

# Retaining Women in the Workforce

Australian Institute of Management - Victoria and Tasmania

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Document prepared by:

Leigh Funston and Hwafern Quach

For further information regarding the contents of this report, please contact:

Mr Leigh Funston

Head, Stakeholder Relations

Australian Institute of Management (Vic/Tas)

181 Fitzroy St, St Kilda 3182

Phone - +61 3 9534 8181

Email - lfunston@aimvic.com.au

# Executive Summary

## Introduction

As Australian organisations focus on long term strategies to protect profits and maximise performance in response to the chronic skills shortage associated with our ageing workforce, we are seeing support emerge for a new imperative – how to boost the retention of women in the workforce.

Just over 50 per cent of university graduates in Australia are women, yet the executive ranks of the nation's major companies contain less than 15 per cent of women. This situation points to an extremely poor return on Australia's investment in tertiary education for women.

It is the view of the Australian Institute of Management that improving the retention and contribution of women in the workforce is linked to employers having the policies and practices in place that enable women and men to view themselves as 'equal partners' in the performance of their organisation.

## Survey Results

The Australian Institute of Management survey, 'Retaining Women in the Workforce' analysed the responses of 3,180 executives employed across the broad spectrum of industry and government. Fifty five per cent of the respondents were men. The survey found that 87 per cent of people believed that more needs to be done to retain women in the workforce. Further, 63 per cent of respondents felt that Australian organisations were not supportive of women reaching senior positions equivalent to their male counterparts.

Our survey was conducted immediately following the recent release of the Australian Government Productivity Commission's draft recommendations on paid maternity leave, paternity and parental leave. The Commission's recommendation for the introduction of 18 weeks paid maternity leave to be funded by the Australian Government generated significant public attention and news media coverage. During that time of high level awareness about paid maternity leave, we asked survey participants: "Would a compulsory paid maternity leave scheme benefit the recruitment and retention of women in the Australian workforce?" Just 33 per cent of respondents agreed with that statement. The gender breakdown on that percentage was women, 40 per cent and men, 26 per cent.

The survey results indicate the answer to retaining women in the workforce is linked to the adoption of a broad range of initiatives – not just paid maternity leave. The most important factor in retaining women in the workforce according to the survey is flexible working arrangements, followed by improved childcare support, improved career path, paid maternity leave, pay equity, and training and professional development.

The findings of the survey support the view that women are still seen as the primary caregivers in Australian households. This perception is having a negative impact on the number of women who rise to senior executive positions within their organisations. Australia's ageing workforce, combined with the critical shortage of skilled personnel, is the reason why 'pacesetter' organisations in this country have made it a business priority to retain more women in the workforce.

Relevant to this shift in thinking is our survey's discovery that younger respondents (aged between 21 to 35) were more supportive of the need for women and men to have shared responsibilities when it came to looking after children. Our survey also reveals that younger women have confidence that their workplace will look after their current and future needs.

It is the ambition of the Australian Institute of Management that this survey will help cultivate greater awareness of the business advantages of retaining women in the workforce and also lead to a better understanding of what organisations need to do to achieve that outcome.

Regardless of the current downturn, the long term implications of Australia's ageing workforce point to an ongoing, critical shortage of skilled employees. Consequently, smart organisations are pursuing strategies to ensure they don't lose well trained and highly capable managers. That's why there is a new focus on retaining women in the workforce because it makes economic sense to do so.



Susan Heron  
CEO

Australian Institute of Management VT  
November, 2008

## Background

This survey seeks to explore the key issues behind the low numbers of women in our nation's executive ranks and the loss of women from the general workforce. Are the reasons linked to pay or the workplace environment? Or are the issues linked to children, family commitments or lifestyle choices responsible for this situation?

The results of our survey are released at a time the Australian Government, through the Productivity Commission is conducting a far reaching enquiry into paid maternity leave, paternity and parental leave. The Commission is scheduled to commence work on drafting its final report to Government on November 28 for release in early 2009.

As Australian Government legislation currently stands, women are entitled to one year's *unpaid* maternity leave. No scheme exists which makes it compulsory for all women to receive support payments whilst on maternity leave. Some organisations have taken the initiative to provide their own form of a paid maternity leave scheme. However, the requirements and conditions pertaining to these leave provisions vary from organisation to organisation and from person to person.

Whilst recognising the existence of the Government's so called 'Baby Bonus' scheme, Australia is one of very few developed countries in the OCED which is yet to implement a paid maternity leave scheme. Would the implementation of such a scheme provide sufficient support for women to maintain touch with the workplace? In addition, what are the major contributors inhibiting women from achieving the same level of seniority as their male counterparts in the current Australian workforce? Given that in the majority of cases, women are the primary care-givers to their families, what impact does this have on working women and women's careers?

## Methodology

Australia's declining birth rate and ageing population have already contributed to the nation's critical work skills shortage. The 18 questions in this survey were developed to achieve a greater level of understanding about initiatives to attract and retain women in the workforce.

The survey was sent to all levels of management including senior and middle managers, CEOs and business owners employed in small to large organisations across the range of employment fields in the private and public sectors. Survey recipients were sourced from the Australian Institute of Management's Victorian and Tasmanian database. Managers from most Australian states and territories are included in this database.

An initial email was sent on 2 October 2008, inviting people to provide their feedback on the retention of women in the workforce.

A follow up email was sent on 9 October 2008.

In total, over 3,180 responses have been used in comparing and analysing the results of the survey. All survey questions were made mandatory, so the results only include those who have completed the survey. Respondents in our sample were 45 per cent female and 55 per cent male.

