



**EQUITY &  
DIVERSITY  
ANNUAL  
REPORT  
2010**



RESERVE BANK OF AUSTRALIA



# Equity & Diversity Annual Report

2010

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*Reserve Bank*



# Foreword

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The Reserve Bank aims to ensure that all staff are treated with dignity and respect and that they experience equal opportunity throughout their career in the Bank. It does so by implementing policies, guidelines and programs that support equity and diversity in the workplace, and by ensuring that staff are aware of their rights, responsibilities and opportunities. This is a challenging task since changes to the Bank's workforce and in the external environment mean that policies and practices must be continually updated if equity and diversity are to remain firmly embedded in our workplace. This process of renewal is facilitated by means of a Diversity Plan which is updated every three years.

As foreshadowed in the Bank's Diversity Plan 2009-2011, considerable effort was expended over the past year in achieving a better understanding of diversity-related issues particularly those relating to gender and work/life balance. This analysis is providing an important platform for our deliberations about possible changes to equity and diversity policies over the coming year. In addition, the accessibility of the Bank's information and systems was further enhanced over the past twelve months, complemented by efforts to raise staff awareness about accessibility issues. Finally, a number of initiatives were put in place to increase the representation in the Bank of people from an indigenous Australian background.



Keith Hall

Chairperson

Equity & Diversity Policy Committee



# Introduction

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This is the twenty-third *Equity & Diversity Annual Report* of the Reserve Bank of Australia, as required under Section 9 of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*.

## Approach to Diversity

The Reserve Bank aims to embed equity and diversity principles in its work practices. To ensure that these practices remain appropriate, the Bank annually reviews its diversity profile, the take-up of its existing policies and programs, as well as any relevant external developments. This analysis helped determine initiatives for the Bank's *Diversity Plan 2009-2011*. The four priorities of the *Plan* are to:

- gain an understanding of the issues related to work/life balance that are important to staff, and use that information to contribute to equity and diversity policy deliberations;
- better understand the factors influencing the career experience of women;
- continue improving the accessibility of the Bank's computing systems, information and building facilities for its staff and the community; and
- understand the needs of a maturing workforce, and use that information to assist in workforce planning and knowledge retention.

The layout of this *Annual Report* reflects these priorities, as well as the need to focus on the 'designated groups' defined in the *Act* – women, people with a disability, people of a non-English speaking background, and indigenous Australians.

## Responsibility for Equity and Diversity

The Reserve Bank's *Equity & Diversity Policy Committee* is a consultative body which includes representatives of management, Human Resources, the Finance Sector Union and other staff. The Committee makes recommendations on equity and diversity matters to the Governor, and is responsible for monitoring the development and implementation of equity and diversity initiatives, policies and practices. The Committee reports annually on these matters to the Governor. The Terms of Reference for the Committee are set out in the Appendix.

Responsibilities extend beyond the Committee:

- *All staff* are required to ensure that their actions in the workplace are consistent with the Bank's equity and diversity principles.
- The *Heads of each functional group* are responsible for equity and diversity activities and performance within their areas.

- *Diversity Contact Managers* are responsible for monitoring the implementation of diversity initiatives in their respective departments (which they report to the Committee) and for acting as intermediaries between the Committee and staff.
- The *Accessibility Consultative Group* makes practical suggestions for improvements to the accessibility of computing systems, information and building facilities. Representatives are drawn from relevant departments (namely Systems and Technology, Information, Facilities Management and Human Resources) and interested staff.
- *Human Resources* provides specialist services to assist in the development and implementation of the Bank's equity and diversity program.

## Promoting Awareness

For equity and diversity principles to be integrated into normal work practices, staff must be well informed about the Reserve Bank's diversity related policies and relevant legislation. There are a number of ways in which the Bank strives to achieve this. These include:

- ensuring that all staff and managers are appropriately trained about their equity and diversity responsibilities via face-to-face and online programs. These programs are regularly reviewed and updated. During the reporting period the Bank introduced a new online learning module on 'Workplace Behaviour' which deals with expected behaviour under anti-discrimination legislation and contains information about the Bank's Diversity Program;
- conducting awareness sessions on diversity related issues and publishing topical articles in the monthly staff magazine, *Currency*;
- making equity and diversity related policies accessible on the intranet and communicating any policy changes via the staff newsletter, *Staff Matters*; and
- making available on the intranet diversity related resources, such as the Bank's *Diversity Plan*, the *Equity & Diversity Annual Report*, and guides for staff on diversity matters such as accessibility.

To help keep up-to-date on external equity and diversity matters, during the year the Reserve Bank became a member of Diversity Council Australia, an independent, not-for-profit diversity advisor to businesses in Australia.

## Data Collection

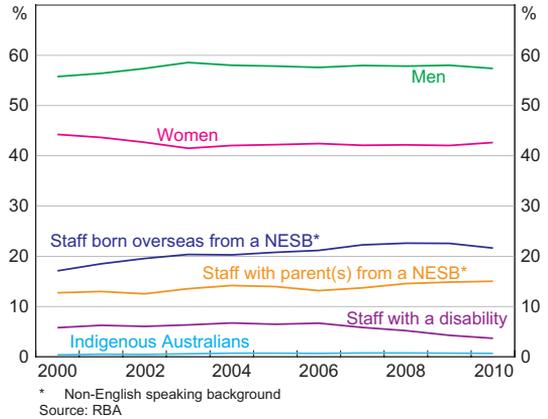
Equity and diversity information is sought from staff when they commence employment at the Reserve Bank. It is provided on a voluntary basis and includes information on disability, ethnic origin and capabilities in languages other than English. The Bank's equity and diversity statistics are based primarily on these data. During the reporting period the Bank commenced transitioning to a new employee self service system where staff can view their personal details including the ethnic group recorded on their file.

The Reserve Bank's job applicant form was modified in 2010 to include an optional equity and diversity questionnaire, allowing the Bank to acquire a better understanding of the diverse backgrounds of people showing interest in working at the Bank.

## The Reserve Bank's Diversity Profile

At the end of June 2010, the Reserve Bank employed 1010 staff, an increase of 21 people, or two per cent from a year ago. This continues the general upward trend in staff numbers evident over the past seven years. Most diversity groups have maintained a fairly constant share of employment at the Bank over the past decade (Graph 1). The exceptions to this have been staff with a non-English speaking background, whose representation has steadily increased, and staff with a disability, whose representation has fallen somewhat over the past few years. Further information is provided in the next section of this *Report*.

**Graph 1**  
**Diversity Profile at the RBA**  
 Per cent of total staff, as at June





# Diversity Initiatives and Profile

## Work/life Balance

### Initiatives

The Reserve Bank aims to have work practices and policies that help staff achieve an appropriate work/life balance while meeting its operational needs.

During the reporting period the Reserve Bank developed a **policy on flexible work requests** for staff to coincide with the implementation of the Federal Government's National Employment Standards under the *Fair Work Act 2009*. The Bank also changed its arrangements for **personal leave for caring purposes** following the introduction of the Federal Government's National Employment Standards. The calendar-year cap on the amount of personal leave that can be taken for caring purposes has now been removed.

