Director Pathways Project

An investigation of the pathways and experiences of Australian directors with disabilities

Alan Hough, PhD

Professor Christine Bigby, PhD

Alison Brookes, PhD

January 2023

This report can be cited as Hough, A., Bigby, C. & Brookes, A. (2023) *Director pathways project: An investigation of the pathways and experiences of Australian directors with disabilities*, https://doi.org/10.26181/21893145.

Contents

Background and our brief

Purpose at Work was commissioned by a philanthropic trust (which wishes to remain anonymous) to undertake a research project on the pathways to directorship of people with disabilities. Purpose at Work collaborated with La Trobe University's Living with Disability Research Centre to complete the project.

There are numerous existing and recent initiatives to increase the numbers of people with disabilities serving on boards, namely education scholarships, mentoring, and observerships for prospective directors with disability. The funder is interested in the answer to the question 'What next?'

The primary research question was: What are the pathways to directorship of for-profit, not-for-profit and public sector boards taken by directors with disabilities? We were commissioned to undertake a literature review and to interview up to 50 Australian directors with disabilities.

The project has two outputs:

- this report that includes practical advice on how to increase the number of directors with disabilities, and

articles in peer-reviewed academic journals on these issues.

The academic articles will be published within the next 12 to 24 months. We plan to prepare the following articles:

- a systematic literature review about research on directors with disabilities and preliminary ideas towards a research agenda

- the pathways of people with disabilities to directorships

- experiences of directors with disabilities on boards, including the additional 'emotional labour' of those directors, and

- the forms of reasonable adjustment for directors with disabilities.

The current state of play

This section of the report analyses the 'as is' environment, both for Australia and internationally.

The Australian state of play

The Australian context

Boards and directors operate in the for-profit, not-for-profit or public (government) sectors. Within each sector, there are further variations. For-profit organisations range from family-owned small firms to ASX300 publicly listed corporations. Not-for-profit organisations range from small all-volunteer organisations to national organisations that employ thousands of people. Likewise, government organisations range in size and function.

Organisations with boards may operate in a range of legislative contexts, including the *Corporations Act 2001* (Cth), *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cth), State and Territory incorporated association legislation, special Acts of Parliaments such as those for churches and their entities, and charitable trusts (which the law does not recognise as true corporations).

Directors can be executive directors (they hold an executive position as an employee) or non-executive. Executive directorships are more common in the for-profit sector than in the not-for-profit or public sectors. The pathways to executive directors positions are likely to be those of any other executives in an organisation, but with the requirements heightened to reflect the higher status of an executive director. As will be demonstrated, pathways for non-executive directors appear to differ between sectors.

The number of directors serving on a board can range from a single member to 20 or more. Most commentators would agree that, over the last 10 to 20 years, there has been a trend toward reducing board size.

Directors of for-profit and government boards are usually remunerated; however, in the not-for-profit sector, most appear to serve on a voluntary basis. For example, the latest Pro Bono Australia Salary Survey suggests that just 12 per cent of directors of not-for-profit organisations are remunerated (Williams, 2022). Further, those directors of not-for-profits who are remunerated may be paid well below their counterparts in the for-profit and public sectors. It is noteworthy that not-for-profit organisations sometimes struggle to fill vacancies or at least struggle to fill them with appropriately qualified candidates.

The available Australian data

There are very limited data on Australian directors with disabilities, including their numbers and their demographics. The two Australian diversity benchmarking studies on directors of for-profits do not report data on directors with disabilities. The Australian Institute of Company Directors (2022) *Gender Diversity Index* for ASX300

companies is limited to gender. The Watermark Search International/Governance Institute Board (2021) *Diversity Index* for ASX300 companies is broader in scope but only reports data on gender, cultural background, skills and experience, age, tenure and independence.

Likewise, the data on not-for-profit boards is incomplete. The annual Australian Institute of Company Directors (2021) 'Not-for-profit governance and performance study' does not report relevant demographic data.

To the extent that there is information on Australian directors and executives with disability, it is patchy.

- In a questionnaire administered in around the year 2000 to a convenience sample of 118 Australian not-for-profit organisations, 25 per cent of organisations had a board including one or more directors with a disability (Steane & Christie, 2001). This is a surprising finding, suggesting that many in the sample were from disability or advocacy organisations and that this was at the height of what might be considered the 'first wave' of inclusion (discussed below).

- A 2019 study of WA community service providers reported that 44 per cent of boards have members with disabilities, with 22 per cent reporting that people with disabilities were employed in senior or executive management positions (People with Disabilities Western Australia, 2019). In the light of the results of the National Disability Services census (discussed next), this might also be regarded as a surprising finding.

- The National Disability Services (2021) Workforce Census of disability service providers reported that 7 per cent (compared to 9 per cent in the previous survey) of respondents reported there were two or more directors with disability in those organisations. Regarding people with disability in management roles, the evidence was mixed: "4 per cent of respondents reported they employed three or more people in management roles (11 per cent last survey [6 months prior])" but "16 per cent reported they employed one or more people with disability in management roles (3 per cent last survey)" (National Disability Services, 2021).

For Commonwealth and State public sector boards, we have not been able to identify relevant data. However, it is pleasing to note that the Queensland Audit Office (2022) report on appointing and renewing of Queensland government boards has recommended the collection of such data.

Two waves of inclusion?

Australia has had what might be considered two 'waves' of support for the inclusion of people with disabilities on boards of disability service providers and advocacy organisations. The first wave was in the 1990s and appears to have had three causes.

- Within some Australian charities focused on physical and sensory disabilities, there is anecdotal evidence of battles by people with disabilities for inclusion.

- There was research and advocacy internationally for the inclusion of people with disabilities in powerful positions in charities (Drake, 1994; Drake, 1996).

- Proponents of social role valorisation theory raised the issue of inclusion of people with intellectual and psychosocial disabilities in valued roles.

Anecdotally, the effect of this first wave has diminished except among advocacy organisations and organisations focused on people with physical disabilities, sensory disabilities or psychosocial disability. This first wave appeared to have had limited impact on the boards of other not-for-profit providers or on the boards of other sectors. The *On Board With Me Project* by People with Disabilities Western Australia (2019, p. 11) reported feedback from a consultation group that, "There was a strong view that the efforts to improve the representation of people with disabilities on Boards had been tried before without any real, sustainable success". This perhaps reflects the first wave experience.

The second, but still limited, wave of support similarly is focused on disability support providers. It is associated with funded projects promoting the inclusion of directors with disabilities (discussed below) and with the work of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. A number of hearings of the Royal Commission have raised questions around the involvement of people with disabilities on boards, with the strongest and clearest statements being made in the Report on Public Hearing 13:

> …the lack of Directors with lived experience of disability significantly impeded the Board's ability to discharge its responsibilities effectively. Specifically, the lack of Directors with lived experience of disability contributed to the Board not being fully informed about the challenges [the service provider] faced in ensuring the safety, support and wellbeing of residents in [its] disability residential accommodation. (Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, 2022, p. 104)

It is ironic that, despite the Royal Commission's attention to these issues, that the NDS survey cited above reported a decline in inclusion.

