

# **Women Count Charity leaders in Wales 2012**

**Benchmarking the participation of women in the  
largest charities in Wales.**

A report by Norma Jarboe OBE



## **Rosemary Butler AM**

As the National Assembly's first female Presiding Officer, I am committed to ensuring that everyone in Wales has a say in the way our country is run and in particular, I want Welsh women's voices to be heard and their views valued.

I am delighted to have the opportunity to introduce Women Count: Charity leaders in Wales as part of the Women in Public Life conference. This is the national conference following a series of regional seminars the Assembly held across Wales. The first seminar in the Pierhead in Cardiff Bay on 8 March was part of the programme of events organised to mark International Women's Day.

Starting from an examination of the Who runs Wales report produced by the Equality and Human Rights Commission, the seminars focused on identifying the barriers to increasing women's participation in public life in Wales.

The conference looks at long term solutions to overcoming these barriers and offers practical advice to women who are aspiring to participating in public life while further cementing my commitment to gender equality in Wales.

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## Introduction

*Women Count: Charity leaders in Wales* is a new benchmark that indexes the representation of women leaders in the largest charities in Wales based on annual income. It provides details of the representation of women as trustees, chairs and chief executives for each charity in a league table. The report explores why it's important to focus on female charity leaders in Wales and what an analysis of the index shows. The research finds that women are under-represented in large Welsh charities but they are a talent pool that should not be overlooked. Actions are recommended to redress the imbalance and tap the talent pool.

Advancing women's leadership in the private and public sectors has been a hot topic of discussion for many years both at UK level and within Wales. However, women's leadership in the charity sector seems to have slipped under the radar and has never attracted an equal amount of public attention. It's time to put it firmly on the radar screen. Charities play a big role in delivering partnership initiatives and are important social enterprises actively engaged in delivering many benefits to Welsh society.

In 2011, the Equality and Human Rights Commission (EHRC) in Wales identified specific equality challenges that faced Wales over the next five years. One of these was to increase participation of protected groups in decision-making and to make Wales's public, private and third sector bodies representative of the people they serve. Many organisations in Wales are working to ensure that women play an active leadership role in the economy and society. This report is intended to support their efforts and encourage collaboration in achieving a shared vision.

### 1. Why benchmark women charity leaders in Wales?

A public league table of female leaders allows individual charities and their stakeholders to compare the progress they are making on gender diversity. There are multiple reasons why benchmarking progress is important:

#### 1.1 Welsh charities and their leaders matter

Charities have been active in Wales for centuries and are a cornerstone of its civil society. They address a wide range of social needs and are often at the forefront of social change. Their advocacy and activities include education and training, arts and culture, the environment, equality and human rights, research, religion and social deprivation. Many charities are key partners with the Welsh Government and local authorities in meeting public priorities and delivering public services. Diverse leadership underpins their legitimacy to take on these roles.

The size of the charity sector in Wales is significant. The Charity Commission reports that there are over 8,000 charities registered in Wales with combined incomes of 1.9 billion and more than 40,000 trustees. The 100 large charities in the Women Count study have combined incomes of over £593 million or 31% of the total turnover for charities based in Wales. These 100 charities have almost 1100 trustees, employ 11,000 people and have over 20,000 volunteers.

The leadership of charities matters very much. Trustees are ultimately responsible for the vision, strategic direction, risk assessment and financial accountability of these bodies. Most are limited companies and trustees have the same accountability in company law as their private sector counterparts. The chief officers they appoint ensure the charity's vision is realised through successful operations.

#### 1.2 Charities benefit from gender diversity

There are many ways in which charities benefit from gender diversity. These include keeping true to their values, achieving better organisational performance, meeting public funders' priorities and connecting with stakeholder expectations.

## values and principles

Social inclusion and fairness are core values of the charity sector. The desire for a more just society is passionately embraced by leaders, employees and donors. Organisational behaviours that limit the participation of women – who account for half the population – in leadership roles are not consistent with the sector's values and affect its integrity. The Wales Council for Voluntary Action has recently published *Good governance: a code for the third sector in Wales*. It encourages charities to be open and accountable by “ensuring that the organisation upholds principles of equality and diversity in every sphere of activity, going beyond the legal minimum where appropriate.”