The Reserve Bank continued to offer the services of the **Employee Assistance Program** to staff. In 2009/10, staff were given online access to the program, which provides confidential access to counselling and resource materials.

### Profile

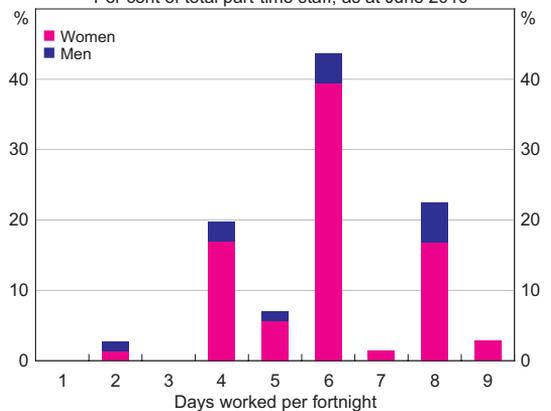
To help monitor the work/life balance interests of staff, the Reserve Bank looks at a number of different indicators, including:

- access to part-time work;
- parental leave usage;
- the use of carers' leave; and
- the take-up of the Bank's purchased leave scheme.

During 2009/10, eight per cent of staff **worked part-time**, the highest participation rate on record, continuing the upward trend seen over the last five years. Some things to note about part-time staff include:

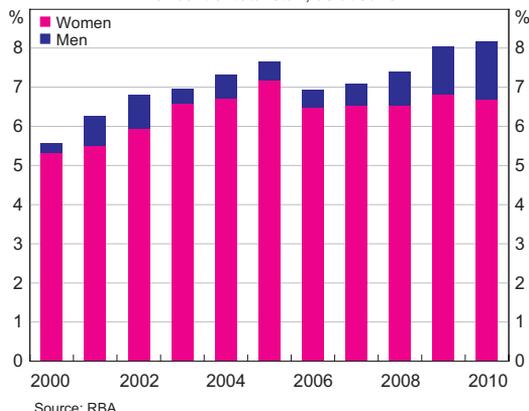
- the majority of staff working part-time do so for at least six days a fortnight (Graph 2);

**Graph 2**  
**Number of Days Worked by Part-time Staff**  
 Per cent of total part-time staff, as at June 2010

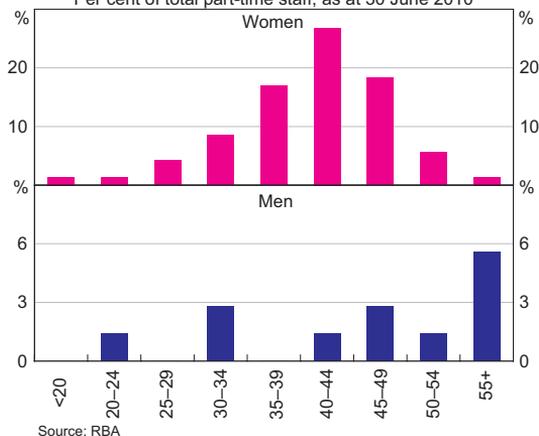


Source: RBA

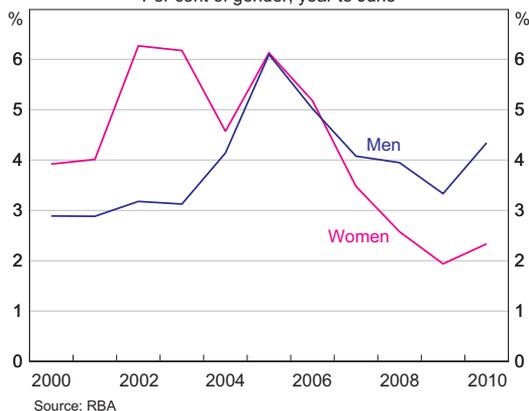
**Graph 3**  
**Staff Working Part-time**  
Per cent of total staff, as at June



**Graph 4**  
**Age Profile of Part-time Staff**  
Per cent of total part-time staff, as at 30 June 2010



**Graph 5**  
**Staff Commencing Parental Leave**  
Per cent of gender, year to June



- while the vast majority of part-time working arrangements involve women, the share of men working part-time is increasing (Graph 3);
- staff working part-time are, on average, older than full-time staff and have generally worked at the Bank for longer (Table 1); and

**Table 1: Staff Age and Tenure**  
Years, as at 30 June 2010

	Part-time staff	Full-time staff
Median age	42	35
Median tenure	12	6

- the age profile of staff working part-time, nevertheless, differs between men and women (Graph 4). Almost half of men working part-time are aged at least 50 years, compared to only nine per cent of female staff working part-time. The majority of female staff working part-time are aged in their late thirties and forties.

During the reporting period, a total of 35 staff commenced **parental leave**. There have been interesting changes in the use of parental leave provisions over recent years, including:

- men are now the predominant users of parental leave (Graph 5);
- men are now tending to take longer periods of parental leave (Graph 6), with over half taking more than two weeks leave. This contrasts to the situation a decade ago when almost all men took less than two weeks (men are entitled to up to two years parental leave, two weeks of which is paid);
- women typically take a longer break from work than men, with two-thirds of women returning from parental leave after around 12 months (women are entitled to up to two years parental leave, 13 weeks of which is paid); and

- women returning from parental leave typically do so on a part-time basis (Graph 7). Of the women completing parental leave in the year to 30 June 2010, a higher proportion returned to work part-time than has typically been the case, and there were no staff resignations.

The Reserve Bank continues to offer **childcare** places to staff at Billabond Children’s Centre for children aged five years and under. As at 30 June 2010, nine children from six employees were using the Centre. During 2009/10, three children from three employees used the Centre’s Vacation Care Program.

**Leave for caring purposes** was used by 47 per cent of staff in the year to June 2010, similar to the previous year. Women used carers’ leave more than men, accounting for 47 per cent of staff using such provisions, slightly higher than their overall representation at the Bank.

The Reserve Bank has a **purchased leave scheme** which came into effect during the second half of 2009. To date, women have been the predominant users of the scheme, with women accounting for 60 per cent of purchased leave applications in 2010 (Graph 8). Over half the staff that applied for purchased leave requested the maximum of four weeks additional leave (Graph 9). The majority of applications were from professional and managerial staff. Around one third of applicants used the scheme in both 2009 and 2010.

The Reserve Bank has a number of initiatives in place to support the health and wellbeing of staff. These include the provision of **gym facilities** and **fitness classes**. Fitness class attendance has remained similar to the previous reporting period with an average of 10 per cent of staff participating in the pilates and yoga classes. The Bank also introduced cardio boxing classes during 2009/10 following staff feedback on its fitness programs.

