

QUEENSLAND FARM BUSINESSWOMEN: THE LONG ROAD TO LEADERSHIP

Final Report

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LIST OF ABBREVIATIONS

| | |
|--------|---|
| ABARE | Australian Bureau of Agriculture and Resource Economics |
| ABS | Australian Bureau of Statistics |
| AICD | Australian Institute of Company Directors |
| ANZSIC | Australian and New Zealand Standard Industrial Classification |
| AWiA | Australian Women in Agriculture |
| BOM | Business Owner Manager |
| BOMs | Business Owner Managers |
| CEO | Chief Executive Officer |
| DAF | Queensland Department of Agriculture and Fisheries |
| DIIS | Commonwealth Department of Industry, Innovation and Science |
| DJSB | Commonwealth Department of Jobs and Small Business |
| DPMC | Commonwealth Department of the Prime Minister and Cabinet |
| ERHR | Department of Employment Relations and Human Resources |
| FNQ | Far North Queensland |
| GCCSA | Greater Capital Cities and the rest of the State |
| NGIQ | Nursery and Garden Industry Queensland |
| NFF | National Farmers' Federation |
| NSW | New South Wales |
| NT | Northern Territory |
| QFF | Queensland Farmers' Federation |
| QLD | Queensland |
| RJSA | Rural Jobs and Skills Alliance |
| SA | South Australia |
| UK | United Kingdom |
| WA | Western Australia |

EXECUTIVE SUMMARY

Women's work and expertise are critical in maintaining and developing agricultural businesses and regional communities. Women represent more than one-third of all agriculture employees in Australia and 28 percent of farmers and farm managers are women. In Queensland, women form over one-third (36%) of the agriculture workforce and just over one-third of Business Owner Managers [BOMs] in regional Queensland. It is estimated that women contribute about half of the total value of output attributed to farming communities through their paid and unpaid activities including the majority (84%) of off-farm income and this is vital for the maintenance of the farming enterprise. In addition, women shoulder major responsibilities for family and household care.

These figures underestimate the extent of women's contribution to the farming and agriculture sector and to rural and regional communities. Historically, compared to their male counterparts, women have been 'invisible' and unacknowledged as farmers. There is a lack of information about the detail of women's roles on farms and in the agriculture industry. Women's roles are complex and varied and this requires many women to adapt quickly to changing economic and environmental conditions. Women have a wide range of responsibilities related to the farm business, innovation and entrepreneurship, and family care.

Queensland farm businesswomen undertake a range of leadership activities in agriculture and within the community. While women hold leadership roles in organisations that have a local focus, they are largely absent as elected board members in agricultural and industry organisations. Many farm businesswomen want to be leaders. However, they are constrained by factors such as the lack of recognition of their roles in farm businesses. Personal circumstances and capacity can also be a barrier to further engagement in leadership, as can organisational issues and a lack of recognition of the skills and perspectives women have developed.

Women are willing to develop their skills and networks and to encourage and help develop other women. They are positive about future opportunities. However, there is a need to analyse current training and development opportunities, to identify gaps and ensure that these are accessible to women.

The findings presented indicate that there is considerable work (from research to sustained culture change) to be done in order for farm businesswomen to achieve the recognition they deserve (at industry, organisational and individual levels), to have the ability to develop leadership opportunities for themselves, and to access the necessary training and development provisions to support them in achieving their aspirations.

Recommendations

1. Queensland farm businesswomen need to be acknowledged for the various roles they play and the work they do to become more visible in their communities and industry. Recognition must come from both internal and external sources. One way of raising public awareness around this issue is to raise awareness and understanding the role of women and their economic and social contributions made in the sector. Work undertaken through the Invisible Farmer project (see Henningham & Morgan 2018) should be extended in terms of taking a more specific look at Queensland farm businesswomen. Industry associations must play a crucial role in recognising and promoting the roles and contributions to the industry, and in particular within their advocacy and policy work.
2. Statistical data, which provides detailed information about employment in the agriculture industry and specifically about farm businesswomen, needs to be collected and disseminated by government agencies such as the ABS. Industry organisations can lobby the government for the collection of this information so that a more nuanced analysis of women's roles in, and their contribution to the agricultural industry is obtained.
3. Detailed research, via surveys and interviews, is needed to understand more about the roles of women in Queensland in the different sectors of agriculture and regions of the state.
4. There is a need to highlight the disadvantages that women experience as a result of poor superannuation outcomes and the potential for poverty in older age. Industry organisations and governments can all play a part in raising awareness of superannuation issues and the long-term implications of women's unacknowledged and often underpaid work and the implications this has for women's retirement incomes. It is therefore imperative that such inequities are addressed to ensure equal outcomes for farm businesswomen in their retirement.
5. Further consideration of the range of training and development opportunities tailored to the needs of farm businesswomen is required. This can be achieved by analysing current training and development programs to identify gaps. Conducting a comprehensive training needs analysis will highlight industry, organisational, and individual needs and objectives to develop leadership opportunities and roles that meet the aspirations of farm businesswomen. This analysis will need to consider both industry and regional characteristics.
6. Examination of the processes to identify practices that act as a barrier to farm businesswomen's appointments to industry boards and committees, with an emphasis on succession planning. The aim is to develop mechanisms that will support women in achieving and maintaining such appointments.

7. Programs that provide a range of support measures for women achieving leadership roles need to consider the many roles women perform (family, business, community roles) so that these do not form barriers to their participation in training and leadership development activities. Considering that women's earnings are going to the survival of the family farm rather than their self-development, financial support through scholarships or grants should be provided.
8. The current data does not provide enough detail to clearly establish the training and development needs, and the priority of these needs, of Queensland farm businesswomen. Further research is required that will consider the needs and priorities of the different groups of farm businesswomen (e.g. different age groups, industries, regions, and family and life stages), and how opportunities for mentoring, value diversification, food or farm tourism, entrepreneurship, intrapreneurship and innovation can be provided to best suit their needs.
9. To work with the Queensland Farmers' Federation as the peak-industry body, its partners, and the Rural Jobs and Skills Alliance (RJSA) to gather more data about the activities of farm businesswomen to better understand their needs for training and development opportunities that lead to increased leadership opportunities. The research project would allow for a better understanding of training and development needs and mechanisms for delivery. This has implications for achieving better outcomes for individual women, communities, industry, and government, as well as improving social and economic outcomes at all levels of Australian society.

THE RESEARCH TEAM

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This research is a collaboration between the Queensland Farmers' Federation (QFF), its partners¹, the Rural Jobs and Skills Alliance (RJSA), and the Department of Employment Relations and Human Resources (ERHR) at Griffith University. The team at the QFF consists of Dr Georgina Davis, Dr Diana Saunders and Ms Jane Muller. The research team at Griffith University comprises Emeritus Professor Glenda Strachan, Dr Susan Ressia, Dr Mary Rogers, Dr Kim Ball, and Professor Ruth McPhail. The research has been conducted between November 2019 and April 2020.

We thank the Griffith Business School, Department of Employment Relations and Human Resource, Griffith University and the Queensland Farmers' Federation for supporting this project.

¹ AgForce, CANEGROWERS, Cotton Australia, Department of Agriculture and Fisheries, Growcom, Irrigation Australia, Queensland Chicken Growers' Association, Nursery & Garden Industry Queensland, and Timber and Building Materials Association

PART 1: INTRODUCTION

Women contribute half the total value attributable to farming communities through their paid and unpaid activities (Sheridan & McKenzie 2009) and their contribution has been recognised ‘as significant and critical to farm family survival’ (Alston & Whittenbury 2010, p. 65) yet their role in this industry and in rural communities is often overlooked, especially in the development of policy and programs and their implementation. This omission of women’s voice has frequently led to women’s roles in agriculture and farming being described as ‘invisible’ (e.g. Alston 2003; Williams 1992) as ‘women’s contributions to agriculture have continued to be ignored, unrecognised and rendered invisible’ (Henningham & Morgan 2018, p. 93).

There is widespread recognition that women represent an untapped potential for rural businesses, rural communities, and the nation. In order to utilise this potential, it is necessary to understand the characteristics and diversity of women in farming in Queensland, their current contributions, aspirations, and the training and organisational needs that will assist them in achieving their business, social and leadership goals. The recognition that women are a vital part of farming businesses is increasing, and the potential for women to add value to their farm businesses and the economy is great, but further investigation of their specific needs is required. There is little current research which specifically examines women in farm businesses in Queensland and examines their roles and future business needs.

The focus of this research is women who live and work on farms, often as part of a family unit in the agriculture industry. While their role is vital, their career paths, training needs and aspirations can be different to those of men, an issue that is found across all industries. The Queensland Farmers’ Federation’s (QFF) report *Cultivating the leadership potential of Queensland’s farm businesswomen* (QFF 2018), written by Manktelow, Muller and Slade, discussed preliminary research conducted in 2018 and clearly showed that the majority of women on farms and in farm businesses are highly educated and are keen to expand their economic and social contributions. These women aspire to make further contributions both economically through their business development, and socially in their communities, and to state and national policy development.

The aim of this research project is to understand the characteristics and contributions of women in agriculture in Queensland and to focus on their aspirations and the training and development needs that will assist them in attaining their business, social and leadership goals.

The research questions that this report addresses are:

1. What are the roles of women in agricultural and rural businesses in Queensland?

2. What are women's leadership and development aspirations and, in turn, their training and development needs?
3. What are the enablers and barriers to achieving leadership and development aspirations and accessing training and development?
4. What are the implications from the research findings for programs and policies?
5. What are the priorities for future research and action? What future research needs to be done to support the development of Queensland farm businesswomen?

The method used in the Report is a mixed-methods case study which explores the untapped potential of farm businesswomen who aspire to become leaders, as expressed through their own voices. The focus is on regional, rural and remote women farmers and business managers in the state of Queensland. The report examines the most recent statistics in Australia in order to understand the roles women play in agriculture. The data which provides an insight into the views of Queensland farm businesswomen was collected by the QFF in 2018 and documented in the report titled '*Cultivating the leadership potential of Queensland's farm businesswomen*' (QFF 2018). Four workshops comprising a total of 83 women were held in regional Queensland, and 149 women responded to an online survey questionnaire. In this report the data has been re-analysed by a team of academic researchers. Academic literature, government policies, and industry reports have been analysed through the lens of a gender regimes framework. This has enabled an in-depth understanding of the characteristics and diversity of women in farming, their current contributions, their aspirations, the barriers and enablers to achieving their goals, and the training and organisational needs that would assist them in achieving business, social and leadership goals within the context of a traditionally male-dominated industry.

Part 1 of the Report examines the most recent and relevant statistics concerning women in the agriculture industry. Part 2 discusses the aspirations of farm businesswomen. Part 3 discusses the issues which form barriers to achieving these goals and the issues which assist and enable success. Part 4 discusses the major issues which arise from Parts 1, 2 and 3. Finally, Part 5 provides recommendations for future action.

Through the use of publicly available statistics, reports and academic literature, this report paints a picture of the extent of women's involvement in, and their importance to, the agriculture industry in Queensland. It leaves many questions unanswered as there is no current research on many of the details of women's roles and aspirations. However, one of the major goals of this research is to uncover what is not known about women's work in agriculture and their goals. From this research, further specific investigations can be undertaken which focus on the questions that this report raises. This can include further research projects which include the collection of new data through, for

example, surveys and interviews. This report can play a large role in shaping the questions for this next stage in uncovering and meeting the needs of Queensland's farm businesswomen.

PART 2: THE ROLES OF WOMEN IN FARM BUSINESSES IN QUEENSLAND: AN EXAMINATION OF THE STATISTICS

This report examines national and Queensland statistics, reports and Australian literature to gain a picture of the role of farm businesswomen in Queensland. This includes details of women's employment in agriculture, women business owners, women as contributors to the family farm, and women's representation on the boards of peak farming organisations in Queensland. In using a range of the most recent statistics, the categories for industries are not always the same, and we have noted this in the discussion. We use the Australian Bureau of Statistics [ABS] categories for geographic regions. Unfortunately, gender breakdowns of relevant statistics are not available in all ABS statistical categories.

Women's employment in the Australian agriculture industry

Women play an important role in both the national and agricultural workforce in Australia. In August 2019 women represented 47 percent of all employed persons (12,859,400) in Australia (ABS 2019). In the Industry Division of Agriculture, Forestry and Fishing, the total employed in 2019 was 318,600 persons of whom 33 percent were women (ABS 2019) (see Figure 1). Over one-third (37%) of the total employed in Agriculture, Forestry and Fishing were an owner manager of an enterprise (Binks, Stenekes, Kruger & Kancans 2018). The Sub-industry Division of Agriculture² directly employed 274,300 people in August 2019 and this represented 2.1 percent of all employed people, one-third (35%) of whom were women (ABS 2019). The overwhelming majority (82%) of all agriculture employees were employed regionally (Commonwealth Department of Jobs and Small Business [DJSB] 2019). The following discussion relates to those employed in the Sub-industry level of Agriculture, which is referred to as the agriculture industry or agriculture.

² The agriculture industry includes growers of turf, flowers, vegetables, fruit, nuts, grains and other crops; farmers of sheep, cattle, poultry, deer and other livestock; and nurseries (Commonwealth Department of Industry, Innovation and Science [DIIS] 2019).

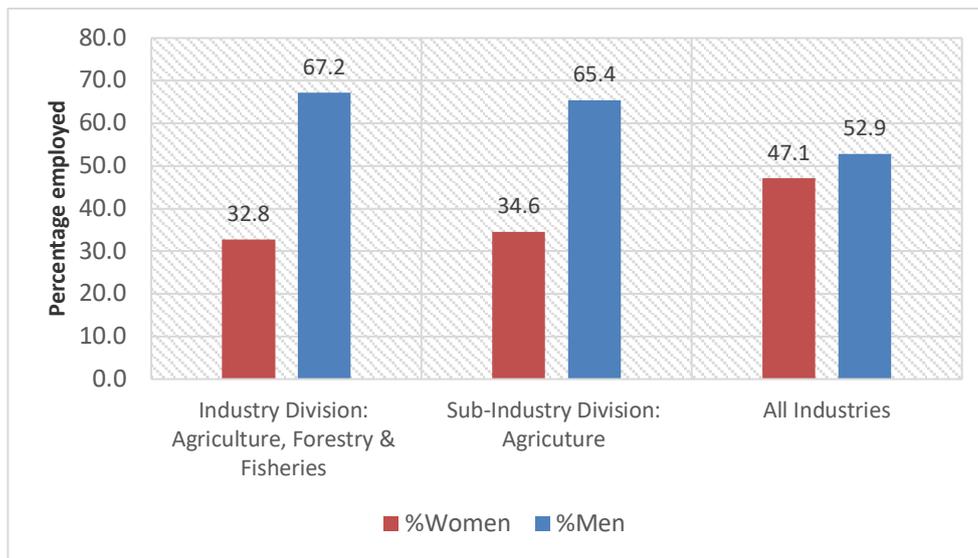


Figure 1: *Employment in all industries, Industry Division: Agriculture, Forestry and Fishing, and Sub-Industry Division: Agriculture, in Australia, August 2019, by gender* (Industry categories are classified by ABS using the Australian New Zealand Standard Industrial Classification (ANZSIC) 2006, Revision Source: ABS 2019). Compiled from ABS 2019.