# Survey Results

**Question 1: Do you think more needs to be done to retain women in the Australian workforce?**

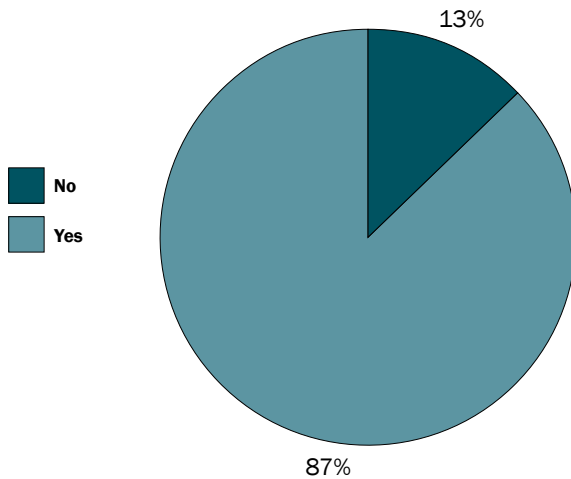


Figure 1: Retaining women in the Australian workforce

A staggering 87 per cent of respondents believe further action is needed to retain women in the Australian workforce, indicating strong manager awareness and support on this issue. Significantly, men rated slightly higher in support of retaining women in the workforce than female respondents.

Our results show that younger respondents have a comparatively higher belief that more needs to be done to retain women in the Australian workforce.

	Yes	No
Females 21 - 28	85.5%	14.5%
Females 29 - 35	85.1%	14.9%
Females 36 - 45	84.4%	15.6%
Females 45 - 55	83.0%	17.0%
Females 56 - 65	86.3%	13.7%
Females 66 +	75.0%	25.0%
Males 21 - 28	92.4%	7.6%
Males 29 - 35	91.1%	8.9%
Males 36 - 45	89.6%	10.4%
Males 45 - 55	87.5%	12.5%
Males 56 - 65	84.6%	15.4%
Males 66 +	83.3%	16.7%

Table 1: Retaining women in the Australian workforce by gender and age

**Question 2: Overall, do you think Australian organisations are supportive of women who seek to achieve seniority equivalent to their male counterparts?**

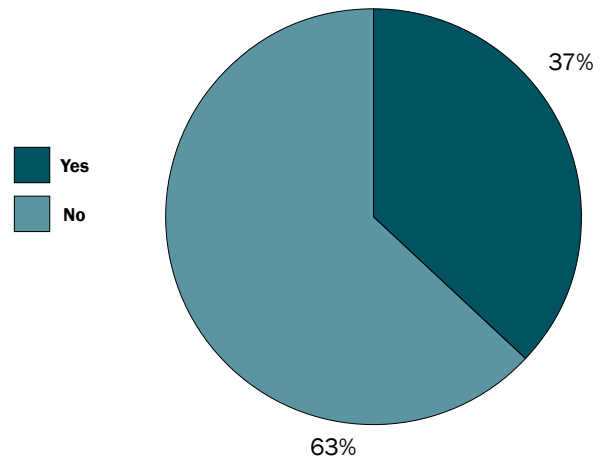


Figure 2: Supportive of women seeking senior positions

Sixty three per cent of respondents believe Australian organisations are not supportive of women who seek to achieve seniority equivalent to their male counterparts. This supports the view that more needs to be done to retain women in the workforce.

Interestingly, more men than women (67.6% to 56.6%) indicated that Australian organisations are not supportive of females achieving seniority equivalent to their male counterparts.

Whilst this response points to awareness by men that Australian organisations do not provide a 'fair go' for women, it does prompt the question, why has not more been done to date to improve the situation?

Position in organisation	Yes	No
Business Owner	43.0%	57.0%
CEO	44.8%	55.2%
Senior Manager	41.5%	58.5%
Middle Management	36.5%	63.5%
Team Leader/ Supervisor	34.4%	65.6%
Professional/ Specialist/ Technical	30.3%	69.7%
Team Member	20.7%	79.3%
Other	28.1%	71.9%

Table 2: Supportive of women seeking senior positions

Business owners, CEOs and senior managers showed the strongest belief in Australian organisations being supportive of women who seek to achieve senior positions.

**Question 3: What do you think are the major contributors to women being under represented in senior management positions in Australia?**

Respondents listed the top five factors on why women are under represented in senior management positions in Australia:

1. Family commitments (80%)
2. Inflexible work environment (62%)
3. Male oriented work environment (60%)
4. Lack of childcare support (52%)
5. Inadequate or no paid maternity leave (36%)