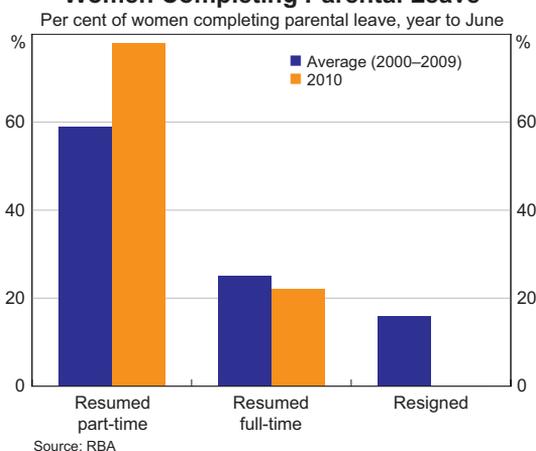
**Graph 6**

**Duration of Parental Leave**



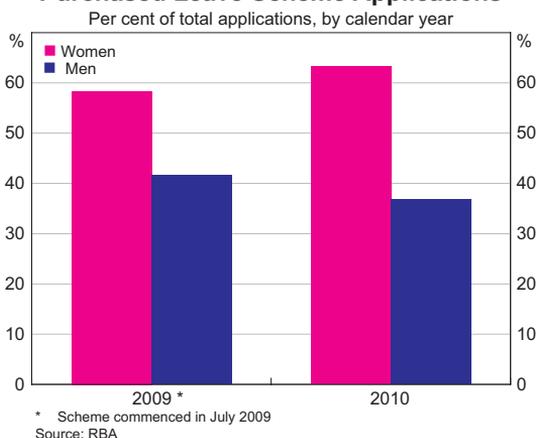
**Graph 7**

**Women Completing Parental Leave**

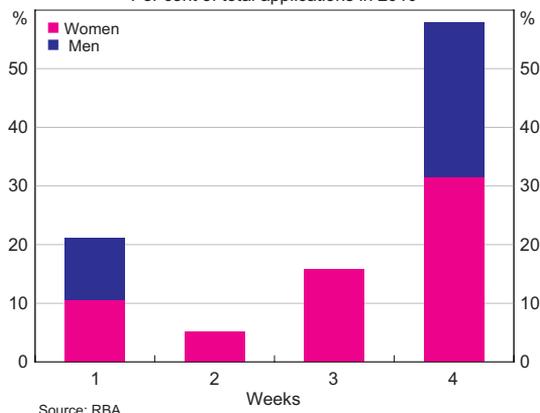


**Graph 8**

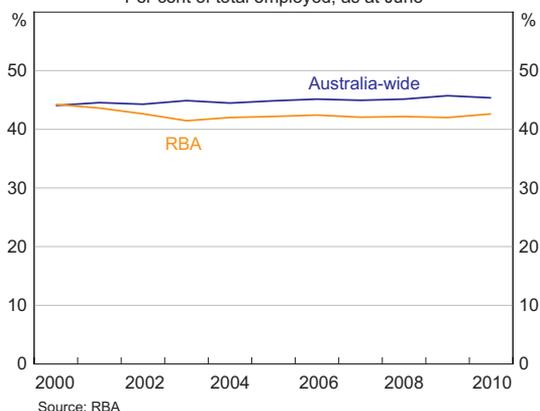
**Purchased Leave Scheme Applications**



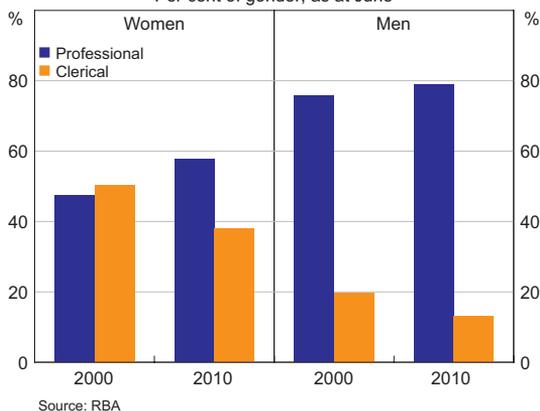
**Graph 9**  
**Duration of Purchased Leave**  
 Per cent of total applications in 2010



**Graph 10**  
**Female Employment**  
 Per cent of total employed, as at June



**Graph 11**  
**Occupation**  
 Per cent of gender, as at June



The Reserve Bank also facilitates **lunchtime information sessions** on a variety of health and wellbeing topics, such as mental and physical health. The average number of staff attending these sessions increased during the reporting period, with an average of 45 participants attending each Head Office session compared with 33 in 2008/09. Ten of the 15 sessions were held at Head Office with the remainder held at the Bank's Business Resumption Site. Material from the sessions was distributed to all other Bank locations. In addition, 48 employees participated in an eight-week program aimed at improving their overall health.

The Reserve Bank supports staff participation in **philanthropic pursuits** in a number of ways. In particular, it matches all donations made by staff through the Bank's Benevolent Fund on a dollar-for-dollar basis. The Benevolent Fund also sponsors fund-raising activities with the Bank dollar-matching funds raised by staff. This year, around 20 per cent of staff participated in a fund-raising trivia night. In addition, the Bank dollar-matched the donations raised by staff participating in the 'Sydney to the Gong MS Bike Ride'. The Bank also has a Volunteer Day Program, whereby staff spend a day of leave helping at an eligible charity with the Bank donating to that charity the equivalent of one day's pay. During 2009/10, 14 employees participated in the Volunteer Day Program.

## Gender

### Initiatives

Work over the past year has continued to focus on gaining a better understanding of the factors influencing the career experience of women at the Reserve Bank. Analysis was conducted on gender-based employment trends at the Bank, which concluded that there is little evidence of gender bias,

with most of the apparent discrepancies explained by the occupational mix of the Bank's workforce. Some of the key findings of that analysis are reported below and in the Age section of this *Report*.

During the year, senior women from around the Reserve Bank were invited to attend various external luncheons and information seminars. A new course covering career management was piloted, with women returning from parental leave one of the main target groups.

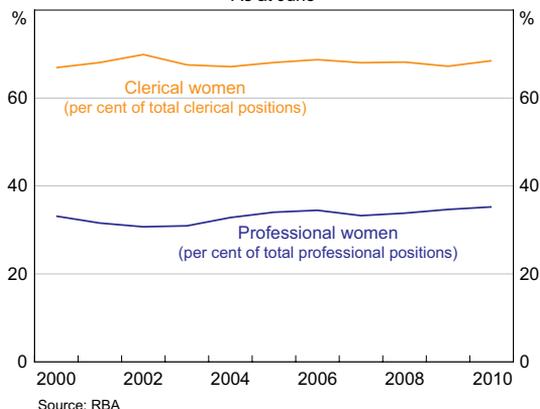
### Profile

Women accounted for around 43 per cent of the Reserve Bank's staff at the end of June 2010, slightly lower than it was a decade ago but comparable to the Australia-wide share (Graph 10).