The agriculture industry workforce in Australia is diverse. To gain a deeper understanding of women’s background and level of education, and their employment in agriculture, analysis of the 2016 Census of Population and Housing data set is necessary as it provides a more detailed data set than the more recent Labour Force figures. In 2016, women constituted 32 percent (72,722 women) of the agriculture workforce. One percent of people directly employed in the agriculture industry identified as Aboriginal and Torres Strait Islanders (3,278 people; 23% women) (Binks et al. 2018). Culturally and linguistically diverse people represented 11 percent (25,205 people) of all those employed in agriculture in 2016 (Binks et al. 2018). Three-quarters (73%) of the agriculture workforce worked full-time (Binks et al. 2018). The median age of all agriculture industry workers and of women was 49 years, with 24 percent of all workers being under 35 years and the largest proportion of women were aged between 55 and 59 years (Binks et al. 2018).

Most people working in the agriculture industry are employed in three agricultural sectors. Women represented 29 percent of those working in sheep, beef cattle and grain farming, 44 percent of those who worked in nursery and floriculture production, and 40 percent of the total ‘other livestock farming’ workforce. Of the total agricultural industry workforce in 2016, 46 percent of all people and 43 percent of all women worked in sheep, beef cattle or grain farming (Binks et al. 2018).

Farm enterprises in Australia

Self-employment in Australia’s agriculture industry is very common and ‘family farming is officially recognised as the dominant mode of agricultural production’ (Alston 2014, p. 189). A large proportion

of the agriculture workforce in 2016 comprised owner managers (nearly 40%) and contributing family members (nearly 18%) (Binks et al. 2018). In 2016, there were 87,325 farming families, a category defined as having at least one person who is a farmer or farm manager (Binks et al. 2018).

Many of those employed in the agriculture industry own their own farm (DJSB 2019). In August 2019, the ABS (ABS 2019) indicates there were 177,952 Farmers and Farm Managers nationally, 31.7 percent of whom were women, an increase of just over seven and a half percent since August 2016. According to the National Farmers' Federation [NFF] (2017), in 2016 the majority of Australian farmers (71%) were non-employing. Of the remainder, 28 percent had one to nineteen employees, one percent had 20 to 199 employees and only 0.04 percent employed 200 or more people (NFF 2017).

Women's contribution to the agriculture industry nationally

A breakdown of the occupation by gender at the State-level is not available in the ABS Labour Force data collections, however, we can provide an insight into women's contribution to the agriculture industry nationally and for Queensland using various national and Queensland Government reports. Sheridan and McKenzie (2009) calculated that when a relatively full range of women's on-farm, off-farm, household and community work is considered, it is likely that they contribute over 49 percent of the total value of the output that might be attributed to farming communities.

In 2005–06, it was estimated that women contributed 33 percent of all on-farm income (\$8,558 million) to the agriculture industry (Sheridan & McKenzie 2009), and provided 84 percent of all off-farm income (equating to \$2,715 million) (Australian Bureau of Agricultural and Resource Economics [ABARE] 2007). This off-farm income generation is of critical importance. Whereas in the past this income might have been used to pay for children's education and family holidays, it is now more likely to be used to cover living and farm costs. Women are more likely to work off-farm 'for the much-needed income for the family to survive in agriculture' (Alston & Whittenbury 2010, p. 65). Binks et al. (2018) report that three-quarters (75%) of women in the agriculture workforce engaged in five or more hours of unpaid domestic work in the week leading up to the 2016 Census, while nationally, 62 percent of women indicated a similar engagement in unpaid domestic work. Thirty-seven percent of working women in agriculture are also involved in volunteer activities, which is substantially higher than the national average of 23 percent for all women (Binks et al. 2018). A high proportion of women business operators nationally do voluntary work. In 2010, just over half (52%) did voluntary work for an organisation or group and 73 percent were actively involved in social, civic or governance groups (Commonwealth Department of the Prime Minister and Cabinet [DPMC] 2015).

The off-farm income generation of women in farm partnerships is a critical survival strategy for most farm families (Alston & Whittenbury 2013). At least one-third of family farms are dependent on women's income (Alston 2014) which contributes significantly to families' day-to-day survival (Alston, Clark & Whittenbury 2018). Women generate '48 percent of real farm income through their off-farm and community work', which goes to support the continued existence and development of the farming business (Alston 2014, p. 198). Women's off-farm income is now more likely to cover living and farm costs rather than contributing to women's self- or career-development (Alston 2014, QFF 2018).

Financial pressures from the continued drought have resulted in a reduction of hired labour on farms and this work is absorbed within the family (Alston et al. 2018). Work roles for women and men have changed as a result and increased pressures on farming families (Alston et al. 2018; Alston & Whittenbury 2013), however, the change appears greater for women than for men. Some older women have transitioned from hands-on farm work to business management. In cases where women took over farm work this was often redefined as domestic labour, therefore an extension of their household duties. In communities where there is a lack of job opportunities women must move in order to work and many must work into their old age to contribute to the farm income (Alston et al. 2018).

These changes have a range of consequences (Alston & Whittenbury 2013, p. 121). Women work long hours away from the farm and often must live apart from the family with the result that men are left isolated on farms for long periods. Men view women as a part of the workforce who have 'the same passion to preserve the farm'. However, women continue to undertake the majority of care and household duties. This can have the result that women 'are exhausted and are re-evaluating their commitment to the farm and to inequitable gender relations' (Alston & Whittenbury 2013, p. 121).

An insight into rural women's contribution to farm business can be gained from the 2018 report compiled by the QFF. An online survey of Queensland's farm businesswomen (149 respondents) found that women were strongly involved in: the everyday running of the home and looking after children; managing the bookwork, accounts, finances, and payroll; farm administration; longer-term financial planning; bringing new information or ideas to the decision-making table, and the marketing of the business and/or its products. While responses indicate involvement in 'everything' and 'anything', the main responsibilities included financial management roles; areas of ownership, management, leadership, and decision-making; areas of production, operations, and farm work, and administrative roles, particularly around safety and compliance. Despite these extensive contributions, many respondents felt undervalued. Yet these women indicated their added value was an essential contribution to the business. Such contributions included research, ideas and creativity

which brought different perspectives to decision-making, and enthusiasm, expertise and professionalism to business operations. They therefore drove innovation and the adoption of new techniques (QFF 2018).

Historically, women's work, especially that on farms, was largely absent from the census and other official documents. The occupations of women are mentioned only on rare occasions in 19th century government documents and the wives of farmers were not classified as economic earners (Strachan & Henderson 2003). Women's contributions are still unrecognised (Alston & Whittenbury 2013). In the 21st century, the ABS (2012) recognises that simply measuring the number who report farming as their main job cannot measure women's contribution to the farming sector. Women also contribute as family members and as partners of farmers. Alston and Whittenbury (2010, p. 65) conclude:

What is clear is that their [women's] efforts to provide off-farm income, on-farm labour and to fill in gaps in community infrastructure through their voluntary efforts have increased during the last decade. Nonetheless, because their input on farm is largely unacknowledged, or their off-farm work takes them away from the farm, it is invisible in discursive constructions of farm and rural living.

The issue of progressing women's career and professional development remains both a challenge and a priority for farm businesswomen. The culture of mainstream corporate Australia is male dominated. The concept of the 'ideal worker', developed by Acker in the 1990s (Acker 1992), is an unencumbered worker who is dedicated to work and has no responsibilities for family care. While the description is neutral, the characteristics favour male workers. Indeed, 'employers create standards for employees as "ideal workers" that rely on the stereotypically masculine traits' (Poorhosseinzadeh, Strachan & Broadbent 2019, p. 229). The result is that the image of the "disembodied worker" reproduces and reinforces the masculine image of senior roles that make men seem more legitimate leaders compared to women. This is also tied to traditional notions of what has constituted the 'gendering' of roles in society, where males have been tied to the image of the 'ideal worker', while women are tied to the image of the homemaker; one who looks after children and the home (Ressia, Werth & Peetz 2019).

Business Owner Managers and Rural, Regional, and Remote farm businesswomen

Women contribute to the agriculture industry through their roles as businesswomen. Most women and men employed in the agriculture industry in Australia work as managers. The 2019 ABS Labour Force survey data shows that more than half (53.7%) of all women working in agriculture were employed as Farmers and Farm Managers. A snapshot of Australian jobs in 2018 shows that 30 percent of livestock farmer managers, 23 percent of crop farm managers, and 20 percent of mixed crop and livestock managers were women (DJSB 2019). Binks et al. (2018) identify that women are also engaged in agritourism ventures such as farm diversification, but no data is provided.

Using 2016 Australian Census data we can determine that women make up 33 percent of all Business Owner Managers (BOMs) (1,529,502) nationally (ABS 2018). While this data does not disclose the type of business that owners are engaged in, this data provides an indication of BOM representation in regional areas. Figure 2 provides a comparison of the numbers of women and men who were BOMs for the ABS categories Greater Capital City and the Rest of State in each of Australia's States and Territories, as determined by the ABS SA4 State regions (GCCSA code 3GBRI) geographical region definitions. For example, Greater Brisbane includes Brisbane North, South, East, West, Inner City; Logan/Beaudesert; Ipswich; Moreton Bay North and South. The ABS major region of the Rest of Queensland includes the regions of Gold Coast, Sunshine Coast, Cairns, Darling Downs-Maranoa, Central Queensland, Mackay-Isaac-Whitsunday, Toowoomba, Townsville, and Wide Bay.

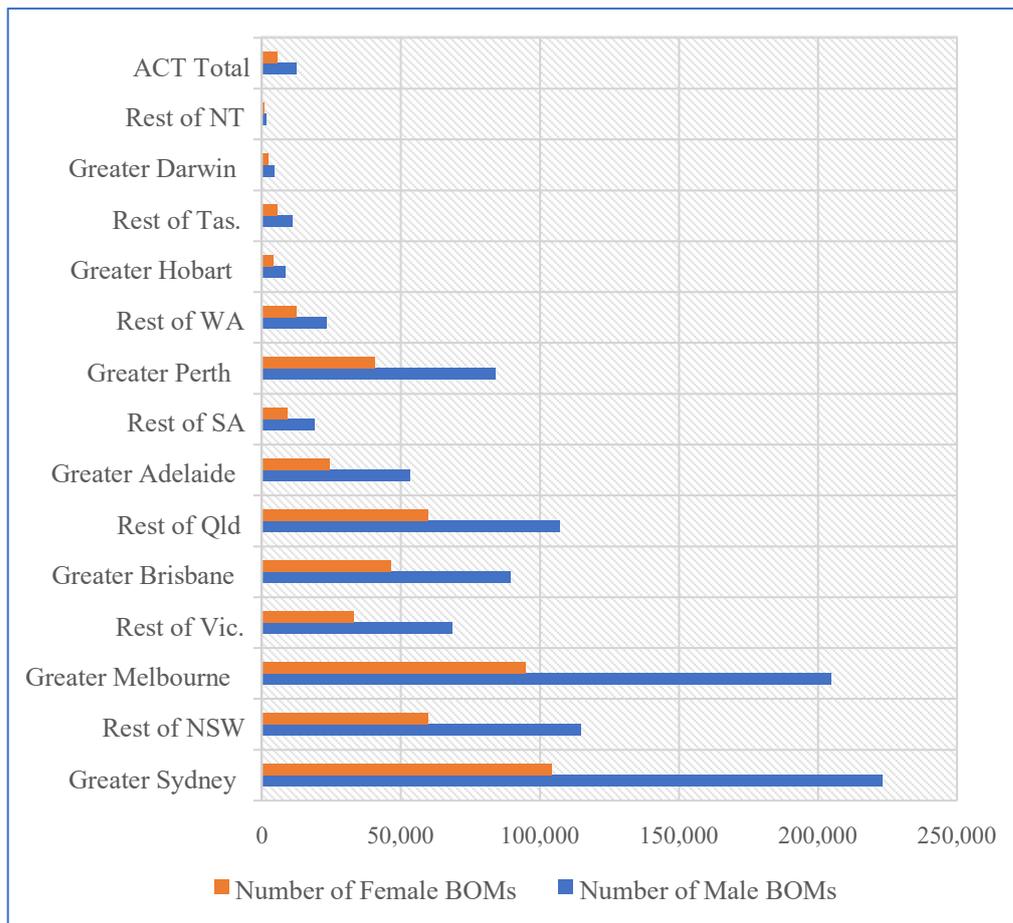


Figure 2: *Business Owner Managers for Greater Capital City area and Rest of State/Territory Australia, in 2016, by sex. Compiled from ABS 2018.*

In most states and territories, apart from Queensland and Tasmania, the majority of BOMs are in the Greater Capital City region, as illustrated in Figure 3. In Queensland, however, over half (55%) of BOMs are in the Rest of Queensland. Of this group of 166,904 BOMs, 36 percent are women. Although more than half (51%, 2,419,724 persons) of Queensland’s population in 2016 lived outside the Greater Brisbane region (defined previously), the higher proportion of BOMs is most likely due to the regions of the Gold and Sunshine Coasts being included in the Rest of Queensland data. From the ABS (2018) data we can determine that there are 48,652 BOMs in the Gold Coast and 30,966 BOMs in the Sunshine Coast, representing 29 percent and 19 percent respectively of the total Rest of Queensland BOMs.³

³ Regions are defined by the ABS using population and geographical components of the labour market (see ABS 2016) and much of the ABS data presented in this report refers to ‘the Rest of Queensland’, which includes the more centralised Gold Coast and Sunshine Coast regions, as this is the only level of detail available.