## public funders' expectations

The Public Sector Equality Duty that came into force in April 2011 is particularly relevant to Welsh charities and their public funders. This is certainly true for a majority of charities in this study as many of them receive more than half of their annual revenue from the public purse. The general duty requires public bodies to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations across all of the characteristics protected by the Equality Act 2010.

The legislation requires public bodies entering into contracts for service provision to have due regard to whether award criteria or stipulated conditions should include considerations relevant to its performance of the general duty. The general duty also applies to private or third sector (voluntary and community) organisations where they are carrying out a public function on behalf of a public authority or in their own right.

In its *Equality Plan and Objectives for 2012-2016*, the Welsh Government committed to taking every opportunity through public procurement to advance equality and inclusion and to improve employment practices. Charities tendering for contracts or funding may find themselves being asked to provide information on their boards, staff and operational performance on diversity issues. They could have diversity stipulations put into service contracts.

## stakeholder relations

Women are key stakeholders in the Welsh charitable sector. They are the majority of employees, donors and volunteers. They are also recipients of the public services delivered by charities on behalf of the Welsh Government or local authorities. A gender-balanced board gives a charity a better understanding of the experience and aspirations of this key stakeholder group.

It is also helpful in responding to gender issues in the workplace that are found in all sectors. These include equal pay issues, work-life balance needs and bullying and harassment. The 2011/2012 ACEVO pay review across charities in England and Wales found a pay gap of 16% between male and female chief executives in the voluntary sector with the gap rising to 30% for some roles.

## organisational performance

A recent study by Compass Partnership and Cass Business School, *Delivering Effective Governance*, identified sufficient diversity as the sixth most important driver of good governance out of twenty drivers. Thirty-six percent of charities in the study did not meet the good governance standard on diversity.

A large body of research reveals that gender diversity in an organisation's leadership improves organisational effectiveness and efficiency. Mc Kinsey & Co has published two diversity studies, *Women Matter* and *Women Matter2*, on organisations across Europe, Asia and America. The first found that those who had three or more women in senior positions scored higher on nine criteria of organisational excellence. These included leadership, direction, accountability and control, innovation, external orientation, capability, work environment and values. The second found that women had the most important leadership qualities required for the future.

Charities constantly need to innovate to meet new demands with scarce resources. Innovation improves with gender diverse leadership. In *Innovative Potential: Men and Women in Teams*, researchers at the London Business School found that the optimal gender mix for unlocking innovative potential in teams is 50% men and 50% women.

Charities face uncertainty and risk as funding streams can be tenuous from year to year. Gender-balanced boards improve risk assessment. Research conducted at Leeds University Business School into 17,000 UK companies that went insolvent in 2008 indicates that having at least one female director on the board appears to cut a company's chances of going bust by about 20%. Having two or three female directors lowers the risk even more.

### 1.1 Female charity leaders are an important talent pool in Wales

Women charity directors and executives are a rich talent pool for public appointments both nationally and within Wales. Many have substantial cross-sector experience and expert subject knowledge in areas covered by the public bodies. In addition they bring passion and perspectives to priority social issues which government addresses through partnerships.

#### public sector appointments

The UK and Welsh governments have given priority to increasing the number of women appointed to sponsored bodies falling under the remit of the Public Appointments Commissioner. Only 33% of appointments to sponsored bodies in the UK are currently held by women as are 30% in Wales.

*The Equality Strategy - Building a Fairer Britain 2010* set an aspirational target of 50% women for all new public appointees by 2015. The *Annual Survey of Ministerial Appointments and Reappointments* to the boards of these regulated bodies shows that the percentage of new female appointments to UK bodies in 2011-2012 was 34%. In Wales females were 29% of new public appointments during this period.

The Welsh Government has included improving the engagement and participation of under-represented groups in public appointments as one of their specific objectives in the *Equality Plan and Objectives for 2012-2016*. A target of at least 40% women has been set for public appointments.