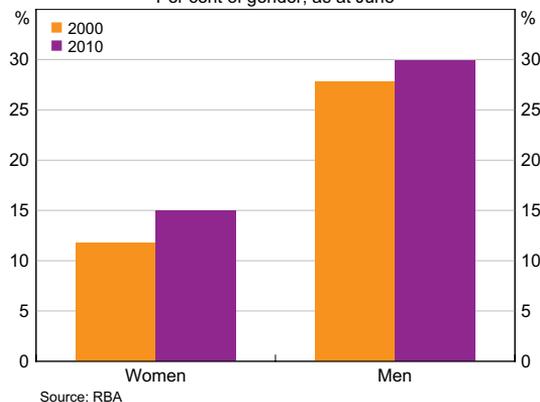
By **occupation**, the Reserve Bank continues to evolve from an organisation predominantly comprising clerical and administrative positions, to one predominantly professional in nature – a trend apparent in the financial sector more broadly. As a result, the majority of women at the Bank are now employed in professional rather than in clerical roles, which contrasts to the situation a decade ago (Graph 11). Men continue to hold the majority of professional positions, with women accounting for one-third of such roles; women continue to dominate clerical positions, holding around two-thirds of such positions (Graph 12). These proportions have changed little over the past decade.

Reflecting the shift towards professional occupations, a slightly higher proportion of females are now **managers** than was the case a decade ago; the same trend is apparent for males (Graph 13). The share of women in managerial positions has fluctuated around one-quarter over the past decade (Graph 14).

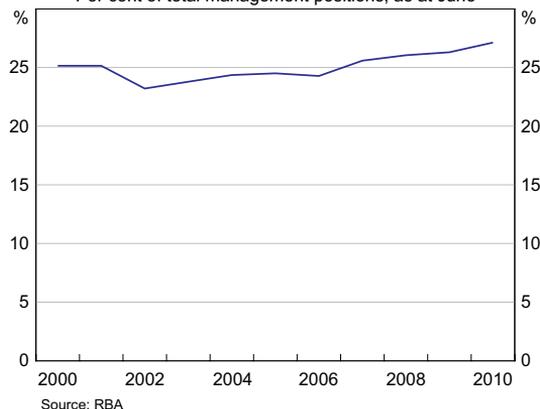
**Graph 12**  
Employment of Women by Occupation  
As at June



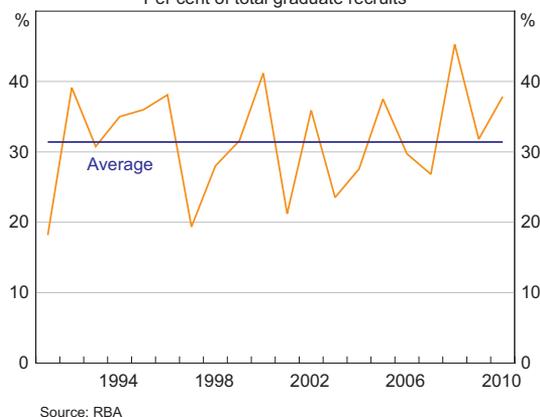
**Graph 13**  
Managerial Positions by Gender  
Per cent of gender, as at June



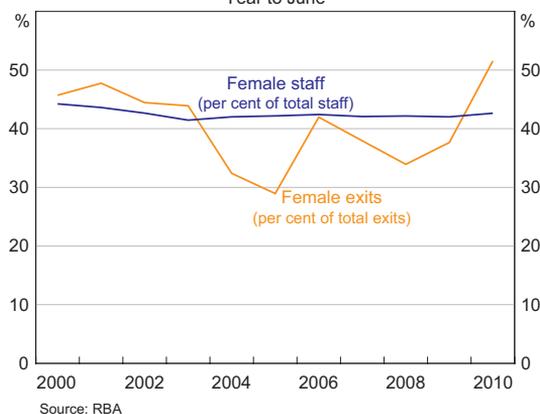
**Graph 14**  
Women in Managerial Positions  
Per cent of total management positions, as at June



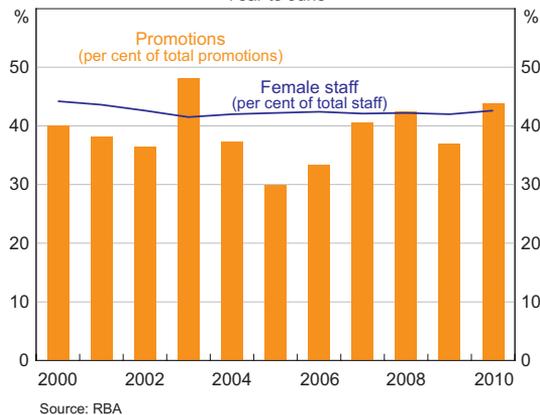
**Graph 15**  
**Female Graduate Recruits**  
Per cent of total graduate recruits



**Graph 16**  
**Female Exits**  
Year to June



**Graph 17**  
**Female Promotions**  
Year to June



The Reserve Bank's single largest recruitment exercise each year is the **Graduate Development Program**. University graduates account for about one-third of new recruits to the Bank each year and are an important source of professional (and therefore managerial) staff. Typically, female graduates comprise around one-third of the total intake, a proportion that has been relatively constant over the past two decades (Graph 15). For the 2010 intake, female representation was slightly above average, at 38 per cent.

Female staff accounted for 52 per cent of staff **exits** in the year to 30 June 2010, higher than their share of employment and in contrast to the previous six years where the reverse was true (Graph 16). The majority of exits were of professional staff.

Forty-four per cent of **promotions** over the year to June 2010 were for female staff, similar to their employment share and higher than the ten year average of 38 per cent (Graph 17).

Three-quarters of staff at the Reserve Bank have a post-secondary or tertiary **educational qualification**. There is no significant difference between women and men in the percentage holding Certificate/ Diploma or Bachelor qualifications (Graph 18). Where differences exist, they are that:

- the HSC is the highest educational qualification for proportionately more women than men, reflecting the higher representation of women in clerical roles; and
- proportionately more men than women hold a post-graduate qualification, although this gap has narrowed a little over the past five years.

During the reporting period the Reserve Bank's **study assistance** committee awarded six Post-Graduate Study Awards with an equal number of men and women accepting the offer.

There does not appear to be any gender differences in access to Bank-sponsored **training**, with the proportion of staff participating in such courses similar for both females and males (Graph 19).

## Age

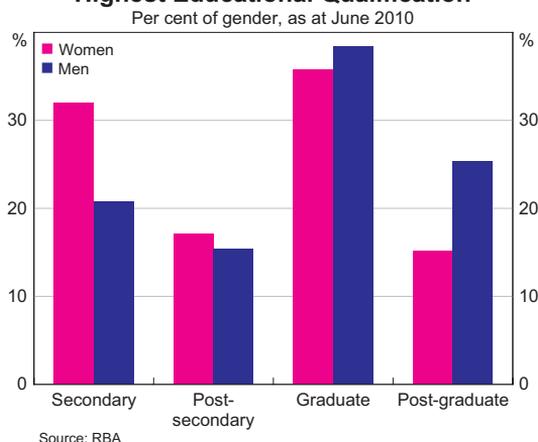
### Initiatives

During the year a new course covering career management was piloted, with staff approaching retirement one of the target groups for the course. The initiatives relating to age from the Reserve Bank's *Diversity Plan 2009-2011* will be a point of focus during the next reporting period.

