

# Equity & Diversity Annual Report

2017



RESERVE BANK  
OF AUSTRALIA



RESERVE BANK OF AUSTRALIA

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Philip Lowe  
GOVERNOR

25 August 2017

The Hon Scott Morrison MP  
Treasurer  
Parliament House  
CANBERRA ACT 2600

Dear Treasurer

**RESERVE BANK OF AUSTRALIA EQUITY & DIVERSITY ANNUAL REPORT 2017**

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 2017 for presentation to the Parliament.

Yours sincerely

A handwritten signature in blue ink that reads "Philip Lowe".



# Equity & Diversity

## Annual Report 2017

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# Foreword

The Reserve Bank endeavours to build an inclusive, productive and rewarding workplace culture. Having an inclusive workplace 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 sex, age, race, disability, religion or sexual orientation. To that end, the Bank values having a diversity of people, ideas and approaches to work. 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 can attract a broader group of talented people to the Bank than if that was 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. Consequently we will have a deep and diverse pool of future leaders that we can draw on. If we 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.

This *Equity & Diversity 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.



Guy Debelle  
Chair  
Diversity & Inclusion Council  
25 August 2017



# Introduction

This is the 30th *Equity & Diversity Annual Report* of the Reserve Bank of Australia (the Bank), as required under section 9 of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. The reporting period covers 1 July 2016 to 30 June 2017.

## Approach to Diversity

Valuing diversity and inclusion provides the Bank with a strong foundation that helps to shape our culture and the way we work. The Bank aims to embed equity, diversity and inclusion principles in its culture and practices. It also pursues a range of initiatives to continually strengthen and reinforce diversity and inclusion in the workplace; these initiatives are outlined in the Bank's Diversity and Inclusion Plan 2016–19 (Diversity Plan).

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.

## Roles & Responsibilities

The Bank aims to ensure that all employees proactively undertake their diversity and inclusion responsibilities within their sphere of influence.

### Executive Committee

The Bank's Executive Committee is the key governing body responsible for the strategic direction of the Bank's equity, diversity and

inclusion practices. It approves the Bank's Diversity Plan, Statement of Commitment and annual report.

### Diversity & Inclusion Council

In November 2016 the Bank established the Diversity and Inclusion Council (the Council). The Council is chaired by the Deputy Governor and includes the executive sponsors and chairs of six Employee Resource Groups (ERGs). The Council makes recommendations on equity, diversity and inclusion matters to the Executive Committee and the Governor. The Council is also responsible for monitoring and reporting on the development and implementation of equity, diversity and inclusion initiatives, including initiatives of the ERGs. Council members contribute to the Bank's Diversity Plan, Statement of Commitment and annual report.

### Employee Resource Groups

At 30 June 2017 there were six ERGs. Each group comprised 15–30 staff members, including a chairperson and executive sponsor. All of the groups play a role in creating an inclusive culture, raising awareness of diversity and inclusion matters and driving innovation. Each of the six



ERGs is responsible for a specific dimension of diversity, namely:

- Gender Equity
- Flexibility
- Indigenous Australians
- Accessibility
- Race and Cultural Identity
- LGBTI + Allies.

### Executive management

Executive managers, including those who are Deputy Heads of Departments and above, are responsible for the implementation of equity, diversity and inclusion activities and performance within their areas. This includes activities such as recruitment and selection processes, performance assessments, development opportunities, remuneration outcomes, flexible work requests and leave applications.

### Managers and supervisors

Managers and supervisors are responsible for taking active measures to promote diversity and inclusion in their work areas, preventing discrimination or harassment from occurring, and dealing promptly and effectively with any such issue that arises.

### All employees

All employees are required to ensure that their actions in the workplace are consistent with the Bank's values and principles for 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. The creation of seven new SharePoint sites, one for the Council and one for each of the ERGs, has enabled

interactive communication with staff, as well as the promotion of events and resources.