Australian interventions

In recent years, there have been numerous Australian interventions attempting to increase the number of directors with disabilities, but most have been small-scale and time limited. The details are provided in Table 1. In several cases, evaluations are yet to occur; where they have occurred, the evaluations have not always addressed the key questions of whether they have been successful in increasing the number of people with disabilities on boards and their impact.

Table 1: History of Australian initiatives to increase the number of people with disabilities on boards of directors

Name and source of information	Year and location	Facilitator and funder	Aim	Activities	Outputs/outcomes
Governance Development for Cultural Practitioners, Artists and Arts Administrators with Disability or who are Deaf Project (Grant, 2014)	Around 2014; nation-wide	Access Arts Australia	Not known	Activities included a questionnaire to those in a current governance role (n = 12). There is no other information about this Project publicly available.	▪ General outcomes are not known. ▪ Factors reported as enabling governance participation included an accessible meeting venue and the organisation undertaking disability awareness training. Respondents referred to "ineffective, inadequate, inconvenient, tokenistic or even hostile governance processes". (Grant, 2014, p. 81)
A Voice at the Table (Effective Change Pty Ltd, 2019; Voice at the Table, 2019)	2016 – 2019; Victoria	The Self-Advocacy Resource Unit, funded by the Victorian Office for Disability and the Department of Health and Human Services	To increase the number of people with cognitive disabilities [intellectual disability and Acquired Brain Injury] sitting on boards, committees and advisory groups within government, service providers, community and mainstream organisations at a local, state and national level.	▪ Training for people with cognitive disabilities ▪ Training of organisations in inclusive meeting practice ▪ Resource development and dissemination, and ▪ On-going mentoring and support.	As at February 2019, 21 graduates. Nearly half had been involved in civic participation, but only 1 participant joined a board (Effective Change Pty Ltd, 2019, Attachment 3)

Name and source of information	Year and location	Facilitator and funder	Aim	Activities	Outputs/outcomes
On Board with Me Project (People with Disabilities Western Australia, 2019)	2018-19; Western Australia	People with Disabilities WA; funded by NDIS Information, Linkages and Capacity Building Grant	To improve the inclusion of people with disabilities on boards in the Western Australia community service sector	▪ Candidate development program ▪ Board Disability Diversity Survey ▪ Resource development	28 board-ready candidates (People with Disabilities Western Australia, 2019, p. 3). Appointment rate not disclosed.
People with Disability on Victorian Public Sector Boards Initiative (Voice at the Table)	2019; Victoria	Victorian Government, in collaboration with the Disability Leadership Institute, Leadership Victoria and Voice at the Table.[1]	To increase the number of people with disability on Victorian public sector boards. (Disability Advocacy Resource Unit, 2019)	▪ Board leadership training ▪ Mentoring opportunities ▪ Training for people who work in government	Not known
Side-by-Side Advocacy Inclusive Governance Project (Side by Side Advocacy, 2021).	Current, timeframe may be extended due to Covid-related delays; national	Side-by-Side Advocacy, funded by NDIS Information, Linkages and Capacity Building Grant	Promote the inclusion of people with intellectual disabilities in the governance of community organisations	▪ Understanding the experiences of people with intellectual disability ▪ Identifying structures, policies, procedures and resources that are likely to promote inclusion	Currently in progress. Findings: 1) The positive impact of inclusion on individual directors and organisations. 2) The concrete steps to inclusion (e.g., individuals being prepared). 3) The quality of experiences when serving on boards reflects inclusive practice. 4) Support of directors with intellectual disability is required. 5) 'Concerns' act as barriers to inclusion. Resources are being developed, e.g., a template action plan for inclusion.

---

[1] More recently, through the State Disability Plan, the Victorian Government has committed to ensuring "increasing representation of people with disability across government boards and advisory groups – this will include a focus on increasing the diversity of representation of people with disability" (State of Victoria, 2022).

Name and source of information	Year and location	Facilitator and funder	Aim	Activities	Outputs/outcomes
Consumers Leading in Governance Pilot Program (Wellways, 2022)	2022; Victoria	The Victorian mental health/consumer group VIMAC (Victorian Mental Illness Awareness Council); funded by providers	Consumer leadership in governance	▪ 4 days training ▪ Placement program with observation of at least three board or committee meetings ▪ Mentoring support	Currently in progress. Note that appointment of people with lived experience to the Mental Health and Wellbeing Commission and Regional Mental Health and Wellbeing Boards is mandated by the Mental *Health and Wellbeing Act 2022* (Vic.), ss. 312 and 420
The Directing Change Project (Australian Scholarships Foundation, 2022a)	2022; national	Australian Network on Disability and the Australian Institute of Company Directors, in partnership with the Australian Scholarships Foundation	To provide an active solution to remove the barriers people with disability face. This opportunity will support leaders with disability to increase their governance knowledge and access to board positions.	▪ 22 Australian Institute of Company Directors scholarships in year 1, following by 15 in years 2 and 3 ▪ Mentoring of 8 months	Currently in progress
The Disability Leadership Program (Australian Scholarships Foundation, 2022b)	2022; national	The Australian Network on Disability in partnership with the Australian Scholarships Foundation and the Australian Institute of Company Directors; funded by the Commonwealth Department of Social Services	This scholarship aims to: ▪ Deliver exceptional, accessible, and inclusive learning experiences for leaders with disability on board governance	The program will run to 2024, offering a total of 200 scholarships. The first round offers 85 full-fee scholarships to undertake either the Australian Institute of Company Directors Course or the Foundations of Directorship	Currently in progress

Name and source of information	Year and location	Facilitator and funder	Aim	Activities	Outputs/outcomes
			▪ Build skills, confidence and empowerment of leaders with disability to participate on boards ▪ Improve community perceptions and attitudes towards people with disability through raising awareness and disability confidence, thereby contributing to a more inclusive society.	program in 2022/2023. 25 scholarship winners will also be invited to participate in Leader to Leader Conversations to bring together the power of storytelling and connection	