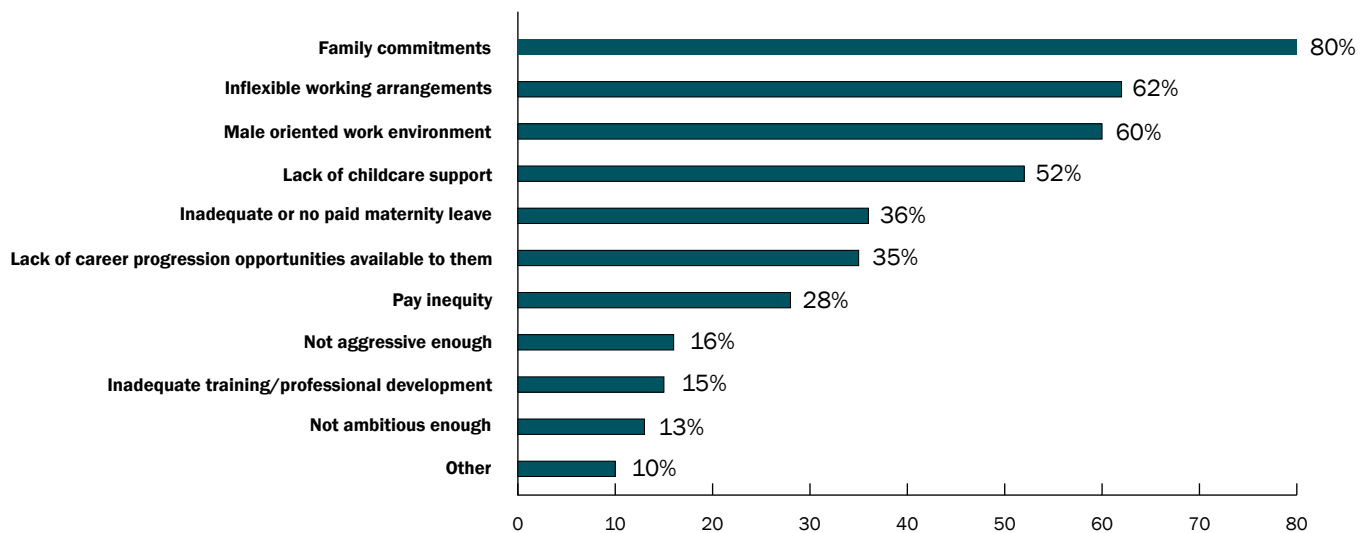


Figure 3: Contributors to women being under represented in senior management

	Age					
	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66 +
Family commitments	84.50%	81.10%	82.10%	77.80%	75.50%	88.90%
Inflexible working arrangements	55.20%	59.20%	62.40%	62.60%	67.00%	66.70%
Male oriented work environment	55.20%	56.40%	59.60%	63.50%	62.30%	77.80%
Lack of childcare support	59.10%	58.10%	53.20%	46.20%	47.30%	50.00%
Inadequate or no paid maternity leave	58.00%	51.40%	33.20%	23.80%	27.80%	27.80%
Lack of career progression opportunities available to them	29.80%	32.20%	31.70%	39.00%	43.60%	44.40%
Pay inequity	36.50%	29.90%	26.70%	25.80%	27.80%	50.00%
Not aggressive enough	26.00%	16.50%	13.80%	16.40%	14.30%	0.00%
Inadequate training/ professional development	12.20%	8.60%	14.90%	17.80%	20.90%	33.30%
Not ambitious enough	9.90%	10.20%	12.20%	15.90%	19.40%	11.10%
Other	8.80%	6.30%	10.90%	13.30%	11.70%	5.60%

Table 3: Contributors to women being under represented in senior management by age

There was little variance between females and males in their responses to Question 3, in which 'Family Commitments' was revealed as the major contributor to women being under represented in senior management positions. This finding supports the view that women are still traditionally and culturally seen as the main care providers to cater to family needs.

A male oriented work environment was considered to be a major contributing factor to the low level of women in senior management positions. This finding was reflected across all fields of employment. Comments made by women suggest that a 'boys club' mentality still exists in some organisations, where women feel that men are favoured and offered more opportunities for promotion. Part of this mentality also included that males are more likely to have a mentor and build closer relationships to those in executive ranks, as it is mostly comprised of males.

A much greater number of respondents felt the lack of childcare support was more important than inadequate or no paid maternity leave (52% to 36%) as a contributing factor to women being under represented in senior management positions.

It appears that respondents believe that paid maternity leave is only a comparatively short term benefit compared to childcare support.

Support for inadequate or no paid maternity leave as a contributing factor was highest for respondents aged 21-28 years (58%).

Younger respondents appeared to be more confident and self assured when it came to rating training/ professional development as a contributing factor. This may be due to the skills shortage and generation Y's success in receiving training/ professional development as a key condition of their ongoing employment.

**Question 4. Approximately how many CEOs (or equivalent position) have you worked for during your career?**

On average respondents had worked for approximately five CEOs.

**Question 5. Of this number, how many have been women?**

Sixty four per cent of respondents had never worked in an organisation run by a female CEO. However, most respondents from the public sector and the charity/ not for profit sector had worked for a female CEO or equivalent – 55 per cent (of public sector respondents) and 62 per cent (charity/not for profit).

**Question 6. Do you think having a child (or children) impacts on a woman's ability to achieve her career goals?**

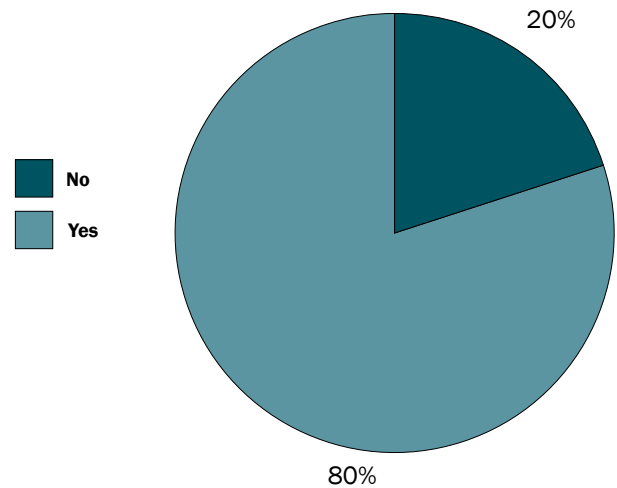


Figure 4: Having a child impacts on women achieving career goals

A hefty 80 per cent of respondents believed that having a child impacts on a woman's ability to achieve her career goals. This figure strongly supports the view that only a minority of people consider that males have a responsibility to share parental care roles (see Question 3). Clearly, there needs to be greater opportunity and acceptance for males to share the parental load if more women are to achieve their career goals.

	Age					
	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66 +
Yes	85.1%	84.2%	80.7%	76.6%	69.2%	66.7%
No	14.9%	15.8%	19.3%	23.4%	30.8%	33.3%

Table 4: Child impact on women achieving career goals by age

When responses are viewed according to age groups, younger respondents felt that having a child impacts greatly on them achieving their career goals.

**Question 7. Do you agree that your workplace encourages a culture where women and men feel equal?**

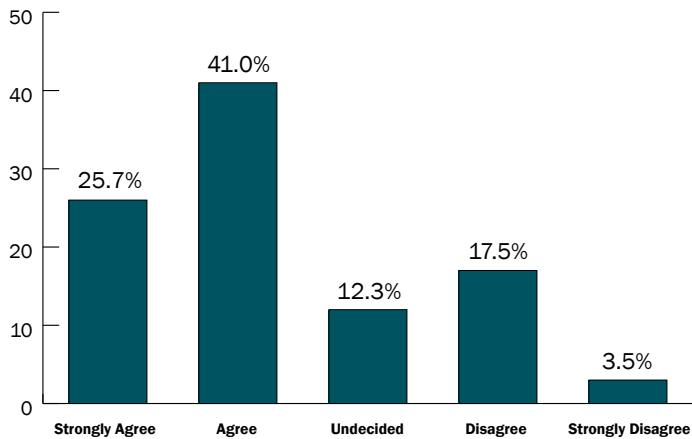


Figure 5: Workplace culture where women and men feel equal

Twenty six per cent of respondents 'Strongly Agree' that their workplace encourages a culture where women and men feel equal. A further 41 per cent of respondents 'Agree' with that statement.