### Strategy and policy initiatives

An important component of the Bank's approach to diversity is its People and Culture Strategy, which was 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 focus points of the strategy, along with employee engagement, talent management and leadership development.

Significant progress in implementing the diversity and inclusion related elements of the People and Culture Strategy was made over the past year, most notably through the formation of the ERGs, which involve over 130 members of staff from across the Bank in diversity and inclusion matters. The ERGs have researched and made recommendations on best-practice approaches in both the private and public sectors. They have sought the opinions and personal stories of their peers as well as discussing their own experiences. The diversity of thought and experience within these groups has challenged the Bank in positive ways.

The Bank has expanded on its framework for flexible work, which provides clear guidelines, processes and resources to support such arrangements. The Bank continued to implement actions that were initiated in response to feedback from the 2015 employee engagement survey which allowed for analysis of employee engagement by key demographics including sex, age and tenure, as well as the collection of detailed information relating to the take-up of different forms of flexible work. The survey identified that employees continue to perceive diversity to be a key strength of the Bank.

In 2015 the Bank implemented a more formalised framework for talent management. The framework has been actively used in considering staff movements, both upward and lateral. And also in providing career development opportunities and coaching for particular staff.

### Statement of Commitment

In 2017 the Diversity and Inclusion Statement of Commitment replaced the 2015 Diversity and Inclusion Policy. The Diversity and Inclusion Statement of Commitment outlines the Bank's commitment to:

- provide equal employment opportunities for all current and prospective employees based on their ability and performance
- foster the inclusion of women, various age groups, people with disabilities, people of diverse cultural backgrounds, Indigenous Australians and LGBTI (lesbian, gay, bisexual, transgender and intersex) employees within our workplace
- develop a deep and diverse pool of well-trained potential leaders in order to increase the diversity of people who hold management positions. The Bank has a gender diversity target of 35 per cent of management roles to be held by women by 2020, with a longer-term aim of 50 per cent
- promote an inclusive and collaborative culture by ensuring employees are treated fairly and equitably in line with the Bank's values
- equitably enact and apply the Bank's policies, including those in relation for workplace conduct, leave, flexible work arrangements, grievances, performance management, remuneration, recruitment and selection.

### Training and awareness

The Bank actively promotes diversity through its leadership development programs for

managerial staff, including unconscious bias and inclusive leadership modules. 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, which covered the Bank's values, expected workplace behaviour, roles and responsibilities, anti-discrimination legislation and the Bank's Diversity program. New employees are required to complete such training as part of their Induction Program.

Raising awareness of the individual and organisational benefits of diversity and inclusion is a key priority for all of the ERGs. They have used various methods to engage with one another and with staff in all locations. Presentations and panel discussions featuring both internal and external experts have been video recorded and posted online. New ERG SharePoint sites have enabled the sharing of original and curated content, including news feeds, photo libraries and a blog. Diversity and inclusion has been the subject of several articles and policy updates in 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* 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 practices through memberships to ensure its Diversity and Inclusion Plan remains current. During the reporting period, the Bank joined Pride in Diversity, a not-for-profit employer support program on

LGBTI workplace inclusion, and renewed its membership of Diversity Council Australia, a not-for-profit diversity adviser to businesses in Australia. The Bank also renewed and upgraded 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.

The Bank expanded the CareerTrackers Indigenous Internship Program to increase employment opportunities for Indigenous Australians, and renewed its membership of the Australian Mathematical Sciences Institute to help improve the representation of women in Science, Technology, Engineering and Mathematic disciplines.