#### private sector boards

Increasing the number of women on private sector boards is an issue gaining momentum. Although private sector companies in the UK have been sceptical of drawing board appointments from the third sector, the increasing pressure for change may result in their widening the pool from which they recruit. The EU Commissioner for Social Justice has recently called for legislation that would require gender-balanced boards (40%-60% male or female).

Lord Davies's report *Women on Boards* calls for FTSE 350 companies to set aspirational targets for increasing the number of women on their boards to 25% by 2015. Recommendation nine of the report recommends that companies seek board members from a more diverse pool outside the corporate mainstream. As most charities are limited companies, women trustees have experience of being limited company directors. They also offer an opportunity for companies to expand their knowledge of subject areas that are relevant to their stakeholders.

### 1.2 Benchmarking women's representation encourages action

Often the proportion of women's leadership is only provided as an aggregate percentage for a sector as a whole with no results given for individual organisations within it. League tables that index women's representation by organisations are a far more effective lever for change. When publically available, they allow a wide range of stakeholders to review and compare performance.

Cranfield University's Female FTSE Index is an excellent example of how indexing women's representation by company encourages improved performance. Its International Centre for Women Leaders has benchmarked participation on FTSE boards for fifteen years. This has prompted a number of initiatives including cross-company mentoring schemes, awards for best performance, executive search firm programmes and research into factors contributing to under-representation. During the period from 2000 to 2012, the proportion of women on FTSE 100 boards grew from 5.8% to 15.6% and the proportion of women on FTSE 250 boards has grown from 7.2% to 9.6% since 2007.

### 1.1 Trustee roles offer personal and professional development opportunities

Women are not well represented in the most senior positions in many public and private sector organisations within Wales. The *Who Runs Wales?* survey published by the Equality and Human Rights Commission in Wales found only two women in 50 top companies were the most senior executive. Only 30% of the chief executives in NHS health boards are women and the figure drops to 23% for local authority chief executives and to 20% for university vice chancellors.

Developing women leaders and increasing their participation in economic life have long been priorities of the Welsh Government and voluntary bodies such as Chwarae Teg. Trusteeship roles provide excellent personal and professional development for women at senior levels and those in the pipeline. The possibilities for becoming a trustee are plentiful given the size and variety of the sector. Trusteeships offer the experience of being a company director and expand subject knowledge and expertise. Very importantly, trustee roles provide excellent, new networking opportunities that enhance career development for the individual and benefit the charity as well as the person's employer. Trusteeship roles can easily become part of talent development programmes organised by employers or self-initiated by an individual.

## 2. The Index of Women Charity Leaders in Wales

The index benchmarks the participation of women as trustees, chairs and most senior executive officers in 100 of the largest charities based in Wales. Please note how the list was compiled:

- Charities were selected based on total incoming resources reported in their latest published annual report. Extensive use has been made of the Charity Commission web-site. Searches were conducted for registered charities operating throughout Wales and in each of its local authorities. In addition key search words were used to look for other charities that are domiciled in Wales but operate in both England and Wales. Reference has also been made to the Wales Council for Voluntary Action (WCVA) membership list. The incomes of the charities range from £1.6 million to £40.2 million
- The list represents what most people would think of as charities. Excluded from the list, although they are regulated by the charity commission, are individual schools and academic institutions, hospitals or other healthcare institutions that are part of the NHS and investments funds that do not actively provide services or make grants. Included in the list are three public bodies sponsored by the Welsh Government that are also registered charities.
- Information on trustees has been obtained in the first instance from the charity web-site. If information is not available on the web-site, reference has been made to the latest filing with the Charity Commission. Patrons and honorary officers are not included unless they are listed as trustees on the Charity Commission web-site.
- Additional information to that published in the index has been obtained for further analysis. This includes the name of the individual female trustees, employee numbers and the process for recruiting trustees.
- The index is based on research carried out between 1 October and 19 October 2012.