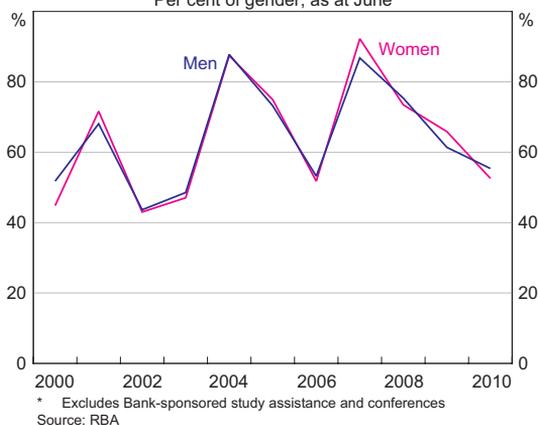
### Profile

The female **age distribution** has changed markedly over the past decade. In 2000, women in their thirties were in the majority, while women aged above 50 were in the minority (Graph 20). Now, however, the bulk of women are either less than 30 or in their forties, and the number of women in their thirties has declined to such an extent that they are now in similar numbers to women aged 50 and over. In contrast, the male distribution has seen a shift towards younger staff over the past decade, with representation of male staff aged above 50 years falling.

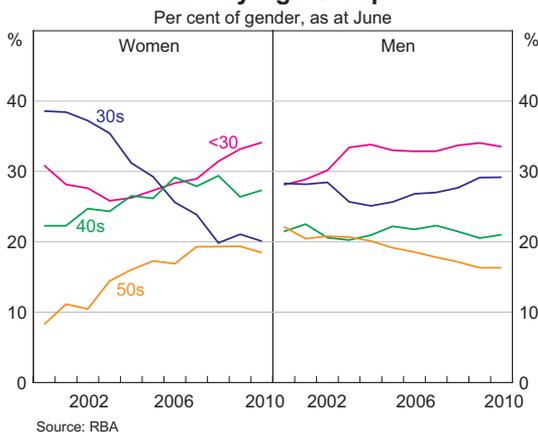
**Graph 18**  
**Highest Educational Qualification**



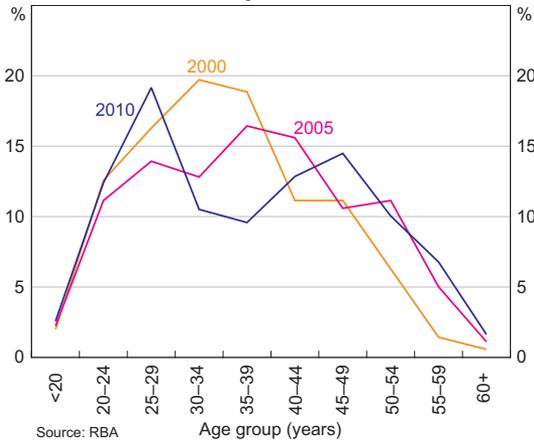
**Graph 19**  
**Training Participation\***



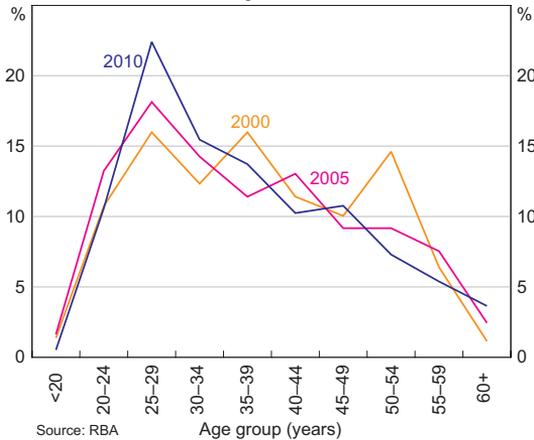
**Graph 20**  
**Staff by Age Group**



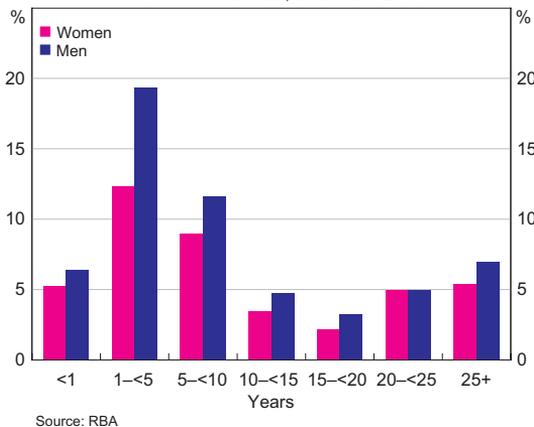
**Graph 21**  
**Age Distribution of Female Staff**  
 Per cent of gender, as at June



**Graph 22**  
**Age Distribution of Male Staff**  
 Per cent of gender, as at June



**Graph 23**  
**Tenure Profile**  
 Per cent of total staff, as at June 2010



These trends in the female workforce have given rise to a bimodal age distribution at the Reserve Bank (Graph 21). This has not occurred in the male workforce which has instead experienced an increase in younger age groups (Graph 22). As a result, a higher proportion of women are approaching retirement age, with one-third of women currently aged 45 and above, compared to around one-quarter of men.

Since 2000, the **average tenure** of employees at the Reserve Bank has shortened somewhat. Currently 43 per cent of staff have spent less than five years at the Bank (Graph 23), compared with 35 per cent in 2000. Conversely, 22 per cent of staff have been employed by the Bank for 20 years or more, compared with 31 per cent in 2000. The median tenure of staff is 6 years.

Staff eligible for retirement (or over 54 years of age) accounted for 24 per cent of **staff exits** during 2009/10 (Graph 24). The majority of staff leaving the Reserve Bank, however, do so before the age of 35 (and account for over half of total exits), although these exits represent only 11 per cent of staff in these age groups.

## Disability

### Initiatives

The Reserve Bank employed one person with a disability under the Federal Government's **traineeship** scheme, which assists those without post-secondary qualifications to enter the workforce and gain certification. An important aspect of the program is ensuring that the applicant pool includes individuals with disabilities; the vacancy for a person with a disability was advertised separately this year.

The Reserve Bank continued to offer staff **training** sessions aimed at raising awareness on disability in the workplace. These included a half-day disability awareness workshop attended by the Bank's trainees as well as various lunchtime information sessions on topics such as mental and physical health.

Opportunities to seek **external assistance** for staff with a disability were promoted within the Reserve Bank. The main vehicle promoted was JobAccess, which is a government initiative designed to provide workplace assessments for assistive technology and, where appropriate, funding for staff with a disability.

