2021 - 22 Compliance Program

Submitted by:

Australia And New Zealand Banking Group Limited (ABN:11005357522)

#Workplace overview

Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

…Recruitment	Yes(*Select all that apply*)
…Yes	Policy Strategy
…Retention	Yes(*Select all that apply*)
…Yes	Policy Strategy
…Performance management processes	Yes(*Select all that apply*)
…Yes	Policy Strategy
…Promotions	Yes(*Select all that apply*)
…Yes	Policy
…Talent identification/identification of high potentials	Yes(*Select all that apply*)
…Yes	Strategy
…Succession planning	Yes(*Select all that apply*)
…Yes	Strategy
…Training and development	Yes(*Select all that apply*)
…Yes	Policy Strategy
…Key performance indicators for managers relating to gender equality	Yes(*Select all that apply*)
…Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)	
…Yes	Strategy

3: Does your organisation have any of the following targets to address gender equality in your workplace?

Increase the number of women in leadership positions
Increase the number of women in male-dominated roles
Increase the number of men in female-dominated roles

4: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Governing bodies

1: Does this organisation have a governing body?	Yes(*Provide further details on the governing body(ies) and its composition*)
1.1: What is the name of your governing body?	Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
…Chairs	
…Female	0
…Male	1
…Non-binary	0
…Members	
…Female	3
…Male	5
…Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(*Select all that apply*)
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	Yes(*Provide further details on your target*)
10.6: What is the percentage (%) target?	30.00%
10.7: What year is the target to be reached (select the last day of the target year)?	30-Sep-2022
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes(*Select all that apply.*)
	Policy Strategy
1.1.a.3: How many members are on the governing body and who holds the predominant Chair position?	

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

#Action on gender equality

Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

…Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes(*Select all that apply*)
…Yes	To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To implement and/or maintain a transparent and rigorous performance assessment process

2: What was the snapshot date used for your Workplace Profile?

17-Sep-2021

3: Does your organisation publish its organisation-wide gender pay gap?

No

4: Do you give WGEA permission to publicly publish your organisation-wide gender pay gap?

No

5: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Yes(*Select all that apply*)
	Created a pay equity strategy or action plan Identified cause/s of the gaps Reviewed remuneration decision-making processes Analysed commencement salaries by gender to

1.2: Did you take any actions as a result of your gender remuneration gap analysis? .. Yes	ensure there are no pay gaps Analysed performance pay to ensure there is no gender bias (including unconscious bias) Analysed performance ratings to ensure there is no gender bias (including unconscious bias) Reported pay equity metrics (including gender pay gaps) to the governing body Reported pay equity metrics (including gender pay gaps) to the executive Reported pay equity metrics (including gender pay gaps) externally Corrected like-for-like gaps Reported pay equity metrics (including gender pay gaps) to all employees Implemented other changes (provide details):
…Implemented other changes (provide details):	Other initiatives were: 1) Continued to issue targeted communications to remind line managers of employees who are on or have recently returned from extended Leave (LWOP); including parental leave, about their eligibility to be considered for a salary increase during the annual performance and remuneration review. 2) Continued to apply a gender lens throughout the implementation phase of the updated performance and remuneration framework, providing support and enhanced reporting to line managers through the decision making process.
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	An organisation-wide and like-for-like gap analysis was conducted for the disclosure in ANZ's ESG Supplement. We calculate, measure and report on our gender pay gap, using a two-pronged approach that incorporates the following methodologies to help us better understand and explain the underlying reasons for our gender pay gap: 1. the 'category average' methodology, which calculates average salary gaps between women and men by category, and can uncover issues such as women's access to senior and high-paying roles in an organisation; and 2. the 'like-for-like' methodology, which compares the pay of women and men in the same or similar roles, and can highlight bias in pay decisions.

	As part of our performance & remuneration review, we monitor remuneration outcomes by gender using the 'like-for-like' methodology (as we do in the ESG Supplement) in our Divisional / CEO sign off packs and Rem Dashboards (reviewed by the rem/leadership teams). If there are any signs of bias in pay decisions, these will be highlighted and discussed for any further remedial action before outcomes are finalised.

2: For organisations with partnership structures: Have you undertaken a gender remuneration gap analysis ('gender pay gap analysis') in the current reporting period to determine if there are any remuneration gaps between women partners and men partners in your organisation?

3: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Survey
1.2: Who did you consult?	ALL staff

2: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

Yes(*Select all that apply.*)

…Yes	Strategy

3: On what date did your organisation share your previous year's public reports with employees?