The response data to this question points to the influence of a manager's loyalty to their employer impacting on their view. We saw with responses to Question 2 of this survey that 63 per cent of managers do not believe Australian organisations are supportive of women who seek to achieve seniority equivalent to their male counterparts. In Question 3, exactly 60 per cent of respondents believe a male oriented work environment contributes to women being under represented in senior management positions in Australia. Yet, in Question 7 when asked about their own organisation's workplace culture, the responses, as we can see above are surprisingly positive.

The following Question has been filtered to respondents who answered 'Undecided', 'Disagree' or 'Strongly Disagree' in Question 7.

**Question 8. Do you feel this aspect of your organisation's workplace culture needs improving?**

Of the respondents who selected 'Undecided', 'Disagree' or 'Strongly Disagree', 56 per cent believe their organisation needs to improve its workplace culture. Further analysis reveals that 65.5 per cent of females compared to 50.1 per cent of males who answered 'Undecided', 'Disagree' or 'Strongly Disagree' in Question 7 believe their organisation's workplace culture needs improving.

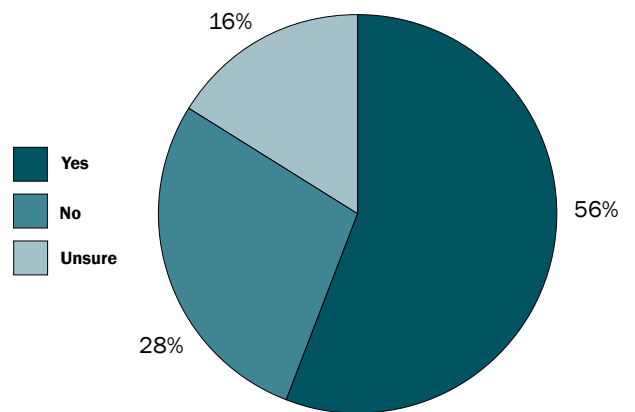


Figure 6: Organisation's workplace culture needs improving

**Question 9. Does your organisation offer childcare support?**

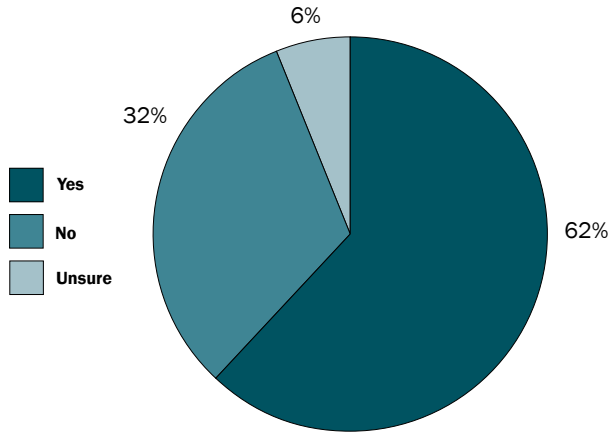


Figure 7: Organisation offering childcare support

A total of 62 per cent of respondents work in an organisation that offers some form of childcare support. The term 'childcare support' is a broad term covering onsite child care and financial assistance through to flexible working hours. This high positive response shows that child care support is considered by organisations as a key factor in attracting and retaining employees. Significantly, the 62 per cent figure doesn't necessarily show satisfaction with how respondents consider the level of child care support provided.

Fifty two per cent of respondents who said their organisation offers some form of child care support indicate in their response to Question 3 that a lack of childcare support is a major contributor to women being under represented in senior management positions in Australia. This comparative data suggests that more improvements to childcare support are being sought.

**Question 10. How would you rate your organisation's practices for transitioning women back to work after maternity leave?**

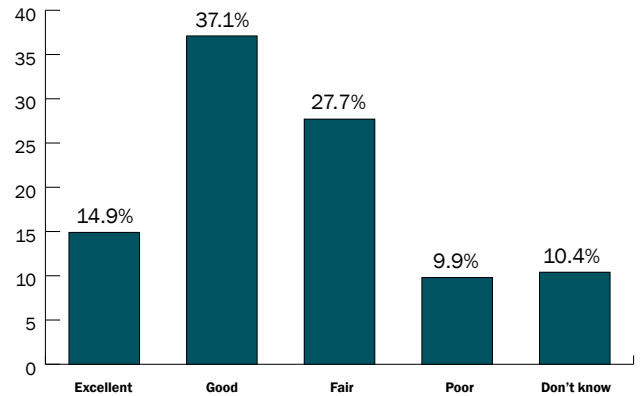


Figure 8: Transitioning women back to work after maternity leave

The response to this question reflects a strong approval level by survey participants about their own organisation's policies and practices on attracting and retaining women. This view is in contrast to the responses to Questions 1 and 2 when survey participants were asked about the overall performance of Australian organisations on support for women in the workplace.

On Question 10 women were more positive than men, with over nine per cent more women than men likely to rate their organisation's practices as 'Excellent' or 'Good' compared to men.

Organisation Size					
	1 - 25 emp	26 - 100 emp	101 - 200 emp	201 - 500 emp	501 + emp
Excellent	25.1%	14.0%	14.1%	19.0%	11.9%
Good	31.2%	42.9%	35.6%	36.2%	37.2%
Fair	16.4%	20.7%	29.0%	26.4%	32.6%
Poor	5.6%	9.2%	12.1%	10.1%	10.5%
Don't know	21.7%	13.2%	9.2%	8.3%	7.8%

Table 5: Transitioning women back to work after maternity leave by Organisation size

This table shows a consistency in the responses across all organisations - regardless of size.