## Data Collection

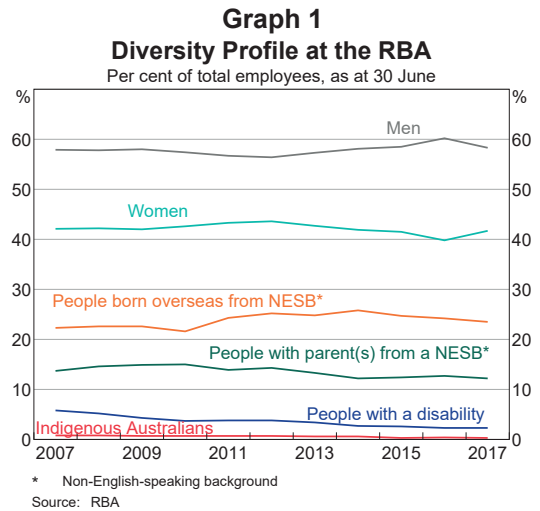
Equity and diversity information is sought from employees when they commence employment at the Bank and as part of a periodic profile update. It is provided on a voluntary basis, and includes information on disability, indigeneity, ethnic origin and proficiency in languages other than English. The Bank's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

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 collection of additional diversity data, including anonymous data gathered through surveys, is an area of focus. A Diversity Data Working Group has been formed, which will make recommendations to the Diversity and Inclusion Council in 2017/18.

## The Reserve Bank's Diversity Profile

At the end of June 2017, the Reserve Bank (excluding Note Printing Australia Limited) had 1 369 employees. Over the past decade, within a relatively stable diversity profile in the Bank overall, there has been a decline in the share of Indigenous Australians and employees who report they have a disability (Graph 1). The share of women in the Bank's workforce has increased by two percentage points in the last year. Women held 42 per cent of positions and 32 per cent of management positions as at 30 June 2017.



# Diversity Initiatives and Profile

## Work-life Balance

### Initiatives

The Bank recognises that having policies and practices that allow employees to manage their career and other life commitments is important in attracting and retaining high-performing employees. During 2016/17, the Flexibility ERG pursued a number of initiatives relating to workplace flexibility, with the primary focus on raising awareness of the Flexible Work Policy and Guidelines and making the information easier to find and use. Videos featuring staff members, including the Governor and Deputy Governor expressing their support for flexible work arrangements, have been placed on the intranet. The ERG has promoted forms of flexibility beyond part-time hours such as working from home or from a different location, working non-standard hours and entering into job-share arrangements. The group has sought to challenge the perception that flexible work arrangements are only for parents of young children by sharing diverse examples.

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
- sponsoring a 30-day 'Health Challenge' program, to promote healthy behaviours. It was taken up by 10 per cent of employees, with health checks offered to those participating in the program
- 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
- influenza vaccinations that are optional for all employees
- a number of activities, including internal seminars and communications, designed to raise awareness of mental health and related issues.

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
- providing a dedicated Parent Room facility for staff. This facility was re-accredited by the Australian Breastfeeding Association during the reporting period
- providing a 'parental leave toolkit', which informs employees of their entitlements and the resources available to support them before, during and after parental leave
- holding a series of information sessions for staff on recent improvements to the Bank's remote access technology, which supports 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 to that charity the equivalent of one day's pay.

## 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 and other flexible work arrangements
- parental leave usage
- the use of carer's leave
- the take-up of the Bank's purchased leave scheme.

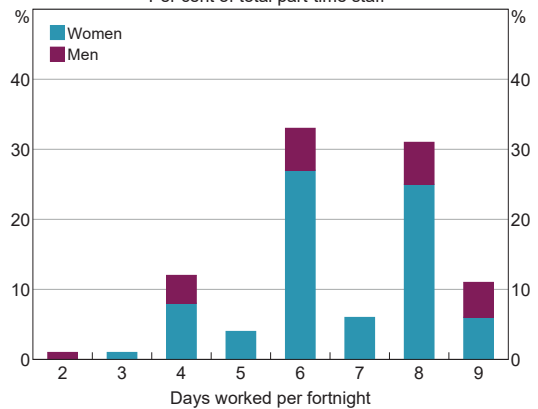
Historically, the Bank has focused on measuring part-time work to monitor work-life balance. The 2015 Employee Engagement Survey provided a broader picture of flexible working arrangements, as it showed that 55 per cent of those responding to the survey were engaged in some form of flexible working arrangement, with the majority working from home or working non-standard hours on an ad hoc basis. The launch of the Bank's Flexible Work Policy in August 2015 has also allowed the Bank to more effectively track the take-up of formal flexible work arrangements.