## 2.1 Representation of women in charities based in Wales

(Top 100 by turnover)

% of Female Trustees	No. of Female Trustees	No. of Trustees	Charitable Organisation	Chair of Trustees	CEO/Most senior executive
100	6	6	Sisters of St Joseph of Annecy	Sister Margaret Bookle	Sister Margaret Bookle
100	11	11	Welsh Women's Aid	Hedd Vine	Paula Hardy
91	10	11	Clybiau Plant Cymru Kids Clubs	Penny Mitchell	Wendy Hawkins
89	8	9	BAWSO	Chetna Sinha	Mutale Merrill
80	4	5	Cartref	Tegwen Eirwyn-Evans	Annette Ravenscroft
75	3	4	Waterloo Foundation	Heather Stevens	Janice Matthews
75	6	8	Cardiff Met Students Union	Ruth Foster	Mike Davies
73	8	11	Chwarae Teg	Debbie Green	Katy Chamberlain
67	2	3	ATEGI	Christine Elliott	Andrew Price
67	4	6	Cyrenians Cymru	Mark Sheridan	Conrad Watkins
63	5	8	Llamau	Angela Gascoigne	Frances Beecher
63	5	8	West Glamorgan Council on Alcohol and Drug Abuse	Valerie Tawton	David Evans
57	11	19	Swansea Council for Voluntary Service	Alun Evans	Carol Green
57	11	19	Agored Cymru	Peter James	Janet Barlow
56	4	7	Cartref NI	Patricia Bochenski	Jane Brown
56	4	7	Valleys Kids	Dr Howell Edwards	Margaret Jervis
56	5	9	Powys Association of Voluntary Organisations	Roy Norris	Michelle Muireasgha
55	6	11	Mudiad Ysgolion Meithrin	Geraint Ellis	Hywel Jones
54	7	13	Nightingale House Hospice	Eluned Griffiths	John Savage
54	13	24	Wrexham Hospital League of Friends	Margaret Bryden	D Holmes
50	5	10	Tros Gynnal	Dr Roger Young	Roger Bishop
50	3	6	Cerebra	Sue Hobbs	Chris Jones
50	3	6	Ty Hafan	Mervyn Ham	Ray Hurcombe
50	4	8	Cyngor Alcohol Information Service	Dr Dafydd Alun Jones	Clive Wolfendale
50	4	8	Gofal	Simon Reed	Ewan Hilton
50	4	8	Cardiff University Students' Union	Harry Newman	Jason Dunlop
50	2	4	T E D S	Glyn Evans	Jean Harrington



% of Female Trustees	No. of Female Trustees	No. of Trustees	Charitable Organisation	Chair of Trustees	CEO / Most senior executive
45	5	11	Hope House Children's Hospices	Barbara Evans	Andy Goldsmith
45	5	11	Cymryd Rhan	Neil Howard	Jane Edwards
43	3	7	Chapter (Cardiff) Ltd	Mark White	Andy Eagle
43	13	30	WCVA	Win Griffiths	Graham Benfield
42	5	12	Keep Wales Tidy	John Hogg	Lesley Jones
42	10	24	WEA South Wales	Jeremy Gass	Maggi Dawson
42	5	12	Welsh Refugee Council	Aled Eurig	Mike Lewis
42	5	12	Bryncynon Community Revival Strategy	Cllr Alby Davies	Michelle Lenton-Johnson
40	6	15	Arts Council Wales	Prof Dai Smith	Nick Capaldi
40	6	15	National Museum of Wales	Elisabeth Elias	David Anderson
40	4	10	Hafal	Elin Jones	Bill Walden-Jones
40	2	5	Drugaid	WGD Smith	Caroline Phipps
40	4	10	Antur Waunfawr	John Gwynedd	Menna Jones
40	4	10	Community Foundation in Wales	Janet Lewis-Jones	Liza Kellett
38	3	8	Wildlife Trust of South and West Wales	Prof Lynda Warren	Sarah Kessell
38	3	8	Cymdeithas Caer Las	Carol Ann Ashton	Jim Bird-Waddington
38	5	13	Newport Housing Trust	Pauline Card	Paula Thornton
36	4	11	Sherman Cymru	Emyr Jenkins	Chris Ricketts
36	4	11	Age Cymru	Dr Bernadette Fuge	Robert Taylor
36	4	11	National Botanic Garden of Wales	Rob Jolliffe	Rosie Plummer
36	4	11	Children in Wales	Dr Mike Shooter	Catriona Williams
33	3	10	Mirus	Pam Bannister	Mandy Evans
33	3	9	DRIVE	Janet Sheldon	Barry Gallagher
33	3	9	Kaleidoscope Project	Christopher Freegard	Martin Blakebrough
33	3	10	Presbyterian Church in Wales	Rev Robert Owen Roberts	Meirion Morris
33	2	6	Techniquet	Stephen Best	Peter Trevitt
33	3	9	Age Cymru Gwent	Gerald Price	Eileen Powell/ Ann Jones
33	2	6	Care for the Family	John O'Brien	Mark Molden
31	4	13	Shelter Cymru	Diane McCrea	John Puzey
30	7	23	WJEC	Cllr Elizabeth Hackett-Pain	Gareth Pierce