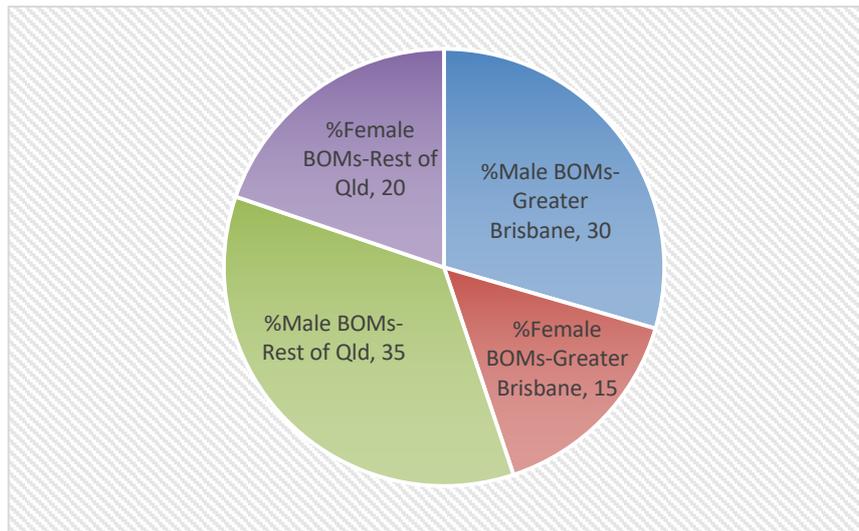


Figure 3: *Percentage of Queensland BOMs, in 2016. Compiled from ABS 2018.*

To gain a better picture of ‘Rural, Regional and Remote’ BOMs for the purpose of this report, the more centralised regions of the Gold Coast and Sunshine Coast, which are adjacent to the capital city of Brisbane, have been excluded from the Rest of Queensland data. After removing these two coastal regions, Rural, Regional, and Remote regions of Queensland were home to 29 percent (87,288) of the 302,835 BOMs in Queensland in 2016. Unfortunately, information on the gender of BOMs for Rest of State and Greater Capital City regions is not available. Table 1 shows the number and percentage of BOMs for regions of Queensland, as defined by ABS Statistical Areas Level 4 geographical regions (shown in Figure 4), from the 2016 Census data and for the Rural, Regional and Remote regions, as deemed for this report.

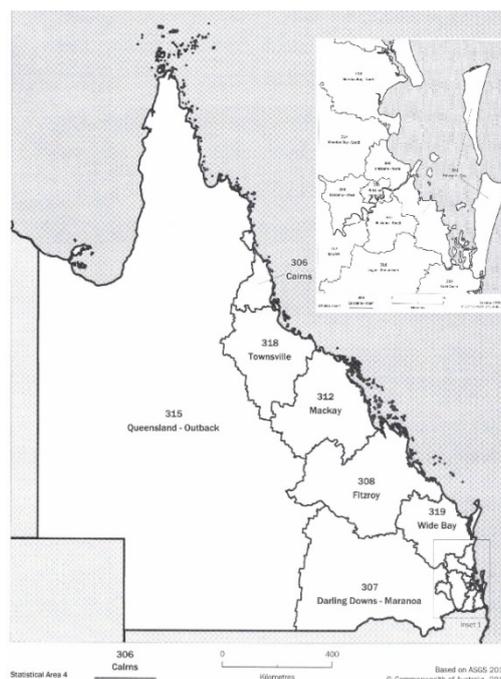


Figure 4: *Statistical Area Level 4—Queensland. Compiled from ABS 2010.*

Table 1: *Business Owner Managers in Queensland, in 2016, by regions at the SA4 level.* Compiled from ABS 2018.

| Business Owner Managers—Queensland | Number | % QLD Total BOMs |
|---|-----------------------|-------------------------|
| Greater Brisbane – ABS geographical area definition | | |
| Brisbane (Inner City, North, South, East, West) | 81,237 | 26.8 |
| Ipswich | 13,751 | 4.5 |
| Logan—Beaudesert | 16,985 | 5.6 |
| Moreton Bay (North, South) | 23,956 | 7.9 |
| <i>Total for Greater Brisbane (ABS SA4 region definition)</i> | <i>135,929</i> | <i>44.9</i> |
| Regions added to Greater Brisbane for the purpose of this report | | |
| Gold Coast | 48,652 | 16.1 |
| Sunshine Coast | 30,966 | 10.2 |
| <i>Total for Gold Coast and Sunshine Coast</i> | <i>79,618</i> | <i>26.3</i> |
| <i>Total for Greater Brisbane including Gold Coast and Sunshine Coast</i> | <i>215,547</i> | <i>71.2</i> |
| Rural, Regional and Remote regions – deemed for the purpose of this report | | |
| Cairns | 16,436 | 5.4 |
| Darling Downs—Maranoa | 10,501 | 3.5 |
| Central Queensland | 11,244 | 3.7 |
| Mackay—Isaac—Whitsunday | 9,508 | 3.1 |
| Queensland—Outback | 4,272 | 1.4 |
| Toowoomba | 8,343 | 2.8 |
| Townsville | 11,446 | 3.8 |
| Wide Bay | 15,538 | 5.1 |
| <i>Total for Rural, regional and remote</i> | <i>87,288</i> | <i>28.8</i> |

Unfortunately, a more detailed picture of BOMs in agriculture is very difficult to obtain. The ABS Labour Force surveys provide data at the occupation sub-major group level of Farmers and Farm Managers, which provides a gender split, but only at the national level. Therefore, it is difficult to gain an accurate picture of Australia’s regional, rural, and remote women’s business activities and involvement. The available data for BOMs at the regional level does not provide gender-level data. It is recommended that gender and future data collections for BOMs include gender and be undertaken for regional, rural, and remote areas and at the occupation level.

Women in Queensland agriculture

Queensland is the most decentralised of Australia’s mainland states and the agricultural, forestry, fishing and food industries are of critical importance (Queensland Department of Agriculture and Fisheries [DAF] 2018). While these industries are significant in all regions, they are particularly important in Darling Downs–Maranoa, Outback Queensland and Wide Bay, where these industries provide more than 10 percent of direct employment (DAF 2018). These three regions are also home to 30,311 (10%) of Queensland’s BOMs (calculated from 2016 Census data, ABS 2018).

In August 2019, 73,350 people (25,621 women; 47,729 men) were employed in the Industry Division of Agriculture, Forestry and Fishing in Queensland (as shown in Table 2) (ABS 2019) representing 2.9 percent of Queensland’s total employment as shown in Figure 5. Nearly 91 percent (66,728 persons) were employed in the Sub-Industry Division of Agriculture (ABS 2019). Women represented 36 percent (23,910 women) of Queensland’s agriculture workforce in 2019 (ABS 2019) and 33 percent of those employed in agriculture in 2017 as managers (DAF 2018).

Table 2: *Number employed in Queensland for All industries, Industry Division of Agriculture, Forestry & Fisheries, and Sub-Industry Division of Agriculture, in August 2019, by gender (where data are available). Compiled from ABS 2018.*

| Queensland | Number of Women employed | Number of Men employed | Total number employed |
|---|--------------------------|------------------------|-----------------------|
| Industry Division: Agriculture, Forestry & Fisheries | 25,621 | 47,729 | 73,350 |
| Sub-Industry Division: Agriculture | 23,910 | 42,818 | 66,728 |

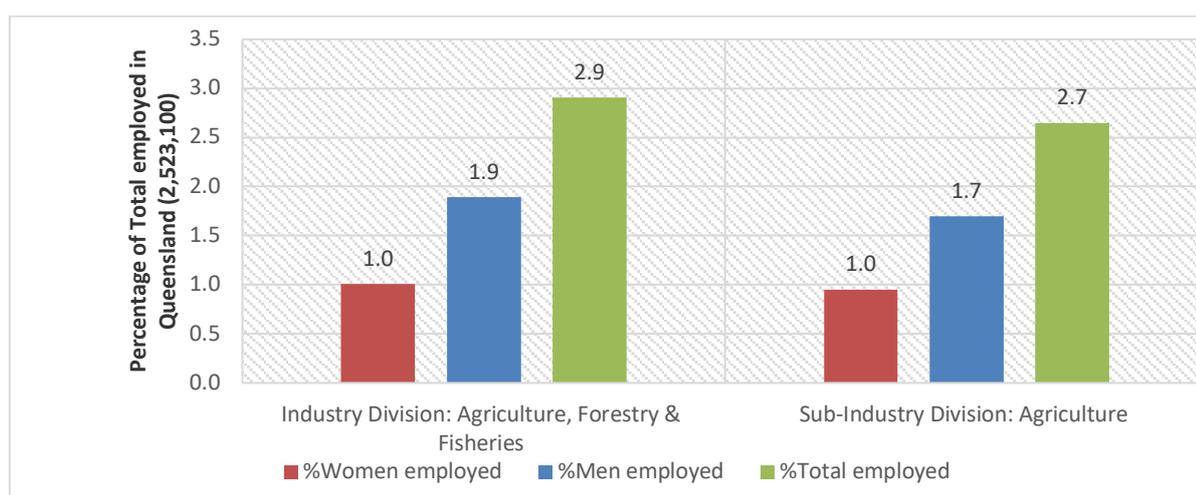


Figure 5: *Employment (as a percentage of total employed in all industries in Queensland) in Industry Division: Agriculture, Forestry and Fishing, and Sub-Industry Division: Agriculture, in Queensland, August 2019, by gender (Industry categories are classified by ABS using the ANZSIC 2006, Revision 1) Compiled from ABS 2019.*

ABS (2018) data provides a picture of those who are business owners in regions denoted as Queensland’s Rural, Regional and Remote [RRR] regions for the purpose of this report. Figure 6

shows the percentage of BOMs as a proportion of total RRR regions' BOMs. Unfortunately, the level of data provided by the ABS does not identify industries where these business owners operate making it impossible to determine which ones are agriculture related.

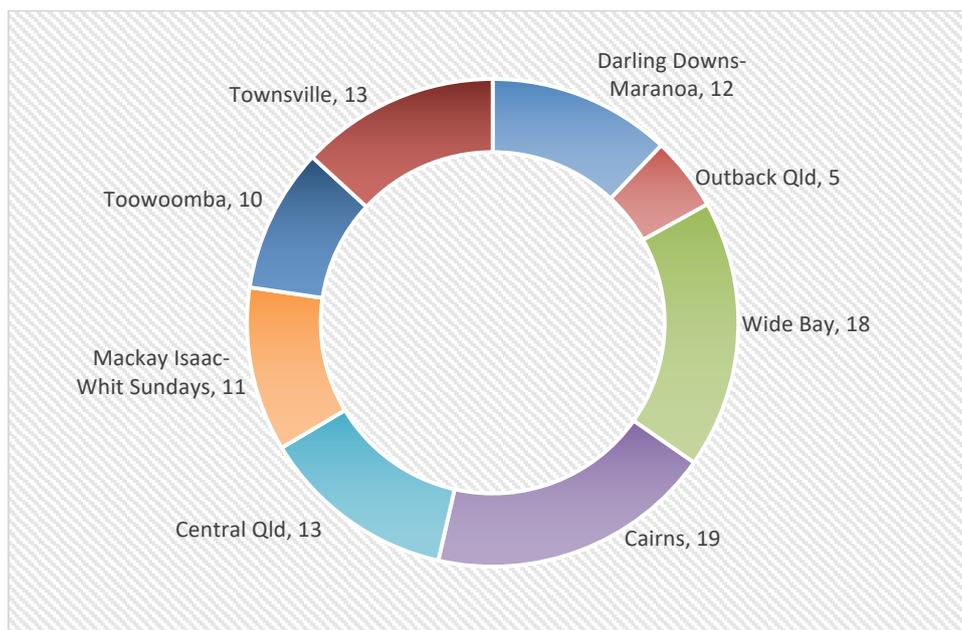


Figure 6: *Percentage of Queensland's total Rural, Regional, and Remote BOMs (Rest of Queensland minus Gold Coast and Sunshine Coast regions), in 2016. Compiled from ABS 2018.*

In Queensland, 18,281 BOMs represented 30 percent of the State's agriculture workforce in 2016 (QFF 2017). A further 8,000 businesses were mainly part-time and hobby operations (DAF 2018). Nearly all of these (97%; 17,708 businesses) were small businesses with fewer than 20 workers. Just over half (55 percent; 10, 083 businesses) had no employees apart from the business operators while 39 percent (7,219) employed one to 19 workers. Only three percent (573 businesses) had 20 or more employees (QFF 2017).

A profile of a small number of Queensland's farm businesswomen is given in the research conducted by the QFF. This survey found that 82 percent of the 149 respondents were involved in an agricultural farm production business or farm and over half (56%) worked in their own business or job as well as in the family farm business. Most respondents were involved in cattle production (59%); horticulture (fruits, vegetables, nuts and herbs: 32%); and sugar production (17%) (QFF 2018, p. 19). More than two-thirds of respondents were aged 50 or less with the majority aged between 31 and 50 (QFF 2018).⁴

The 2016 Census data (ABS 2018) show that women made up just over one-third (36%; 59,813 women) of BOMs for the Rest of Queensland, which is slightly higher than the proportion of 34

⁴ The age groups in the QFF survey were not discrete, that is they overlap (30–50, 50–65).

percent of BOMs in the Greater Brisbane Region. This data provides a profile of the age groups of Queensland’s BOMs in the Rest of Queensland, as Figure 7 shows. Of the total number of BOMs outside the Greater Brisbane region (166,908 persons), the highest proportion of both women (10.5%) and men (17.8%) were aged between 45 and 54 years.

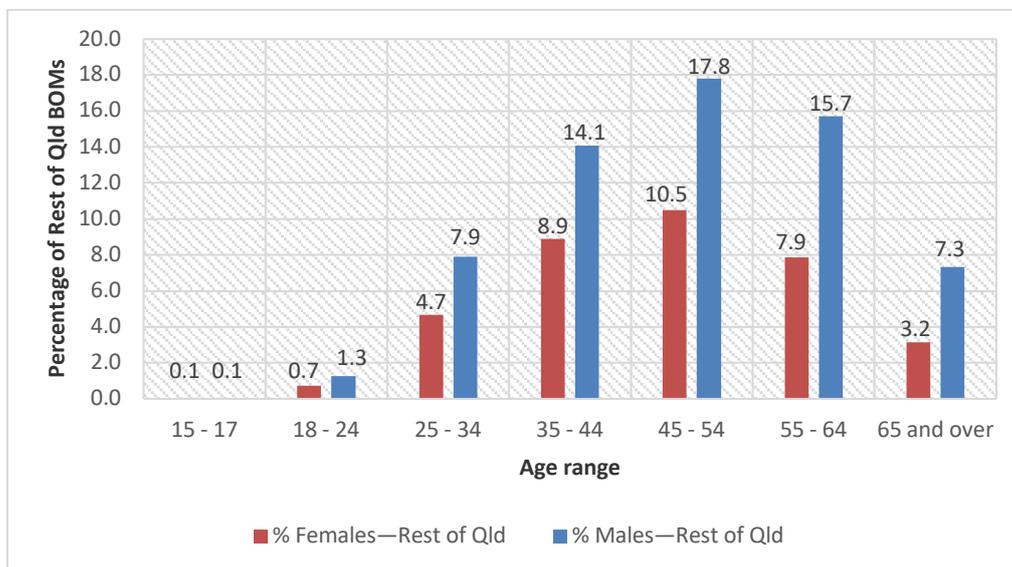


Figure 7: *Percentage of female and male BOMs in the major region—Rest of Queensland in 2016, by age. Compiled from ABS 2018.*

The education profile of Queensland agricultural workers is broad. Less than half (43%) of the 52,800 people (32% women, 68% men) employed in agriculture in Queensland in 2017 had a tertiary (postsecondary education) qualification according to data provided by the DAF (2018). Of these, 23 percent held Certificate III and IV, eight percent had Advanced Diplomas, nine percent had a Bachelor’s degree, one percent had Graduate Diplomas or Certificates, and two percent had Postgraduate qualifications (DAF 2018). This contrasts with Alston’s (2014, p. 193) assessment that rural women in Australia ‘are more highly educated than their male counterparts’. The QFF survey of 149 women found that 82 percent held a tertiary qualification, of whom 34 percent held a Bachelor’s degree and a further 26 percent had a postgraduate qualification (QFF 2018). Women now outnumber men in agriculture courses in higher education (Pratley & Archer 2017).