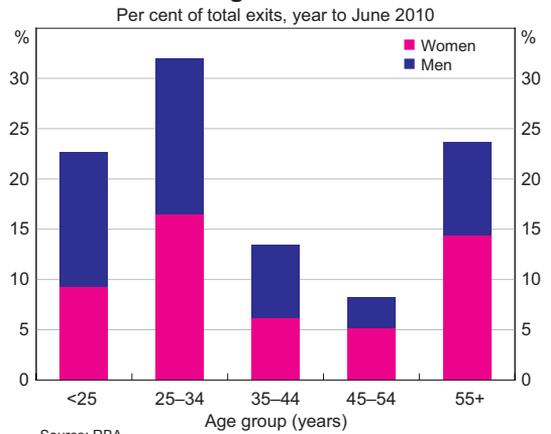
A number of new **accessibility related initiatives** were pursued during 2009/10. These included:

- the development of an online accessibility training module which was an initiative of the Accessibility Consultative Group, the primary forum through which accessibility issues are raised and addressed;
- considering accessibility in the redesign of the Bank's online learning modules and the implementation of the employee self service system;
- incorporating an accessibility awareness topic in the Bank's software upgrade training;
- introducing new assistive technology in the Systems Accessibility Test lab, a facility used within the Bank to test the compatibility of newly acquired or modified software with assistive technology; and
- ensuring that the redesign of the Bank's external website was consistent with international accessibility guidelines.

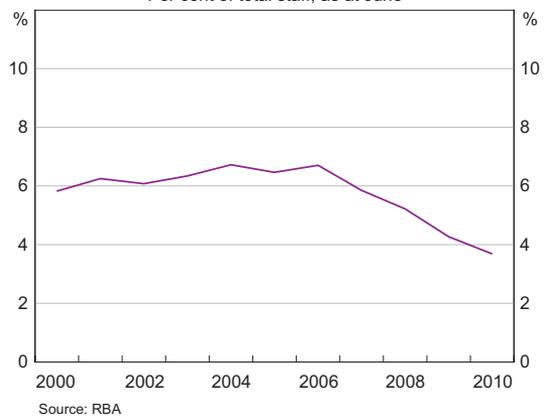
## Profile

The proportion of staff with a disability was four per cent as at June 2010, a decrease of around two percentage points over the last four years (Graph 25). This decline largely reflects exits from the Reserve Bank: staff with a disability represented 8 per cent of all exits in this reporting period, higher than their overall share of employment. The exit rate was boosted by a pick-up in retirements amongst such staff, and reflects the fact that the age profile of employees with a disability is somewhat older than

**Graph 24**  
**Age at Exit**



**Graph 25**  
**Staff with a Disability**



for the Bank overall, with a median age of 42 years at June 2010, compared with the overall median of 36 years.

There may be some under-reporting of people with a disability, to the extent that some staff are unwilling to declare a disability or because of lags in capturing people with newly acquired disabilities. To improve the quality of these data, staff will be asked to review and update their diversity details during the next reporting period.

## Indigenous Australians

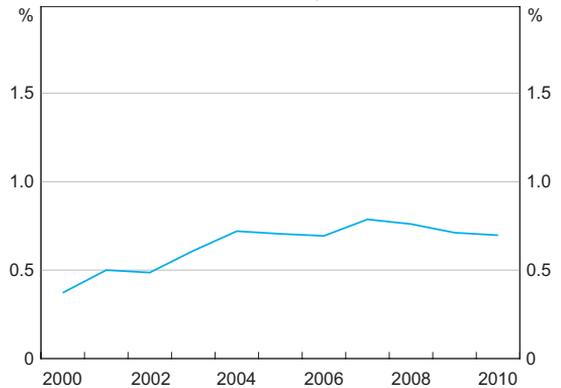
### Initiatives

There are a number of ways in which the Reserve Bank has sought to **increase the representation** of people from an indigenous Australian background. These include:

- advertising all external job vacancies on an indigenous Australian job board;
- removing the HSC as a minimum requirement for the traineeship scheme, in part because this was viewed to be a possible impediment to applications from indigenous Australians;
- providing the indigenous Australian trainee recruited in 2009 with access to an external mentor; and
- recruiting an additional indigenous Australian trainee in 2010 such that two were employed. Since the commencement of the Reserve Bank's participation in the traineeships scheme in 1991, 28 indigenous Australian recruits have participated in this training.

To raise staff **awareness** on Aboriginal culture, an information session was held during the year. In addition, a selection of the Reserve Bank's indigenous artwork was displayed in the *Museum of Australian Currency Notes* to celebrate NAIDOC week.

**Graph 26**  
**Indigenous Australian Staff**  
Per cent of total staff, as at June



Source: RBA

### Profile

Indigenous Australians continue to account for a small proportion of staff, at  $\frac{3}{4}$  of one per cent (Graph 26). This is lower than the representation in the Australian community and the broader Australian workforce. It is, however, comparable to the proportion of indigenous Australians working in occupational groups similar to those at the Reserve Bank.

## Race-ethnicity

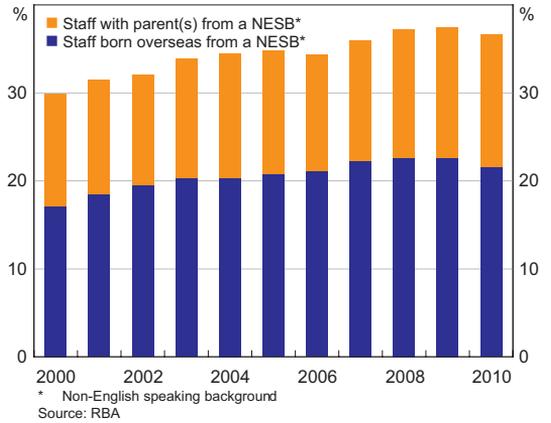
### Initiatives

The Reserve Bank continued to offer English language and writing skills **training** for staff from a non-English speaking background. A series of cultural **awareness** workshops were conducted for staff operating in the Asia region. The Bank also piloted an online tool where staff can view detailed cultural, business, travel and other information for around 60 countries.

## Profile

The proportion of Reserve Bank employees who identified themselves as having been born overseas from a non-English speaking background has steadily increased over the past decade, levelling off over the more recent years at around 22 per cent (Graph 27). The representation of these staff at the Bank is significantly higher than their representation in the Australian community and is also higher than that of the Australian workforce. The largest group of employees born overseas from a non-English speaking background were from the Philippines, followed by China, India and Vietnam. Staff born overseas from a non-English speaking background represented 29 per cent of all staff exits in this reporting period, higher than their share of employment.

**Graph 27**  
**Staff from a Non-English Speaking Background**  
Per cent of total staff, as at June





# Appendices

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## Equity & Diversity Policy Committee Terms of Reference

### Role

The role of the Committee is to assist the RBA to achieve its aims relating to equity and diversity in the workplace.

### Functions

The Committee has the following functions:

- make recommendations to the RBA on equity and diversity principles and policy;
- set the priorities for and monitor the implementation of an equity and diversity program for the RBA. This includes reviewing the work of the Accessibility Consultative Group; and
- monitor and report periodically to the Governor on these matters.

### Membership

The Committee has 10 members.