**Question 11. Please indicate your agreement with the following question: A compulsory paid maternity leave scheme would benefit the recruitment and retention of women in the Australian workforce.**

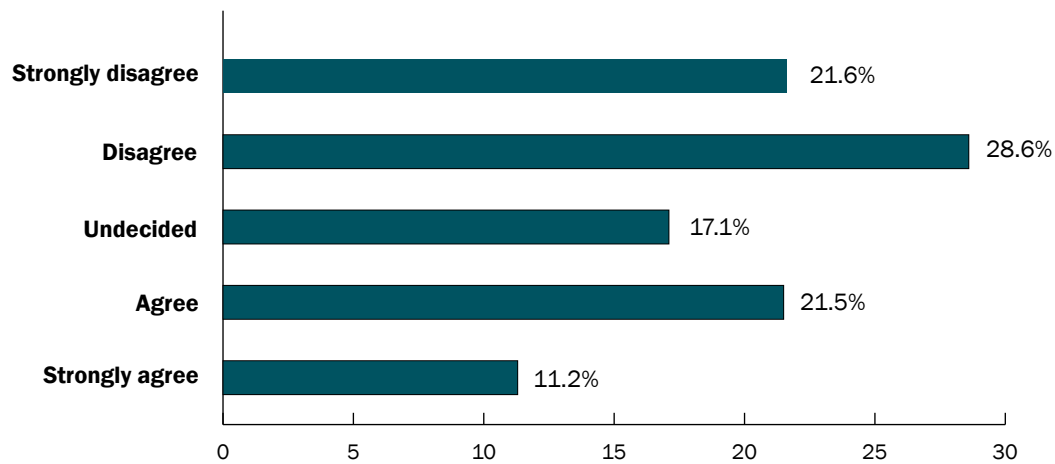


Figure 9: Compulsory paid maternity leave scheme to benefit recruitment & retention

There is surprisingly low support for compulsory paid maternity leave as being of benefit in the recruitment/ retention of women. Just 33 per cent of respondents 'Agree' or 'Strongly Agree' that a paid maternity leave scheme would boost the recruitment and retention of women in the workforce. This indicates that paid maternity leave is not considered as the key solution to benefit the recruitment and retention of women in the workforce. Clearly, any initiative on compulsory paid maternity leave will need to be balanced against improved performance on flexible working arrangements, workplace culture, pay equity, career pathways, childcare support, and professional development and training.

Strongest support for the statement came from females aged 21-28 years. Fifty seven per cent of this group indicated they 'Strongly Agree' or 'Agree' with the statement. This is the age group that will benefit most from a compulsory paid maternity leave scheme.

	Position in your organisation							
	Business Owner	CEO	Senior Manager	Middle Management	Team Leader/ Supervisor	Professional/ Specialist/ Technical	Team Member	Other
Strongly Agree	10.1%	13.3%	10.6%	10.2%	12.3%	16.1%	28.9%	6.2%
Agree	25.7%	25.1%	21.8%	20.6%	20.0%	21.5%	9.0%	31.3%
Undecided	25.7%	21.0%	17.5%	16.7%	15.9%	13.4%	16.2%	15.6%
Disagree	22.9%	26.6%	31.5%	28.5%	27.2%	24.0%	13.5%	28.1%
Strongly Disagree	15.6%	14.0%	18.6%	24.0%	24.6%	25.0%	32.4%	18.8%

Table 6: Compulsory paid maternity leave scheme to benefit recruitment & retention by Position

For the following questions, if a compulsory maternity leave scheme was introduced...

Question 12. Who do you think should be responsible for funding it?

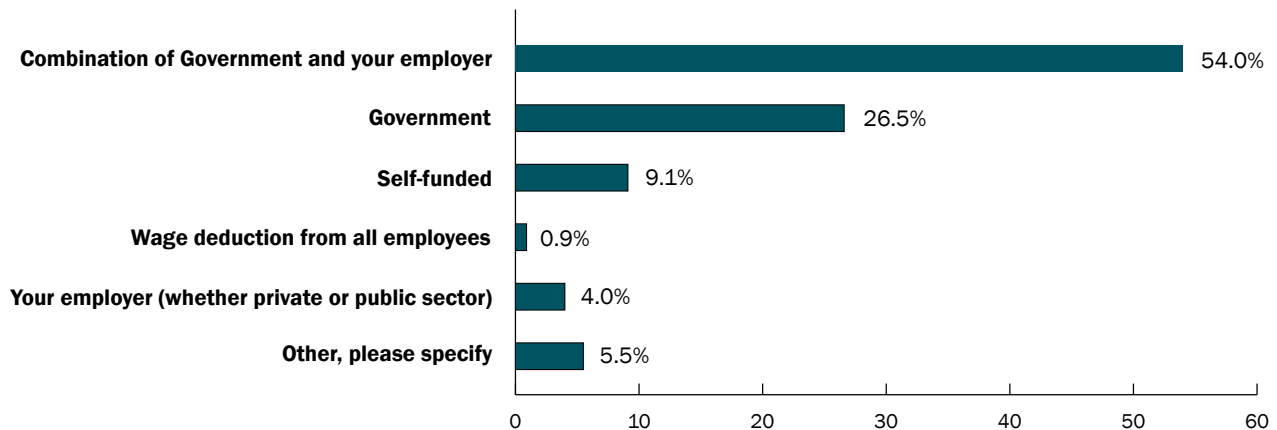


Figure 10: Responsible for funding maternity leave scheme

Surprisingly, 54 per cent of respondents believe that if compulsory paid maternity leave is introduced, funding should be made by a combination of 'Government and Your Employer'. The option of 'Government' being totally responsible for funding compulsory paid maternity leave is supported by just 26.5 per cent.

The highest level of support for 'Government' being solely responsible for the payment of compulsory paid maternity leave comes from respondents working with organisations employing 1-25 people. In this group, 37.3 per cent support government funded compulsory paid maternity leave compared to their most favoured option of 'Combination of Government and Your Employer' (40.7%). This is in contrast to respondents working for organisations employing more than 500 people, where the support for funding from a 'Combination of Government and Your Employer' is at 58 per cent compared to just 21.8 per cent for sole 'Government' funding of compulsory paid maternity leave.

