Resources NL (ASX:SFR)	6	0	0%
Retail Food Group Limited (ASX:RFG)	8	1	13%
Credit Corp Group Limited (ASX:CCP)	3	0	0%
Mantra Group Limited (ASX:MTR)	12	3	25%
Speedcast International Limited (ASX:SDA)	8	0	0%
IPH Limited (ASX:IPH)	4	0	0%
GWA Group Limited (ASX:GWA)	6	1	17%
Aconex Limited (ASX:ACX)	11	4	36%
Ht&e Limited (ASX:HT1)	9	2	22%
Resolute Mining Limited (ASX:RSG)	8	2	25%
Asaleo Care Limited (ASX:AHY)	8	0	0%
National Storage Reit Stapled (ASX:NSR)	5	0	0%
Estia Health Limited (ASX:EHE)	7	4	57%
Apn Outdoor Group Limited (ASX:APO)	9	1	11%
Galaxy Resources Limited (ASX:GXY)	5	0	0%
Infigen Energy Stapled (ASX:IFN)	9	1	11%
Australian Pharmaceutical Industries Limited (ASX:API)	10	2	20%
Nanosonics Limited (ASX:NAN)	6	0	0%
Syrah Resources Limited (ASX:SYR)	6	0	0%
Flexigroup Limited (ASX:FXL)	8	2	25%
Orocobre Limited (ASX:ORE)	7	0	0%
Greencross Limited (ASX:GXL)	6	1	17%
Tassal Group Limited (ASX:TGR)	12	4	33%
Western Areas Limited (ASX:WSA)	6	0	0%
Myer Holdings Limited (ASX:MYR)	12	3	25%
Gateway Lifestyle Group Stapled (ASX:GTY)	3	0	0%
Japara Healthcare Limited (ASX:JHC)	6	1	17%
Virtus Health Limited (ASX:VRT)	14	2	14%
Isentia Group Limited (ASX:ISD)	9	3	33%

\* When information was not available from website, it was sourced from BoardEx®

## How to **improve gender balance** in executive leadership

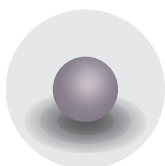
Above all, achieving gender balance requires leadership. Research and our experience confirm that the Chairman, Board, CEO and leadership team must all be committed to gender balance as a priority; otherwise, the company is unlikely to make progress. This leadership commitment must also translate into visible action and regular communication on why gender balance matters and how everyone benefits.

CEW has developed the following programs designed to help forward-thinking organisations take steps towards improving gender balance in their executive leadership teams.



### **CEO Conversation**

The CEW CEO Conversation involves a dialogue with three CEW members, selected on the basis of their experience and relevance to your company's current strategic priorities, challenges and sector. They join with the CEO and executive leadership team to positively shift the senior leadership approach towards gender equity. In the CEW CEO Conversation, our members share what they believe are the key inhibitors and enablers to promoting women to senior executive roles and discuss what is working in other organisations to bring about change.



### **Your Leadership Shadow**

Your Leadership Shadow involves workshops with business leaders, facilitated by a CEW member, using the Leadership Shadow model. The model was developed by CEW in collaboration with the Male Champions of Change and is a valuable resource for leaders of organisations of any size who want to create an organisational culture that values, nurtures and attracts diverse talent. The program helps participants think through how they can become the leader they need to be and bring about real change as champions of gender diversity.



### **The Chairman Conversation**

The Chairman Conversation is an impactful way for boards to set the tone from the top on gender balance by partnering with their CEO to improve gender balance in their organisation. The program complements the Boards for Balance:Your Leadership Shadow initiative developed by CEW and the Australian Institute of Company Directors (AICD). It applies the latest, best practice research and the lived experiences of CEW and AICD members, chairmen, non-executive directors and CEOs in driving gender balance in their organisations.

CEW wishes to acknowledge the generous assistance of CEW sponsor and partner Spencer Stuart, for their expertise in the analysis of the data contained in the 2017 Senior Executive Census.

Contact **Chief Executive Women** at [cew@cew.org.au](mailto:cew@cew.org.au) +61 2 8240 7600



Chief Executive Women

Women leaders enabling women leaders