Queensland farm businesswomen in leadership positions

Leadership can be demonstrated in many ways in organisations and in the community and the QFF (2018) report identified that farm businesswomen hold a wide range of leadership roles. However, it is difficult to gain a detailed picture of women’s roles as leaders in their communities given the multiplicity of small organisations and the difficulty of accessing relevant data through publicly available information. One way that we can examine women’s roles in the community is to look at

the numbers of women in board positions in agricultural organisations as this is a reflection of the composition of the sector and has a critical role in shaping the agenda of an organisation (Alston 2014, p. 192). Agricultural industry boards play an important role in their representation to government and manage significant government funds which deliver industry initiatives. Without the inclusion of women to provide their experiences and values, these boards may not be representative of the industry (Alston 2014).

In this report we investigate the board structures of five major Queensland agriculture bodies. These are Growcom, Canegrowers Brisbane (formerly Queensland Cane Growers Organisation Ltd [QCGO]), Cotton Australia, and Nursery and Garden Industry Queensland [NGIQ]. The fifth organisation is the Queensland Farmers' Federation [QFF], which is an umbrella organisation representing 17 of Queensland's rural industry organisations across eight agricultural industries: cane, cotton, production horticulture, lifestyle horticulture, chicken meat, dairy, pork, and eggs (QFF 2019).

In January 2020 there are 42 board members (8 women, 34 men) across the QFF, Cotton Australia, Growcom, NGIQ and Canegrowers Brisbane, as seen in Table 3. Of the five boards, four have female members. Appendix 1 details female and male representation of each board, and the occupational and organisational history of each member from publicly available information.

Table 3: *Female representation on five of Queensland's agricultural boards: QFF, Cotton Australia, NGIQ, Growcom, and Canegrowers Brisbane*

| Body | Number of Board members | Number of Women | Number of Women required to reach 50% female representation | Percentage of Women Board members |
|-----------------------------|--|--------------------------------------|--|--|
| QFF | 6 | 1 | 3 | 17 |
| Cotton Australia | 10 (currently 5 each from QLD and NSW) | 2 (currently 1 from QLD, 1 from NSW) | 5 | 20 |
| Growcom | 8 | 3 | 4 | 37 |
| NGIQ | 10 | 2 | 5 | 20 |
| Canegrowers Brisbane | 8 | 0 | 4 | 0 |
| TOTAL | 42 | 8 | 21 | 19 |

Female representation on the five Queensland agriculture boards examined is 19 percent. There have been calls for higher levels of female representation on agricultural industry and government boards since the 1990s. At the first rural women's international conference held in Melbourne in 1994, Bob Collins, the then Minister for Agriculture, 'agreed that 50 percent of all agricultural and

rural board positions would be held by women by 2000' (Alston 2014, p. 197). Currently, the Queensland Government has 'gender diversity targets of 50 percent representation of women on Government bodies by 2020 and 50 percent of all new appointees to Government bodies to be women' (Queensland Department of Innovation, Tourism Industry Development and the Commonwealth Games 2018).

Female representation at the organisational level of these rural organisations has not reached, nor is it near, the 2020 target of 50 percent. Each organisation tells a different story. One board, Growcom (37% women), has more than one-third of their board members female and needs one more female board member to reach 50 percent female membership. In contrast, there is a male only board at Canegrowers Brisbane. While Canegrowers' membership numbers are not available, some insight into women's representation can be obtained from discussions at the national 15th annual Women in Sugar Conference in Mackay in 2016 where it was stated that many women do not acknowledge themselves as cane farmers, although they play a crucial role and are an under-recognised resource within the industry. The forum acknowledged that it was a challenge to get more women onto boards (Webster 2016).

The QFF is not unique in the composition of its board with one woman and five men (17% women). As Appendix 2 shows, in January 2020 women are in the minority on all state and territory farmers' federation boards. NSW, Victoria and Tasmania have two women board members and eight men (20% women) and the NT has two women and 10 men (17% women). South Australia (SA) has one woman and five men (17% women) and Western Australia (WA) has one woman and six men (14% women) with five commodity presidents, none of whom are women. Nationally, the NFF has three women and seven men (30% women). The numbers and proportion of women on these key rural boards are consistently low, and far below national targets of 50 percent female representation.

Appointment to Boards and Succession Planning

The appointment process to boards is complex. Sheridan, McKenzie and Still (2011) found that processes for women's appointments were not transparent, as women who were successful in being appointed could not determine the basis of their success. For regional organisations, being noticed is identified as a necessary condition for women being appointed to board positions (Sheridan et al. 2011). Institutional barriers relating to the structure of farmer and agricultural organisations, particularly commodity groups also contribute to the underrepresentation of women. For example, voting rules which are tied to levels of production and the specific number of entitled votes; for family farm businesses the registered owner gets to vote; and rules around membership may hinder women's participation (McGowan 2011). However, McGowan (2011) notes that some organisations (AgForce,

United Dairyfarmers Victoria, and Victorian Farmers' Federation) have changed their rules and women now take on senior leadership roles.

The QFF appointed its current board of six members in November 2019, and this board included the appointment of some existing directors (QFF 2019). While there were no women on the previous board, Dr Georgina Davis was appointed as Chief Executive Officer in November 2019 and is the sole female board member as well as being the Company Secretary. Georgina joined QFF in 2016 as a Policy Advocate and in early 2019 was appointed as Deputy Chief Executive Officer, reflecting the organisation's succession planning. The newly appointed President, Allan Dingle, a cane farmer with a farming heritage since 1871, was appointed a Director of QFF in 2014 and Vice President in 2017 (QFF 2019). Dingle is also a Director of Canegrowers Brisbane. The Vice President, Ross Burnett, was a previous Director of QFF (appointed in 2017) (QFF 2019). Of the three non-Executive Directors, the longest serving is Brian Tessmann, who was first appointed as a Director in 2006. John Bunker was first appointed as a Director of QFF in 2016 and is a fourth-generation horticulturist from Redland Bay (QFF 2019). Joe Moro was first appointed as a Director of QFF in 2018 (QFF 2019). All members have a farming background either as an owner or advisor.

Many Growcom board members have had an affiliation with the organisation for at least three years. Women board members have participated in development programs run by Growcom. For example, the Chair of this board, Belinda Adams, participated in Growcom's Young Growers' Leadership Program and Judy Shepherd, a casual and non-executive Director, participated in the Growcom Women in Horticulture Program (Growcom 2019).

Canegrowers Brisbane's board members, all men, have had years of association with the organisation and many also hold Chairman or Director positions on Canegrowers' regional boards or Queensland Canegrowers' Policy Council. At least four board members are third and fourth generation cane farmers (Canegrowers 2019) (see Appendix 1).

Cotton Australia's board has 50 percent representation from Queensland and New South Wales. At least seven members are farmers, including two women, while three are industry representatives. Fleur Anderson appears to be the longest non-executive serving member and was a participant in the 2018 Australian Rural Leadership Program and the inaugural Australia Future Cotton Leaders Program in 2007. Susan McCutcheon came to her position from the Macquarie Cotton Growers' Association and replaced the retiring female board member Barb Grey who is a cotton grower from Mungindi (Cotton Australia 2019).

There is very little information of the board membership of NGIQ. The majority appear to have nursery experience, while at least one member is a landscape architect.

Historically, leadership positions in all industries have been held by men. Leadership positions in agriculture in the 1990s were filled largely by older white males and were rarely representative of the sector (Alston 2014). Our analysis of selected agricultural boards demonstrates that a major change in representation has not occurred. The work of Sheridan and colleagues (2011), in examining women's representation on a wide range of agricultural and rural boards, indicates that women's representation is highest in those organisations which promote greater self-reliance in local communities. Women seem to be more welcome in leadership roles in organisations which have a local focus as these maybe more easily accessed, whereas there are significantly fewer women in leadership roles more closely associated with 'men's business', and with agricultural councils, research and development organisations, publicly listed agricultural companies and rural regional boards (Sheridan et al. 2011). The focus of these organisations is delivering for shareholders, influencing policymaking, and controlling allocation of resources for research. Male domination in these roles, is an example of the integration of economic power with hegemonic masculinity (Sheridan et al. 2011).

For agriculture and rural areas to survive and thrive with an enhanced quality of life, equality is necessary for everyone to be able to contribute to policy development (Alston 2014, p. 202). Rural policy is required that ensures future generations of rural women have an equal opportunity to remain, contribute, and thrive in their communities (Alston 2014, p. 202). Alston concludes that there remains little policy acknowledgement of women's roles in farming, and no recognition of the burden that this places on women, their health, wellbeing, and family lives. As such this represents what Alston (2014, p. 194) describes as the 'failure to gender mainstream policy [under a] flawed focus on neo-liberal economic policy' at the expense of farm businesswomen's quality of life (Alston 2014, p. 194). The under-representation of women on boards is a contributing factor to these outcomes.

Discussion

It is clear from these statistics that women's work and expertise are critical in maintaining and developing agricultural businesses and regional communities. It is estimated that women contribute about half of the total value of the output that might be attributed to farming communities. Women's economic contribution is great, contributing an estimated one-third of on-farm income and a staggering 84 percent of off-farm income which is vital for the maintenance of the farming enterprise.

Women represent one-third of all agriculture employees in Australia and 44 percent of employees in nursery and floriculture, 29 percent of those working in sheep, beef cattle and grain farming, and 40 percent of the other livestock farming workforce. Family farming is the major mode of production and 28 percent of farmers and farm managers are women. More than half (54%) of all

women working in agriculture are employed as farmers and farm managers. Women form over one-third (36%) of the agriculture workforce in Queensland and just over one-third of BOMs in regional QLD. National statistics do not provide much greater detail for women in Queensland and for greater detail about farm businesswomen, we must rely on the QFF (2018) report. The QFF survey of 149 women found that they were involved in ‘anything’ and ‘everything’ in the farming enterprise from the finances, administration, innovation and development as well as the everyday running of the home and childcare. The survey revealed that the majority (82%) had university qualifications (QFF 2018).

Yet these figures probably underestimate the extent of women’s contribution to the farming and agriculture sector and rural and regional communities, their vital role within the industry, and how their contributions can be different to those of men. Historically, women have been ‘invisible’ as farmers, with the ‘farmer’ classification most usually reserved for men (Alston et al. 2018; Alston 2014). Women farmers have different experiences and confront a range of constraints and barriers that men typically do not. For example, women are more likely to work off-farm to generate much needed income for the family to survive in agriculture, as they often need to cover living and farm costs, with little left over for their own career and self-development (Alston et al. 2018).

In addition, women shoulder major responsibilities for family and household care, where 75 percent of women engage in five or more hours of unpaid domestic work per week compared to 62 percent of all women nationally (ABS 2016). Furthermore, women who took over farm work, felt that this was often viewed as an extension of their domestic duties (Alston et al. 2018), or that their work is not considered to be ‘serious [enough to be] farm work’ (McGowan 2011, p. 4). Over one-third of women are also involved in volunteer activities that support regional communities and the agriculture industry (Binks et al. 2018). From this we have a clearer picture of the role of women and their diverse responsibilities in maintaining dual on-farm and off-farm roles (McGowan 2011).

Women have very strong community and social awareness. Most women’s involvement in their local community, rural and regional organisations is considerable and ongoing, often through leadership roles on boards and committees, and as local councillors. This involvement is driven by the need for social interactions and is broadly based on the need for socialisation/relatedness and a personal need for competency, the desire to learn about issues, and be recognised as a competent person (Farmer-Bowers 2010, p. 146). The direct value is ‘serving the community’ and the personal value is from ‘off-farm income, personal satisfaction’ from doing useful work well, ‘acquiring confidence’ to undertake new things and ‘gaining skills’ for other jobs (Farmer-Bowers 2010, p. 146). Involvement in the community also helps these women to ‘combat isolation’ and the feeling of being trapped on their farms. Social awareness has an impact on the decisions made on the farm such as the ‘development of environmental management systems’ for farm enterprises, installation of water

conservation and carbon reduction measures, and also for animal welfare (Farmar-Bowers 2010, p. 146).

Women remain underrepresented in leadership positions in major agricultural organisation boards. Despite targets of 50 percent women on government boards and targets within the agriculture industry, in most cases women's representation on decision-making boards remains well below 50 percent. This has important implications for policy development. Policy formulation has ignored or trivialised women's contributions to their families, communities and industries (Alston 2014, p. 198). It is important that policy needs to both understand and take account of the complexity and constraints that have rendered them invisible to date, and to improve opportunities for farming businesswomen to aspire to leadership positions. It is important, therefore, that the visibility of farming businesswomen be raised through their inclusion of boards, and through the provision of supportive policy and programs. Clarity and transparency of appointment processes are needed so that women can achieve senior roles within the industry and in their communities.

Conclusion

Unfortunately, the legacy of the 'invisible female farmer' continues to an extent today, as the ABS recognises that using the number of individuals who report farming as their main job cannot measure women's contribution. While we do know that 'farming families' are officially recognised by the ABS as the main mode of agricultural production in Australia (Alston 2014, p. 189), women's contributions are still unrecognised (Alston & Whittenbury 2013, p. 124). At present there is inadequate policy and industry attention to facilitate women's various work, care and community roles (Alston 2014, p. 194), and policy formation has ignored and trivialised women's contributions to their families, communities, and industries (Alston 2014). It must also be taken into account that farm businesswomen may experience a sense of reduced power in terms of how they negotiate 'new working arrangements' with their male partners, which in turn creates farm-level gender regimes which structures the way the farm, household and off-farm work is managed (Alston 2014, p. 193).

For agriculture and rural areas to survive and thrive with an enhanced quality of life, equality is necessary for everyone to be able to contribute to territorial policy development (Alston 2014, p. 202). Rural policy is required that ensures future generations of rural women have an equal opportunity to remain, contribute, and thrive in their communities (Alston 2014, p. 202). However, there remains little policy acknowledgement of women's roles in farming, and no recognition of the burden this places on women, their health, wellbeing, and family lives. As such this represents a what Alston (2014, p. 194) describes as the 'failure to gender mainstream policy [under a] flawed focus on neo-liberal economic policy' at the expense of farm businesswomen's quality of life (Alston 2014, p.

194). Thus, the lack of recognition of their worth coupled with the complexity of managing multiple roles impacts these women's aspirations for leadership in the sector, an area in which we now turn to, in part 3 of this report.