	Organisational size				
	1 - 25 emp	26 - 100 emp	101 - 200 emp	201 - 500 emp	501 + emp
Combination of Government and Your Employer	40.7%	49.6%	52.9%	56.8%	58.0%
Government	37.3%	33.7%	28.7%	24.8%	21.8%
Self-funded	12.8%	10.0%	7.7%	6.7%	8.9%
Wage Deduction from all employees	0.6%	1.0%	0.6%	1.1%	0.9%
Your Employer (whether private or public sector)	2.8%	1.8%	3.2%	3.4%	5.3%
Other	5.8%	3.9%	6.9%	7.2%	5.1%

Table 7 Responsible for funding maternity leave scheme by Organisation size

**Question 13. What should be the duration of a compulsory paid maternity leave scheme?**

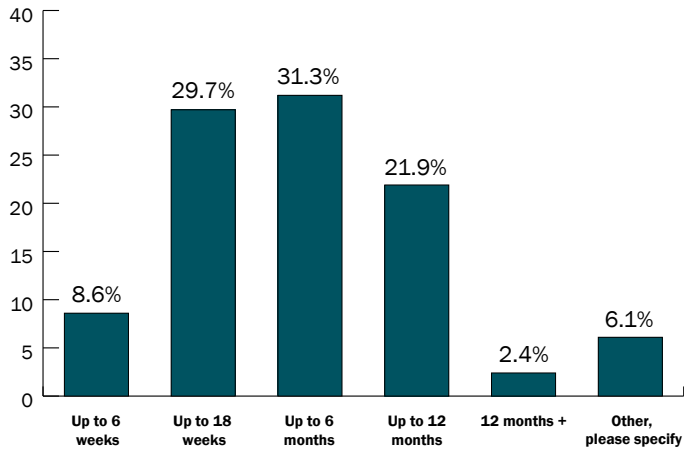


Figure 11: Duration of paid maternity scheme

This data points to the cost of introducing a significant period of compulsory paid maternity leave. When asked to nominate the duration of paid maternity leave, more than 55 per cent of respondents said it should be 'Up to 6 months' or more.

Younger respondents were most likely to select longer periods of paid leave.

	Age					
	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66 +
Up to 6 weeks	5.5%	4.6%	8.0%	13.6%	8.8%	5.5%
Up to 18 weeks	22.1%	29.7%	28.5%	31.8%	31.9%	55.6%
Up to 6 months	35.9%	34.0%	33.3%	26.4%	28.9%	11.1%
Up to 12 months	31%	24.7%	22.0%	17.7%	21.6%	16.7%
12 months +	3.3%	3.2%	2.2%	2.1%	1.1%	0.0%
Other	2.2%	3.8%	6.0%	8.4%	7.7%	11.1%

Table 8: Duration of paid maternity scheme by age

**Question 14. What level of pay should a person on paid maternity leave get?**

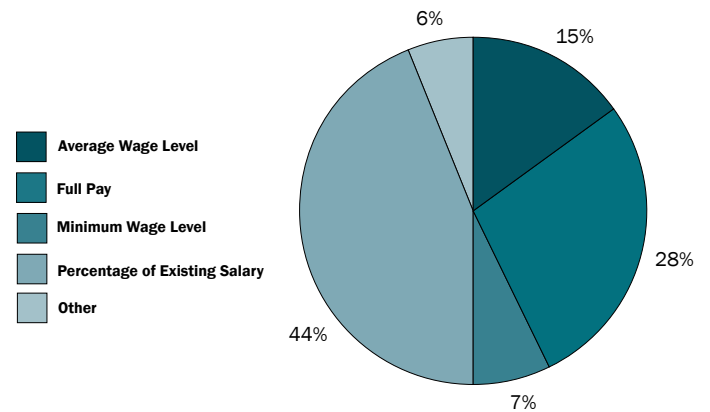


Figure 12: Level of pay for paid maternity leave scheme

Most respondents selected 'Percentage of Existing Salary'. Of those respondents who selected 'Other' the most favoured percentage level of the current wage nominated was 50-80 per cent. Some 28 per cent of respondents indicated that those on maternity leave should get full pay. Only 15 per cent of respondents displayed a belief that the average wage level would be appropriate.

**Question 15. If a paid maternity leave scheme was to be introduced should this replace the current baby bonus payments of \$5,000?**

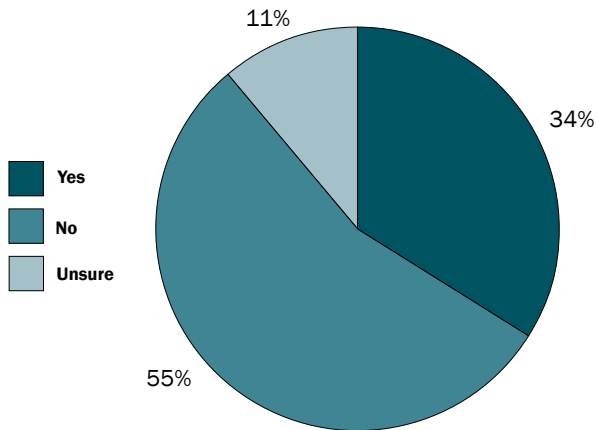


Figure 13: Paid maternity to replace baby bonus

Of particular relevance to the Australian Government is that 55 per cent of respondents did not believe that a compulsory paid maternity leave scheme should replace the baby bonus.

	Gender	
	Female	Male
Yes	40.0%	29.6%
No	48.7%	59.2%
Unsure	11.3%	11.2%

Table 9: Paid maternity to replace baby bonus by Gender

More females than males believed that a paid maternity leave scheme should replace the baby bonus.

**Question 16. If the Australian Government introduced a compulsory paid maternity leave scheme to be funded in part by Australian employers, do you think employers would be less inclined to employ a woman considered to be of child bearing age?**

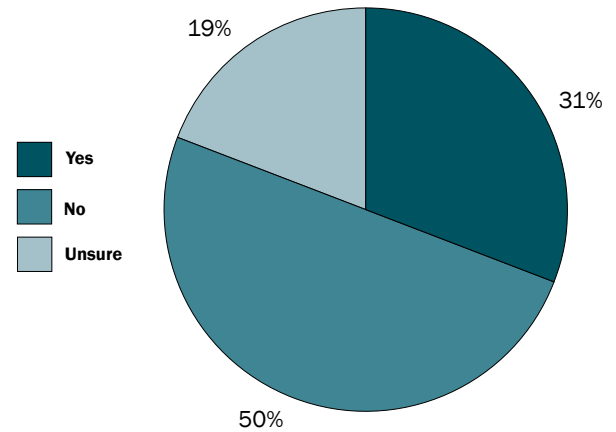


Figure 14: Employers less inclined to employ women considered to be of child bearing age

Thirty one per cent of respondents indicated that if the Government introduced a compulsory paid maternity leave scheme to be funded in part by individual employers, then employers would be less inclined to provide a job to women of child bearing age.