- Chairperson – appointed by the Governor;
  - Deputy Chairperson – Head of Human Resources (ex-officio);
  - Secretary – Equity & Diversity Consultant, Human Resources (ex-officio);
  - Staff Representatives (four) – appointed by HR via expressions of interest;
  - Union Representative – an employee nominated by the Reserve Bank Officers' Section of the Finance Sector Union (and an alternate);
  - Representative from the Accessibility Consultative Group (Chairperson, ex-officio); and
  - Representative from the Diversity Contact Manager Network (Chairperson, ex-officio).
- Membership should include some representation from the various diversity groups as set out in the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*.

### Meetings

The Committee will meet three times each year.

## Membership as at 30 June 2010

Chairperson	Keith Hall
Deputy Chairperson (Head of HR)	Chris Aylmer
Staff Representative	Aaron Bovis
Staff Representative	Celine Chiu
Staff Representative	Bernadette Donovan
Staff Representative	Alex Heath
Union Representative	Elizabeth Derdowski
Union Representative (alternative)	Vacant
Representative of the Accessibility Consultative Group - Chairperson	Glen McLane
Representative of the Diversity Contact Manager Network - Chairperson	Vacant
Secretary (HR)	Monica Walker

## Statistical Tables

### Representation Within Employment Classification Levels

As at 30 June 2009 and 30 June 2010

Number (per cent of total staff within classification level)

Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	09	10	09	10	09	10	09	10	09	10	09	10	09	10
L1	12 (31)	9 (21)	8 (21)	11 (26)	1 (3)	1 (2)	2 (5)	2 (5)	21 (54)	22 (52)	18 (46)	20 (48)	39 (100)	42 (100)
L2	23 (27)	24 (28)	14 (17)	13 (15)	1 (1)	1 (1)	5 (6)	4 (5)	57 (68)	62 (72)	27 (32)	24 (28)	84 (100)	86 (100)
L3	44 (27)	40 (23)	24 (15)	23 (13)	3 (2)	3 (2)	9 (5)	8 (5)	99 (60)	109 (63)	65 (40)	64 (37)	164 (100)	173 (100)
Graduate	23 (24)	23 (28)	12 (13)	17 (20)	-	-	1 (1)	1 (1)	35 (37)	29 (35)	59 (63)	54 (65)	94 (100)	83 (100)
L3/4	18 (16)	22 (17)	17 (15)	16 (12)	-	-	6 (5)	5 (4)	32 (28)	41 (31)	81 (72)	91 (69)	113 (100)	132 (100)
L4	77 (35)	74 (33)	30 (14)	30 (13)	-	-	10 (5)	8 (4)	94 (42)	94 (42)	128 (58)	130 (58)	222 (100)	224 (100)
L5	15 (11)	13 (9)	22 (16)	24 (18)	-	-	5 (4)	4 (3)	37 (28)	40 (29)	97 (72)	97 (71)	134 (100)	137 (100)
L6	6 (10)	6 (10)	10 (17)	11 (18)	-	-	2 (3)	3 (5)	18 (30)	18 (29)	42 (70)	44 (71)	60 (100)	62 (100)
Deputy Head	-	-	-	1 (10)	1 (10)	-	-	-	1 (10)	1 (10)	9 (90)	9 (90)	10 (100)	10 (100)
Dept Head and above	1 (4)	1 (4)	1 (4)	1 (4)	-	-	1 (4)	1 (4)	4 (15)	4 (15)	23 (85)	22 (85)	27 (100)	26 (100)
Other Staff	3 (8)	5 (17)	8 (22)	4 (14)	1 (3)	2 (7)	1 (3)	1 (3)	15 (42)	8 (28)	21 (58)	21 (72)	36 (100)	29 (100)
<b>Total</b>	<b>222 (23)</b>	<b>217 (22)</b>	<b>146 (15)</b>	<b>151 (15)</b>	<b>7 (1)</b>	<b>7 (1)</b>	<b>42 (4)</b>	<b>37 (4)</b>	<b>413 (42)</b>	<b>428 (43)</b>	<b>570 (58)</b>	<b>576 (57)</b>	<b>983 (100)</b>	<b>1004 (100)</b>

Total excludes six locally employed representative office staff based in London and New York  
KEY

Other Staff    Legal Counsel, Support Officers, Trainees and Cadets  
NESB1        People from non-English speaking backgrounds  
NESB2        People with parent(s) from non-English speaking backgrounds  
IA             Indigenous Australians  
PWD          People with a disability

## Representation Within Salary Ranges

As at 30 June 2010

Number (per cent of total staff within salary range)

Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
Below \$30,000	5 (17)	6 (20)	- -	1 (3)	13 (43)	17 (57)	30 (100)
\$30,000 - \$39,999	5 (10)	11 (22)	3 (6)	1 (2)	30 (59)	21 (41)	51 (100)
\$40,000 - \$49,999	13 (24)	6 (11)	1 (2)	4 (7)	32 (58)	23 (42)	55 (100)
\$50,000 - \$59,999	26 (26)	21 (21)	- -	3 (3)	61 (62)	38 (38)	99 (100)
\$60,000 - \$69,999	26 (24)	18 (17)	2 (2)	1 (1)	51 (48)	56 (52)	107 (100)
\$70,000 - \$79,999	38 (22)	26 (15)	- -	10 (6)	72 (41)	102 (59)	174 (100)
\$80,000 - \$89,999	31 (30)	14 (13)	1 (1)	3 (3)	54 (51)	51 (49)	105 (100)
\$90,000 - \$99,999	21 (27)	8 (10)	- -	3 (4)	32 (42)	45 (58)	77 (100)
\$100,000 & over	52 (17)	45 (15)	- -	11 (4)	83 (27)	223 (73)	306 (100)
<b>Total</b>	<b>217</b> <b>(22)</b>	<b>155</b> <b>(15)</b>	<b>7</b> <b>(1)</b>	<b>37</b> <b>(4)</b>	<b>428</b> <b>(43)</b>	<b>576</b> <b>(57)</b>	<b>1004</b> <b>(100)</b>

Total excludes six locally employed representative office staff based in London and New York

KEY

NESB1 People from non-English speaking backgrounds

NESB2 People with parent(s) from non-English speaking backgrounds

IA Indigenous Australians

PWD People with a disability

## Representation Within Occupational Groups

As at 30 June 2009 and 30 June 2010

Number (per cent of total staff within occupational group)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	09	10	09	10	09	10	09	10	09	10	09	10	09	10
Managers	8 (8)	8 (8)	12 (12)	13 (13)	1 (1)	-	3 (3)	4 (4)	23 (23)	23 (23)	77 (77)	78 (77)	100 (100)	101 (100)
Professionals	137 (24)	136 (23)	84 (15)	95 (16)	-	1	22 (4)	18 (3)	211 (37)	224 (37)	367 (63)	376 (63)	578 (100)	600 (100)
Clerical & Administrative	60 (25)	56 (24)	44 (18)	39 (16)	5 (2)	6 (3)	14 (6)	11 (5)	162 (67)	163 (68)	79 (33)	75 (32)	241 (100)	238 (100)
Technicians & Trade Workers	16 (28)	16 (27)	4 (7)	3 (5)	-	-	3 (5)	4 (7)	15 (26)	16 (27)	43 (74)	44 (73)	58 (100)	60 (100)
Community & Personal Services	1 (25)	1 (25)	1 (25)	1 (25)	-	-	-	-	2 (50)	2 (50)	2 (50)	2 (50)	4 (100)	4 (100)
Machinery Operators & Drivers	-	-	1 (50)	-	-	-	-	-	-	-	2 (100)	1 (100)	2 (100)	1 (100)
Sales Workers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Labourers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>222 (23)</b>	<b>217 (22)</b>	<b>146 (15)</b>	<b>151 (15)</b>	<b>6 (1)</b>	<b>7 (1)</b>	<b>42 (4)</b>	<b>37 (4)</b>	<b>413 (42)</b>	<b>428 (43)</b>	<b>570 (58)</b>	<b>576 (57)</b>	<b>983 (100)</b>	<b>1004 (100)</b>