PART 3: ASPIRATIONS OF QUEENSLAND FARM BUSINESSWOMEN

Queensland's farm businesswomen aspire to leadership in their communities and within the farming industry more broadly. However, a range of historical and social complexities has created difficulties for them in aspiring to leadership roles. This section of the report provides an overview of the complex governmental and social landscapes, from both historical and current perspectives to provide background for understanding why these farm businesswomen struggle to realise their leadership potential. This is followed by a discussion of the aspirations of Queensland farm businesswomen and the factors which will help or hinder them to achieve their goals. This section of the report is based on analysis of the workshop and survey data presented in the 2018 QFF Report *Cultivating the leadership potential of Queensland's farm businesswomen* (QFF 2018).

The National Context in which Farm Businesswomen operate

There is a range of historical and contemporary complexities within industry and Australian society which have had an impact upon the achievement of the aspirations of farm businesswomen. These include an historical legacy of the under-remuneration of women as farmers and the historical lack of recognition of women as farm businesswomen. In a wider context, farm businesswomen and women managers suffer from an under-representation and lack of recognition in Australian society. These issues need to be briefly discussed to understand the context within which women's progression towards the achievement of leadership positions occur, and why it has been difficult for women to achieve their goals.

Margaret Alston, who has written extensively on women's roles in farming and the impact of government policy, emphasises that, historically, women have faced a range of issues that preclude them from being viewed and respected as credible contributors to individual farms and the broader farming community. She suggests that historical influences have contributed to gendered policy formation over time, and this, coupled with the lack of acknowledgment of women's roles in supporting the long and short-term sustainability of farms, has contributed to their lack of recognition. This lack of recognition as a 'farmer' and as a vital part of the farm business creates significant issues for farming women (Alston 2014).

It appears that women struggle with identifying as farmers despite the composition and increase in their workloads. There is a continued 'blokeyness' feel of both farming and farm communities. Some women 'have trouble defining themselves', introducing themselves as a 'farmer's wife', while they are full-time professional farmers (Alston et al. 2018, p.8). Indeed 'The difficulties experienced

by women in trying to define themselves appear to translate into lower expectations for women, lower levels of optimism, less positive views of the farm's future, and less certainty that they will be able to achieve what they had hoped in their life and in their work' (Alston et al. 2018, p. 8).

Systemic biases are observed in the way occupations are gendered, for example, traditional male forms of work, such as manual labour and heavy work, have attracted higher value. This contrasts with more feminised forms of work, which are characterised as embodying softer skills more aligned with caring occupations like nursing or teaching. Systemic issues also occur through vertical segregation or the glass-ceiling effect that stops women achieving representation in leadership positions within organisations. Further, women who do work in non-traditional roles experience the undervaluation of their skills and abilities, which works against their desired aspirations (Ressia et al. 2019). Farm businesswomen are not considered to fit the 'ideal worker' type within the context of farm work and therefore they experience discrimination due to the limited recognition of the importance of their roles in farm work.

Farm businesswomen may experience a sense of reduced power in terms of how they negotiate 'new working arrangements' with their male partners, which in turn creates farm-level gender regimes which structures the way the farm, household and off-farm work is managed (Alston 2014, p. 193). Thus, the gendering that occurs within farming businesses may create inequalities between women and men due to the underlying power regimes that are present; men are expected to put work first, while women are expected to put family ahead of their own desires to work (Acker 2006). Even though more women are participating in employment and their level of education increases, there remains a need for traditional gender norms to be challenged within the sector (Hicks, Sappy, Basu, Keogh & Gupta 2012).

The concept of the 'ideal worker' has been used widely in academic literature. While this research focuses specifically on organisations, we suggest that these concepts of the ideal worker have been widespread historically in Australian society (Strachan 2009). We introduce the concept of the 'ideal farmer', a worker who is focused on work on the farm external to the house, without any family and childcare responsibilities, a worker who has been seen historically as a man with household and family work undertaken by his wife. This can in some ways relate to the feelings of being the 'invisible farmer'; a feeling identified by some respondents to the QFF (2018) survey and discussed by Alston. In part, women are invisible because they are not seen as the 'ideal farmer' as they are often required to work off-farm to subsidise income while at the same time they undertake the majority of domestic work.

There are very practical repercussions of the under-recognition of women as farmers. At present there is inadequate policy and industry attention to facilitate women's various work, care and

community roles (Alston 2014, p. 194), and policy formation has ignored and trivialised women's contributions to their families, communities, and industries (Alston 2014).

The consequences of a lack of recognition of women as farmers can last throughout a lifetime. The lack of recognition of women as workers and paid employees can have long-term implications as women are likely to have less opportunities to contribute to superannuation compared to men, and they are therefore less likely to receive substantial superannuation payments to sustain them in their retirement. This means women are more likely than men to experience poverty in older age (Smith & Hetherington 2018).

The Aspirations of Farm Businesswomen

Women want to be leaders in farming. Most are highly educated (QFF 2018, p. 22) and contribute to the continuing sustainability of farms in times of drought and through other financial and environmental setbacks by earning additional income outside of their own farm businesses (Alston & Whittenbury 2014; McGowan 2011). This is to insure their families against poverty and the loss of family farming businesses (Alston 2014; Alston et al. 2018).

The QFF Report clearly shows that women want to 'achieve greater parity in the level of women's participation in senior management and leadership roles' (QFF 2018, p.1). Queensland farm businesswomen identified that they aspired to a wide range of roles within the next five years. These roles are listed in order of importance, and the roles in which they are currently active are identified with an asterisk (see QFF 2018, pp. 13, 22):

1. As a mentor to younger and/or less experienced women*
2. In the family farm business*
3. As a spokesperson or advocate within industry and community
4. Diversification, innovation, value-adding or new areas of commercialisation within a farm or other business*
5. On an industry association board, executive committee or research and development (R&D) advisory committee
6. In food or farm tourism
7. On a Government board or an advisory forum.

In addition to this list, the QFF Report indicates that farm businesswomen were actively carrying out leadership activities within community and not for profit organisation boards and/or in leadership groups; in a service industry or support role to agriculture, and some women undertook roles in developing new business ventures. For example, one farm businesswoman developed a business in tourism (QFF 2018, pp. 22, 28, 70).

While these women perform varied roles, the evidence suggests that women are not achieving the leadership outcomes to which they aspire. A call has been made for specific training and development programs to be established that provide support in developing leadership capacity, and which enables women to build upon their existing skills, knowledge, and experience in order to realise leadership opportunities. Queensland farm businesswomen identified a range of training and development supports required to assist them in aspiring to leadership roles in the agriculture industry (see QFF 2018, pp. 15, 17, 77). These were:

1. Industry knowledge
2. Industry networks
3. Continuous professional development/life-long learning
4. Technology
5. Transitioning/diversification
6. Farm qualifications
7. Practical skills
8. Personal/professional development
9. Youth training
10. Re-skilling
11. New skills development (for women marrying into farming families).

It was highlighted that such training and development supports must take into consideration the many roles these women perform at family, business, and community levels.

The key enablers for the development of leadership skills were also identified as important (QFF 2018, p. 17). These were:

1. Dedicated funding programs to address identified priorities
2. Funding identified as a key issue – training needs to be free or affordable.

The ability to access post-secondary and university education programs was another issue identified in the report (particularly for younger family members), as well as access to training that specifically met the needs of these women.

Conclusion

The aspirations of Queensland farm businesswomen are varied and include the continued survival and development of farm business, entrepreneurial activities, and participation and leadership in community and industry organisations. Farm businesswomen operate in a society in which, historically, men are seen as the workers and women as the homemakers. While the reality of this has changed in Australia and women now play a major economic role in farm businesses, the idea of the ‘ideal worker’ as someone who is totally dedicated to the job and who has no family care responsibilities, remains. This can be extended to farming, and we have introduced the concept of the ‘ideal farmer’ as a person, generally a man, who is totally and exclusively dedicated to agricultural activities and who has a partner who takes care of home and family. The existence of the notion of the ‘ideal farmer’ has ramifications for social beliefs about the place of women in agriculture. It is within this context that women aspire to a wide range of goals. Part 4 of this Report examines the specific issues which both enable, and are a barrier to, farm businesswomen achieving their goals.

PART 4: ACHIEVING LEADERSHIP GOALS: BARRIERS AND ENABLERS WOMEN EXPERIENCE

Research has identified that a range of issues have impacted women's progression in farming (Alston 2014). These stem from national policy and political agendas; restricted access to financial resources; reduced funding for support groups (e.g. National Rural Women's Coalition); lack of representation in industry in decision making roles, and a lack of validation of their experiences. As such, these issues intersect in ways that create negative outcomes, resulting in women experiencing unequal treatment and thwarting their aspirations for leadership. For example, since the mid-1990s when government policy adopted a neo-liberal agenda, policy and programs have supported the mainstream population, leaving groups who have not been recognised traditionally as farmers, a group which includes women and those at the margins of society, with little support or acknowledgement. Such an approach has been detrimental to the recognition of women's value in farming businesses and in the wider agriculture community. This has led to a reduction in programs and other specific supports, creating poorer and gendered outcomes for women (Alston 2014).

It is clear from the findings in this report that farm businesswomen make a huge contribution to the economic and social fabric of Queensland and that these women occupy leadership positions. It is also evident that they aspire to undertake more business activities and hold more positions of leadership, within the agriculture industry and in their communities. In order to achieve these goals, there are a range of actions and beliefs which assist, and we have called these enablers. There are also a range of actions and beliefs which hinder the achievement of these goals, and these are the barriers. The findings from the 2018 QFF report, which relied on information gathered from regional workshops and an online survey, identifies the barriers and enablers that have an impact on the aspirations and leadership opportunities of these women across Queensland.

Barriers and enablers to leadership positions: QFF 2018 Report *Cultivating the leadership potential of Queensland's farm businesswomen*

Thematic analysis of the workshop findings

In this section, we present a thematic analysis of the barriers and enablers that were identified during the four workshops conducted across Queensland (Bundaberg, Caboolture, Mareeba and Toowoomba) comprising a total of 83 women (QFF 2018). Three members of the research team reviewed the responses to identify themes and sub-themes. These were formed into categories and then coded.

The barriers and enablers identified by Queensland farm businesswomen occur at an individual level and within the context of organisational structures with which they interact. Table 4 presents the themes and a range of sub-themes that emerged from the workshops. These themes are divided into two categories: individual and organisational. Using these two categories, Table 4 presents the barriers and then the enablers, identifying the sub-themes identified in both individual and organisational categories.

Table 4: *Categories relating to leadership barriers and enablers of Queensland farm businesswomen*

| Individual | Organisational |
|---|--|
| Barriers | |
| Perceptions—Self and Others Self e.g., undervaluing, self-belief Others e.g., stereotypes, capability, credibility | Culture e.g., workplace masculinity, bias |
| Work-life-overload e.g., managing work/home, responsibilities, overcommitment, restricts opportunities for leadership | Lack of Professional Opportunities e.g., networking, voice, innovations, succession clarity, confusion with associations and organisations |
| Lack of Supports e.g., other women, family | Lack of Supports e.g., mentors |
| Geographic e.g., logistics/distance restricts leadership opportunities | Technology e.g., rapid changes |
| Health e.g., mental and physical | Lack of Workplace relationships e.g., connections to customers, family business relationships |
| Lack of Succession planning e.g., succession arrangements for family business or lack thereof limit opportunities to grow as a leader in the family, business, or industry | Lack of Resource Knowledge e.g., leadership, funding for growth and innovation |
| Enablers | |
| Perceptions – Self and Others Self e.g., attitude, self-belief, capability, purpose | Professional Opportunities e.g., strong industry associations, training and development, seeking opportunities |
| Work-life-overload e.g., priority choices, choose some balance e.g., leisure, fun activities | Supports e.g., engage and learn from regional facilitators (leaders), networking databases, sponsors, collaboration, partner/team leadership approach |
| Supports e.g., partner support/team, family | Resource Knowledge e.g., financial assistance |
| | Education e.g., access to tertiary education, scholarships, leadership courses, training and development |

Farm businesswomen face complex challenges. *Individual barriers* that were identified by workshop participants included their own negative perceptions and an undervaluation of self-worth. It also included how others viewed them in terms of their role and capabilities, and lack of recognition of the credible contributions women make to the industry. Women’s opportunities are further compounded as they lack support in their pursuit of leadership roles, juggle the management of farm

work and family roles against a backdrop of geographic isolation. Concerns about mental and physical health add yet another barrier to the complexities women face in aspiring to leadership roles, and are not dissimilar to the barriers found in previous research undertaken by McGowan (2011). *Organisational barriers* add yet another dimension to women's ability to attain leadership roles. Cultural issues arise due to the gendered social beliefs about women in leadership, as well as barriers that prevent women from participating in professional opportunities such as networking and developing workplace relationships. Alston (2014) asserts that gender stereotyping is a major barrier to women's involvement in leadership and decision-making positions. The ability to keep on top of technological advancements in the industry and limited access to supports such as mentors and resource knowledge through funding are barriers that stymie growth and innovation.

Enablers were also identified within the individual and organisational categories. *Individual enablers* included perceptions of having a positive attitude and self-belief, being supported by their partner, and having the ability to compartmentalise the toughness of farming by taking time out to have fun. *Organisational enablers* presented women with professional opportunities available through industry associations enabling access to information and network supports when carrying out, or aspiring to, leadership roles. Access to education was also important for developing business and leadership skills and these could be achieved through access to tertiary education, leadership courses and other training and development that recognise their unique requirements, for example, the needs of women who marry into farming families. Furthermore, through education, women's knowledge and management of technology has become valuable in enabling decision-making and change (Hay & Pearce 2014). However, keeping up with technological advancements in industry is a continuing challenge.

The issues presented here are not new. McGowan (2013) identified a range of actions that were adopted by the Australian Women in Agriculture (AwiA) to address such issues of women's invisibility. The key activities needed to empower women and enable change include:

- Becoming visible as women in agriculture
- Collecting and using data
- Recognition and acknowledgement
- Lobbying and advocacy
- Creating publicity and opportunities for women's voices to be heard
- Communication systems for women
- Participation and representation – being 'at the table'
- Partnerships
- Women's gatherings

- Commitment to a national agenda
- Sharing the learning.

While organisations have taken on some of these issues and have tried to address them, we have not seen the results of such approaches. McGowen (2013) further suggests what needs to be done in order to support farm businesswomen:

- Commitment by international agricultural research organisations to include women, from all sectors of agriculture, at decision making tables.
- Support by donors and international agencies in the development of national organisations of women in agriculture.
- An international research agenda on women in agriculture.
- Sharing best practice of working with, engaging with, communicating with, reporting to and improving the lives of women in agriculture.
- Creative partnerships between the public and private sectors.
- Making International Day of Rural Women (a United Nations initiative) October 15, a focus for action.