	Gender	
	Female	Male
Yes	43.0%	22.0%
No	38.0%	59.1%
Unsure	19.0%	18.9%

Table 10: Employers less inclined to employ women considered to be of child bearing age by gender

In a clear pointer to the potential sensitivity of this issue, 43 per cent of females believe that Australian employers would be less inclined to employ women of child bearing age compared to only 22 per cent of males. This is a sign that females feel threatened by this prospect of private organisations having to part fund a paid maternity leave scheme.

**Question 17. If a compulsory paid maternity leave scheme was introduced, do you believe that there should be an option for mothers to transfer leave to their partners?**

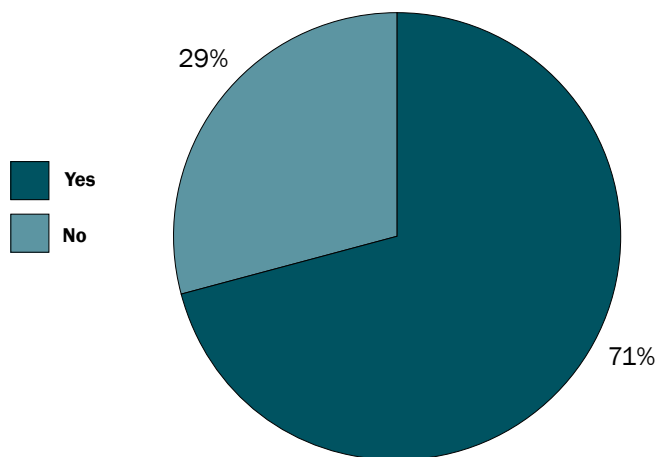


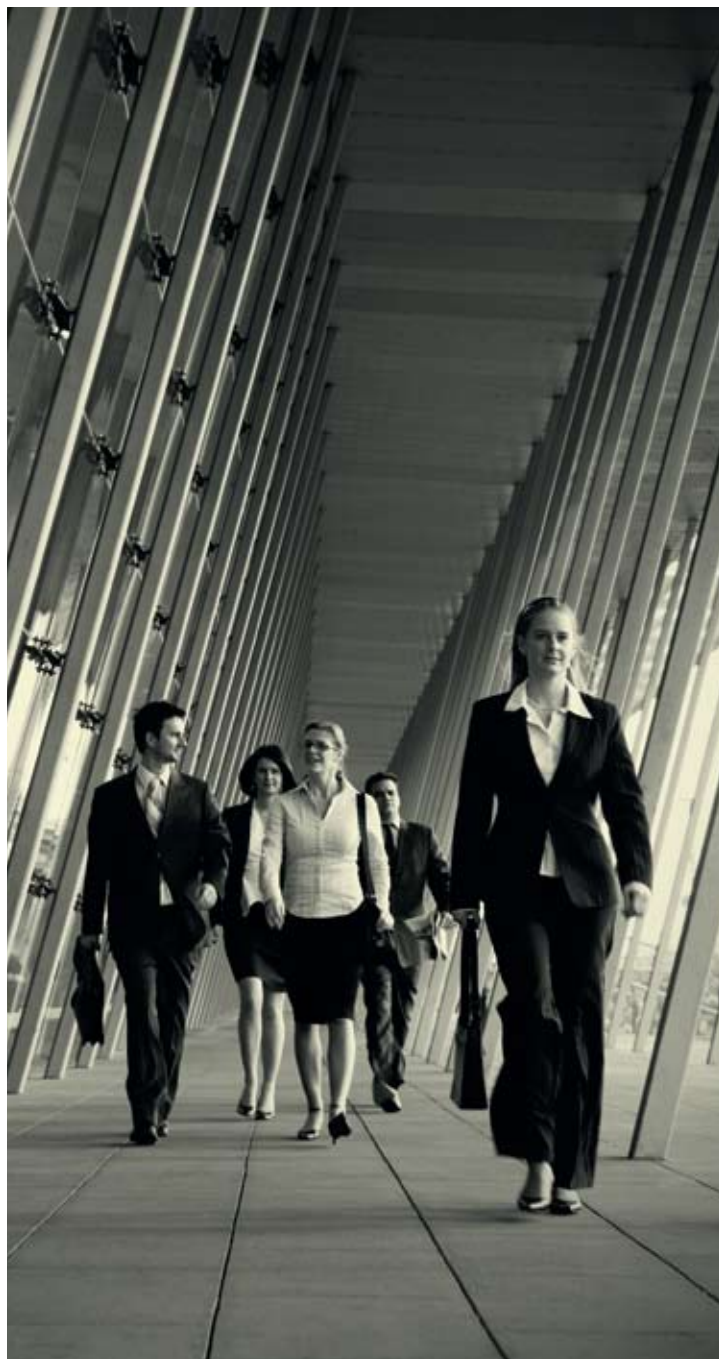
Figure 15: Option for mothers to transfer leave to partners

Support for flexibility in workplace arrangements on compulsory paid maternity leave is indicated by the 71 per cent of respondents who believe mothers should have the option to transfer leave to their partners.

	Age					
	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66 +
Yes	83.4%	80.5%	75.0%	60.9%	50.9%	38.9%
No	16.6%	19.5%	25.0%	39.1%	49.1%	61.1%

Table 11: Option for mothers to transfer leave to partners by Age

The support was strongest in the age group 21-28 where 83.4 per cent believe that the option should be available. Both sexes in this age group answered this question with little difference supporting the view that a shared responsibility concept is more widely accepted in the younger generation.