% of Female Trustees	No. of Female Trustees	No. of Trustees	Charitable Organisation	Chair of Trustees	CEO / Most senior executive
30	3	10	Welsh National Opera	Geraint Talfan Davies	David Pountney
30	3	10	Centre for Alternative Technology	Dr Iolo Ap Gwynn	
30	3	10	Groundwork Merthyr & Rhondda Cynon Taff	Gareth Jones	Margaret Hannigan Popp
28	2	7	Innovate Trust	Charlote Kletta	Nick French
28	5	17	Coleg Harlech WEA North Wales	Jonathan Parry	Trefor Fon Owen
27	3	11	St David's Hospice	Gladys Harrison	Alun Davies
25	3	12	Wales Millennium Centre	Sir Emyr Jones Parry	Matthew Milsom
25	2	8	The Wallich	Dr Dubrow Marshall	Antonia Watson
25	2	8	Wrexham Diocesan Trust	Bishop Peter Brignall	Bishop Peter Brignall
25	2	8	Groundwork Wales	Gareth John	Ian McIntosh
22	2	9	Groundwork Bridgend and Neath and Port Talbot	Brian Rees	Mark Evans
22	2	9	Menevia Diocesan Trust	Rt Rev Tom Burns	Rt Rev Tom Burns
22	5	23	Community Housing Cymru	Peter Cahill	Nick Bennett
22	2	9	Groundwork Caerphilly	Bryn Davies	Katy Stevenson
22	2	9	Children's Hospital in Wales Appeal	Edmund Rabaiotti	Suzanne Mainwaring
21	3	14	National Library of Wales	Sir Deian Hopkin	Andrew Green
20	1	5	Perthyn	David Lloyd	Christopher Bennett
20	2	10	Tenovus	Richard Sims	Claudia McVie
20	2	10	Cwmni Cynnal	Dr Brian Jones	Trebor Roberts
20	1	5	Cardiff Roman Catholic Archdiocesan Trust	Archbishop George Stack	Archbishop George Stack
19	3	16	Cancer Research Wales	Dr John Pritchard	Liz Andrews
18	2	11	Huggard	Howard Gough	Richard Edwards
18	3	17	New Sandfields & Aberafan Sustainable Regeneration	Gary Roberts	Ian Isaac
17	1	6	Cartrefi Cymru	Mike Clarke	Adrian Roper
17	1	6	Urdd Gwybodaeth Cymru	Carol Davies	Efa Gruffudd Jones