Overall, the barriers and enablers within each of the categories must be recognised to enable change to occur, and through the provision of appropriate supports for women to advance their leadership potential.

Thematic analysis of the online survey

This section analyses the responses to the QFF online survey, with emphasis on questions 11, 16 and 18. The thematic analysis involved an examination of data to identify and interpret patterns. The results of this analysis are described and presented using quantitative (response percentages) and qualitative (verbatim quotes) formats. Overall, 149 women across Queensland answered this survey, although the number of respondents to each question varies (QFF 2018, pp. 28–29). Participants were asked to indicate responses via a 7-point Likert scale of *1. Strongly agree, 2. Agree, 3. Somewhat agree, 4. Neutral, 5. Somewhat disagree, 6. Disagree, and 7. Strongly disagree*. For the purposes of this report, the first three responses are aggregated and classified as ‘Agree’, while the latter three are aggregated and classified as ‘Disagree’. Respondents could record a *Not Applicable* response to each question and these responses are not included in the calculated percentages.

The barriers identified:

1. Lack of mentors – to think through options and develop capabilities
2. Limited time – constrained by need to focus on other commitments and priorities in family, business, or work
3. Lack of available finances – need to re-invest in family business

4. Isolation
5. On-farm pressures
6. Succession arrangements, or lack thereof, limit opportunities to grow as a leader in the family, business, or industry – also reported in the workshops
7. Insufficient attention paid to women’s contributions to agricultural businesses and industries.

The enablers identified:

1. Having support systems and networks in place – either partner, family and friends who are supportive and being a member of an industry association provides valuable connections to people and information
2. Having a clear sense of the skills and abilities brought to a leadership role
3. Having confidence to put themselves forward for a leadership position
4. Having the ability to make active choices about where to spend time and resources to pursue goals and interests.

Additional barriers and enablers were specifically identified in the responses to questions 11, 16, and 18 in the online survey. In Question 11 respondents were asked to indicate their level of agreement or disagreement with six survey statements, five of which were identified as being either a barrier or enabler (see Table 5). A high percentage (85%) of positive responses were recorded for statement one: *being IT tech savvy and having experience organising people and the business*. This could indicate that women have a clear sense of the skills and abilities needed for leadership. In addition, most women (84%) identified that they played *a key role in the organisation of people and keeping things running smoothly*. A high positive response (81%) was recorded for statement three: *feeling valued within the business*, which is also an enabler. Over three-quarters (78%) of respondents indicated that they had *more than one job*, although the exact nature of these jobs cannot be determined.

Table 5: Responses to Q. 11 ‘Please Indicate your Level of Agreement or Disagreement with the following statements’ expressed as a percentage of total applicable responses to five statements (123 responses)

| Enabler or Barrier | Statement in the survey* | Relative to enabler/ barrier in QFF report | % Agree responses | % Neutral responses | % Disagree responses | N/A-number^ |
|--------------------|---|--|-------------------|---------------------|----------------------|-------------|
| Enabler | 1. Being the most experienced IT tech savvy person in the business | Clear sense of skills and abilities | 85 | 6 | 9 | 1 |
| Enabler | 2. Having a key role of organising people and keeping things running smoothly | Clear sense of skills and abilities | 84 | 13 | 3 | 5 |
| Enabler | 3. Feeling understood and valued in farm and business roles | Not identified – feeling understood and valued | 81 | 9 | 10 | 6 |
| Enabler/Barrier | 4. Satisfied with the succession arrangements in place for the business | Not identified as enabler | 55 | 23 | 18 | 13 |
| Barrier | 5. Having more than one job | Limited time | 78 | 7 | 15 | 24 |

*statements have been shortened for the purposes of the table format

^not included in percentage calculations

Statement 4 relates to succession planning and this is complex, as it has the potential to be both an enabler and a barrier depending on the respondent’s experience. Question 11 asks respondents if they are *satisfied with the succession arrangements in place for the business*. Just over half (55%) of the respondents were satisfied with the succession arrangements, although almost 18 percent of the respondents were not satisfied with them. In Question 16, respondents were asked to indicate their level of agreement or disagreement with the statement: *The succession arrangements for the business (or lack of them) limit my opportunities to grow as a leader in my family, business, or industry*, (see Table 6, statement 11). One-third (33%) of respondents agreed with this statement. Two-fifths (43%) disagreed, that is, they did not think that succession arrangements were a barrier. Taken together, these two questions show that about half the women do not see succession arrangements as a problem, about one-quarter gave neutral responses and the remainder disagreed. This means that one-quarter to one-third of the women (depending on the question) find succession arrangements a problem, and the QFF Report (2018, p. 29) noted that ‘these results support workshop outcomes, where significant emphasis was placed on the degree to which succession impacted women’s opportunities.’

Table 6: Responses to Q.16 ‘Please Indicate your Level of Agreement or Disagreement with the Following Statements’ expressed as a percentage of total applicable responses to 16 statements (146 responses)

| Enabler or Barrier | Statement in the survey* | Relative to enabler/ barrier in QFF report | % Agree responses | % Neutral responses | % Disagree responses | N/A-number [^] |
|--------------------|--|--|-------------------|---------------------|----------------------|-------------------------|
| Enabler | 1. Skills and qualities for leadership | Clear sense of skills and abilities | 87 | 6 | 6 | 5 |
| Enabler | 2. Supported by family and friends to consider leadership roles | Support systems and networks in place | 81 | 11 | 7 | 9 |
| Enabler | 3. Strong community/industry networks are personally possessed | Support systems and networks in place | 70 | 18 | 12 | 6 |
| Enabler | 4. Confidence to express opinions or ideas in meetings or discussions | Personal leadership confidence | 86 | 7 | 7 | 2 |
| Enabler | 5. Ability to connect with people and/or find and share information is a personal best asset | Clear sense of skills and abilities | 78 | 13 | 10 | 2 |
| Enabler | 6. Have a mentor or support person to help develop options and capabilities | Support systems and networks in place | 50 | 17 | 33 | 14 |
| Enabler | 7. Perception that skills and perspectives developed from personal rural and farming background are recognised | Not identified – recognition of skills and knowledge | 51 | 28 | 21 | 16 |
| Enabler | 8. Ability to make active choices for investment of personal time and resources | Ability to make active choices | 76 | 13 | 11 | 5 |
| Enabler | 9. Membership of industry associations provides valuable connections to people and information | Support systems and networks in place | 86 | 11 | 3 | 28 |
| Enabler | 10. Confident to self-nominate for leadership position | Personal leadership confidence | 77 | 11 | 12 | 10 |

| | | | | | | |
|-----------------|--|---------------------------------------|----|----|----|----|
| Enabler/Barrier | 11. Current succession plans (or lack of them) <u>limits opportunities to grow as a leader</u> | Not identified as enabler | 33 | 25 | 43 | 26 |
| Barrier | 12. Lack of time to take on other roles and responsibilities | Limited time | 86 | 9 | 5 | 4 |
| Barrier | 13. Perception that skills or knowledge are disregarded or underestimated | Underestimated contributions of women | 68 | 11 | 21 | 5 |
| Barrier | 14. Need to focus on own business at present rather than on community or industry leadership roles | Limited time | 80 | 11 | 9 | 9 |
| Barrier | 15. The need to reinvest back into the business limits opportunities for personal development | Lack of available finances | 61 | 16 | 23 | 23 |
| Barrier | 16. Not enough done to showcase women's contribution to agricultural businesses and industries | Underestimated contributions of women | 73 | 15 | 12 | 4 |

*statements have been shortened for the purposes of the table format

^not included in percentage calculations

Question 16 also focused on the skills and attributes that the farming women possessed. Four-fifths of the women responded that they possessed the *skills and abilities for leadership* (87%); had *confidence to express their opinions and ideas* (86%); were *members of industry associations* (86%); were *supported by family and friends to consider leadership roles* (81%). Over three-quarters of the women could *connect with others to find and share information* (78%); they were *confident to self-nominate for leadership positions* (77%); they could *make active choices for the investment of personal time and resources* (76%). Seventy percent of respondents had *strong networks*. In contrast to the widespread possession of these skills and attributes, only 50 percent said that they *had a mentor* (33% did not have a mentor), and 51 percent said that the skills and perspectives developed from personal farming experiences were recognised (21% said that their skills were not recognised).

The most frequent barriers identified were *limited time to take on additional roles and responsibilities* (86%) and a *need to focus on their own business at present rather than taking on external leadership roles* (80%). About two-thirds of the women *perceived that their skills or knowledge was disregarded or unacknowledged* (68%) and *the need to reinvest in the business limited*

personal development opportunities (61%). Three-quarters (73%) of the women said that *not enough was done to showcase women's contribution to the agricultural industry*.

Finally, Question 18 asked respondents to indicate their level of agreement or disagreement with nine statements which focused on the future and what the women would like to see happen and in which they would like to participate. Eight of the nine statements received positive responses of greater than 70 percent, with the highest recorded as 91 percent supporting statement 3: *personally encourage young women to aspire to leadership roles in the agriculture community*.

Four enablers listed in Table 7 indicate that women clearly want to develop their leadership skills and support and encourage other women in the industry. Seventy-eight percent indicated they had a *willingness to develop skills and networks to become a more effective leader*, and 79 percent of women responded that they experienced *many positive opportunities for employment and business growth are offered by agriculture in QLD*. In relation to supporting and developing networks, statement 5: *shared personal experiences could benefit other women achieve their potential* received a positive response of 71 percent, and statement 2: *willingness to mentor rural women to develop business or leadership skills* received a 70 percent positive response.

Table 7: Responses to Q.18 'Please Indicate your Level of Agreement or Disagreement with the Following Statements' expressed as a percentage of total applicable responses to 9 statements (145 responses)

| Enabler or Barrier | Statement in the survey* | Relative to enabler/ barrier in QFF report | % Agree responses | % Neutral responses | % Disagree responses | N/A number^ |
|--------------------|---|---|-------------------|---------------------|----------------------|-------------|
| Enabler | 1. Willingness to develop skills and networks to become a more effective leader | Not identified – willingness to self-develop | 78 | 15 | 6 | 5 |
| Enabler | 2. Willingness to mentor rural women develop business or leadership skills | Not identified – willingness to help others develop | 70 | 18 | 12 | 4 |
| Enabler | 3. Personally encourage young women to aspire to leadership roles in the agriculture community | Not identified – willingness to help others develop | 91 | 7 | 2 | 7 |
| Enabler | 4. Many positive opportunities for employment and business growth are offered by agriculture in QLD | Not identified- positive outlook for future opportunities | 79 | 15 | 5 | 9 |
| Enabler | 5. Shared personal experiences could benefit other women achieve their potential | Support systems and networks in place | 71 | 20 | 10 | 11 |
| Barrier | 6. A clearer understanding of leadership pathways is needed | Succession <i>and</i> development arrangements for leadership needed | 72 | 18 | 10 | 5 |
| Barrier | 7. More scholarships or financial support needed for women to participate in QLD-based leadership programs | Not identified – lack of financial support for women's development is lacking | 84 | 13 | 2 | 4 |
| Barrier | 8. More needed to be done to actively assist women into leadership roles in QLD agriculture sector | Succession <i>and</i> development arrangements for leadership needed | 88 | 11 | 1 | 5 |
| Barrier | 9. Not enough is done to recognise and develop future leaders in agriculture to enable their future industry representation | Succession <i>and</i> development arrangements for leadership needed | 75 | 20 | 5 | 8 |

*statements have been shortened for the purposes of the table format

^not included in percentage calculations

Of the four barriers identified, over four-fifths of women agreed that more needs to be done in terms of financial support and succession arrangements in order to encourage their development in leadership roles. Almost all (88%) respondents agreed that *more needed to be done to actively assist women into leadership roles in QLD agriculture sector* (statement 8). Almost as many (84%) indicated that *more scholarships or financial support [is] needed for women to participate in QLD-based leadership programs*. Responses to statement 9: *not enough is done to recognise and develop future leaders in agriculture to enable their future industry representation* was recorded as 75 percent, and 72 percent of farm businesswomen responded that *a clearer understanding of leadership pathways is needed*.

From this analysis, it appears that the barrier identified from the QFF (2018) report: *succession arrangements or lack thereof limit opportunities to grow as a leader in the family, business, or industry* links to the responses that suggest farm businesswomen are in need of clearer understandings about leadership pathways, and that more is needed to support women in achieving leadership roles in the Queensland agriculture. Further, initiatives around recognising and developing future women leaders to enable them to realise their potential in terms of future industry representation are needed.

Development needs

The women who participated in the QFF survey articulated a range of personal and professional development needs which would help them achieve their goals, and question 19, an open-ended question, allowed them to express their ideas freely (QFF 2018, pp. 24–28). The development of personal skills included developing communication, negotiation and conflict resolution skills and building self-confidence was highlighted. Specific knowledge and skill development were requested around issues such as grant writing, corporate governance and using social media. Business skills such as strategies to pursue business growth, business planning and the use of digital technologies were also identified, along with financial advice and other core business skills.

Respondents also advised on the elements that they would like to see in a rural women's leadership development program, and they emphasised that local access and varieties of flexible delivery were important. The content most requested was mentoring or shadowing programs, followed by board and governance skills. Communication skills and networking were also important, as were business management skills.

Discussion

The analysis shows that Queensland farm businesswomen perceive both barriers and enablers when aspiring to achieve leadership positions within the industry. This section looked at two sets of data collected. The first set was taken from four regional workshops attended by a total of 83 women. The second set of data consisted of responses collected via an online survey questionnaire, where 149 responses were collected. The workshop data was analysed, and barriers and enablers were identified as themes that occurred within individual and organisational contexts. From the thematic analysis of the workshop data the analysis revealed that several barriers simultaneously created complexities for women in achieving leadership roles. We also identified enablers that provided the opportunities for women to realise their leadership potential.

A thematic analysis of the online survey detailed a range of barriers and enablers that were similar to the themes identified in the workshop data. This report then analysed three questions from the women in business survey conducted by the QFF, that linked statements identified in each survey question to the relative barrier and/or enabler identified in the QFF report. This provided the ability to look deeper at the findings based on our analysis. Our first finding relates to Question 11 concerning respondents' experiences of *satisfaction with succession planning arrangements being in place for the business*. Just over half of all respondents were satisfied, while one-fifth of women were not, and 23 percent provided a neutral response. Question 16 continued the analysis based on succession planning, asking respondents in statement 11 to indicate whether *the succession arrangements for the business (or lack of them) limit my opportunities to grow as a leader in my family, business, or industry*. One-third of respondents agreed that succession plans were a barrier, while two-fifths did not.

Other areas for concern relate to a lack of mentoring opportunities and that the skills and perspectives developed from personal rural and farming backgrounds were not recognised. In addition, women appeared to have limited time to focus on other roles and responsibilities or to focus on their own business. Women clearly experienced barriers in having their skills and knowledge disregarded or unacknowledged; had limited time to invest in their own personal development as they needed to reinvest their time in the business, and 73 percent of women indicated that not enough was being done to showcase their contribution in the agricultural industry.

