



**EQUITY &  
DIVERSITY  
ANNUAL  
REPORT  
2015**



RESERVE BANK OF AUSTRALIA



RESERVE BANK OF AUSTRALIA



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*G.R. Stevens*  
GOVERNOR

9 October 2015

The Hon Scott Morrison MP  
Treasurer  
Parliament House  
CANBERRA ACT 2600

Dear Treasurer

**RESERVE BANK OF AUSTRALIA EQUITY & DIVERSITY ANNUAL  
REPORT 2015**

In accordance with section 9 of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*, I am pleased to submit the Reserve Bank's Equity & Diversity Annual Report for 2015 for presentation to the Parliament.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'G.R. Stevens'.



# Equity & Diversity Annual Report 2015

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# Foreword

The Reserve Bank endeavours to build an inclusive, productive and rewarding workplace culture. Having an inclusive workplace means that the Bank values having a diversity of people, ideas and approaches to work. It also means that we have an environment in which all employees are able to participate in the workforce and have access to the same opportunities, resources and rewards, regardless of their gender, age, race, disability, religion or sexual orientation. We strive for this because it is simply the right thing to do. It also brings us benefits – as it does any organisation – because if we have a workplace in which all employees are supported and enabled, we will have a broader group of talented people that we can attract to the Bank than if that is not the case. It also means that we are more likely to retain these people and ensure that they are highly

engaged and committed to the Bank, as they have a workplace where they feel confident that they can progress and thrive. It also means we will have a deep and diverse pool of future leaders we can draw on for the Bank. Moreover, if we can create a workplace where we best utilise the contributions of people with diverse backgrounds, experiences and perspectives, we will benefit from a greater diversity of thought. And if we can do that, we have a better chance at thinking innovatively and ensuring that our ideas and thinking are well tested and robust.

This Annual Report summarises the progress we have made over the past year in implementing a range of diversity and inclusion initiatives, and provides some analysis of the Bank's diversity profile.



Melissa Hope  
Chair  
Diversity & Inclusion Policy Committee



# Introduction

This is the 28th *Equity & Diversity Annual Report* of the Reserve Bank of Australia, as required under section 9 of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. The reporting period covers 1 July 2014 to 30 June 2015.

## Approach to Diversity

Valuing diversity and inclusion has provided the Reserve Bank with a strong foundation that has helped shape our culture and the way we work. The Bank aims to embed equity, diversity and inclusion principles in its work practices and organisational environment. It also pursues a range of initiatives to strengthen and reinforce diversity and inclusion in the workplace; these initiatives are outlined in its *Diversity Plan 2012–2015*.

To ensure that its diversity and inclusion practices remain appropriate, the Bank annually reviews its workforce diversity profile, the take-up of its existing policies and programs, the implementation of the initiatives outlined in the *Diversity Plan*, as well as any relevant external developments. This Annual Report provides a summary of that review. The layout of the Report reflects the diversity-related priorities the Bank has identified, 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.

## Roles & Responsibilities

The Bank aims to ensure that all employees proactively meet their diversity and inclusion responsibilities within their sphere of influence. The Executive Committee is the key governing body responsible for the strategic direction of the

Bank's practices. There are, however, a number of key bodies that contribute to equity, diversity and inclusion governance at the Bank, including:

- *Executive management*, who are responsible for the implementation of equity, diversity and inclusion activities and performance within their areas
- *All employees*, who are required to ensure that their actions in the workplace are consistent with the Bank's equity, diversity and inclusion principles
- The *Diversity & Inclusion Policy Committee*, which is a consultative body that includes representatives from management, employees, Human Resources Department and the Finance Sector Union. The Committee makes recommendations on equity, diversity and inclusion matters to the Executive Committee and the Governor, and is responsible for monitoring and reporting on the development and implementation of equity, diversity and inclusion initiatives. The Terms of Reference for the Committee and its membership are set out in the Appendices
- *Diversity Contact Managers*, who are responsible for monitoring the implementation of diversity initiatives in their respective departments (which is reported on to the Diversity & Inclusion Policy Committee), and for acting as intermediaries between the Committee and employees



- The *Accessibility Consultative Group*, which makes practical suggestions for improvements to the accessibility of computing systems, information and building facilities. Representatives of this body are drawn from relevant departments (namely Information Technology, Information, Facilities Management and Human Resources) and other interested employees
- *Human Resources Department*, which provides specialist advice as well as support to assist in the development and implementation of the Bank's Diversity & Inclusion Program.

## Promoting Diversity and Inclusion

For equity, diversity and inclusion principles to be integrated into all work practices, employees must be well informed about the Bank's diversity-related policies and relevant legislation. The Bank strives to achieve this through its policy framework, training and awareness-raising initiatives.

### Strategy and policy initiatives

An important component of the Bank's approach to diversity has been its People & Culture Strategy, launched in 2013. The Strategy recognises executive management's commitment to ensuring that the Bank provides a productive, inclusive and rewarding workplace. The importance of fostering an inclusive and flexible work environment is one of the four strategic focus points of the Strategy, along with employee engagement, talent management and leadership development.

One of the initiatives from this Strategy was the introduction of a new Diversity and Inclusion Policy during the reporting period. The policy outlines the Bank's objectives in diversity and inclusion, which are to:

- provide equal opportunities for all employees based on their ability and performance
- foster the inclusion of women, various age groups, people with a disability, people of a non-English speaking background, Indigenous

Australians and Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) employees within the workplace

- promote an inclusive and collaborative culture
- develop a deep and diverse pool of well-trained leaders
- increase the representation of women across management positions.

To track progress on the gender diversity objective, the Policy introduced a target of having 35 per cent of managerial positions filled by women within five years, with a longer-term goal of 40 per cent. At the time the Policy was announced, women accounted for 30 per cent of managerial positions; that has since risen to 32 per cent. The Bank also announced a range of gender-related initiatives to support women within the Bank as well as initiatives to promote economics, finance, mathematics and IT as career options for women in the community more broadly.

During the year, the Bank also reaffirmed its values through a revised Workplace Behaviour Policy and the Code of Conduct, which emphasise the principles of diversity and inclusion, including respect and the harnessing of individual differences and diversity of thought. The Workplace Behaviour Policy specifically recognises the Bank's commitment to providing a workplace where employees are free from all forms of unlawful discrimination, harassment and bullying, in order to ensure the Bank is more conducive to productive and harmonious working relationships. The Policy also highlights the Bank's commitment to principles of equal employment opportunity.

### Training and awareness

The Bank actively promotes diversity through its leadership development programs to managerial staff, including ethical decision-making workshops and unconscious bias and inclusive leadership programs. These programs support expected workplace behaviours and assist managers in embedding the Bank's values.

During the reporting period, the Bank provided training to staff on their workplace responsibilities related to equity, diversity and conduct. All employees completed training on the Code of Conduct and Workplace Behaviour Policy, which reviews the Bank's values, expected workplace behaviours, roles and responsibilities, anti-discrimination legislation and the Bank's Diversity & Inclusion Program.

The Bank also raises awareness about equity, diversity and inclusion matters as part of the induction process for all new employees. This focuses on the Code of Conduct, workplace behaviour and ethical decision-making training.

The Grievance Contact Officer network provides information and advice on a confidential basis to assist employees with work-related grievances by considering issues, desired outcomes and available resolution options. The role of the Grievance Contact Officer network was promoted to all staff through the intranet and in training sessions. Grievance Contact Officers received training in handling grievances.