% of Female Trustees	No. of Female Trustees	No. of Trustees	Charitable Organisation	Chair of Trustees	CEO/Most senior executive
17	6	35	Royal Welsh Agricultural Society	John Davies	David Walters
17	2	12	Groundwork North Wales	John Troth	Karen Balmer
15	2	13	St John Wales	Dan Clayton-Jones	Keith Dunn
15	2	13	Gwent Association of Voluntary Organisations	Michael Harbinson	Jennifer Render
13	2	16	Welsh Books Council	Prof M Wynn Thomas	Elwyn Jones
13	1	8	Mountain Training Trust	Jill Barrow	Martin Doyle
12	2	17	Eisteddfod Genedlaethol Cymru	Dr Prydwen Elfed-Owens	Elfed Roberts
10	1	10	Colleges Wales	David Jones	John Graystone
9	2	23	Representative Body of the Church in Wales	Lord Rowe-Beddoe	John Shirley
7	1	14	Welsh Football Trust	Peter Lee	Neil Ward
0	0	5	Ffestiniog Railway Trust	Dr Prideaux	Paul Lewin
0	0	8	Welsh Air Ambulance Service	Robert Palmer	Angela Hughes
0	0	4	Anheddau	Brian Jones	Janetta Toleman Jones
0	0	8	Tydfil Training Consortium	Alun Bush	Paul Gray
0	0	3	Cardiff YMCA Housing Association	Peter Gretton	Andrew Jenkins
0	0	4	Institute of Charity	Rev Father David Myers	Rev Father Brian Cuddihy
0	0	5	Merthyr Tydfil Institute for the Blind	Gary Meredith	Richard Welfoot
0	0	6	Cylch	Mike Croxford	Mal Williams

### 3. What the Index tells us

#### 3.1 Men lead the vast majority of large charities based in Wales as directors and chairs...

- 73% of these charities have a majority of male trustees.
- 68% of all chairs are male.

but less so as chief executives.

- 62% of all chief executives are male.

#### 3.2 Male directors predominate in charities with the very largest incomes...

- Charities with over £10 million in turnover are all led by boards that have a majority of trustees who are men. These charities account for almost half of the total turnover of the 100 charities in the index. The average number of female directors for this group is 30% compared to 35% for the list as a whole.
- In charities with turnovers between £5million and £10 million men hold 73% of board seats compared to 65% for the list as a whole.
- For charities with turnovers under £5 million, the average number of women directors rises to 38%.

#### 3.3 Chief executives of the charities with the largest incomes are also disproportionately men...

- Mirus is the only charity with a female chief executive in charities with over £10 million in turnover.

but women are still better represented as chief executives in the charitable sector than in the public and private sectors in Wales.

Sector	% chief executives or equivalent
100 largest Welsh charities	38%
Local authorities	23%
NHS health boards	30%
Sponsored bodies	15%
Police	25%
Universities	20%
Top 50 Welsh companies	4%

#### 3.4 Boards that have 75% or more males as directors very rarely appoint a woman chair...

- Only three of the 37 charities with 75% or more male trustees have a female chair.

and they are less likely to appoint a female chief executive

- In charities with 75% or more male trustees, female chief executives are only 27% of all chief executives compared to 38% for the index as a whole.
- Only one charity in this group, the Urdd Gobaith Cymru, has a female chair and a female chief executive.

### 3.5 Boards that have 75% or more female directors heavily favour women as chairs and as chief executives...

- Of the seven charities that have 75% female trustees, all have a female chair and all but one have a female chief executive.

### 3.6 Gender-balanced boards are in a minority...

- 29% of charities on the index have 40%-60% male or female trustees.
- Seven achieve 50% parity - Ty Hafan, Cyngor Alcohol Information Service, Gofal, Cardiff University Students' Union, Tros Gynnal, Cerebra and T E D S.

### 3.7 Gender-balanced boards are less likely to appoint a female chair...

- 28% of chairs of gender-balanced boards are female compared with 32% for the index.

but are more likely to appoint a female chief executive

- 45% of chief executives of gender-balanced boards are female compared with 38% for the index.

### 3.8 Women trustees are very prominent in charities that care for others...

- Half of the 28 charities that have 50% or more women trustees are charities that provide services to the vulnerable, sick, disabled, children and the elderly.

### 3.9 A review of charities by some types of activity gives a varied perspective of women's representation...

#### Support for the voluntary sector

- 80% of organisations supporting the voluntary sector have gender-balanced boards.
- Men are 80% of chairs but women are 80% of chief executives.

Charity	% Female trustees	Chair	Most senior executive
Swansea Council for Voluntary Service	57%	Male	Female
Powys Association of Voluntary Organisations	56%	Male	Female
WCVA	43%	Male	Male
Community Foundation In Wales	40%	Female	Female
Gwent Association of Voluntary Organisations	15%	Male	Female

#### Arts, culture and heritage

- Arts/ culture/ heritage bodies in the index tend not to have gender-balanced boards.
- Men are 67% of their chairs and women are a low 11% of their chief executives.