As with many worthwhile social initiatives, the success of some of the above projects are undermined by their short duration, with outcomes often not detailed. Some projects specified program logics (to some degree), but others have not. Our understanding of the program logic of these projects is shown in Figure 1.
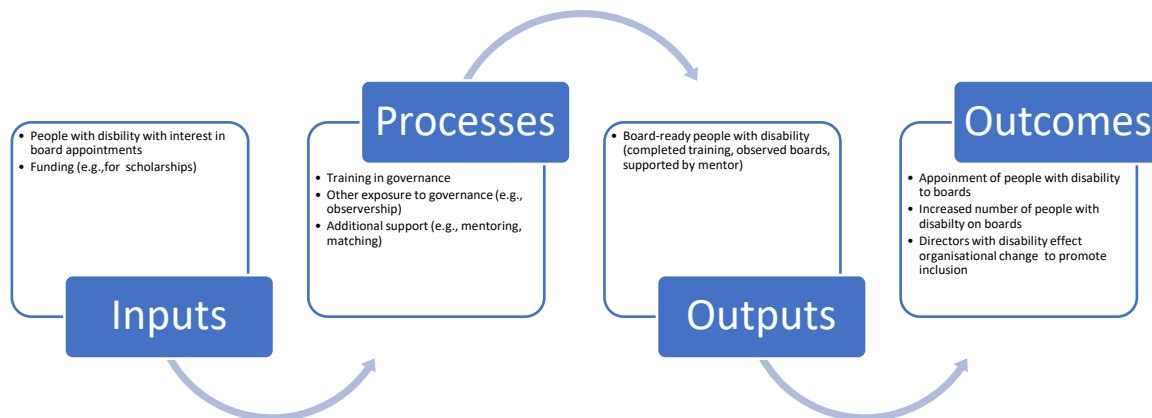

Figure 1: Program logic of current Australian interventions

In relation to the interventions, we note that:

- those currently in progress are yet to report results

- some of the older interventions have not reported results on the public record

- the On Board With Me Project and the Voice at the Table Projects reported outputs in terms of number of people trained

- only the Voice at the Table Project reported outcomes of number of appointments to a governing board, and that outcome might be regarded as disappointing (i.e., one appointment to a board)[2]

- there is, at this stage, no evidence of the outcomes of those projects in terms of an increased number of directors with disability resulting in organisational change.[3]

---

[2] Failure to report outcomes might be a consequence of the short-term funding of the projects. For example, training might be completed and a project wound-up before a person is appointed to a board. An appropriate outcome measure would allow for a lag of say up to 12 months between completion of training etc. and appointment to a board.

[3] An outcome measure about director effectiveness on overall organisational inclusiveness might involve a lag measure of say up to 24 months, allowing time for the new director to 'find their feet' and to influence the board and organisation.

Mention should be made of two other projects.

- The Observership Program: Operating since 2014, the Observership Program: "facilitates the involvement of young, talented and energetic individuals in a structured experience on not-for-profit Boards as an observer. Each Observer is paired with an organisation for a 12-month period…Training is provided to Observers in partnership with our strategic partners, the internationally recognised, member based, not-for-profit organisation for directors, the AICD (the Australian Institute of Company Directors) and The Ethics Centre." (The Observership Program, 2022). The Observership Program will partner with the Australian Network on Disability to ensure the suitability of the program for people with disability, with up to 16 people with disability being supported to undertake the program in 2023.

- The West Australian 'Engaging Young Leaders on Aged Care and Community Boards' Program. The program states it was "established to inject fresh new perspectives into aged care and community not-for-profit boards to deal with the current and future challenges that face the sectors" (Southcare, 2022). The program is an initiative of Southcare and a leadership facilitator and has 42 community partner organisations.

Having outlined the state of play in Australia, we now do so internationally.

The state of play internationally

The available international data

There are limited data internationally on directors and executives with disabilities.

- Canada's federally-incorporated listed companies reported that just 0.52 per cent of directors were people with disabilities, compared to 22.3 per cent in the general population (Dauphin et al., 2021).

- The *Disability Equality Index 2022*, a benchmarking report for companies committed to inclusion, reports that 5.5 percent of participating companies have directors with disabilities. Some 30 percent have a senior executive (within the first two hierarchical layers) who is (publicly known to be) a person with disability (AAPD & Disability:IN, 2022).

- A 'crowdsourced' survey of Canada's charity and not-for-profit organisations found that 6 per cent of respondent directors identified as a person with a disability, with the lowest being in youth-serving organisations at 5.7 per cent and the highest, not surprisingly, being in organisations serving people with disability at 8.2 per cent (Statistics Canada, 2021). The survey also found that those organisations which had a written policy on board diversity were more likely to report inclusion than those organisations without, but with a relatively modest increase of 2 to 4 percentage points. Although an official survey of Statistics Canada, it is based on crowdsourced sampling rather than on probability-based sampling.

- The Boardsource (2021) survey of US not-for-profit boards reported that 3 per cent of board chairs and 5 per cent of board members have disabilities.

Interventions internationally

There are some notable interventions to increase the number of directors with disabilities. We begin with public policy initiatives in Canada, discuss calls for change in British charities, and then examine the work of two business groups promoting inclusion.

- Canadian public policy: In December 2020, the Canadian Government announced its 50/30 challenge seeking gender parity among boards and senior management as well as 30 percent representation on boards and senior management of other underrepresented groups (MacDougall et al., 2021).

  Canada is the first country to enact a 'comply or explain' regime not only for women but also for Aboriginal people, people with disabilities and members of visible minorities in a narrow class of major companies (*Canada Business Corporations Act*, s. 172.; *Canada Business Corporations Regulations 2001*, s. 72(2).) The Institute for Governance report, while generally supportive, notes some practical issues around the legislation as it applies to disability.

  - Self-disclosure of disability creates risk of non-disclosure because of potential stigma and the risk of opportunistic disclosure.

  - The policy intent and application are not entirely clear:

    …the definition adopted for a person to be considered disabled … is very open … Under these circumstances, it is difficult to determine with precision the desired or desirable target for representativeness, and the data disclosed by the companies regarding the presence of members of this designated group offers little clarification on the nature of the impairments or limitations, if applicable.." (Dauphin et al., 2021, p. 36)

- British charities: Around 60 organisations recently called on the Charities Commission to collect and report diversity data at board and executive level, including about disability (Preston, 2022). The Charities Commission has responded by stating that it is working on expanding the range of data available about the voluntary sector, and will consider trustee diversity data as part of that work (Downes, 2022).

- There are two employer-based organisations calling for greater inclusion, namely Disability:IN and the Valuable 500.

  - Disability:IN: This organisation describes itself as:

    …the leading nonprofit resource for business disability inclusion worldwide. Our network of over 400 corporations expands opportunities for people with disabilities across enterprises. Our central office and 25

Affiliates serve as the collective voice to effect change for people with disabilities in business." (Disability:IN, 2022)

The organisation's work includes the *Disability Inclusion Index* (mentioned above), the report *Getting to equal: The disability inclusion advantage*, and the statements 'CEOs are in' and 'Investors are in'. It works in partnership with Equilar, a corporate leadership data provider, to generate the *Disability Inclusion Index* (Overman, 2021). Regarding investors, the *Joint Investor Statement on Corporate Disability Inclusion* (Disability:IN, 2020) has now been signed by 31 investment companies, although at this stage it does not explicitly include reference to directors with disability.