Information on diversity is made available within the Bank in a number of ways. These include face-to-face awareness sessions on diversity-related issues as well as topical articles and policy updates in periodic employee publications, all of which are available on the Bank's intranet. Diversity-related policies, programs and resources, such as the Bank's Diversity Plan, the *Equity & Diversity Annual Report*, recordings of training workshops and guides for employees on diversity matters such as accessibility are also available on the intranet.

## External membership

The Bank keeps up to date on external equity, diversity and inclusion matters through its diversity memberships and accreditations to ensure its Diversity & Inclusion Program remains current. During the reporting period, the Bank renewed its membership of the Diversity Council Australia, an independent, not-for-profit diversity adviser to businesses in Australia. The Bank also renewed its membership with the Australian Network on Disability (a not-for-profit organisation that aims to advance the inclusion of people with disability in all aspects of employment) and the NSW Equal Employment Opportunity Practitioners' Association. The Bank was also re-accredited as a Breastfeeding Friendly Workplace by the Australian Breastfeeding Association.

## Data Collection

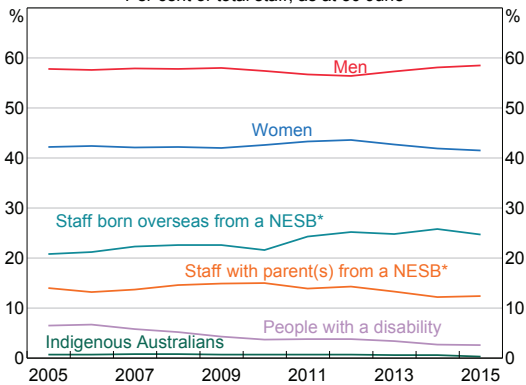
Equity and diversity information is sought from employees when they commence employment at the Bank and as part of a periodic profile update. It is provided on a voluntary basis and includes information on disability, ethnic origin and proficiency in languages other than English. The Bank's equity and diversity statistics are based primarily on these data; around 85 per cent of employees have elected to disclose their diversity details.

For potential employees of the Bank, the job application form contains an equity and diversity questionnaire, which provides the Bank with a better understanding of the applicants from a diversity perspective and facilitates any reasonable adjustments that might be required, both during the recruitment process and in subsequent employment.

## The Reserve Bank's Diversity Profile

At the end of June 2015, the Bank employed 1 255 staff,<sup>1</sup> an increase of 4 per cent from a year earlier. This increase is attributed largely to the continuation of large, multi-year projects that commenced in 2014. Most diversity groups have maintained a fairly constant share of employment at the Bank over the past decade (Graph 1). The exception to this has been an increase in employees from a non-English speaking background and a slight decrease in employees with a disability.

**Graph 1**  
**Diversity Profile at the RBA**  
 Per cent of total staff, as at 30 June



\* Non-English speaking background  
 Source: RBA

<sup>1</sup> Includes locally employed staff in overseas offices.

# Diversity Initiatives and Profile

## Work-life balance

### Initiatives

The Reserve Bank recognises that having policies and practices that allow employees to manage their career and other life commitments more effectively is important in attracting and retaining high-performing employees. During 2014/15, the Bank pursued a number of initiatives relating to workplace flexibility, with the primary focus on providing training to senior managers about responding to flexible work requests, as well as raising their awareness of unconscious biases and workplace legal matters. A broader review of flexible work arrangements was also conducted, which will result in further enhancements in the coming year.

To assist employees with managing work-life balance, the Bank also has an active health and wellbeing program. This includes:

- the provision of an Employee Assistance Program, which provides confidential professional counselling and support to staff via phone and face-to-face meetings
- the sponsoring of a 30-day Health Challenge program, to promote healthy behaviours. It was taken up by 10 per cent of employees
- the provision of fitness facilities and classes at Head Office, as well as fitness arrangements for employees in interstate and overseas offices
- the provision of executive health assessments on a voluntary basis to senior staff
- the provision of influenza vaccinations to all employees.

The Bank pursued a number of initiatives to promote family-friendly workplace practices, including:

- the option to access a second year of parental leave absence as an employment entitlement
- offering support for childcare places at an accredited childcare centre in the Sydney central business district
- providing a dedicated Parent Room facility for staff. This facility was re-accredited by the Australian Breastfeeding Association during the reporting period
- providing a work-life balance and career program, 'Parents at Work', to assist employees returning to work from parental leave
- holding a series of information sessions for staff on recent improvements to the Bank's remote access technology, which support flexible working arrangements.

The Bank encourages employees to participate in the broader community by supporting participation in philanthropic pursuits in a number of ways. In particular, it matches all donations made by employees through the Bank's Benevolent Fund on a dollar-for-dollar basis. The Bank also has a Volunteer Day Program, where employees spend a day of leave helping at an eligible charity, and the Bank donates the equivalent of one day's pay to that charity.

### Profile

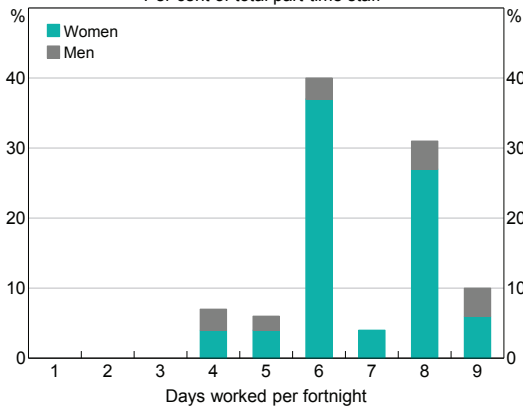
To help monitor the work-life balance of its employees, the Bank looks at a number of different indicators, including:

- the take-up of part-time work
- parental leave usage
- the use of carer's leave
- the take-up of the Bank's purchased leave scheme.

During 2014/15, 8 per cent of employees worked part-time. Some points to note about part-time employees include that:

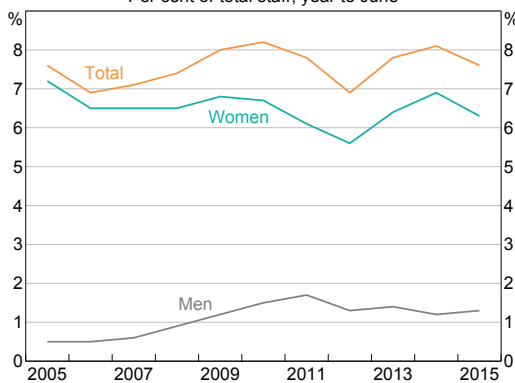
- the majority of employees working part-time do so for at least six days a fortnight (Graph 2)
- while most part-time working arrangements involve women, the share of men working part-time has increased over the past 10 years (Graph 3)
- employees working part-time are typically older than full-time employees and have generally worked at the Bank for longer (Table 1)

**Graph 2**  
**Number of Days Worked by Part-time Staff**  
 Per cent of total part-time staff\*



\* Includes all staff who worked part-time during the year to June 2015  
 Source: RBA

**Graph 3**  
**Staff Working Part-time**  
 Per cent of total staff, year to June



Source: RBA

**Table 1: Employee Age and Tenure**  
 Years, as at 30 June 2015

	Part-time employees	Full-time employees
Median age	42	36
Median tenure	12	5

Source: RBA

- professional and managerial employees accounted for two thirds of employees working part-time, while clerical and administrative employees accounted for one third

During the reporting period, a total of 62 employees commenced parental leave. There have been some changes in the use of parental leave provisions over recent years, including that:

- men have been the predominant users of parental leave over the past seven years, although this gap has narrowed recently (Graph 4)
- women typically take a longer break from work than men, with around 80 per cent of women returning from parental leave within 6 to 12 months (Graph 5); of this, 14 weeks is fully paid leave for birth mothers and two weeks for other parents.
- women returning from parental leave typically do so on a part-time basis (Graph 6). In the year to June 2015, the majority of women returned to work at the conclusion of parental leave.