Charity	% female trustees	Chair	Most senior executive
Arts Council Wales	40%	Male	Male
National Museum of Wales	40%	Female	Male
Sherman Theatre	36%	Male	Male

Welsh National Opera	30%	Male	Male
Wales Millennium Centre	25%	Male	Male
National Library of Wales	21%	Male	Male
Urdd Gobaith Cymru	17%	Female	Female
Eisteddfod Genedlaethol Cymru	12%	Female	Male
Ffestiniog Railway Trust	0%	Male	Male

### Environment and conservation

- Only 10% of environmental charities have gender-balanced boards and men chair 90% of them.
- Conversely they have a high percentage (60%) of female chief executives.

Charity	% female Trustees	Chair	Most senior executive
Keep Wales Tidy	42%	Male	Female
Wildlife Trust of South & West Wales	38%	Female	Female
National Botanic Garden of Wales	36%	Male	Female
Centre for Alternative Technology	30%	Male	None
Groundwork Merthyr & Rhonda Cynon Taff	30%	Male	Female
Groundwork Wales	25%	Male	Male
Groundwork Bridgend and Neath and Port Talbot	22%	Male	Male
Groundwork Caerphilly	22%	Male	Female
Groundwork North Wales	17%	Male	Female
Cylch	0%	Male	Male

### Drug and alcohol abuse

- Three of the five charities focussed on drug and alcohol abuse have gender-balanced boards.
- One of the gender-unbalanced charities has 63% women.
- 80% have male chairs.
- 40% have female chief executives.

Charity	% female trustees	Chair	Most senior executive
West Glamorgan Council on Alcohol and Drug Abuse	63%	Female	Male
Cyngor Alcohol Information Service	50%	Male	Male
T E D S	50%	Male	Female
Drugaid	40%	Male	Female
Kaleidoscope Project	33%	Male	Male

□charities focussed on religion are very gender unbalanced.

Charity	% female trustees	Chair	Most senior executive
Sisters of St Joseph of Annecy	100%	Female	Female
Presbyterian Church in Wales	33%	Male	Male
Wrexham Diocesan Trust	25%	Male	Male
Menevia Diocesan Trust	22%	Male	Male
Cardiff Roman Catholic Archdiocesan Trust	20%	Male	Male
Representative Body of the Church in Wales	9%	Male	Male
Institute of Charity	0%	Male	Male

## 4. Recommendations for action

### 4.1 Charities with gender-balanced boards communicate their achievement

Charities that have gender-balanced boards should be proud of their achievement but don't communicate it in annual reports, on web-sites, publications or in press information. Communicating their board diversity lets external stakeholders and employees know that the organisation values diversity. Unfortunately many of the equality and diversity statements that charities do communicate are rarely accompanied by outcomes that demonstrate commitment. Calling attention to outcomes can spur and inspire others to take action.

### 4.2 Charities without gender-balanced boards set aspirational targets and report on progress

The recent progress on appointments to FTSE 350 boards demonstrates how aspirational targets combined with benchmarking and reporting results can hasten progress. Charities with unbalanced boards would do well to set aspiration targets for new board appointments to bring them up to 40% - 60% men or women by a given date. The rich pool of potential women candidates across the public, private and charitable sectors is so large that there is no reason to think that targeting would become a tick box exercise without regard to merit.

Although setting targets for gender representation is resisted by many, it is becoming more accepted. While UK FTSE companies are setting aspirational targets, their counterparts in Norway, France, Spain, Italy, Iceland and Belgium are covered by quota legislation. The EU Justice Commissioner is now proposing quotas across Europe. Both the UK and the Welsh governments have set targets to increase the number of women appointed to public bodies.

### 4.3 Charities recruit trustees robustly and transparently

All too often trustees are informally recruited by other board members or by the chief executive. Seventy-nine per cent of charities in the recent Compass and Cass Business School report, *Delivering Effective Governance*, viewed board member and staff contacts as an effective method of recruiting trustees ahead of other methods such as advertising, recruitment agencies or promotion amongst a broad membership. Bodies that encourage good governance in charities, such as the Charity Commission and the WCVA, have published excellent guidance on the recruitment of trustees. Aspects of a more disciplined recruitment process include succession planning, job specifications that detail skills and expertise, nominations subcommittees, structured interviews, advertisements and use of external advisers.