- The Valuable 500: The organisation is "a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion" and "working together to drive system change across six key pillars. Valuable 500 described these key pillars as: C-Suite (i.e., the Corporate Suite), Culture, Customer, Reporting, Representation and Research." (The Valuable 500, 2022)

  - C-Suite: "For too long there has been C-Suite silence on the topic of disability. We will use the power of stories to open up the conversation, and build a global community of next generation leaders with lived experience of disability."

  - Culture: "Working with Iconic Leader companies Deloitte and Google, we will conduct a global exercise to gather employee disability data. With Mahindra and Salesforce we will develop a methodology for recruiting people with disabilities."

  - Customer: "There are ongoing customer experience barriers for people with disabilities and companies often lack knowledge on how to make their offering more accessible. Working with P&G and Omnicom Group we will develop a Customer Experience Audit tool, and working with Verizon we will scale the Teach Access programme outside the US."

  - Reporting: "Disability data is routinely excluded from annual reports and global indices so we want to encourage more public disclosure of corporate disability data. Working with Iconic Leader companies London Stock Exchange Group and Allianz, we will create a reporting framework to collectively gather and track disability metrics."

  - Representation: "There is a lack of content in the media that authentically represents people with disabilities. We want to change that by setting a new visual standard and building a hub of creative assets for the Valuable 500 companies to use, in collaboration with Iconic Leader company Sony."

  - Research: "We will be inviting honest feedback from the disabled community on the Valuable 500 companies through a feedback loop. We will also be building out a truly inclusive, global research panel of

people with disabilities, created in partnership with Iconic Leader companies Sky and EY."

We note that the Australian Network on Disability is linked to both Disability:IN and The Valuable 500.

Methods

Having identified the current state of developments both in Australia and internationally, the report now turns to the research.

Two main methods were used in the research. First, the Living with Disability Research Centre of La Trobe University reviewed the literature on directors with disabilities and their pathways and experiences. As there was very little published, the review also drew on two related literatures:

- career progression by people with disabilities and entrepreneurs with disabilities, and

- diversity on boards and on women on boards in particular.

Second, interviews were conducted with directors with disabilities to ascertain their pathways to directorships and their experience as directors.

The literature review

The research scope guiding the initial literature search was 'the inclusion of people with disability as directors of boards'. Search terms reflected this focus and were selected to identify papers directly and indirectly addressing the topic. An initial search was undertaken in four key databases (Proquest Central, Business Source Ultimate, Scopus, and Web of Science). A broad initial search strategy resulted in 1221 references (with duplicates removed). These results were examined and reduced to 69. Follow up of key references and topics and additional searching in Google Scholar was undertaken with a further 81 sources added resulting in 150 references.

Thirty-nine of these resources were disability-specific; this literature is overwhelmingly focussed on the not-for-profit sector. Fourteen of these papers specifically addressed the supports and pathways of people with disabilities undertaking leadership roles in boards and advisory boards. These are summarised in the section 'What we learnt from the literature'.

The interviews and the interviewees

We were commissioned to undertake interviews with up to 50 Australian directors with disabilities. The recruitment strategy was a combination of convenience sampling and snowballing.

For the convenience sampling, the following recruitment strategies were used:

- the networks of staff of the philanthropic trust, of LaTrobe's University's Living with Disability Research Centre (LIDS), and of Purpose of Work

- broadcast emails using the LIDS mailing list

- social media by Purpose at Work

- a broadcast email to the membership of the Australian Network on Disability

- approaches to specialist organisations such as the national organisation for people with ABI and organisations for people with intellectual disabilities

- a broadcast email and social media post by the Assistive Technology Suppliers Australia, and

- individualised emails to the public sector board registries in each State and Territory and the Commonwealth government.

Snowball sampling involved asking interviewees about other directors with disabilities they might know and inviting interviewees to share information on the project. As recruiting directors serving on for-profit boards proved challenging, in the middle and later stages of the research we focused our snowball sampling on attempting to recruit directors from that sector.

A total of 47 directors with disabilities were interviewed. Interviews ranged from between 28 minutes to 2 hours in duration. Interview length in part related to the number of organisations which the director had served in the past and was serving at the time of interview.

As requested by the philanthropic funder, the disability classifications are those used by the NDIA.[4] As Table 2 demonstrates, interviewees mainly had physical disabilities, spinal cord injuries or visual impairments. Of course, in some cases, people had multiple disabilities.

Table 2: Interviewees by primary disability

Primary disability	No. of interviewees
ABI	0
Autism	1
Cerebral Palsy	3
Hearing Impairment	2
Intellectual Disability	4
Multiple Sclerosis	1
Other	0
Other Neurological	4
Other Physical	12
Other Sensory/Speech	1
Psychosocial Disability	1
Spinal Cord Injury	8
Stroke	2
Visual Impairment	8
Total	47

---

[4] The data on primary disability should be regarded as approximate. The NDIA's precise definitions of the categories are not easily accessed: e.g., is the disability Deaf-Blind classified as 'Other Sensory/Speech' or 'Visual Impairment'? Further, interviewees - while knowing their specific impairment/disability or health condition - often did not know NDIA's classification of their disability and so we had to make a best-guess in some cases.

In relation to sectors served, we had a target of 20 interviews with directors serving for-profits organisations, 20 serving not-for-profit organisations, and 10 serving public sector organisations. We put considerable effort into identifying and recruiting the directors of for-profits, with limited success. Table 3 displays the actual results.

Table 3: Sectors of service of directors

Sector	No. of interviewees
For-profit	7
Public sector	10
Not-for-profit	47

Notes: 1) Counts include current or previous service across the director's lifetime. 2) Some directors serve/have served on boards in multiple sectors. All interviewees serve or have served on the boards of not-for-profit organisations.

We speculate that there are four explanations for the limited number of directors interviewed who had served on for-profit organisations interviewed:

- low numbers of directors with disabilities on these boards, i.e., they are not being included at the same rates as directors without disabilities

- several prominent directors on for-profit boards declined the invitation to be interviewed

- some small business owners (with proprietary companies) are undoubtedly focused on their businesses and have limited time spare, and

- some directors might choose not to disclose their disability.

Regarding gender, there was parity in the number of males and females interviewed, with one person identifying as non-binary.

Finally, in relation to the directors' home State or Territory, most interviewees came from Victoria (17) and NSW (14), a small number (1 to 5) from other States and the ACT and no interviewees were from the Northern Territory. The geographic distribution of interviewees probably partly reflects that convenience and snowballing sampling methods were used.

Other statistical data are included at Appendix 1.