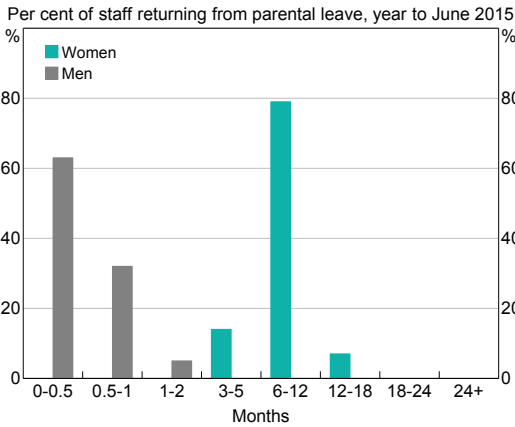
**Graph 4**  
**Staff Commencing Parental Leave**  
 Per cent of gender, year to June



Source: RBA

**Graph 5**

**Duration of Parental Leave**

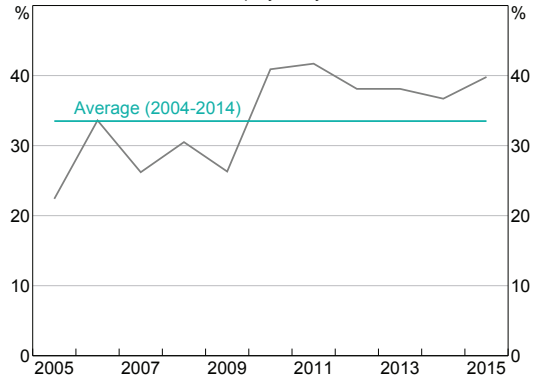


Source: RBA

**Graph 7**

**Leave for Caring Purposes**

Per cent of employees, year to June



Source: RBA

**Graph 6**

**Women Completing Parental Leave**

Per cent of women completing parental leave, year to June

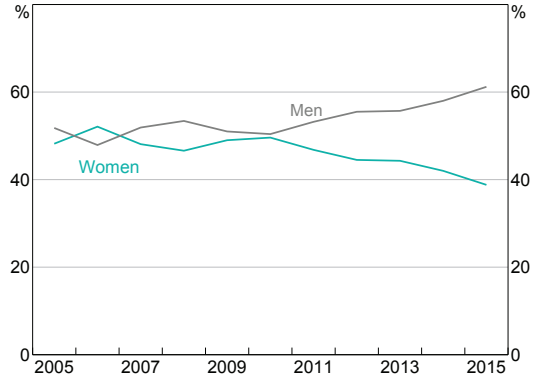


Source: RBA

**Graph 8**

**Leave for Caring Purposes**

Per cent of staff taking leave for caring purposes, year to June



Source: RBA

Leave for caring purposes was used by 40 per cent of employees in the year to June 2015, higher than the 10-year average (33 per cent). This was, in part, due to changes in the Bank's personal leave arrangements from 2010 (Graph 7). More men used carer's leave than women, accounting for 61 per cent of employees using such provisions. This is similar to their overall representation at the Bank but contrasts to the situation in the mid 2000s when roughly equal numbers of women and men accessed carer's leave (Graph 8).

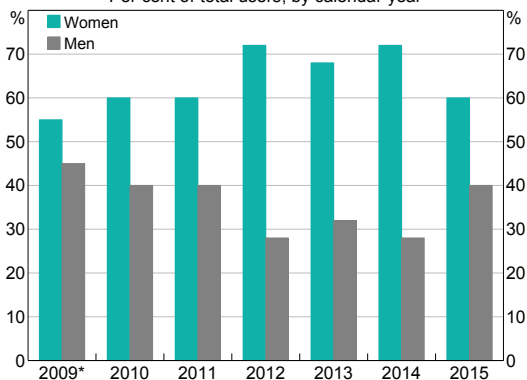
The Bank's purchased leave scheme assists employees with balancing work-life responsibilities. Some points to note about the scheme include:

- 3 per cent of employees participated in the scheme during the reporting period, with women accounting for close to 60 per cent of users, well above their employment share (Graph 9)
- the majority of employees participating in the purchased leave scheme requested two or four weeks of additional leave (Graph 10), and are professional and managerial employees

- around two-thirds of users of the scheme were aged in their forties and fifties
- around one third of users accessed the scheme in both 2014 and 2015.

**Graph 9**  
**Purchased Leave Scheme**

Per cent of total users, by calendar year

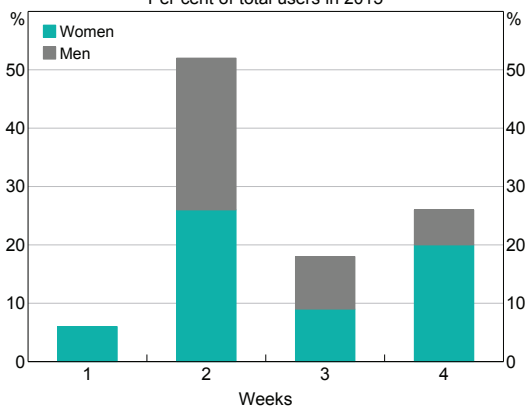


\* Scheme commenced in July 2009

Source: RBA

**Graph 10**  
**Duration of Purchased Leave**

Per cent of total users in 2015



Source: RBA

## Gender

### Initiatives

During 2014/15, the Bank's main gender-related focus was on developing a gender strategy and supporting initiatives to achieve the appropriate

representation of women in management positions. To track progress on this priority, a gender target was introduced for 35 per cent of managerial positions to be filled by women within five years, with a longer-term aim of 40 per cent.

The Bank supports women by providing internal and external development, and networking opportunities. During the reporting period, women in non-managerial positions participated in a variety of career and personal development programs, including the Springboard Development Program. Senior women also attended various external development programs such as the Women in Banking and Finance Voice of Leadership Program, mentoring programs, executive education programs, conferences and International Women's Day celebrations.

To assist in attracting female candidates, the Bank actively promoted graduate opportunities, including the value of completing Honours studies in Economics and Finance through university networks and student societies. The Bank also emphasised its recruitment presence on professional and social networking websites. The Bank's Information Technology department continues to actively promote women in IT by taking part in events like the BiG Day In™ (sponsored by the Australian Computer Society) and University Graduation Ceremony (UTS) as part of IT's drive to lift its image among school and university students.

Four female managers from the Bank mentored four university students as part of the 2015 Lucy Mentoring Program. The program aims to provide female university students with an insight into professional careers and to create work-related networks. The students participated in a 35-hour work placement, which included mentoring, exposure to various Bank functions and processes, networking with senior management and project work. The Bank will continue to participate in future Lucy Mentoring Programs.