### 4.4 Public funders use the power of the purse to encourage diversity

A review of the accounts of the organisations on the index indicates that most rely heavily on grants from public bodies or on service contracts with them. Public funders making diversity considerations an integral part of the tendering process, starting with the diversity of the leadership of the tendering body, would be a huge step forward. Stipulating diversity outcomes in contracts would be an even bigger step change. Hopefully, public funding bodies across Wales will actively mainstream diversity into their tendering and contract processes.

Direct grant funding by public bodies, as well as those they fund through, offers great scope for discussing balanced boards with charitable bodies, putting diversity criteria in the application process and requiring action on diversity objectives. Grant making is more flexible and less formal than procurement which is covered by EU legislation. However, there are many different budgets and budget holders from which grants are made in a single body. Thus an institutional framework including diversity considerations needs to be established, grant makers trained and the outcomes monitored.

### 4.5 Stakeholders encourage board diversity

Corporate and individual donors, fundraising committees, partners, members, service recipients, volunteers and employees are key stakeholders and should feel empowered to raise diversity issues and press for balanced boards. Women may take a keen interest as they are over 60% of employees, volunteers and individual donors. The diversity of a charity and its leadership should be incorporated into reviews and reports to stakeholders, in membership development strategies and in service provision.

### 4.6 Public and the private sector source board appointments from women charity leaders

Many women charity leaders would be interested in joining the board of a public or private sector company. As part of this study, the published biographies of a number of these women were reviewed and they are an impressive group. Some have portfolio careers and others are currently employees of a charity or another organisation. Executive search firms and those responsible internally for board appointments would do well to establish links with these leaders.

Numerous organisations can help in making connections between appointing bodies and women charity leaders through cross-sector networking, workshops, seminars and targeted marketing. Organisations such as Chwarae Teg, the IWA Women's Network, Women Making a Difference and WenWales could work collaboratively on this agenda with business bodies such as the Institute of Directors, the Confederation of British Industries, Chambers of Commerce and recruitment consultants.



## About Women Count

Women Count is a new, non-profit organisation benchmarking women's leadership across charitable, academic and public bodies. To date much of the attention on women's leadership has been focussed on private sector boards and senior women. The third sector plays an equally valuable role in creating a stable, prosperous society and will increasingly partner the private and public sectors in the 21<sup>st</sup> century. All need to reap the benefits of diverse leadership - more efficient, innovative organisations that respond to stakeholder needs and prudently assess risks.

In the belief that "what gets measured gets done", the company encourages organisations to set aspirational targets for women's participation, measure the outcomes and report on progress. The expectation is that organisations will achieve a gender balance of leaders – 40%-60% men or women. *Women Count: Charity Leaders in Wales* is its second publication. Its first publication *Women Count: Charity Leaders 2012* benchmarked the representation of women as trustees, chairs and chief executives in the UK's largest charities by income and by assets. Both are available for free download on [www.women-count.org](http://www.women-count.org).

## The author

Norma Jarboe is the founder and Director of Women Count and lives and works in Cardiff. She was formerly Director of Opportunity Now, the leading employer membership organisation in the UK to advance women in the workplace, and has many years of experience in women's development and diversity. She has worked at senior levels in the private sector, in public/private sector partnerships and in the charitable sector. Norma is a member of the Defra Equality Scrutiny and Advisory Group and was formerly Chair of its Gender Equality Scrutiny and Advisory Group. Authored reports for Opportunity Now include *Tomorrow's Workplace: Are you fit for the future?*, *Leadership for Change: Aligning organisations for the future*, *The Responsible Workplace: How to survive and thrive* and *Balancing Boards*.

Norma has an MA in International Studies from the University of Denver and a Diploma from the Stonier Graduate School of Banking at Rutgers University. She was awarded an OBE in 2008 for her work on social inclusion.