In 2016/17, 8.7 per cent of staff worked part time. There was an increase in the number of male and female employees who elected this flexible option. Some points to note about part-time employees include that:

- 81 per cent 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).

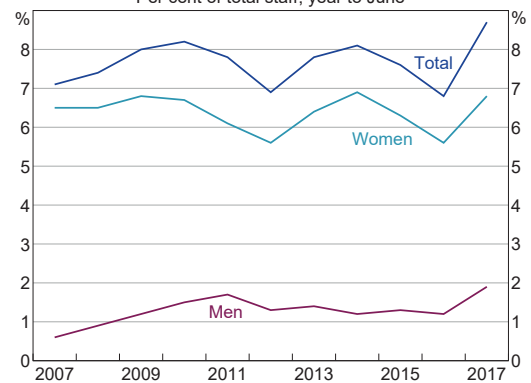
- Professional and managerial employees accounted for 35 per cent of employees working part time, while clerical and administrative employees accounted for 65 per cent.

**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 2017  
Source: RBA

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



Source: RBA

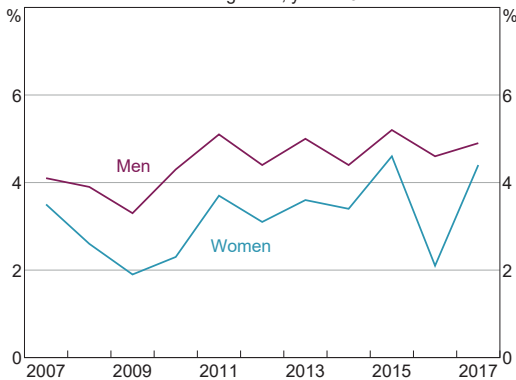
During the reporting period, a total of 64 employees commenced parental leave. Key observations about the use of parental leave provisions over recent years are that:

- Men have been the predominant users of parental leave (Graph 4).

- Women typically take a longer parental leave break than men, with the majority returning within 18 months (Graph 5); of this, 14 weeks is fully paid leave for primary carers and two weeks for secondary carers. Six weeks of paid adoption leave is available to either parent.
- Birth mothers returning from parental leave typically do so on a part-time basis (Graph 6). In the year to June 2017, the majority of women returned to work at the conclusion of parental leave.