## Profile

Women accounted for 42 per cent of the Bank's employees at the end of June 2015, slightly below the Australia-wide average (Graph 11).

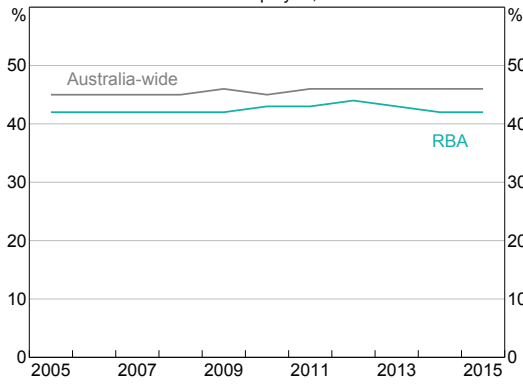
The Bank has evolved from an organisation predominantly comprising clerical administrative positions to one predominantly professional in nature – a trend apparent in the financial sector more broadly. As a result, an increasing proportion of women at the Bank are now employed in professional positions (Graph 12). Nevertheless, men continue to hold the majority of professional roles,

while women hold proportionately more clerical administrative positions than men (Graph 13).

Reflecting the shift towards professional occupations, a higher proportion of women are managers than was the case a decade ago (Graph 14). Women currently hold 32 per cent of managerial positions, up from 25 per cent a decade ago and moving towards the Bank's target of having women hold 35 per cent of managerial positions by 2020 (Graph 15). One-third of Reserve Bank and one-quarter of Payments System Board positions, respectively, are held by women.

**Graph 11**  
**Female Employment**

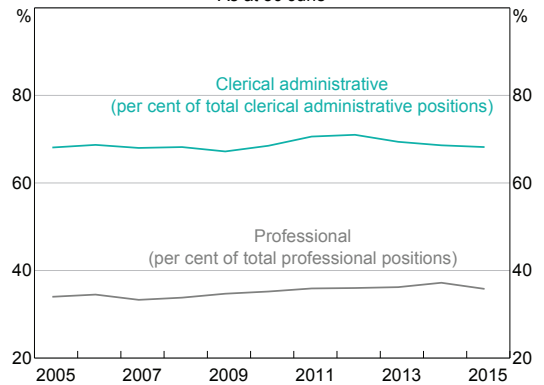
Per cent of total employed, as at 30 June



Sources: ABS; RBA

**Graph 13**  
**Employment of Women by Occupation**

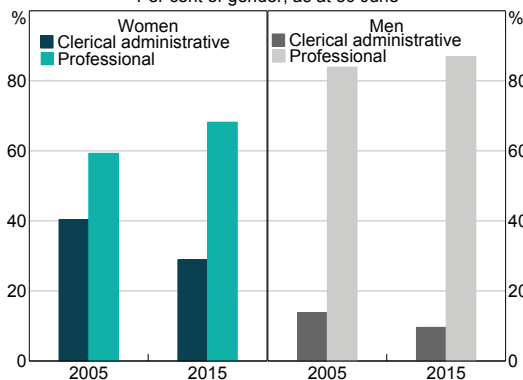
As at 30 June



Source: RBA

**Graph 12**  
**Occupation\***

Per cent of gender, as at 30 June

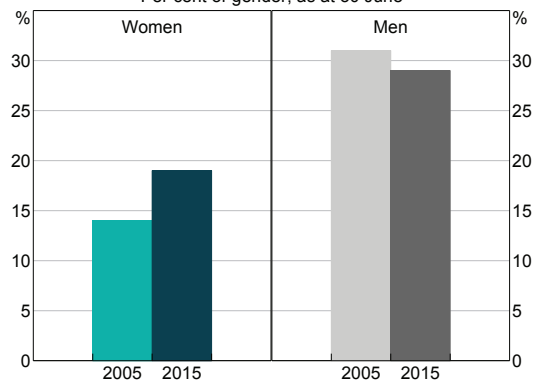


\* Excludes technicians and trade workers; community and personal service workers

Source: RBA

**Graph 14**  
**Managerial Positions by Gender**

Per cent of gender, as at 30 June



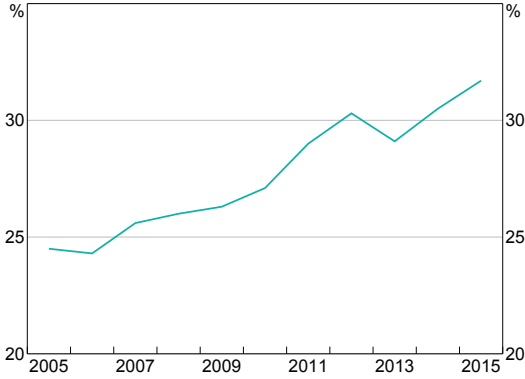
Source: RBA



**Graph 15**

**Women in Managerial Positions**

Per cent of total management positions, as at 30 June

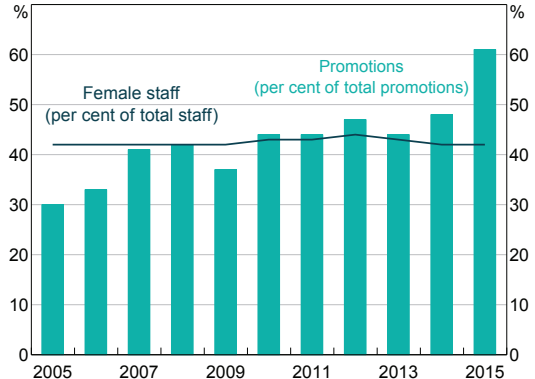


Source: RBA

**Graph 16**

**Female Promotions**

Year to June



Source: RBA

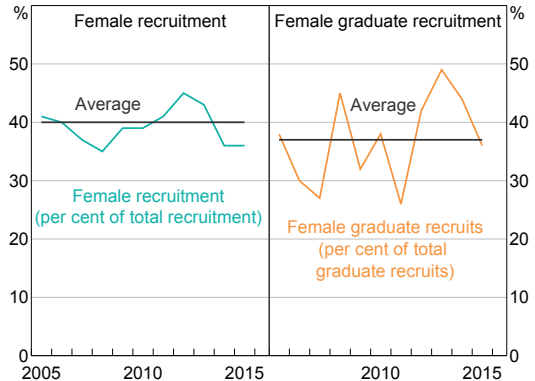
During the year to June 2015, 61 per cent of promotions were awarded to female employees, which is higher than their employment share of 42 per cent, and higher than the 10 year average of 41 per cent (Graph 16). Around 18 per cent of promotions awarded to women were to managerial positions, including executive management.

As at the end of June 2015, women accounted for 36 per cent of new recruits, which is slightly below the 10-year average of 40 per cent (Graph 17). This largely reflects the relative high proportion of employees recruited from male-dominated professions, such as information technology. The Bank's single largest recruitment drive each year is the Graduate Development Program. University graduates account for about 20 per cent of new recruits to the Bank each year and are an important source of professional and managerial employees. Typically, female graduates comprise around one-third of the total intake, a proportion that has been relatively constant over the past two decades (Graph 17). For the 2015 graduate intake, female representation was at 36 per cent.