Total excludes six locally employed representative office staff based in London and New York

KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with a disability

## Recruitment

Year to 30 June 2009 and 30 June 2010

Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	09	10	09	10	09	10	09	10	09	10	09	10	09	10
Managers	-	1	-	1	-	-	-	-	1	1	-	2	1	3
Professionals	29	30	16	20	-	1	1	-	39	33	76	69	115	102
Clerical & Administrative	4	6	7	3	1	2	2	2	17	21	8	6	25	27
Technicians & Trade Workers	1	4	-	1	-	-	-	1	3	1	9	11	12	12
Community & Personal Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Machinery Operators & Drivers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales Workers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Labourers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>34</b>	<b>41</b>	<b>23</b>	<b>25</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>60</b>	<b>56</b>	<b>93</b>	<b>88</b>	<b>153</b>	<b>144</b>
<b>(Per cent of total recruitment)</b>	<b>(22)</b>	<b>(28)</b>	<b>(15)</b>	<b>(17)</b>	<b>(1)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(39)</b>	<b>(39)</b>	<b>(61)</b>	<b>(61)</b>	<b>(100)</b>	<b>(100)</b>

Figures are based on total staff recruitment

Includes trainees, cadets and graduates

Excludes renewal of contract, cadets rehired as graduates

Excludes locally employed representative office staff based in London and New York

KEY

NESB1 People from non-English speaking backgrounds

NESB2 People with parent(s) from non-English speaking backgrounds

IA Indigenous Australians

PWD People with a disability

## Separations

Year to 30 June 2009 and 30 June 2010

Number (percentage of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	09	10	09	10	09	10	09	10	09	10	09	10	09	10
Managers	-	-	-	1	-	1	-	-	-	-	1	3	1	3
	-	-	-	(33)	-	-	-	-	-	-	(100)	(100)	(100)	(100)
Professionals	11	17	4	5	-	1	4	3	18	13	35	39	53	52
	(21)	(33)	(8)	(10)	-	(2)	(8)	(6)	(34)	(25)	(66)	(75)	(100)	(100)
Clerical & Administrative	5	2	3	4	1	1	3	4	9	12	5	5	14	17
	(36)	(12)	(21)	(24)	(7)	(6)	(21)	(24)	(64)	(71)	(36)	(29)	(100)	(100)
Technicians & Trade Workers	-	3	4	2	-	-	-	-	1	-	8	7	9	7
	-	(43)	(44)	(29)	-	-	-	-	(11)	-	(89)	(100)	(100)	(100)
Community & Personal Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Machinery Operators & Drivers	-	-	-	1	-	-	-	-	-	-	-	1	-	1
Sales Workers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Labourers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>16</b>	<b>22</b>	<b>11</b>	<b>13</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>7</b>	<b>28</b>	<b>25</b>	<b>49</b>	<b>55</b>	<b>77</b>	<b>80</b>
<b>(Per cent of total departures)</b>	<b>(21)</b>	<b>(28)</b>	<b>(14)</b>	<b>(16)</b>	<b>(1)</b>	<b>(4)</b>	<b>(9)</b>	<b>(9)</b>	<b>(36)</b>	<b>(31)</b>	<b>(64)</b>	<b>(69)</b>	<b>(100)</b>	<b>(100)</b>

Figures are based on total staff terminations, excluding retirements

Excludes staff rehired at end of contract and cadets rehired as graduates

Excludes separation of locally employed staff based in London and New York

KEY

NESB1 People from non-English speaking backgrounds

NESB2 People with parent(s) from non-English speaking backgrounds

IA Indigenous Australians

PWD People with a disability

## Retirements

Year to 30 June 2009 and 30 June 2010

Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	09	10	09	10	09	10	09	10	09	10	09	10	09	10
Managers	-	1	-	-	-	-	-	-	-	1	2	2	2	3
Professionals	-	2	-	1	-	-	1	1	-	5	2	5	2	10
Clerical & Administrative	4	3	-	-	-	-	-	-	6	3	1	1	7	4
Technicians & Trade Workers	-	-	-	-	-	-	1	-	-	-	1	-	1	-
Community & Personal Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Machinery Operators & Drivers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales Workers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Labourers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>4</b>	<b>6</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>8</b>	<b>12</b>	<b>17</b>
<b>(Per cent of total departures)</b>	<b>(33)</b>	<b>(35)</b>	<b>-</b>	<b>(6)</b>	<b>-</b>	<b>-</b>	<b>(17)</b>	<b>(6)</b>	<b>(50)</b>	<b>(53)</b>	<b>(50)</b>	<b>(47)</b>	<b>(100)</b>	<b>(100)</b>

Figures are based on total staff retirements, redundancies above retirement age & early retirements

Excludes locally employed representative office staff based in London and New York

KEY

NESB1 People from non-English speaking backgrounds

NESB2 People with parent(s) from non-English speaking backgrounds

IA Indigenous Australians

PWD People with a disability

## Promotions

Year to 30 June 2009 and 30 June 2010

Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	09	10	09	10	09	10	09	10	09	10	09	10	09	10
Managers	1	-	2	3	-	-	-	1	2	-	6	5	8	5
Professionals	12	8	15	6	1	-	1	2	18	25	41	38	59	63
Clerical & Administrative	6	3	4	5	2	-	1	-	16	11	13	2	29	13
Technicians & Trade Workers	2	1	-	-	-	-	-	-	1	-	3	1	4	1
Community & Personal Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Machinery Operators & Drivers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales Workers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Labourers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>21</b>	<b>12</b>	<b>21</b>	<b>14</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>37</b>	<b>36</b>	<b>63</b>	<b>46</b>	<b>100</b>	<b>82</b>
<b>(Per cent of total promotions)</b>	<b>(21)</b>	<b>(15)</b>	<b>(21)</b>	<b>(17)</b>	<b>(3)</b>	<b>-</b>	<b>(2)</b>	<b>(4)</b>	<b>(37)</b>	<b>(44)</b>	<b>(63)</b>	<b>(56)</b>	<b>(100)</b>	<b>(100)</b>

Excludes locally employed representative office staff based in London and New York

KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with a disability