**Graph 4**  
**Staff Commencing Parental Leave**

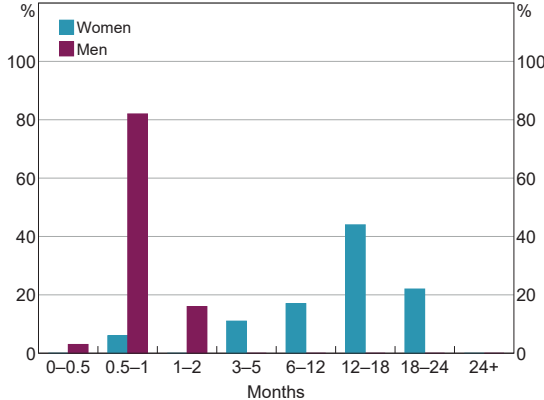
Per cent of gender, year to June



Source: RBA

**Graph 5**  
**Duration of Parental Leave**

Per cent of staff returning from parental leave, year to June 2017



Source: RBA

**Graph 6**

**Women Completing Parental Leave**

Per cent of women completing parental leave, year to June

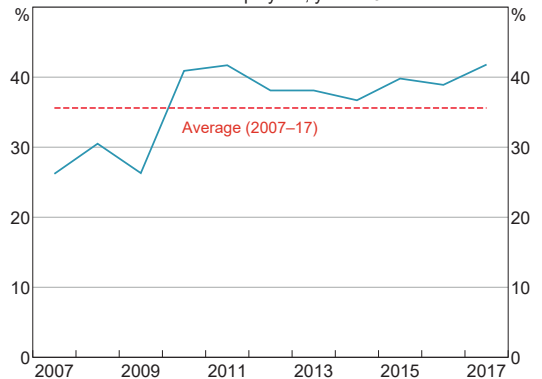


Source: RBA

Leave for caring purposes was used by over 40 per cent of employees in the year to June 2017, higher than the 10-year average of 36 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 (Graph 8).

**Graph 7**  
**Leave for Caring Purposes**

Per cent of employees, year to June

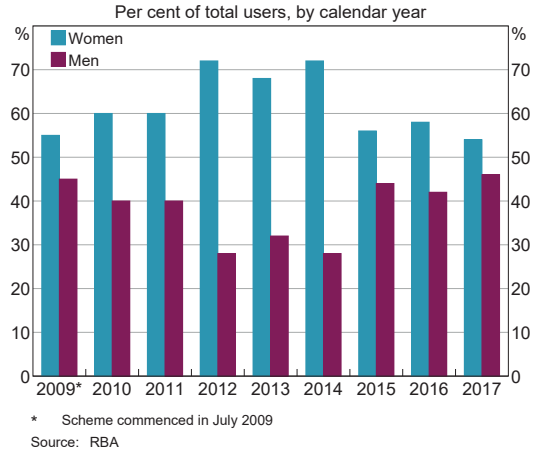


Source: RBA

**Graph 8**  
**Leave for Caring Purposes**



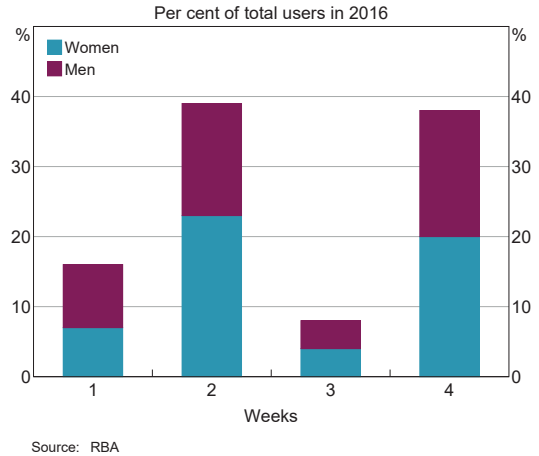
**Graph 9**  
**Purchased Leave Scheme**



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

- During the reporting period, 4 per cent of employees participated in the scheme, with women accounting for 54 per cent of users, 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 in their forties and fifties.
- Of those who accessed the scheme, 40 per cent used it in both 2016 and 2017.
- Usage of the purchased leave scheme has increased in recent years, in part reflecting the Bank's increased hiring activity, with one-third of users having less than 2 years' service.

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



## Gender

### Initiatives

The Bank has a gender target of 35 per cent of management positions to be filled by women by 2020, with a longer-term aim of 50 per cent. In support of the gender target, there is a strong focus on talent management at the Bank, including succession and development planning for both women and men, and an emphasis on ensuring diversity of candidates in all selection processes.

Moving towards gender parity in managerial roles will also be assisted by having a relatively large and high-quality applicant pool from which to choose. In the 2016 and 2017 economics and finance graduate and internship recruitment rounds, the Bank trialled a number of new approaches to assist this, including: starting the process earlier and condensing the recruitment timeframes; more active engagement of academics at universities; broadening the use of pre-interview testing; using a different group of assessors for the shortlisting and interview process, with only limited information provided to those interviewing; and ensuring all participants had completed unconscious bias training and had been briefed on diversity and inclusion. In addition, the Bank's Information Technology (IT) Department continues to actively promote women in IT by taking part in events like the BiG Day In (sponsored by the Australian Computer Society).