**Graph 17**

**Female Recruitment**

Year to June



Source: RBA

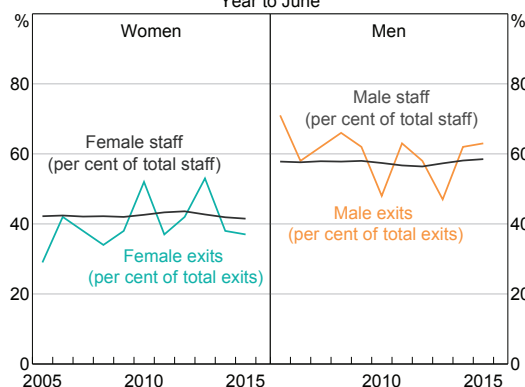
Women accounted for 36 per cent of exits in the year to June 2015 (Graph 18). Over half of the female exits and three quarters of the male exits were from the professional occupation group.

About three-quarters of employees at the Bank have a post-secondary or tertiary educational qualification (Graph 19). 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 administrative roles
- proportionately more men than women hold a postgraduate qualification, although the share of women with such a qualification is increasing.

**Graph 18**  
**Exits\***

Year to June



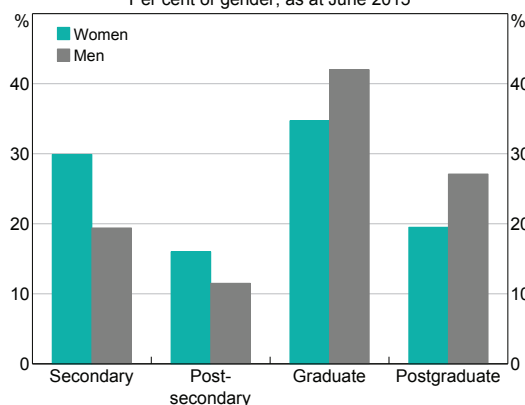
\* Excludes retirements

Source: RBA

**Graph 19**

**Highest Educational Qualification**

Per cent of gender, as at June 2015



Source: RBA

The Bank has a Post Graduate Study Award scheme which provides funding to select employees undertaking further education. During the reporting

period, five Post Graduate Study granted were awarded, with two female employees and three male employees accepting the offers. One female staff member was awarded part-time study assistance.

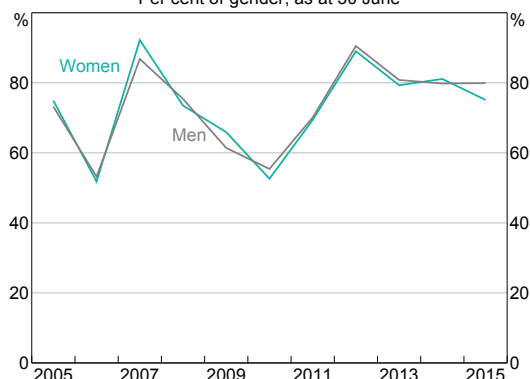
There does not appear to be any significant difference in terms of access to Bank-sponsored training, with the proportion of employees participating in such courses similar for both women and men (Graph 20).

During the reporting period, employees completed a variety of internal management programs, including management essentials, influencing skills, negotiating and legal issues programs, with over a third of the participants being women.

**Graph 20**

**Training Participation\***

Per cent of gender, as at 30 June



\* Excludes Bank-sponsored study assistance, conferences, online learning modules and information sessions

Source: RBA

**Age**

**Initiatives**

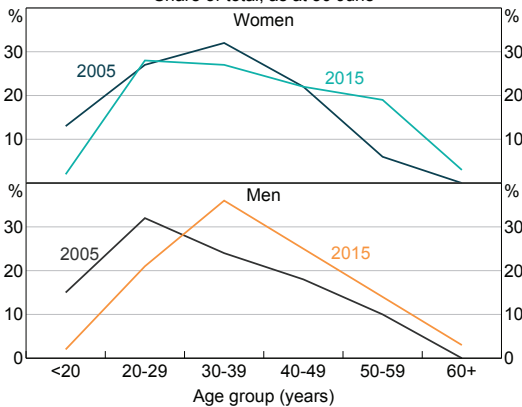
During 2014/15, the Bank's main age-related initiative was to continue information sessions about planning for transition-to-retirement options for interested employees aged 45 years and above, including workshops and online retirement planning tools. This also involved retirement planning presentations from the Bank's superannuation fund.

As part of the Bank's Knowledge Management Strategy, interviews of current and retired employees continued, with the information being captured for transcription in an easy-to-search format for access by employees. In addition, a mentoring program was developed to facilitate knowledge transfer. The Bank also commenced the development of a more formalised succession-planning process, which will assist in the identification and management of various career stages across all age groups.

### Profile

Since 2005, there has been a modest increase in the average age of Bank employees, from 37 to 38 years, reflecting an increase in the proportion of workers over 50 (Graph 21). This has been particularly pronounced for women where, in line with the trend for the general population, the proportion of female employees in the over 50 years of age category has increased from around 6 per cent in 2005 to 22 per cent in 2015.

**Graph 21**  
**Age Distribution of RBA Staff**  
 Share of total, as at 30 June

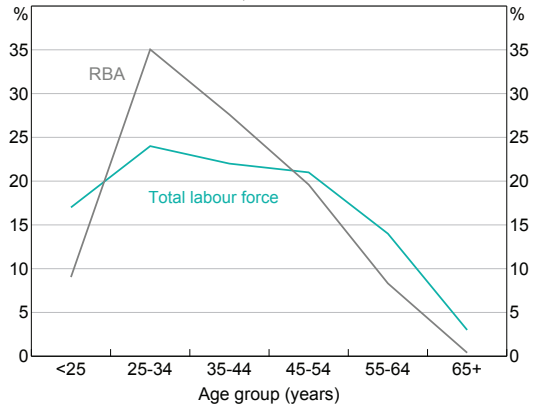


Source: RBA

Compared with the overall labour force, the Bank has a relatively young workforce; almost half of all employees are under the age of 35 (Graph 22). This is largely a result of the Bank's hiring practices; around 30 per cent of hiring each year is of younger workers,

**Graph 22**  
**Age Distribution**

Share of total, as at 30 June 2015



Sources: ABS; RBA

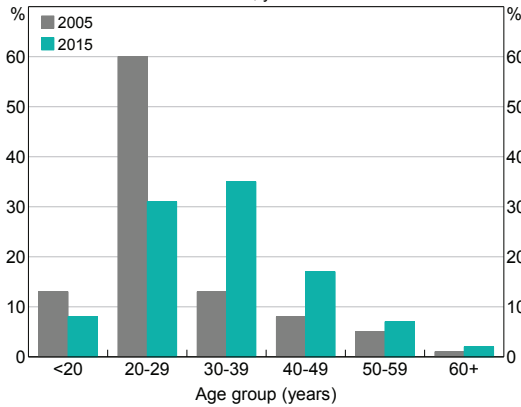
in part reflecting the role of the graduate, cadetship and traineeship programs. To the extent that these programs remain important and that these positions continue to be filled by younger people completing their university studies, the Bank's workforce is likely to remain relatively young for the foreseeable future.

More broadly, as the general population and therefore the Bank's hiring pool ages, it is likely that this will eventually be reflected in the Bank's workforce. The average age of newly recruited employees has increased from 26 to 32 over the past decade (Graph 23), due to an increase in mid-career employees joining the Bank to support strategic projects.

Over the past decade, the average tenure of employees at the Bank has shortened somewhat. Currently 54 per cent of employees have spent less than five years at the Bank (Graph 24). The median tenure of employees is currently six years.