14-Sep-2021

4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders?	10-Sep-2021

5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

No

6: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

#Flexible work

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?
Yes(*Select all that apply*)

…Yes	Policy Strategy
…A business case for flexibility has been established and endorsed at the leadership level	Yes
…Leaders are visible role models of flexible working	Yes
…Flexible working is promoted throughout the organisation	Yes
…Targets have been set for engagement in flexible work	No(*Select all that apply*)
…No	Other (provide details)
…Other (provide details)	In addition to our existing flexible work practices and building on what we are learning from the impact of COVID-19, ANZ has moved to a program called 'how we work'. Under this program ANZ employees will be assigned to work in one of the 3 following working modes: 1) Workplace first: employees whose roles fit into this mode will perform their work from an ANZ workplace most or all of the time. For example, roles that involve conducting transactions with customers in a branch, cash handling, physical documents and securities handling, access to specialist tools only available in an ANZ workplace or managing a physical ANZ workplace. 2) Blended: the vast majority of ANZ employee's roles fit into this mode and they will spend two or three days each week in an ANZ workplace. 3) Remote first: a small proportion of ANZ employee's roles will fit into this mode. For example, a team that is already geographically dispersed, where tasks completed have little or no dependency between team members and/or where very limited engagement with internal or external stakeholders is required and/or no handling of physical documents that contain sensitive data. People in these roles will occasionally visit an ANZ workplace. Targets

	have not been developed because the working mode aligns with customer needs.
…Targets have been set for men's engagement in flexible work	No(*Select all that apply*)
…No	Other (provide details)
…Other (provide details)	In addition to our existing flexible work practices and building on what we are learning from the impact of COVID-19, ANZ has moved to a program called 'how we work'. Under this program ANZ employees will be assigned to work in one of the 3 following working modes: 1) Workplace first: employees whose roles fit into this mode will perform their work from an ANZ workplace most or all of the time. For example, roles that involve conducting transactions with customers in a branch, cash handling, physical documents and securities handling, access to specialist tools only available in an ANZ workplace or managing a physical ANZ workplace. 2) Blended: the vast majority of ANZ employee's roles fit into this mode and they will spend two or three days each week in an ANZ workplace. 3) Remote first: a small proportion of ANZ employee's roles will fit into this mode. For example, a team that is already geographically dispersed, where tasks completed have little or no dependency between team members and/or where very limited engagement with internal or external stakeholders is required and/or no handling of physical documents that contain sensitive data. People in these roles will occasionally visit an ANZ workplace. Targets have not been developed because the working mode aligns with customer needs.
…Leaders are held accountable for improving workplace flexibility	No(*Select all that apply*)
…No	Other (provide details)
	In addition to our existing flexible work practices and building on what we are learning from the impact of COVID-19, ANZ has moved to a program called 'how we work'. Under this program ANZ employees will be assigned to work in one of the 3 following working modes: 1) Workplace first: employees whose roles fit into this mode will perform their work from an ANZ workplace most or all of the time. For example, roles that involve conducting transactions with customers in a branch, cash handling, physical documents and securities handling, access to

…Other (provide details)	specialist tools only available in an ANZ workplace or managing a physical ANZ workplace. 2) Blended: the vast majority of ANZ employee's roles fit into this mode and they will spend two or three days each week in an ANZ workplace. 3) Remote first: a small proportion of ANZ employee's roles will fit into this mode. For example, a team that is already geographically dispersed, where tasks completed have little or no dependency between team members and/or where very limited engagement with internal or external stakeholders is required and/or no handling of physical documents that contain sensitive data. People in these roles will occasionally visit an ANZ workplace. Targets have not been developed because the working mode aligns with customer needs.
…Manager training on flexible working is provided throughout the organisation	Yes
…Employee training is provided throughout the organisation	Yes
…Team-based training is provided throughout the organisation	No(*Select all that apply*)
…No	Not aware of the need
…Employees are surveyed on whether they have sufficient flexibility	Yes
…The organisation's approach to flexibility is integrated into client conversations	No(*Select all that apply*)
…No	Other (provide details)
…Other (provide details)	We share our experience of flexibility with clients on a case by case basis.
…The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
…Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
…Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
…Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

…Flexible hours of work	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
	Formal options are available

…SAME options for women and men	Informal options are available
…Compressed working weeks	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available
…Time-in-lieu	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available
…Telecommuting (e.g. working from home)	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available
…Part-time work	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available
…Job sharing	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available
…Carer's leave	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available
…Purchased leave	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available
…Unpaid leave	Yes(*Select one option only*)
…Yes	SAME options for women and men(*Select all that apply*)
…SAME options for women and men	Formal options are available Informal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Has your organisation implemented an 'all roles flex' approach to flexible work?