What we learnt from the literature review

The academic literature on directors with disability is very limited, with disability often failing to be even mentioned in discussions of board diversity. The literature on director diversity is either on demographics, but focused on women and/or ethnic minorities, or on what is termed 'deep diversity' such as directors' professional backgrounds and cognitive styles (e.g., Gabaldon et al., 2018).

The literature on people with disabilities on boards

To the extent that there is scholarly literature on directors with disability, it is more likely to be commentary on practicalities or focused on the effective inclusion of people with intellectual disability.

Features identified that support people with disabilities participating at board level included:

- accessible meeting spaces

- adaptation of meeting procedures

- financial assistance to cover costs (reimbursement of costs, stipends and honorariums)

- pre-meeting supports

- orientation processes

- accessible formats of meeting materials

- adoption of communication strategies to facilitate participation

- assistance with transport

- access to mentoring and leadership training

- assistive technologies

- seating near meeting leaders, and

- personnel to support participation.

While some of these are general requirements, others need to be tailored to accommodate the individual needs of board members.

Contextual supports included:

- training for fellow board members

- two or more members of the board being people with disabilities

- visibility of people with disabilities in public materials

- a commitment by boards to authentic membership of directors with disabilities and their full participation

- ability to influence board decisions and practices, and

- a meeting environment where people respect each other and feel confident to participate.

Fittler (2015) reports some of the practical challenges of inclusive governance including in disability organisations. He stresses the importance of both inclusion and good governance more generally.

Issues relating to the inclusion of people with intellectual disability in leadership roles have been explored in the literature. Themes include that: roles have sometimes been tokenistic (Beckwith et al., 2016a); the factors associated with inclusion (Friedman et al., 2016a); how to achieve inclusion (Beckwith et al., 2016b; Bottoms et al., 2016; Friedman et al., 2016b) and in particular the importance of supportive collegial milieu (Frawley & Bigby, 2011); and, the outcomes for people with intellectual disabilities as a result of inclusion (Friedman et al., 2016b).

Given the limited scope of this literature on director with disabilities, it was useful to draw on some other literatures.

Related literature on people with disabilities

Two key articles were identified. First, Samosh (2021) in his article titled 'The three-legged stool: Synthesizing and extending our understanding of the career advancement facilitators of persons with disabilities in leadership positions' explored leadership generally but included some directors in his interviews. This article discusses metaphors often used about barriers to career advancement for people with disabilities which include:

- the glass ceiling: the person is prevented from advancing to senior leadership positions

- the glass cliff: the person is given perilous roles and assignments, and

- the glass partition: the person chooses to stay where they are because of a fear that current accommodations might be jeopardised.

The author develops a competing metaphor of the 'three-legged stool' of career progression:

- career self-management strategies: the person actively manages their own career by self-managing challenges

- social networks: the person uses internal networks for matters such as appointment to challenging assignments and external networks for job opportunities, and

- organisational and societal factors:

    o organisation: policy, practices e.g., scholarships

    o societal: disability legislation and social movements.

Second, the article by Darcy, Collins & Stronach (2022) titled 'Entrepreneurs with disability: Australian insights through a social ecology lens', is relevant because: some entrepreneurs are directors of their own companies; some of the barriers and enablers identified in the research are directly applicable to directors with disabilities; and, the social ecology framework they use suggests other barriers and enablers. The table below captures the key findings of this article but expresses them in our own words.

Table 4: Barriers and enablers of entrepreneurs with disability

Levels	Barriers (example)	Enablers (example)
Intrapersonal	Impairment	Agency (intrinsic motivation)
Interpersonal	Difficulty accessing business and social networks	Inclusive business and social networks
Organisational	Increased difficulty accessing capital	Access to accelerator, incubator and scaling programs
Community	Transport infrastructure not fully accessible	Community attitudes to disability improving
Public policy	NDIS difficulties, e.g., some NDIS planners won't fund the flights of Support Workers accompanying directors who are attending meetings interstate	UN Convention

Women on boards

Although there are many articles on the appointment of demographic minorities to boards, the literature on women on boards will be reported as it is the most extensive and mature. It also offers several insights about pathways to directorships and improving experiences on boards which might be relevant to people with disabilities.

Early appointments of women to boards of large US companies were women who were **elite professionals, politically connected, or had family wealth** (Larcker & Tayan, 2013). These might also be pathways to directorships for some people with disabilities and, in part, suggests the importance of targeting professionals with disabilities.

The increase in the number of women on boards in Western countries appears to in part be associated with **public policy initiatives** – which range from mere exhortation, to demands for more inclusion by institutional investors, to government-imposed quotas (Huse, 2018, 2019). This suggests the potential value of initiatives in relation to the public policy environment.

The literature on pathways of women to boards emphasises the role of **networks** (McCarty Kilian et al., 2005). Network involvement takes two forms. First, women value participating in professional and governance networks, available to both women and men. Second, some women value participating in women-only networks.

This suggests that people with disabilities participating in scholarship and other programs should have access to training in building both peer and more general networks.

Especially in larger organisations, **executive search firms** ('head hunters') are often used for director and executive appointments (Reimer, 2019) and act as important gatekeepers to opportunities. This suggests that executive search firms should also be targeted when attempting to increase the number of directors with disabilities.

Some of the programs to promote women's appointments to boards focus on the role of '**sponsors**'. Sponsors are more than mentors. They know the person they are sponsoring very well, and they can vouch for their capability. They are also more than referees, in that they actively promote career advancement opportunities for the person. To give one example, the Canadian and US Catalyst Women on Board program involves CEOs and board chairs who wish to improve board diversity by sponsoring CEO-endorsed women candidates for director positions, with 59 per cent of graduates appointed to for-profit directorships (Terjesen et al., 2019). The sponsors are "a senior leader[s] or other person[s] who uses strong influence to help others obtain high-visibility assignments, promotions or jobs" (Terjesen et al., 2019, p. 140) and help "mitigate the perceived risk of an 'outsider' board candidate" by endorsing the candidate. This might be a useful strategy, which should be explored in a pilot program.

Finally, early interventions to increase the number of women on boards, in some countries resulted in the unintended phenomenon named the '**Golden Skirts**', i.e., a small number of women received multiple lucrative appointments rather than there being an increase in the number of women directors in general. Already, a disability-equivalent phenomenon has been noted in one report on Australian directors with disabilities (People with Disabilities Western Australia, 2019). This phenomenon should probably be avoided.

Table 5: Implications of the literature on women on boards for people with disabilities on boards

Insights from the literature on women on boards	Implications for people with disabilities on boards
Early appointments	Look for people with disabilities who are elite professionals, politically connected, or have family wealth
Public policy initiatives	Influence public policy to promote the appointment of people with disabilities as directors
Networks	Support scholarship holders, etc. to build their skills in networking
Executive search firms	Target executive search firms when attempting to increase the number of directors with disabilities

Insights from the literature on women on boards	Implications for people with disabilities on boards
Sponsors	Explore the potential role of sponsors, including via a pilot program
Golden Skirts, i.e., a small number of directors receive multiple lucrative directorships	Avoid a disability-equivalent phenomenon

What we learnt from the interviews

The detailed analysis of the interview data will take some months to complete. However, we are confident in the validity of the following preliminary findings.