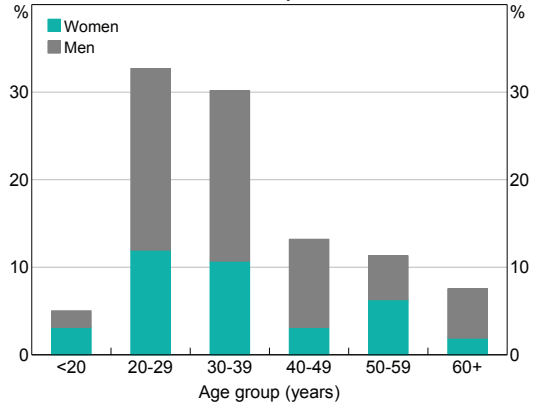
Employees eligible for retirement accounted for 9 per cent of exits during 2014/15. A large proportion of employees leaving the Bank do so before the age of 30, accounting for almost 40 per cent of total exits (Graph 25).

**Graph 23**  
**Recruitment by Age Group**  
Share of total, year to 30 June



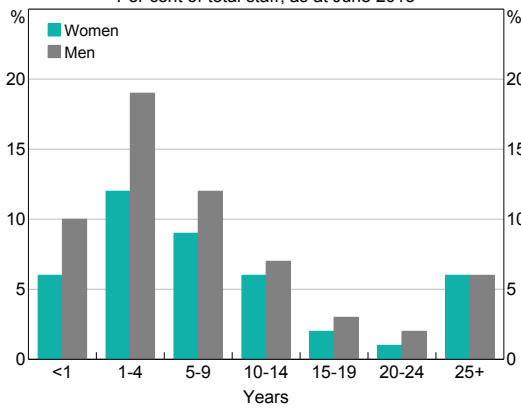
Source: RBA

**Graph 25**  
**Age at Exit**  
Per cent of total exits, year to June 2015



Source: RBA

**Graph 24**  
**Tenure Profile**  
Per cent of total staff, as at June 2015



Source: RBA

## Disability

### Initiatives

During 2014/15, the Bank's focus relating to disability was on recruitment, the provision of training and support resources, and enhancing the accessibility of communication materials and tools.

The Bank explored avenues for increasing employment opportunities for prospective employees with a disability, and partnered with Jobsupport to create permanent positions tailored for individuals with intellectual disabilities. The Bank renewed its membership of the Australian Network on Disability to promote the inclusion of employees with disabilities. The Bank also participated in the Stepping Into program during 2015. The program aims to provide university students with a disability with relevant workplace experience through a four-week paid internship. The program will continue in the new financial year.

The Bank assists those without post-secondary qualifications to enter the workforce and gain certification under the Federal Government's traineeship scheme, and ensures that the applicant pool includes individuals with disabilities. During the reporting period, the Bank continued to offer training aimed at raising awareness on disability and mental health in the workplace. This included workshops on mental fitness for employees and managers, along with lunchtime information seminars on various health topics. Mental health awareness was raised through the promotion of RUOK? Day, which aims to encourage conversations about resilience and suicide prevention.

The Bank consults with and supports employees with disabilities by ensuring reasonable adjustments and accessibility options are available. Opportunities for seeking assistance for employees with a disability were promoted within the Bank, including Jobsupport's Open Employment Program.

A number of accessibility-related initiatives were pursued during 2014/15. These included:

- updating online modules to incorporate accessibility features more effectively
- reviewing the IT systems project governance framework so that accessibility is considered in the early stages of projects
- developing a framework to facilitate the assessment of accessibility and technology certification
- purchasing an accessibility testing software tool to assist in analysing the level of accessibility compliance on websites
- developing guidelines to assist staff in understanding their accessibility obligations
- reviewing the Museum of Australian Currency Notes to identify areas of improvement for visitors with a vision impairment

- ensuring the emergency procedures incorporate personal evacuation plans for employees with a disability
- liaising with a number of representative groups from the vision-impaired community about how to ensure that Australia's banknotes can be as accessible as possible.

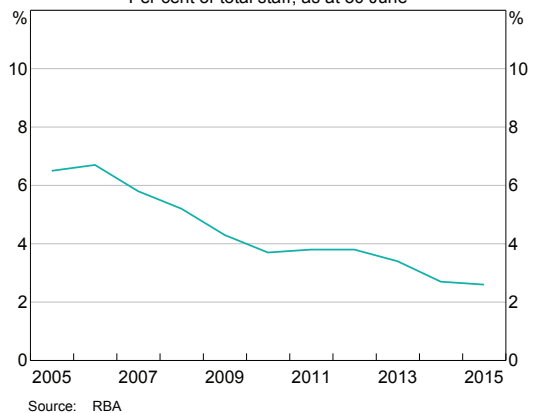
A review of the Bank's external website was conducted in 2013, which resulted in the identification of legacy PDF documents that were not fully accessible. The work to create accessible HTML versions of the legacy PDF files is progressing well towards meeting the requirements of Web Content Accessibility Guidelines (WCAG) 2.0.

### Profile

The proportion of employees who identified themselves as having a disability was 2.6 per cent as at June 2015 (Graph 26). However, there may be some under-reporting, to the extent that the data are provided on a voluntary basis and some employees may not wish to declare a disability.

Employees identifying with a disability represented 2 per cent of all exits in the reporting period, in line with their share of employment.

**Graph 26**  
**Staff with a Disability**  
Per cent of total staff, as at 30 June



## Indigenous Australians

### Initiatives

During 2014/15, the Bank's focus relating to Indigenous Australians was primarily on increasing the representation of employees from an Indigenous Australian background and promoting cultural awareness.

The Bank uses a number of avenues to increase the representation of people from an Indigenous Australian background, including:

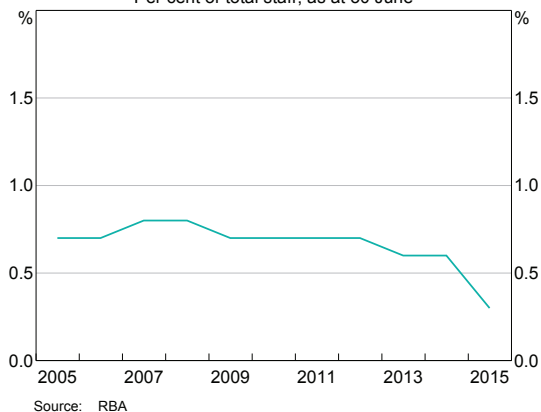
- advertising all external job vacancies on an Indigenous Australian job board and the traineeship program in the *Koori Mail*
- highlighting opportunities for Indigenous applicants when advertising the cadetship program on graduate job boards
- recruiting one Indigenous Australian trainee each year (34 Indigenous Australian recruits have now participated in this training since the traineeship scheme commenced in 1991).

To raise employees' awareness on Indigenous Australian history and culture, a workshop was held during the reporting period, along with internal communications during NAIDOC week.

### Profile

Indigenous Australians continue to account for a small proportion of employees, at 0.3 per cent (Graph 27). 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 Bank.

**Graph 27**  
**Indigenous Australian Staff**  
Per cent of total staff, as at 30 June



## Race-ethnicity

### Initiatives

During 2014/15, the Bank's race-ethnicity focus was on creating a culture of inclusiveness through training and awareness-raising initiatives, including Harmony Day celebrations. The Bank also promoted the cultural diversity of employees through internal publications.