Yes

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

No

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

Other(*Provide details*)

…Other	We provide tips, advice and guides for employees to ensure fair treatment of employees regardless of work location including 'how to have awesome hybrid meetings', '5 steps to make blended working work for your teams', 'tips for making work more inclusive', how to host an inclusive work meeting', etc. We also provide a number of resources and guides for People Leaders to help them advocate, lead, and guide their teams.

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

In addition to our existing flexible work practices and building on what we are learning from the impact of COVID-19, ANZ has moved to a program called 'how we work'. Under this program ANZ employees will be assigned to work in one of the 3 following working modes:

1) Workplace first: employees whose roles fit into this mode will perform their work from an ANZ workplace most or all of the time. For example, roles that involve conducting transactions with customers in a branch, cash handling, physical documents and securities handling, access to specialist tools only available in an ANZ workplace or managing a physical ANZ workplace.

2) Blended: the vast majority of ANZ employee's roles fit into this mode and they will spend two or three days each week in an ANZ workplace.

3) Remote first: a small proportion of ANZ employee's roles will fit into this mode. For example, a team that is already geographically dispersed, where tasks completed have little or no dependency between team members and/or where very limited engagement with internal or external stakeholders is required and/or no handling of physical documents that contain sensitive data. People in these roles will occasionally visit an ANZ workplace.

Targets have not been developed because the working mode aligns with customer needs.

#Employee support

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(*Please indicate how employer funded paid parental leave is provided to the primary carers.*)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave Yes, on government funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	12
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.1.g: Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	No
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 24 months
.. Yes	

1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(*Please indicate how employer funded paid parental leave is provided to the secondary carers.*)
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary
1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	1
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth? .. Yes	Within 24 months

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(*Select all that apply*)	
…Yes	Policy Strategy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

…Employer subsidised childcare	Yes(*Please indicate the availability of this support mechanism.*)

…Yes	Available at SOME worksites
…On-site childcare	No(*You may specify why the above support mechanism is not available to your employees.*)
…No	Not aware of the need
…Breastfeeding facilities	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at SOME worksites
…Childcare referral services	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at SOME worksites
…Internal support networks for parents	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at ALL worksites
…Return to work bonus (only select if this bonus is not the balance of paid parental leave)	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at ALL worksites
…Information packs for new parents and/or those with elder care responsibilities	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at ALL worksites
…Referral services to support employees with family and/or caring responsibilities	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at ALL worksites
…Targeted communication mechanisms (e.g. intranet/forums)	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at ALL worksites
…Support in securing school holiday care	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at ALL worksites
…Coaching for employees on returning to work from paid parental leave	No(*You may specify why the above support mechanism is not available to your employees.*)
…No	Not aware of the need
…Parenting workshops targeting mothers	No(*You may specify why the above support mechanism is not available to your employees.*)
…No	Not aware of the need
…Parenting workshops targeting fathers	No(*You may specify why the above support mechanism is not available to your employees.*)
…No	Not aware of the need
…Other (provide details)	Yes(*Please indicate the availability of this support mechanism.*)
…Yes	Available at ALL worksites
	ANZ also provides employees with access to The Childcare Kit website

…Available at ALL worksites	(http://childcare.worklifebalance.com.au/) which contains a wealth of information about childcare and and issues for working parents.

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)	
…Yes	Policy
1.1: Do you provide a grievance process in any sex-based harasssment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

…All managers	Yes(*Please indicate how often is this training provided (select all that apply):*)
…Yes	At induction At least annually
…All employees	Yes(*Please indicate how often is this training provided (select all that apply):*)
…Yes	At induction At least annually

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes(*Select all that apply*)	
…Yes	Policy Strategy

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

…Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
…Training of key personnel	Yes
…A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
…Workplace safety planning	Yes

…Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	Yes(*Is the leave period unlimited?*)
…Yes	Yes
…Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes(*Is the leave period unlimited?*)
…Yes	Yes
…Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes(*Is the leave period unlimited?*)
…Yes	Yes
…Access to unpaid leave	Yes(*Is the leave period unlimited?*)
…Yes	Yes
…Confidentiality of matters disclosed	Yes
…Referral of employees to appropriate domestic violence support services for expert advice	Yes
…Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
…Flexible working arrangements	Yes
…Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
…Offer change of office location	Yes
…Emergency accommodation assistance	Yes
…Access to medical services (e.g. doctor or nurse)	Yes
…Other (provide details)	No

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

#Diversity and inclusion

1: Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?