Question 18 looked at enablers including whether women were willing to develop their own skills and networks; were willing to encourage and help develop other women; were positive about future opportunities and had support systems and networks in place. In addition, barriers highlighted that there was a lack of financial support for women's development and issues appeared to be

heightened on the aspect of succession planning. While the enablers received between 71 percent to 91 percent positive responses, of note is the high positive response rate to issues of financial supports needed to enable women to participate in Queensland based leadership programs (84%).

Conclusion

Given the current situation, these women manage multiple workloads in order to support farm and family, which are also tied to gender relations and community expectations (Alston & Whittenbury 2014). Sheridan et al. (2011, p. 732) state that despite women's contribution through multiple roles, they face a 'triple jeopardy', where their 'sex, location and business position renders them within a "space of betweenness"', thus restricting women's access to leadership opportunities. These multiple roles, coupled with the impact of limited political and social supports, mean women become constrained in challenging gender norms and in realising their leadership potential within farming. The result is that women are not the primary decision makers or policy shapers and women remain in 'a secondary position [in all aspects of] rural decision making and policy shaping' (Alston 2014, p 202). More needs to be done at the government and industry level, with the inclusion of farming businesswomen, to provide the adequate policy, programs and funding to support the leadership aspirations of these women (Farmar-Bowers 2010; McGowan 2011). Furthermore, it is important that all initiatives implemented are measured and evaluated to ensure that farm businesswomen experience positive results via the recommended support that they should receive in achieving their leadership aspirations.

CONCLUSION AND RECOMMENDATIONS

The section provides an overview of the major findings in relation to the research questions. The research questions that were the focus of our analysis are:

1. What are the roles of women in agricultural and rural businesses in Queensland?
2. What are women's leadership and development aspirations and, in turn, their training and development needs?
3. What are the enablers and barriers to achieving leadership and development aspirations and accessing training and development?
4. What are the implications from the research findings for programs and policies?
5. What are the priorities for future research and action? What future research needs to be done to support the development of Queensland farm businesswomen?

We then provide our recommendations for further research and action. It is envisaged that these recommendations will inform the work that is needed to enable Queensland farm businesswomen to overcome the barriers and issues that limit their recognition and enhance the opportunities of achieving leadership positions within the agricultural industry.

1. What are the roles of women in agricultural and rural businesses in Queensland?

An analysis of the statistics reveals that women's work and expertise are critical in maintaining and developing agricultural businesses and regional communities. Women represent one-third of all agriculture employees in Australia and contribute 44 percent of employees in nursery and floriculture, 29 percent in sheep, beef cattle and grain farming, and 40 percent in other livestock farming. Family farming is the major mode of production and 28 percent of farmers and farm managers are women. More than half (54%) of all women working in agriculture are employed as farmers and farm managers. Women form over one-third (36%) of the agriculture workforce in Queensland and just over one-third of BOMs in regional Queensland.

It is estimated that women contribute about half of the total value of output attributed to farming communities through their paid and unpaid activities (Sheridan & McKenzie 2009). Their economic contribution is estimated at one-third of on-farm income and a significant amount (84%) of off-farm income, and this is vital for the maintenance of the farming enterprise particularly during difficult times such as drought. In addition, women shoulder major responsibilities for family and household care. Over one-third of all farm businesswomen (37%) are involved in volunteer activities in

community and industry organisations. This is at a greater rate than the national average of 23 percent for women across all industry sectors (ABARE 2018).

Yet these figures underestimate the extent of women's contribution to the farming and agriculture sector, and to rural and regional communities. Historically, compared to their male counterparts, women have been 'invisible' and unacknowledged as farmers. This legacy continues to an extent today as the ABS recognises that using the number of individuals who report farming as their main job underestimates the specific contributions of farm businesswomen. The academic literature and a range of reports conclude that women are less likely to be acknowledged as 'farmers' than men. In addition, farm businesswomen themselves report their own feelings of 'invisibility' in the industry. The employment of women on farms is not always formally recognised, and this lack of recognition of women as 'workers' can have long-term financial implications. Women are likely to receive less superannuation benefits, and as such this will result in the potential for farm businesswomen to experience poverty in old age (Smith & Hetherington 2018). This is a particular issue where succession planning or the will and deceased estate provisions fail to specifically ensure these women's interests into the future.

There is a lack of information about the detail of women's roles on farms and in the agriculture industry. Obtaining such information is complicated given the diversity of agricultural production and geography from closely settled to remote regions. The contours of women's lives and their roles can vary and shift over time due to the changes in the natural environment, the economy and society. Women's roles are complex and varied and this requires many women to adapt quickly to changing economic and environmental conditions. The currently available statistics do not provide enough detail to enable us to develop a detailed picture of the role and place of women in Queensland agriculture. A breakdown of the occupation and associated earnings, by gender, at the State-level is not available in the ABS Labour Force data collections. The ABS (2012) recognises that measuring the number who report farming as their main job cannot measure women's contribution to the farming sector. Women also contribute as family members and as partners of farmers.

Measurement and recognition of women's contributions to agriculture and farm families, particularly through income, has been neglected historically. The latest available data for women's on-farm income comes from 2005–06 data analysed by the Rural Industries Research and Development Corporation was released in 2009. Assessment of the value of women's contribution through voluntary work has not been measured since Alston's (2014) project. As such the report highlighted the significance of women's voluntary contributions that support regional communities through their involvement in social, civic or governance groups (DPMC 2015).

It is therefore difficult to gain an accurate picture of Australia's regional, rural, and remote women's business activities and involvement in agriculture. The Australian census data provides numbers of BOMs, by gender, nationally and provides numbers of BOMs, by gender, for Greater Capital City and Rest of State/Territory. However, it does not identify the types of businesses these owners are engaged in, nor is the data at the ABS Statistical Areas Level 4 geographical regions provided by gender. Queensland has a wide variety of agricultural commodities in a wide range of geographical settings, from coastal towns to the outback, however, we are unable to provide a fully developed detailed picture of women within the industry, and due to the variations in commodity production and the various locations where farm businesses operate, it is difficult to make overall conclusions.

The National-level statistics gathered and analysed in this report have not provided much detail about the activities and contribution of farm businesswomen in Queensland. Therefore, we have relied on the QFF 2018 report, which contains insights into the roles these women undertake to support farming businesses. The survey data collected from 149 women found that women in agricultural and rural businesses were involved in 'anything' and 'everything' in the farming enterprise. Their main responsibilities relate to work supporting the industry and business by taking care of finances, administration, innovation and development. When we dig deeper into understanding the specifics and the variety of work farm businesswomen do, we identified a range of roles including: financial management roles; areas of ownership, management, leadership, and decision-making; and areas of production, operations, and farm work; and administrative roles, particularly around safety and compliance. These activities are on top of the work they do to ensure the effective day-to-day running of the home and looking after children; managing the bookwork, accounts, finances, and payroll; farm administration; longer-term financial planning; bringing new information or ideas to the decision-making table; and the marketing of the business and/or its products. These activities can also extend to the care of elderly and/or disabled relatives. The survey also revealed that the majority of farm businesswomen who participated in the QFF survey (82%) had a university qualification. Thus, these women are very competent and effective in carrying out the required roles to ensure the continued sustainability of farming businesses. However, it is clear that women are not sufficiently acknowledged in terms of their contributions at the farm and industry levels.

Recommendations

1. Queensland farm businesswomen need to be acknowledged for the various roles they play and the work they do to become more visible in their communities and industry. Recognition must come from both internal and external sources. One way of raising public awareness around this issue is to raise awareness and understanding the role of

women and their economic and social contributions made in the sector. Work undertaken through the Invisible Farmer project (see Henningham & Morgan 2018) should be extended in terms of taking a more specific look at Queensland farm businesswomen. Industry associations must play a crucial role in recognising and promoting the roles and contributions to the industry, and in particular within their advocacy and policy work.

2. Statistical data, which provides detailed information about employment in the agriculture industry and specifically about farm businesswomen, needs to be collected and disseminated by government agencies such as the ABS. Industry organisations can lobby the government for the collection of this information so that a more nuanced analysis of women's roles in, and their contribution to the agricultural industry is obtained.
3. Detailed research, via surveys and interviews, is needed to understand more about the roles of women in Queensland in the different sectors of agriculture and regions of the state.
4. There is a need to highlight the disadvantages that women experience as a result of poor superannuation outcomes and the potential for poverty in older age. Industry organisations and governments can all play a part in raising awareness of superannuation issues and the long-term implications of women's unacknowledged and often underpaid work and the implications this has for women's retirement incomes. It is therefore imperative that such inequities are addressed to ensure equal outcomes for farm businesswomen in their retirement.

2. What are women's leadership and development aspirations, and in turn, their training and development needs?

The QFF 2018 report indicates that farm businesswomen are actively carrying out leadership activities in agriculture and within the community. Leadership can be demonstrated in many ways including innovation activities, entrepreneurship, intrapreneurship and business expansion, being a mentor, and participating in industry and community organisations, including official positions on committees and boards. The agricultural sector has been seen historically as a man's domain and this is still evident upon examination of the proportion of women in official leadership positions in industry-level organisations and associations. However, women do appear to be welcome in leadership roles in organisations that have a local focus. We examined the representation of women as elected board members, for the QFF and its major members, as well as other state and territory farmers' federations. Our analysis found that boards have fewer than 50 percent female membership (a target suggested at the first rural women's international conference in 1994 and supported by other organisations such as the Australian Institute of Company Directors [AICD] and the Queensland

Government). We found that with the exception of Growcom, who have 37 percent female representation, and the NFF, who have 30 percent female representation on their boards, all other boards' female representation is 20 percent or less. Past research indicates that in some cases women who do achieve leadership roles are often unsure of how they succeeded in becoming a Board member, although the reasons for this lack of clarity are unclear.

Many farm businesswomen want to be leaders. However, constraints, as described in question one above reveal, consisting of the lack of recognition of their roles in terms of the day-to-day running of farm businesses as well as a range of family duties. As such, this lack of recognition has implications for women gaining the leadership opportunities they seek within the industry more broadly.

The QFF 2018 report outlines a range of leadership activities where women are currently involved on farms, within communities, in not-for-profit organisations, the agriculture industry, and within government advisory-structures. However, more is needed to support these women, given the complexity of the activities they are involved in and the multiple roles they perform. The timing and delivery of information and programs also needs to be tailored to meet women's needs, and for these to be made more accessible to women. It is important to analyse what training and development opportunities currently exist, and to identify gaps in such programs. In doing so, the training and development needs of farm businesswomen will be better addressed.

Recommendations

1. Further consideration of the range of training and development opportunities tailored to the needs of Queensland farm businesswomen is required. This can be achieved by analysing current training and development programs to identify gaps. Conducting a comprehensive training needs analysis will highlight industry, organisational, and individual needs and objectives to develop leadership opportunities and roles that meet the aspirations of farm businesswomen. This analysis will need to consider both industry and regional characteristics.
3. Examination of the processes to identify practices that act as a barrier to farm businesswomen's appointments to industry boards and committees, with an emphasis on succession planning. The aim is to develop mechanisms that will support women in achieving and maintaining such appointments.
4. Programs that provide a range of support measures for women achieving leadership roles need to consider the many roles women perform (family, business, community roles) so that these do not form barriers to their participation in training and leadership development activities. Considering that women's earnings are going to the survival of

the family farm rather than their self-development, financial support through scholarships or grants should be provided.

3. What are the enablers and barriers to achieving leadership and development aspirations and accessing training and development?

The QFF 2018 report indicates that farm businesswomen are involved in the diversification, innovation, value-adding, and new areas of commercialisation within a farm and/or within another business. A range of factors that include both barriers and enablers were identified. Some of these factors relate to individual personal capacity, including limited time due to their many roles and responsibilities leaving little time to focus on and invest in their own businesses. Some factors relate to wider organisational issues, including succession planning, a lack of tailored mentoring opportunities, and a lack of financial support for women's training and development. A lack of recognition of the skills and perspectives women have developed from personal, rural and farming backgrounds was also identified as a barrier. Three-quarters of the women surveyed indicated that not enough was being done to showcase their contribution in the agriculture industry.

In contrast to the barriers, there were factors which enabled women's development. Women are willing to develop their own skills and networks and to encourage and help develop other women. They are positive about future opportunities and have support systems and networks in place.

Recommendation

1. The current data does not provide enough detail to clearly establish the training and development needs, and the priority of these needs, of Queensland farm businesswomen. Further research is required that will consider the needs and priorities of the different groups of farm businesswomen (e.g. different age groups, industries, regions, and family and life stages), and how opportunities for mentoring, value diversification, food or farm tourism, entrepreneurship, intrapreneurship and innovation can be provided to best suit their needs.

4. What are the implications from the research findings for programs and policies?

The findings presented indicate that there is considerable work (from research to sustained culture change) to be done in order for farm businesswomen to achieve the recognition they deserve, to have the ability to develop leadership opportunities for themselves, and to access the necessary training and development provisions to support them in achieving their aspirations. Failure to recognise and

support farm businesswomen in making such contributions would be advantageous to local, state and national economies. These women are currently an untapped resource of knowledge, skills and abilities that could be better harnessed within the sector. This in turn would be beneficial to farm businesswomen as they are duly recognised and valued for the contribution that they make. There also needs to be a development of a suite of support measures to ensure women's futures are supported, such as awareness of superannuation provisions and risks from inadequate deceased estate and will provisions. We have identified a range of activities and roles that rural women undertake within agricultural businesses and in their communities and the disadvantages they have experienced over time, historically and financially.

It is evident that there are a range of issues present, but we also need more detail, such as access to more detailed statistics about the industry, particularly from a gender perspective. This will add to our knowledge and enable the provision of better information for decision making in terms of delivering policy and programs needed in the industry to develop and support women. Additionally, further fieldwork is needed to conduct one-on-one interviews and/or focus groups with farm businesswomen, based on the gaps identified in this report and in relation to specific questions raised in the literature. It would also be advantageous to interview industry-level executives and community-based organisations to get a more holistic understanding of the importance of women's roles in the agriculture industry.

5. What are the priorities for future research and action? What future research needs to be done to support the development of Queensland farm businesswomen?

Based on the analysis of the report provided by the QFF (2018), government and industry reports and statistics, and the limited literature explored to date, we identify the following priorities for future research, which will lead to better supporting Queensland farm businesswomen for the long-term:

1. To work with the Queensland Farmers' Federation as the peak-industry body, its partners, and the RJSA to gather more data about the activities of farm businesswomen to better understand their needs for training and development opportunities that lead to increased leadership opportunities. The research project would allow for a better understanding of training and development needs and mechanisms for delivery. This has implications for achieving better outcomes for individual women, communities, industry and government, as well as improving social and economic outcomes at all levels of Australian society.