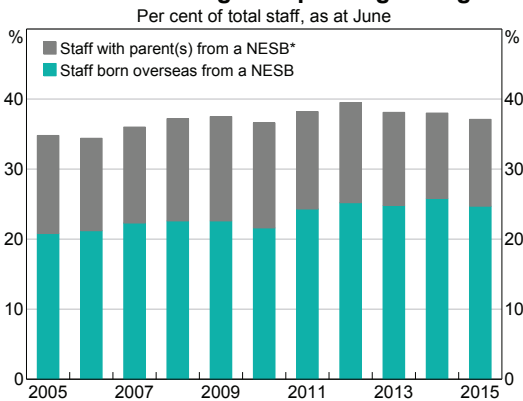
The Bank continued to offer English language and writing skills coaching for employees from a non-English speaking background. Mandarin language training was offered to employees committed to the Beijing office.

## Profile

The proportion of Bank employees who identified themselves as having been born overseas from a non-English speaking background has increased slightly over the past decade to 37 per cent (Graph 28).

The representation of these employees 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 originate from India, the Philippines and China. Employees born overseas from a non-English speaking background represented 25 per cent of all employee exits in this reporting period.

**Graph 28**  
**Staff from a non-English Speaking Background**



\* Non-English speaking background

Source: RBA

# Appendices

## Diversity & Inclusion Policy Committee Terms of Reference

### Role

The role of the Diversity & Inclusion Policy Committee (the Committee) is to assist the Reserve Bank to achieve its aims relating to equity and diversity in the workplace.

### Functions

The Committee has the following functions:

- make recommendations to the Executive Committee on equity and diversity principles and policy
- set the priorities for and monitor the implementation of an equity and diversity program for the Bank
- monitor and report periodically to the Governor and the Executive Committee on these matters.

### Membership

The Committee has nine members:

- Chair – Head of Human Resources Department (ex officio)
- Secretary – Diversity & Inclusion Consultant, Human Resources (ex officio)
- Employee Representatives (four) – appointed by a sub-Committee comprising three existing Committee members via expressions of interest from employees
- 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 (Chair, ex officio)
- Representative from the Diversity Contact Manager Network (Chair, ex officio).

Membership should include some representation from the various diversity groups as set out in the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*.

Membership will be for a period of three years for all positions, with the exception of ex-officio positions.

### Meetings

The Committee will meet three times each year.

### Membership as at 30 June 2015

**Chair** Melissa Hope

**Secretary** Kylie Fuller

**Employee Representative** Morgan Spearritt

**Employee Representative** Aaron Bovis

**Employee Representative** Alex Heath

**Employee Representative** Belinda Cheung

**Union Representative** Jason Jux

**Union Representative (alternate)** Brendan Filipovski

**Representative of the Diversity Contact**

**Manager Network – Chair** Kylie Fuller



## Statistical Tables

### Representation within Classification Levels

As at 30 June 2014 and 30 June 2015

Number (per cent of total employees within classification level)

Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff		
	14	15	14	15	14	15	14	15	14	15	14	15	14	15	
Trainees	1 (5)		3 (14)	6 (25)	1 (5)				1 (4)	11 (52)	9 (38)	10 (48)	15 (63)	21 (100)	24 (100)
Cadets	1 (8)		2 (17)							4 (33)	5 (56)	8 (67)	4 (44)	12 (100)	9 (100)
Graduates	12 (13)	5 (7)	9 (10)	10 (13)						43 (47)	32 (42)	49 (53)	44 (58)	92 (100)	76 (100)
L1	9 (35)	7 (33)	2 (8)	3 (14)	2 (8)		2 (8)	2 (10)	15 (58)	11 (52)	11 (42)	10 (48)	26 (100)	21 (100)	
L2	20 (26)	20 (26)	12 (16)	9 (12)	2 (3)	2 (3)	5 (6)	5 (7)	53 (69)	54 (71)	24 (31)	22 (29)	77 (100)	76 (100)	
L3	52 (30)	46 (26)	19 (11)	22 (12)	2 (1)	2 (1)	6 (3)	6 (3)	109 (63)	113 (63)	63 (37)	67 (37)	172 (100)	180 (100)	
L3/4	48 (25)	61 (29)	24 (12)	23 (11)			6 (3)	5 (2)	71 (37)	89 (42)	122 (63)	125 (58)	193 (100)	214 (100)	
L4	121 (40)	119 (36)	35 (12)	40 (12)			8 (3)	8 (2)	104 (34)	106 (32)	198 (66)	229 (68)	302 (100)	335 (100)	
L5	35 (19)	42 (22)	25 (14)	27 (14)			3 (2)	4 (2)	56 (31)	62 (33)	124 (69)	127 (67)	180 (100)	189 (100)	
L6	8 (11)	7 (10)	10 (14)	9 (12)			2 (3)	2 (3)	26 (35)	27 (37)	48 (65)	46 (63)	74 (100)	73 (100)	
Deputy Head	1 (4)	1 (4)	4 (16)	5 (19)					4 (16)	4 (15)	21 (84)	22 (85)	25 (100)	26 (100)	
Department Head and above	1 (4)	1 (4)	1 (4)	1 (4)					7 (27)	7 (26)	19 (73)	20 (74)	26 (100)	27 (100)	
<b>Total</b>	<b>309 (26)</b>	<b>309 (25)</b>	<b>146 (12)</b>	<b>155 (12)</b>	<b>7 (1)</b>	<b>4</b>	<b>32 (3)</b>	<b>33 (3)</b>	<b>503 (42)</b>	<b>519 (42)</b>	<b>697 (58)</b>	<b>731 (58)</b>	<b>1200 (100)</b>	<b>1250 (100)</b>	

Total excludes locally employed staff in overseas offices

#### KEY

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

## Representation within Salary Ranges

As at 30 June 2015

Number (per cent of total employees within salary range)

Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
Below \$40,000		6 (18)		2 (6)	14 (41)	20 (59)	34 (100)
\$40,000–\$49,999	4 (27)	3 (20)		1 (7)	7 (47)	8 (53)	15 (100)
\$50,000–\$59,999	11 (23)	5 (11)	1 (2)	3 (6)	35 (74)	12 (66)	47 (100)
\$60,000–\$69,999	17 (16)	13 (12)	1 (1)	2 (2)	55 (50)	54 (50)	109 (100)
\$70,000–\$79,999	30 (29)	14 (14)		1 (1)	59 (58)	43 (42)	102 (100)
\$80,000–\$89,999	36 (24)	13 (9)		5 (3)	85 (56)	66 (44)	151 (100)
\$90,000–\$99,999	54 (28)	25 (13)	2 (1)	5 (3)	81 (43)	109 (57)	190 (100)
\$100,000–\$109,999	30 (38)	10 (13)		4 (5)	25 (31)	55 (69)	80 (100)
\$110,000–\$119,999	40 (36)	15 (14)		3 (3)	34 (31)	76 (69)	110 (100)
\$120,000–\$129,999	35 (38)	10 (11)		1 (1)	28 (30)	64 (70)	92 (100)
\$130,000–\$139,999	13 (24)	7 (13)			16 (30)	38 (70)	54 (100)
\$140,000–\$149,999	14 (26)	4 (8)		2 (4)	15 (28)	38 (72)	53 (100)
\$150,000 & over	25 (12)	30 (14)		4 (2)	65 (31)	148 (69)	213 (100)
<b>Total</b>	<b>309</b> <b>(25)</b>	<b>155</b> <b>(12)</b>	<b>4</b>	<b>33</b> <b>(3)</b>	<b>519</b> <b>(42)</b>	<b>731</b> <b>(58)</b>	<b>1250</b> <b>(100)</b>