Yes(*Select all that is covered.*)

…Yes	Aboriginal and/or Torres Strait Islander identity Cultural and/or language and/or race/ethnicity background Disability and/or accessibility Sexual orientation Gender identity Age Other(*Provide details*)
…Other	Family and Caring Responsibilities, Mental Health and Wellbeing, Neurodiversity, Refugee and Asylum Seekers

2: Do you collect data on whether employees identify as Aboriginal and/or Torres Strait Islander?

Yes	
…If this data can be shared and is not confidential, please complete the below table:	

3: Do you currently collect data on any of the following dimensions of employees' identities?

Cultural and/or language and/or race/ethnicity background Disability Sexual orientation Gender identity Other	
…Other	Family and Caring Responsibilities

Workplace Profile Table

Industry: Finance

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	1,464	2,519	0	0	3,983
	Full-time contract	12	25	0	0	37
	Part-time permanent	160	20	0	0	180
	Part-time contract	3	0	0	0	3
Professionals	Full-time permanent	3,276	4,584	55	39	7,954
	Full-time contract	198	256	0	0	454
	Part-time permanent	569	63	0	0	632
	Part-time contract	31	8	0	0	39
	Casual	1	4	0	0	5
Clerical And Administrative Workers	Full-time permanent	2,532	1,907	0	0	4,439
	Full-time contract	54	53	0	0	107
	Part-time permanent	1,713	358	0	0	2,071
	Part-time contract	36	23	0	0	59
	Casual	183	68	0	0	251

* Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Gender X

Workplace Profile Table

Industry: Finance

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	2	5	7
GM	-1	Full-time permanent	0	4	4
	-2	Full-time permanent	22	29	51
		Part-time permanent	0	2	2
	-3	Full-time permanent	7	19	26
		Full-time contract	0	1	1
	-4	Full-time permanent	0	1	1
SM	-2	Full-time permanent	10	10	20
		Part-time permanent	0	1	1
	-3	Full-time permanent	66	124	190
		Part-time permanent	3	1	4
	-4	Full-time permanent	22	88	110
	-5	Full-time permanent	3	7	10
OM	-1	Full-time permanent	1	0	1
	-2	Full-time permanent	1	2	3
		Part-time permanent	1	0	1
	-3	Full-time permanent	99	111	210
		Full-time contract	1	0	1
		Part-time permanent	28	2	30
	-4	Full-time permanent	370	613	983
		Full-time contract	4	10	14
		Part-time permanent	45	4	49
		Part-time contract	3	0	3
	-5	Full-time permanent	641	1,016	1,657
		Full-time contract	7	7	14
		Part-time permanent	64	9	73
	-6	Full-time permanent	210	460	670
		Full-time contract	0	7	7
		Part-time permanent	19	1	20
	-7	Full-time permanent	10	29	39

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	Managers	256	305	563
			Non-managers	1,137	1,112	2,250
		Fixed-Term Contract	Managers	1	1	2
			Non-managers	12	10	22
	Part-time	Permanent	Managers	15		15
			Non-managers	86	13	99
		Fixed-Term Contract	Non-managers		1	1
	N/A	Casual	Non-managers	1		1
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	268	287	555
			Non-managers	992	966	1,960
		Fixed-Term Contract	Managers		1	1
			Non-managers	11	17	28
	Part-time	Permanent	Managers	19	1	20
			Non-managers	144	26	170
		Fixed-Term Contract	Non-managers		1	1
	N/A	Casual	Non-managers	4	3	7
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	92	150	242
			Non-managers	937	1,029	1,971
		Fixed-Term Contract	Managers	14	18	32
			Non-managers	169	175	344
	Part-time	Permanent	Managers	4		4
			Non-managers	321	152	473
		Fixed-Term Contract	Managers	2		2
			Non-managers	40	9	49
	N/A	Casual	Non-managers	100	69	169

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	1		1
			Managers	91	164	255
			Non-managers	561	764	1,325
	Part-time	Permanent	Managers	8	1	9
			Non-managers	433	153	586
	N/A	Casual	Managers	1	2	3
			Non-managers	95	47	142
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	69	130	199
			Non-managers	625	321	946
		Fixed-Term Contract	Non-managers	7	4	11
	Part-time	Permanent	Managers	8		8
			Non-managers	271	6	277
		Fixed-Term Contract	Non-managers	1		1
	N/A	Casual	Non-managers	8		8
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	5	88	93
			Non-managers	11	207	218
		Fixed-Term Contract	Non-managers	1	6	7
	Part-time	Permanent	Managers	1		1
			Non-managers	4	4	8

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Managers	4	4	8
			Non-managers	26	9	35
		Fixed-Term Contract	Non-managers	2		2
	Part-time	Permanent	Non-managers	24	1	25
		Fixed-Term Contract	Non-managers	1		1

* Total employees includes Gender X