Conclusion

The focus of this report has been on women and their aspirations for leadership roles in the agriculture industry, and through this we have identified what can improve the status quo. We know that women are more likely than men to be overlooked in any aspect of employment advancement and/or leadership. We know that social, political, and gendered systems play a huge role here. While a greater proportion of the women who responded to the QFF (2018) survey identified as highly educated, it must be remembered that a relatively small number of survey respondents (149) are not representative of the education levels of women in rural, regional and remote Queensland in general. This can also depend on the field of education they have studied which may not give them the unique skills needed to be applied in agriculture. Additionally with the complexity of managing farm businesses, the typical female gender role of caring (usually the responsibility of women), the need for further education to up-skill on top of already known skills (e.g. when new technologies and methods of farming arise), and the limited chances of attaining leadership roles provides insight into the barriers faced by these women. This report therefore has highlighted the gaps and suggests further research that should be done to advance women's opportunities. In addition, this report has highlighted the need to recognise these women for the contributions they make to the industry, and to support them in developing their leadership aspirations.

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APPENDIX 1

BOARD MEMBERSHIP OF QFF, COTTON AUSTRALIA, GROWCOM, CANEGROWERS BRISBANE, AND NGIQ, JANUARY 2020

Compiled from organisations' websites, LinkedIn profiles, and news/blog reports.

| Board position | Appointee | Ag background | Previous association |
|--|------------------------|---|---|
| Queensland Farmers' Federation—1 female, 5 male members | | | |
| President | Allan Dingle | Cane farmer | Appointed a Director of QFF in 2014 and Vice President in 2017. Also a Director of Canegrowers |
| CEO | Dr Georgina Davis | Worked in organic farming (UK) & as a soil/organics advisor | Appointed as an Advisor in 2016. Appointed as Deputy CEO & then CEO & Company Secretary, 2019 |
| Vice President | Ross Burnett | Cotton, chickpea & sorghum grower | Appointed as a Director in 2017 |
| Non-Executive Director | Brian Tessmann | Cow dairy farmer | Appointed as a Director in 2006 |
| Non-Executive Director | John Bunker | 4 th generation horticulturist | Appointed as a Director in 2016 |
| Non-Executive Director | Joe Moro | Horticulture farmer | Appointed as a Director in 2018 |
| Cotton Australia—2 female (1 QLD, 1 NSW), 8 male members (4 QLD, 4 NSW) | | | |
| Chairman | Hamish McIntyre (QLD) | Family-owned and operated dryland, irrigated and grazing operations in South-western Queensland. Currently consults in irrigation development projects also | Appointed as Chairman in August 2018. Served as deputy Chair for 3 years previous |
| Deputy chair | Nigel Burnett (QLD) | Cotton grower, Emerald. Managing Director of Colorada Cotton since 2004 | Existing board member appointed as deputy chair in August 2018 |
| Non-Executive Director | Fleur Anderson (QLD) | Grower & community relations executive, Theodore (QLD) with a family history of cotton farming | Non-Executive Director since August 2013 A participant in the inaugural Australia Future Cotton Leaders Program in 2007 In 2018, was a participant in the Australian Rural Leadership Program |
| Non-Executive Director | Bernard Bierhoff (NSW) | 30 years' experience in cotton. Farm Manager for Avondale Ag in Rowena, NSW | Assumed vacant board position in August 2018. – from the Walgett Cotton Growers' Association |

| | | | |
|--|------------------------|--|---|
| Non-Executive Director | Bob Dall'alba (QLD) | Currently Executive Director and Country Head of Olam Australia since 2012. Has worked in Agribusiness for over 40 years, including 25 years with Queensland Cotton, a subsidiary of Olam. | Appointed August 2018. Cotton Australia representation: Cotton Australia Corporate Governance Committee |
| Non-Executive Director | Rob Dugdale (NSW) | An experienced company executive, having worked within major multinational and local companies in research, sales, marketing and management capacities | Industry representative, Lower Namoi Cotton Growers' Ass. (NSW) |
| Non-Executive Director | Susan McCutcheon (NSW) | Has been responsible for the management of the McCutcheon family farming enterprise's cotton growing and dryland farming operation since 2001. Also, a garden consultant and designer with Hort-Ladies | Assumed vacant board position in 2018 –from Mungindi from the Macquarie Cotton Growers' Association replacing the retiring female board member Barb Grey, a cotton grower from Mungindi 20 years as a teacher and 8 years as a local government councillor |
| Non-Executive Director | Matt McVeigh (QLD) | 3 rd gen farmer from Dalby, QLD. Family operated dryland and irrigated cropping land. | Board member since Sep 2017. Panel member Nov 2014 – present. Was a 2015 Nuffield Scholar and participant in the Future Cotton Leaders Program. Current Vice Chair of the Gowrie-Oakey Creek Irrigators' Association, Director of Central Downs Irrigators Limited and committee member of the Darling Downs Cotton Growers' Association. |
| Non-Executive Director | Arthur Spellson (NSW) | Marketing Manager for Cotton at Auscott Limited. Worked in the Australian cotton industry since 1994, as well as industry research, promotion and development. | Appointed in August 2019 |
| Non-Executive Director | Peter Tuohey (NSW) | Operates three irrigated farms with wife between Darlington Point and Carrathool (NSW) | Cotton Australia representation: Deputy chair, Australian Cotton Conference committee |
| Nursery & Garden Industry Queensland (NGIQ)—2 female, 8 male members (as at April 2019) | | | |
| President | Elaine Duncan | Director at Flourish Plants | N/A |

| | | | |
|---|----------------------|--|--|
| CEO | Ian Atkinson | Managing Director of Ideas2fruit Pty Ltd since 2010 | CEO since Nov. 2017 |
| Vice-President | Alistair Pritchard | N/A | N/A |
| Non-executive Director | Ray Doherty | Nearly 18 years' experience in nurseries. Currently Production manager Azalea Grove Nursery since April 2007 | N/A |
| Non-executive Director | Rick Warwick | 22 years as Company Principal at Bamboo Down Under (since 1998) | N/A |
| Non-executive Director | Jason Pearce | N/A | N/A |
| Non-executive Director | Christina Gnezdiloff | Landscape Architect and Business development Manager at Evolve Environmental Solutions (since Jan. 2018) | Director since Nov. 2016 Also, a Director at EvergreenConnect (since Aug. 2012) |
| Non-executive Director | Darren Webb | N/A | N/A |
| Non-executive Director | Paul Lancaster | Director at Suncoast Water Gardens since Jul. 2005 | Director (2014–2015)? |
| Growcom—3 female, 5 male members | | | |
| Chairman | Belinda Adams | a primary school teacher for 10 years before joining the family farming business, Coastal Hydroponics, on the Gold Coast | Participated in Growcom's young growers leadership program 'Next Gen' in 2011, also involved in Growcom's Women in Horticulture program |
| Deputy chair | Joe Moro | Mango grower | Non-executive member since 23 Nov. 2016, appointed as Deputy Chair to fill Casual Vacancy created by resignation of Matt Hood 20 Nov. 2015. (Currently a Director of QFF, and Chairman of FNQ Growers since 1995, and Chairman of QLD Horticultural Council, a member of the QFF Policy Council and the Water and Energy committee. Formally Chairman of the Australian Mango Industry Association) |

| | | | |
|--|----------------|---|---|
| Non-executive Director | Les Williams | 3 rd generation pineapple grower | Non-exec Director since 14 Nov. 2013, Chairman from 23 Nov. 2016 to 21 Nov. 2019. (A former Director of the QFF and member of the QFF Policy Council. He is also the former Chairman of Queensland Horticulture Council. Les is a member of the Finance and Audit sub-committee.) |
| Casual Director Non-executive Director | Judy Shepherd | Citrus orchardist along with husband and son. Holds a Bachelor of IT, Computer Software Engineering, and a Diploma of Agribusiness. | Casual Director since 15 Sept. 2016, Non-exec Director since 23 Nov. 2016. Previous participant in the Growcom Women in Horticulture Program. (Currently a member of the Queensland Horticulture Council, and Manager of a Regional Disability Employment site) |
| Non-executive Director | Sharon Windolf | Background in banking and retail before involvement in horticulture. Currently a management team member of family farm – Windolf Farms. Holds a Bachelor of Commerce and is a current member of the Australian Institute of Company Directors | In current position since 11 Nov. 2015. (Currently a Director of AustSafe Super, a member of the Sunsuper Rural and Regional Advisory Committee, a committee member of the Lockyer Valley Growers Association and a member of the Pre-Farm Gate Hort Innovation Advisory Panel. |
| Non-executive Director | Colin Jeacocke | Mango and dragon fruit grower | (past member of the Queensland Fruit & Vegetable Growers and Bundaberg Fruit & Vegetable Growers Boards and past Chairman of the Queensland Mango Committee and Gin Gin Fruit and Vegetables Association) |
| Non-executive Director | Tim Carnell | 4 th generation horticultural producer | In current position since 22 Nov. 2019 (Currently serves as Vice President on the Stanthorpe and Granite Belt Chamber of Commerce) |
| Independent Director | Michael Kent | Corporate Governance professional and inhouse commercial lawyer | |
| Canegrowers Brisbane—8 male members | | | |
| Chairman | Paul Schembri | Cane farmer. A Fellow of the Australian Institute of Company Directors | In current role since 2013- has held representative roles within the organisation for 35 years (currently also Senior Vice President of the World Association of Beet and Cane Growers. Previous Director of QLD Sugar Ltd. And Chairman of Aust. Sugar Industry Alliance) |

| | | | |
|----------------------|------------------|--|---|
| Senior Vice-Chairman | Kevin Borg | 3 rd generation cane farmer | Currently also Chairman of Canegrowers Mackay and a member of the Canegrowers Queensland Policy Council. (Was first elected to the former Plane Creek Mill Suppliers Committee (now the Plane Creek Area Committee) in 1995 and has served as Chairman of Plane Creek Productivity Services 2004 to 2013) |
| Vice-Chairman | Owen Menkens | 4 th generation farmer, worked in accounting and banking prior to taking over the family farming business | Currently also a Director Canegrowers Burdekin and a member of the Canegrowers Queensland Policy Council. |
| Director | Allan Dingle | Soybean, sugarcane and fodder crop farmer | Currently also represents the Bundaberg district on the Canegrowers Queensland Policy Council. (was appointed a Director of the Queensland Farmers Federation in 2014, was a Vice President of QFF 2017 to 2019 and appointed President of QFF in Nov. 2019) |
| Director | Michael Pisano | Owner/operator of two family farms. Has a Diploma of Agriculture (Rural Business Management) | Currently is also the Chairman of Canegrowers Herbert River and represents the district on the Canegrowers Queensland Policy Council. |
| Director | Joseph Marano | Runs family farm and contract harvesting and planting businesses | Currently also Chairman of Canegrowers Innisfail and represents cane growers in the Innisfail district on the Canegrowers Queensland Policy Council |
| Director | Mark Mammino | 3 rd generation farmer operating family farm | Currently also Chairman (for 2.5 years) of Canegrowers Isis, a member of both the Risk and Audit and Environment and Sustainability Policy Committees and a member of the Canegrowers Queensland Policy Council. Formerly a Director of Canegrowers Isis Ltd for 20 years. |
| Director | Stephen Calcagno | 4 th generation cane farmer | Currently also Chairman of Canegrowers Cairns Region and represents the Cairns district on the Canegrowers Queensland Policy Council, and the Chairman of the Sugar Research Australia Industry Adoption Committee. (Formerly a member of Babinda Mill Suppliers Committee (elected in 2004). |

APPENDIX 2

STATE FARMERS' FEDERATIONS BOARDS BY GENDER, JANUARY 2020

Queensland Farmers' Federation

| Gender | Name | Position |
|--------|----------------|-------------------------|
| M | Allan Dingle | President |
| M | Ross Burnett | Vice President |
| M | Brian Tessmann | Director |
| M | John Bunker | Director |
| M | Joe Moro | Director |
| F | Georgina Davis | Chief Executive Officer |

NSW Farmers

| Gender | Name | Position |
|--------|-----------------|----------------|
| M | James Jackson | President |
| M | Chris Groves | Vice President |
| F | Lisa Minogue | Board Member |
| M | Paul Shoker | Board Member |
| M | Tim Duddy | Board Member |
| M | Chris Kemp | Board Member |
| M | David Mailler | Board Member |
| M | Salvator Russo | Board Member |
| F | Rebecca Reardon | Treasurer |

Victorian Farmers' Federation

| Gender | Name | Position |
|--------|------------------|----------------|
| M | David Jochinke | President |
| F | Emma Germano | Vice President |
| F | Zena Burgess | Director |
| M | Andrew Dix | Director |
| M | Ashley Fraser | Director |
| M | Nathan Free | Director |
| M | Tim Kingma | Director |
| M | Paul Mumford | Director |
| M | Leonard Vallance | Director |

Tasmanian Farmers and Graziers' Federation

| Gender | Name | Position |
|--------|-----------------|-------------------------|
| M | Andrew Bevin | Director |
| M | Matt Ryan | Director |
| M | Greg Bradfield | Director |
| M | Andrew Aldridge | Director |
| M | Corey Spencer | Director |
| F | Sue Smith | Independent Director |
| M | Michael Badcock | Independent Director |
| F | Sally Darke | Independent Director |
| M | Peter Skillern | Chief Executive Officer |

Primary Producers SA

| Gender | Name | Position |
|--------|-----------------|--------------------|
| M | Rob Kerin | Executive Chairman |
| M | Wade Dabinett | Councillor |
| M | Joe Keynes | Councillor |
| M | Howard Hollow | Councillor |
| M | John Hunt | Councillor |
| F | Heather Webster | Councillor |

WA Farmers

| Gender | Name | Position |
|--------|--------------------|--------------------------|
| M | Rhys Turton | President |
| M | Steve Mcguire | Vice President |
| M | Mike Norton | Elected Board Member |
| M | Chris Wyhoon | Elected Board Member |
| M | Max Watts | Elected Board Member |
| F | Jessie Davis | Elected Board Member |
| M | Henry Steingiesser | Special Expertise Member |

Commodity Presidents

| | | |
|---|--------------------|-------------------------|
| M | Duncan Young | Grains President |
| M | Michael Partridge | Dairy President |
| M | David Slade | Livestock President |
| M | Stephen Fewster | Beekeepers President |
| M | Trevor Whittington | Chief Executive Officer |

NT Farmers

| Gender | Name | Position |
|--------|----------------------|----------------|
| M | Simon Smith | President |
| M | Paul Mclaughlin | Vice President |
| M | Han Shiong Siah | Director |
| M | Brett Gill | Director |
| F | Tou Saramat Ruchkaew | Director |
| M | Gavin Scurr | Director |
| M | Vin Lange | Director |
| M | Andrew Dalglish | Director |
| M | Dave Gray | Director |
| M | Frank Miller | Director |
| F | Kate Peake | Treasurer |
| F | Martina Matzner | Public Officer |