Total excludes locally employed staff in overseas offices

### KEY

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

**Representation within Occupational Groups**  
As at 30 June 2014 and 30 June 2015  
Number (per cent of total employees within occupational group)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	14	15	14	15	14	15	14	15	14	15	14	15	14	15
Managers	10	9	15	17			2		38	41	87	88	125	129
	(8)	(7)	(12)	(13)			(2)		(30)	(32)	(70)	(68)	(100)	(100)
Professionals	213	244	88	96			14	17	290	313	467	547	757	860
	(28)	(28)	(12)	(11)			(2)	(2)	(38)	(36)	(62)	(64)	(100)	(100)
Clerical and Administrative Workers	54	48	33	36	7	4	12	12	155	150	71	70	226	220
	(24)	(22)	(15)	(16)	(3)	(2)	(5)	(5)	(69)	(68)	(31)	(32)	(100)	(100)
Technicians and Trade Workers	31	7	9	5			4		18	13	68	23	86	36
	(36)	(19)	(10)	(14)			(5)		(21)	(36)	(79)	(64)	(100)	(100)
Community and Personal Services	1	1	1	1					2	2	3	2	5	4
	(20)	(25)	(20)	(25)					(40)	(50)	(60)	(50)	(100)	(100)
Machinery Operators and Drivers											1	1	1	1
											(100)	(100)	(100)	(100)
<b>Total</b>	<b>309</b>	<b>309</b>	<b>146</b>	<b>155</b>	<b>7</b>	<b>4</b>	<b>32</b>	<b>29</b>	<b>503</b>	<b>519</b>	<b>697</b>	<b>731</b>	<b>1200</b>	<b>1250</b>
	<b>(26)</b>	<b>(25)</b>	<b>(12)</b>	<b>(12)</b>	<b>(1)</b>		<b>(3)</b>	<b>(2)</b>	<b>(42)</b>	<b>(42)</b>	<b>(58)</b>	<b>(58)</b>	<b>(100)</b>	<b>(100)</b>

Total excludes locally employed staff in overseas offices

**KEY**

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

**Recruitment**  
Year to 30 June 2014 and 30 June 2015  
Number (per cent of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	14	15	14	15	14	15	14	15	14	15	14	15	14	15
Managers	1	2		1					2	4	4	2	6	6
Professionals	46	27	18	6			1		54	50	106	104	160	154
Clerical and Administrative Workers	4	1	3	6	1		2	2	18	17	8	17	26	34
Technicians and Trade Workers	8	1	3	1				1	3	4	19	11	22	15
Community and Personal Services														
Machinery Operators and Drivers														
<b>Total (per cent of total recruitment)</b>	<b>59</b> <b>(28)</b>	<b>31</b> <b>(15)</b>	<b>24</b> <b>(11)</b>	<b>14</b> <b>(7)</b>	<b>1</b> <b>(0)</b>		<b>3</b> <b>(1)</b>	<b>3</b> <b>(1)</b>	<b>77</b> <b>(36)</b>	<b>75</b> <b>(36)</b>	<b>137</b> <b>(64)</b>	<b>134</b> <b>(64)</b>	<b>214</b> <b>(100)</b>	<b>209</b> <b>(100)</b>

Figures are based on total employee recruitment and include trainees, cadets and graduates; excludes renewal of contract and cadets rehired as graduates

Total excludes locally employed staff in overseas offices

**KEY**

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

## Separations

Year to 30 June 2014 and 30 June 2015

Number (per cent of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff		
	14	15	14	15	14	15	14	15	14	15	14	15	14	15	
Managers		1 (50)							2 (40)	1 (50)	3 (60)	1 (50)	5 (100)	2 (100)	
Professionals	22 (27)	27 (25)	20 (25)	4 (4)				5 (6)		28 (35)	36 (34)	53 (65)	70 (66)	81 (100)	106 (100)
Clerical and Administrative Workers	5 (29)	2 (8)	2 (12)	4 (15)	1 (6)	3 (12)	2 (12)	2 (8)	11 (65)	15 (58)	6 (35)	11 (42)	17 (100)	26 (100)	
Technicians and Trade Workers		2 (18)	3 (38)						1 (9)	1 (13)	1 (9)	7 (88)	10 (91)	8 (100)	11 (100)
Community and Personal Services															
Machinery Operators and Drivers															
Sales Workers															
Labourers															
<b>Total (per cent of total separations)</b>	<b>27 (24)</b>	<b>32 (22)</b>	<b>25 (23)</b>	<b>8 (6)</b>	<b>1 (1)</b>	<b>3 (2)</b>	<b>7 (6)</b>	<b>3 (2)</b>	<b>42 (38)</b>	<b>53 (37)</b>	<b>69 (62)</b>	<b>92 (63)</b>	<b>111 (100)</b>	<b>145 (100)</b>	

Figures are based on total staff terminations, excluding retirements  
Excludes staff rehired at end of contact and cadets rehired as graduates  
Total excludes locally employed staff in overseas offices

### KEY

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

**Retirements**  
Year to 30 June 2014 and 30 June 2015  
Number (per cent of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	14	15	14	15	14	15	14	15	14	15	14	15	14	15
Managers									1	2	1	1	2	3
Professionals	2	1					1		1	1	4	4	5	5
Clerical and Administrative Workers	1	6					1		4	3		3	4	6
Technicians and Trade Workers											1		1	
Community and Personal Services														
Machinery Operators and Drivers														
Sales Workers														
Labourers														
<b>Total (per cent of total retirements)</b>	<b>3</b> <b>(25)</b>	<b>7</b> <b>(50)</b>					<b>2</b> <b>(17)</b>		<b>6</b> <b>(50)</b>	<b>6</b> <b>(43)</b>	<b>6</b> <b>(50)</b>	<b>8</b> <b>(57)</b>	<b>12</b> <b>(100)</b>	<b>14</b> <b>(100)</b>

Figures are based on total employee retirements, redundancies above retirement age and early retirements  
Total excludes locally employed staff in overseas offices

**KEY**

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

**Promotions**  
Year to 30 June 2014 and 30 June 2015  
Number (per cent of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Managers	14	15	2	1					1	1	6	5	7	6
Professionals	14	11	5	4					25	33	26	24	51	57
Clerical and Administrative Workers	3	1	2	2			1	1	12	15	6	2	18	17
Technicians and Trade Workers	1		2				1		1	1	4	1	5	2
Community and Personal Services														
Machinery Operators and Drivers														
<b>Total (per cent of total promotions)</b>	<b>18</b> <b>(22)</b>	<b>12</b> <b>(15)</b>	<b>11</b> <b>(14)</b>	<b>7</b> <b>(9)</b>			<b>2</b> <b>(2)</b>	<b>1</b> <b>(1)</b>	<b>39</b> <b>(48)</b>	<b>50</b> <b>(61)</b>	<b>42</b> <b>(52)</b>	<b>32</b> <b>(39)</b>	<b>81</b> <b>(100)</b>	<b>82</b> <b>(100)</b>

Total excludes locally employed staff in overseas offices in 2013/14 annual report

**KEY**

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