Pathways

We identified six pathways to directorships, which often led to different destinations in terms of the sector or size of the organisation governed. We do not offer these as discrete categories, but more as archetypes.

a) **Elites pathway**: This pathway is for directors who are appointed to boards having previously been CEOs or senior executives of large enterprises, senior professionals, elite sportspeople and/or prominent politicians)

- Some Elites were appointed to their director roles *ex officio*, i.e., by virtue of their main appointed role.

- Some Elites founded their own organisations.

Although we use the term 'elites', we are **not** implying that the directors concerned are elitist in attitude nor that they necessarily enjoyed a privileged start to life.

b) **Experienced executives or senior professionals pathway** (but who do not fall into the Elites category): This pathway is for very experienced executives or senior professionals, such as those appointed at partner level in professional firms. Some of the directors serving on public sector boards followed this pathway.

- Some people in this category were appointed to their roles ex officio.

c) **Managerial or professional pathway** (but who do not fall into the earlier categories): This pathway is for managers or professionals appointed to serve on the boards of not-for-profits.

d) **Pathway of people appointed for potential**: Several people did not fall into the above categories but were recognised by those who appointed them as having potential. All the cases identified in the research appear to have been successful.

e) **Small business entrepreneurial pathway:** This pathway is for entrepreneurs who are directors of their own companies, which might have a single-person board or a small board.

f) **Novice or peer pathway**: This pathway is the least onerous, and often involved the appointment of directors with little relevant professional or business experience to serve on boards of small not-for-profit organisations. For example, we interviewed numerous directors serving small and/or peer organisations who had been encouraged to join boards in part because the organisation was having difficulty filling board vacancies.

For the purposes of increasing the inclusion of people with disabilities on boards, it is pathway (d) – People appointed for potential - which is probably of most interest.

Drawing on the research data and our general knowledge of boards and organisations, Table 6 matches the pathways above to organisational type and organisational size.

Table 6: Pathways and destinations demonstrated in the interviews

Pathways	For-profit organisations			Public sector organisations			Not-for-profit organisations		
	Small	Medium	Large	Small	Medium	Large	Small	Medium	Large
Elites	✓	✓	✓	✓	✓	✓		✓	✓
Experienced senior executives or senior professionals	✓	✓		✓	✓	✓	✓	✓	✓
Managers or professionals	✓			✓	✓	✓	✓	✓	✓
Directors appointed for their potential			✓ One example, disability-specific			✓ One example, disability-specific	✓	✓	✓
Small business entrepreneurs	✓						✓	✓	✓
Novices/peers							✓		

Note. Small organisations are those with an estimated turnover of less than $10 million; medium-sized organisations are those with an estimated turnover of $10 million or more but less than $100 million; large organisations are those with an estimated turnover of $100 million or more.

Barriers

Largely from the interviews, but with additional insights from the literature and our general knowledge of boards and organisations, we identified the following barriers to increasing the number of directors with disabilities.

- **Smaller proportion of people with disabilities who are already directors or executives**: As Professor Morten Huse (2018, p. 46) has observed, "The main criterion for becoming a board member is having already served as a board member." To extend his argument, the main criterion for a person being first appointed to a board of a large for-profit organisation is having had CEO or other senior executive experience in a similarly sized organisation. As people with disabilities are not in large numbers in this 'feeder' cohort, this limits the number of directors with disabilities. Notably,

- o Some interviewees believed that it was inappropriate for people with disabilities to be appointed to boards if they did not have this prior experience.

- o Other interviewees believed that organisations should take a more inclusive approach and recognise the potential of appropriate people to contribute as a director.

- **Ableism**: Ableism was reported by many interviewees.

  - o Several interviewees gave accounts of experiencing discrimination in their employment.

  - o One interviewee attributed limited director opportunities to discriminatory attitudes, giving a compelling example.

  - o Other interviewees talked about the need to 'justify' their appointments to co-directors and to demonstrate that they legitimately had things to contribute beyond their lived experience.

  - o One experienced director talked about resigning from a board out of continued frustration that reasonable adjustments were not made.

  - o At the intersection of ableism and personal confidence, several directors talked unprompted about their experience of 'imposter syndrome', i.e., an inability to believe that their success is deserved or has been legitimately achieved.

- **Consequences of impairments**: There are three direct consequences of impairments that can be relevant there.

  - o Some people with disabilities might find it harder to form networks of influence. For example, having a visual impairment can limit opportunities to network at professional events.

  - o People who have impairments that are associated with fatigue or pain might choose not to join boards if those duties are likely to increase those symptoms.

  - o Some people with cognitive disabilities will find it difficult to meet the usual criteria for board membership in large organisations, as it is arguable that directorial duties are cognitively complex.[5]

Experiences on boards

Overwhelmingly, interviewees spoke positively about their experience on boards. They enjoyed the opportunity to contribute at the whole-of-organisation level, such as in matters of strategy. They enjoyed networking with their fellow directors and the CEOs. Almost all interviewees discussed how their personal lived experience of disability enabled them to contribute insights that directors without disabilities could

---

[5] Some commentators would regard such criteria as a form of ableism.

not. In relation to disability service providers, several directors talked about their surprise and delight at their degree of influence.

A minority of directors reported frustrating experiences.

- Some directors gave examples of lack of accommodation for their disabilities, which made it difficult for them to discharge their role. For example, board materials were not presented in accessible formats.

- Of the ten directors who were appointed to public sector boards, two had their appointments ended after relatively short periods of service as a result of board restructuring.

- Those involved in peer organisations sometimes gave examples of intra-board or intraorganisational conflicts that were emotionally draining. In some cases, they left the boards even though they were not directly involved in the conflicts.

Suggestions for improving pathways

Interviewees were asked for their ideas to improve pathways for people with disabilities, beyond the existing programs of governance scholarships, mentorships and observerships. However, in several cases, interviewees were not aware of the existing programs.

- Many directors struggled to offer additional suggestions.

- To the extent that there were additional suggestions, there were three main ones.

    o Many (but not all) interviewees supported public policy interventions such as targets or quotas.

    o Ensuring all board directors receive education in disability awareness and inclusion.

    o Directors with disabilities appointed to boards need to speak (communicate) beyond their own disability and be ready and able to advocate for the wider disability 'cause'.

What's next

We provided a confidential report to the philanthropic funder, with 33 recommendations for its consideration. The funder will consider those recommendations over the coming months.