**Question 18. Which of the following do you think is the most important factor to retain women in the workforce?**

Respondents were only allowed to select one response. 'Flexible Working Arrangements' was clearly seen as the most important factor in retaining women in the workforce at 58.1 per cent. This points to flexibility being regarded as a long term benefit for a positive employee/ employer relationship. Support for 'Flexible Working Arrangements' was followed by 'Improved Childcare Support' (10%) 'Improved Career Path' (9.5%) and then 'Paid Maternity Leave' (7%).

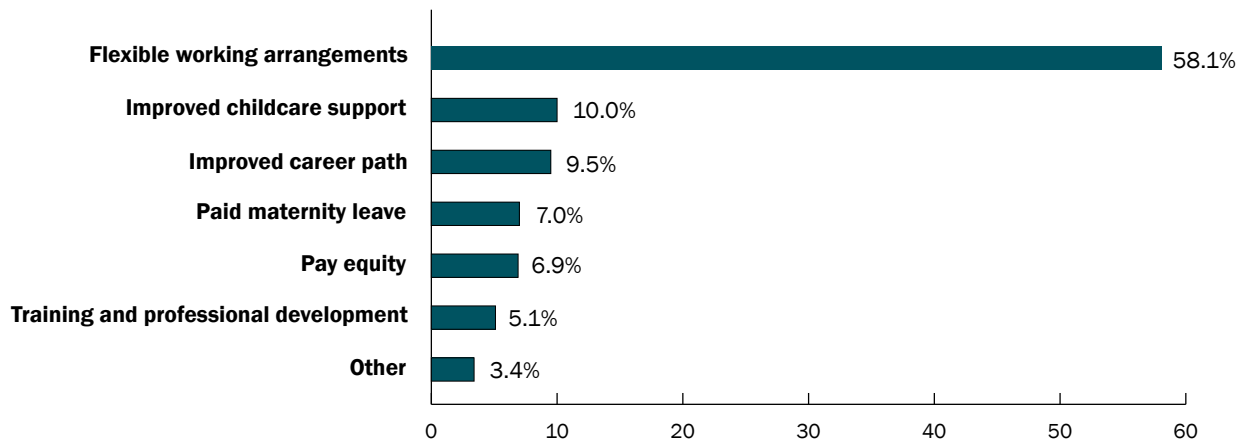


Figure 16: Most important factor to retain women in the workforce

	Age					
	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66 +
Flexible Working Arrangements	51.4%	53.4%	60.0%	60.0%	58.6%	77.8%
Improved Childcare Support	7.7%	11.1%	11.0%	8.4%	9.9%	0.0%
Improved Career Path	7.7%	10.4%	8.8%	10.6%	9.1%	0.0%
Paid Maternity Leave	18.2%	10.3%	5.9%	4.2%	4.8%	16.7%
Pay Equity	10.0%	7.6%	6.3%	6.9%	5.5%	5.5%
Training and Professional Development	4.4%	4.1%	4.7%	5.9%	7.3%	0.0%
Other	0.6%	3.1%	3.3%	4.0%	4.8%	0.0%

Table 12: Most important factor to retain women in the workforce by age

Of all respondents, those in the age group 21 - 28 displayed the strongest support for paid maternity leave; rating this second as the most important factor in retaining women in the workforce behind flexible working arrangements.

## Respondent Profile

Detailed below is a breakdown of the respondents who answered the survey questionnaire.

### Gender

Female	<b>45.2%</b>
Male	<b>54.8%</b>

### Age

21 - 28	<b>5.7%</b>
29 - 35	<b>21.5%</b>
36 - 45	<b>37.2%</b>
46 - 55	<b>26.4%</b>
56 - 65	<b>8.6%</b>
66 +	<b>0.6%</b>

### Education

Less than Year 12	<b>3.9%</b>
Completed Year 12	<b>6.2%</b>
Certificate Level	<b>7.3%</b>
Diploma Level	<b>15.0%</b>
Undergraduate Degree	<b>25.3%</b>
Post Graduate Qualification	<b>40.7%</b>
PhD	<b>1.6%</b>

### Size of Organisation

1 - 25 employees	<b>11.3%</b>
26 - 100 employees	<b>15.5%</b>
101 - 200 employees	<b>10.9%</b>
201 - 500 employees	<b>14%</b>
501 + employees	<b>48.3%</b>

### Position

Business Owner	<b>5.6%</b>
CEO	<b>4.5%</b>
Senior Manager	<b>33.1%</b>
Middle Management	<b>33.7%</b>
Team Leader/ Supervisor	<b>6.1%</b>
Professional/ Specialist/ Technical	<b>12.5%</b>
Team Member	<b>3.5%</b>
Other	<b>1.0%</b>

### Organisational status

Charity/ not for profit	<b>8.6%</b>
Owner managers/ Sole Trader	<b>1.4%</b>
Partnership	<b>2%</b>
Private Limited Company	<b>42.7%</b>
Public Limited Company	<b>27.8%</b>
Public Sector	<b>17.5%</b>

### Field of Employment

Agriculture/ Forestry/ Fishing	<b>1.7%</b>
Construction	<b>2.5%</b>
Consulting/ Professional Services	<b>9.2%</b>
Cultural/ Recreational Services	<b>0.8%</b>
Education/ Training	<b>5.8%</b>
Engineering	<b>2.9%</b>
Finance/ Insurance	<b>13.1%</b>
Government Administration	<b>5.8%</b>
Health/ Community Services	<b>8.4%</b>
IT/ Communication Services	<b>9.1%</b>
Manufacturing	<b>10.0%</b>
Mining	<b>1.0%</b>
Other	<b>9.4%</b>
Property/ Business Services	<b>3.2%</b>
Retail Trade	<b>4.8%</b>
Tourism/ Hospitality/ Leisure	<b>2.4%</b>
Transport/ Storage	<b>3.5%</b>
Uniformed/ Emergency Services	<b>0.5%</b>
Utilities	<b>2.7%</b>
Wholesale Trade	<b>3.2%</b>



Australian Institute of Management - Victoria and Tasmania

Management House 181 Fitzroy Street, St Kilda, Victoria, 3182

T +61 3 9534 8181 F +61 3 9534 5050

W [aimvic.com.au](http://aimvic.com.au) E [enquiry@aimvic.com.au](mailto:enquiry@aimvic.com.au) ABN 82 125 293 790



no limits