We noted in our report that some initiatives such as scholarships and mentoring programs tended to exclude people with intellectual disability and that additional efforts to support and build leadership by people with intellectual disability should be considered.

Appendices

Appendix 1: Additional statistical data

Table 7: Directors who identified as having multiple disabilities

Number of disabilities	No. of directors
Single	36
Multiple	11
Total	47

Table 8: Age of interviewees

Age band (Years)	No. of directors
25-29	2
30-34	1
35-39	3
40-44	12
45-49	5
50-54	8
55-59	6
60-64	3
65-69	6
70-74	1
Total	47

Table 9: Country of birth of directors

Country of birth	No. of directors
Australia	43
Other than Australia	4
Total	47

Table 10: Highest educational qualification of directors

Qualification	No. of directors
Up to and including high school	6
TAFE certificate	6
Bachelor degree	18
Post-graduate degree	17
Total	47

Table 11: Director completion of the Australian Institute of Company Directors' Company Directors Course

Australian Institute of Company Directors Company Directors Course	No. of directors
Completed	21
Not completed	25
Can no longer remember if this was the course completed approximately 30 years ago	1
	47
Total	

Notes: Those shown as 'Not completed' include those who:

- have completed the Australian Institute of Company Directors course 'Governance Foundations for Not-for-Profit Directors' but not the higher level Company Directors Course

- were enrolled in the Company Directors Course at the time of the interview but had not completed the course, or

- had completed governance courses with other training bodies or had completed in-house workshops.

Appendix 2: The case for greater inclusion of directors with disabilities on boards

Please note that this is drafted as a series of assertions rather than based on scholarly conclusions.

Evidence from overseas and anecdotal evidence from Australia shows that organisations are not including people with disabilities on their governing boards in the same proportion as people with disabilities in the general population, even when controlling for issues such as qualifications and experience.

Inclusion of people with disabilities on boards can add value to the work of boards and organisations in multiple ways.

- Winning the war for talent: Not tapping into the talent of the around one in six Australians who have disabilities is a missed opportunity.

- Increasing diversity of thinking and improving decision-making: Directors with diverse backgrounds can approach decisions in different ways and can strengthen problem-analysis and decision-making.

- Problem-solving: People with disabilities tend to be good problem-solvers and lateral thinkers as they practice these skills in their everyday lives.

- Bringing the value of lived experience: Especially in organisations that are marketing to the 18 per cent of Australians with disabilities (and that is almost all organisations), directors with disabilities can bring insights that directors without disabilities might not have.

- Social justice: An inclusive and just society benefits everyone.

- Positive role-models: People with disabilities serving in directorships can be positive role models for other people with disabilities, especially young people, and can challenge stereotypes.

Inclusion should not be confused with tokenism or representation.

- A person with disability should be included on the board for their knowledge, skills, abilities and networks, allowing for the fact that some people with disabilities should be included for their potential to further develop these.

- The board and organisation should make a genuine commitment to inclusion.

- Boards might extend their 'skills matrix' to be a 'skills and attributes' matrix.

- Boards and organisations should make reasonable accommodations necessary to allow the director/s to participate fully in the board and the organisation.

- It is unusual to expect *any* director to be a 'representative' of a particular group. Likewise, a director with disabilities is *not* a representative of all people with disability. Rather they bring a perspective and lived experience. Helpfully, many directors with disabilities can generalise from their own disability to understand the needs of other people with disabilities and other minority groups.

- There is some evidence in the related field of women on boards that the appointment of up to three people with disabilities might be useful in organisations such as disability services providers: 'one is a token, two is a presence, and three a voice'.

References

AAPD, & Disability:IN. (2022). *Disability Equality Index*. https://disabilityin.org/2022-dei-report/

Australian Institute of Company Directors. (2021). *Not-for-profit governance and performance study 2021*. https://www.aicd.com.au/content/dam/aicd/pdf/news-media/research/2021/not-for-profit-governance-and-performance-study-2021.pdf

Australian Institute of Company Directors. (2022). *Gender diversity progress report, March 2022 to May 2022*. https://www.aicd.com.au/content/dam/aicd/pdf/news-media/research/2022/gender-diversity-report-june-2022-web.pdf

Australian Scholarships Foundation. (2022a). *Directing Change Scholarship 2022*. https://scholarships.org.au/scholarship/directing-change-scholarship-2022/

Australian Scholarships Foundation. (2022b). *Disability Leadership Program 2022*. Retrieved 5 July from https://scholarships.org.au/scholarship/dlpscholarship2022/

Beckwith, R.-M., Friedman, M. G., & Conroy, J. W. (2016a). Beyond tokenism: People with complex needs in leadership roles: A review of the literature. *Inclusion*, *4*(3), 137-155. https://doi.org/10.1352/2326-6988-4.3.137

Beckwith, R.-M., Friedman, M. G., & Conroy, J. W. (2016b). People with complex needs in leadership roles: Results of a national survey. *Inclusion*, *4*(3), 160-169. https://doi.org/10.1352/2326-6988-4.3.160

BoardSource. (2021). *Leading with intent: Reviewing the state of diversity, equity and inclusion on nonprofit boards*. https://leadingwithintent.org/

Boshanna, A. (2021). Diversity on corporate boards: A systematic review. *Corporate Ownership & Control*, *18*(8-20).

Bottoms, G., Weintraub, L., & Taylor, D. (2016). Tokenism from the eye of the beholder. *Inclusion*, *4*(3), 156-159. https://doi.org/10.1352/2326-6988-4.3.156

Dauphin, F., Allaire, Y., & Sambiani, M. (2021). *The quest for diversity of boards of directors and in senior management of public corporations*. https://igopp.org/wp-content/uploads/2021/03/IGOPP_Rapport_Diversite_2021_EN_WEB_v6.pdf

Disability Advocacy Resource Unit. (2019). *Foundations of board leadership and mentoring program*. https://www.daru.org.au/resource/foundations-of-board-leadership-and-mentoring-program?msclkid=ef765744afd911ec9da59c5bece22b05

Disability:IN. (2020). *Joint investor statement on corporate disability inclusion*. https://disabilityin.org/wp-content/uploads/2022/02/InvestorStatement_DisabilityInclusion_final.pdf

Disability:IN. (2022). *About*. https://disabilityin.org/who-we-are/about/

Downes, S. (2022, 28 September 2022). *Charity Commission: Trustees don't often reflect diversity of communities*. Third Sector. https://www.thirdsector.co.uk/charity-commission-trustees-dont-often-reflect-diversity-communities/governance/article/1800454

Drake, R. F. (1994). The exclusion of disabled people from positions of power in British voluntary organisations. *Disability & Society*, *9*(4), 461-480. https://doi.org/10.1080/09687599466780461

Drake, R. F. (1996). A critique of the role of the traditional charities. In *Disability and society: emerging insights and issues* (pp. 147-166). Routledge.

Effective Change Pty Ltd. (2019). *Evaluation Report: Evaluation of Voice at the Table, Final Report*. Self-Advocacy Resource Unit. https://voiceatthetable.com.au/wp-content/uploads/2019/10/VATT-FINAL-REPORT-Evaluation-Report-with-Exec-Summary-and-Attachments.pdf

Fittler, D. (2015). 'Nothing about us without us' is a great battle cry but good governance must go beyond inclusion. *Human Rights Defender*, *24*(1), 22-24.

Frawley, P., & Bigby, C. (2011). Inclusion in political and public life: The experiences of people with intellectual disability on government disability advisory bodies in Australia. *Journal of Intellectual & Developmental Disability*, *36*(1), 27-38.

Friedman, M. G., Beckwith, R.-M., & Conroy, J. W. (2016a). Effective strategies for supporting individuals with complex needs in leadership roles. *Inclusion*, *4*(3), 170-182. https://doi.org/10.1352/2326-6988-4.3.170

Friedman, M. G., Beckwith, R.-M., & Conroy, J. W. (2016b). Inclusion is transformative: Self-advocacy leaders' perspectives on board inclusion and tokenism. *Inclusion*, *4*(3), 183-190. https://doi.org/10.1352/2326-6988-4.3.183

Gabaldon, P., Kanadlı, S. B., & Bankewitz, M. (2018). How does job-related diversity affect boards' strategic participation? An information-processing approach. *Long Range Planning*, *51*(6), 937-952. https://doi.org/https://doi.org/10.1016/j.lrp.2018.02.005

Grant, C. (2014). Participating in arts- and cultural-sector governance in Australia: Experiences and views of people with disability. *Arts & health*, *6*(1), 75-89. https://doi.org/10.1080/17533015.2013.826259

Huse, M. (2018). *Value-creating boards : challenges for future research and practice*. Cambridge University Press.

Huse, M. (2019). The business utility case for women on boards: Going beyond the surface. In L. E. Devnew, M. J. Le Ber, M. Torchia, & R. J. Burke (Eds.), *More women on boards: an international perspective* (pp. 17-34). Information Age.

Larcker, D. F., & Tayan, B. (2013). Pioneering women on boards: Pathways of the first female directors: Stanford Graduate School of Business.

MacDougall, A., Valley, J., & jeffrey, J. (2021). *Diversity disclosure practices: Diversity and leadership at Canadian pubic companies*. https://www.osler.com/osler/media/Osler/reports/corporate-governance/Osler-Diversity-Disclosure-Practices-report-2021.pdf

McCarty Kilian, C., Hukai, D., & Elizabeth McCarty, C. (2005). Building diversity in the pipeline to corporate leadership. *Journal of Management Development*, *24*(2), 155-168. https://doi.org/10.1108/02621710510579518

National Disability Services. (2021). *NDS workforce census: Key findings December 2021*. https://www.nds.org.au/resources/nds-workforce-census-key-findings-report

Overman, D. (2021, 2021 Jul 29). *Equilar and Disability:IN aim to advance disability inclusion in the boardroom*. Anthem Media Group. https://disabilityin.org/releases/equilar-partners-with-disabilityin-to-advance-the-inclusion-of-board-candidates-with-disabilities/

People with Disabilities Western Australia. (2019). *Board disability diversity and inclusion*. https://www.pwdwa.org/documents/on_board_with_me/BoardDisabilityDiversityInclusionReportPUBLISHED20190724.pdf

Preston, R. (2022). *Increase charities' diversity data reporting requirements, Commission told*. https://www.civilsociety.co.uk/news/increase-charities-diversity-data-reporting-requirements-commission-told.html

Queensland Audit Office. (2022). *Audit Insights: Appointing and renewing government boards - Report 17: 2021–22*.

Reimer, T. (2019). Women's pathways to the boardroom: The intermediary role of executive search firms. In L. E. Devnew, M. J. Le Ber, M. Torchia, & R. J. Burke (Eds.), *More women on boards: an international perspective* (pp. 149-162). Information Age.

Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability. (2022). *Report - Public hearing 13 - Preventing and responding to violence, abuse, neglect and exploitation in disability services (a Case Study)*. https://disability.royalcommission.gov.au/publications/report-public-hearing-13-preventing-and-responding-violence-abuse-neglect-and-exploitation-disability-services-case-study

Side by Side Advocacy. (2021). *Inclusive Governance Project*. http://sidebyside.org.au/inclusive-governance-project/#:~:text=Inclusive%20Governance%20Project%20This%20research%20project%20aims%20to,promote%20the%20inclusion%20of%20people%20with%20intellectual%20disability.

Southcare. (2022). *Engaging Young Leaders on Boards*. https://www.southcare.org.au/careers/engaging-young-leaders-on-board/

Statistics Canada. (2021). *Diversity of charity and non-profit boards of directors: Overview of the Canadian non-profit sector*. https://www150.statcan.gc.ca/n1/daily-quotidien/210211/dq210211a-eng.htm

Steane, P., & Christie, M. (2001). Nonprofit boards in Australia: A distinctive governance approach. *Corporate governance : an international review*, *9*(1), 48-58. https://doi.org/10.1111/1467-8683.00225 (Corporate Governance: An International Review)

Terjesen, S., Foust-Cummings, H., & Trombetta, L. (2019). Those who serve and those who aspire to serve: Looking back, looking ahead. In L. E. Devnew, M. J. Le Ber, M. Torchia, & R. J. Burke (Eds.), *More women on boards: an international perspective* (pp. 135-148). Information Age.

The Observership Program. (2022). *Our vision*. https://www.observership.com.au/our-vision/

The Valuable 500. (2022). *500 CEOs leading the way*. https://www.thevaluable500.com/about

Voice at the Table. *What is the Victorian Government boards and committees initiative?* https://voiceatthetable.com.au/about-us/vatt-in-government/victorian-boards-and-committees-initiative/#:~:text=The%20Victorian%20Government%20is%20committed%20to%20increasing%20the,including%20staff%20who%20are%20influential%20in%20board%20appointments

Voice at the Table. (2019). *About us*. https://voiceatthetable.com.au/about-us/

Watermark Search International, & Governance Institute of Australia. (2021). *2021 Board Diversity Index*. https://www.watermarksearch.com.au/2021-board-diversity-index

Wellways. (2022). *Official Wellways Public Lecture 2022: From grassroots to governance*. https://www.youtube.com/watch?v=NrtUbQYycl4

Williams, W. (2022). *Pro Bono Australia Salary Survey sheds light on whether boards get paid*. ProBono Australia. https://probonoaustralia.com.au/news/2022/06/pro-bono-australia-salary-survey-sheds-light-on-whether-boards-get-paid/