The Bank has been actively involved in the launch of the Women in Economics Network (WEN), which is linked to the Economic Society of Australia. WEN has been formed to promote and support the careers of female economists in Australia. At the official launch at Parliament House in Canberra, Assistant Governor (Economic) Dr Luci Ellis gave a speech on 'Women in the Economy and in Economics'. The Bank provided the venue for the NSW WEN launch at Martin Place head office. Head of Economic Analysis Alex Heath was one of six senior mentors at the Women in Economics Retreat, which was also attended by four young female members of staff. Alex Heath is the Chair of the Gender Equity ERG and also gave the biannual Louisa Macdonald Oration at the Women's College at Sydney University in May 2017.

In recent years the Bank also reviewed its Recruitment and Selection Policy, which governs its recruiting practices. The review included

the addition of a new section highlighting the Bank's support for diversity and emphasising that hiring decisions are not to be made on the basis of irrelevant and unfair attributes, such as a person's age, sex, disability, race, religion, sexual orientation or ethnic background. To support gender diversity, the Bank requires female candidates to be included in interview shortlists for all recruitment and selection processes resulting from an advertised vacancy.

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 CEDA luncheons, mentoring programs, executive education programs and conferences, as well as the Diversity Council debate.

The Gender Equity ERG hosted the Bank's second annual internal celebration of International Women's Day with a panel discussion moderated by Assistant Governor (Financial System) Michele Bullock and featuring managers from IT, Facilities Management and Financial Stability departments. The ERG also organised for Professor Betsey Stevenson to present to staff on gender matters. Students from Burwood Girls High School attended this event and had the opportunity to meet the Governor.

The Bank implemented a number of external initiatives, with the aim of attracting female high school students to careers that require economics, finance and mathematics and increase the female pool of potential employees and leaders in the industry. These initiatives included expanding the Bank's work experience program and facilitating more school students at later stages of their studies (i.e. senior secondary students in the



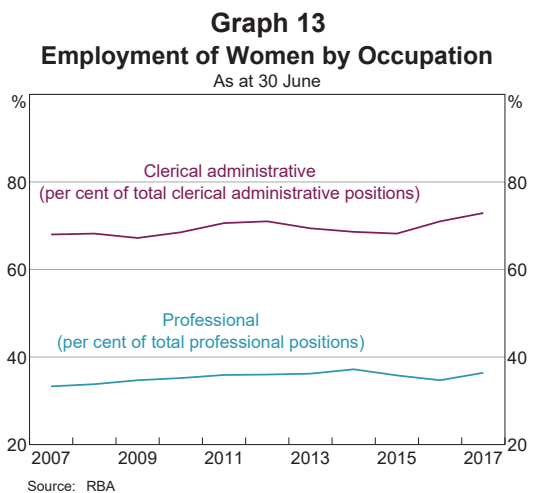
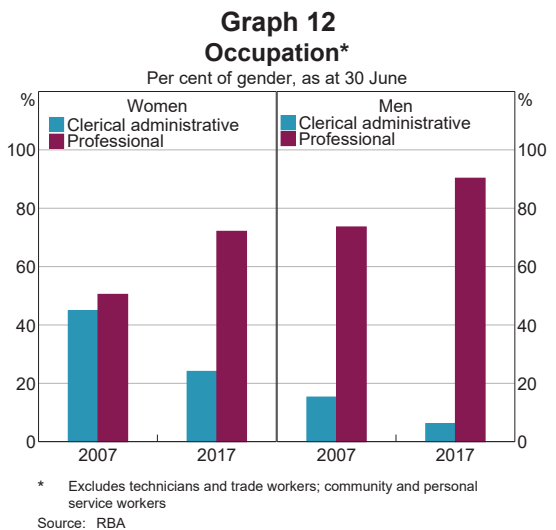
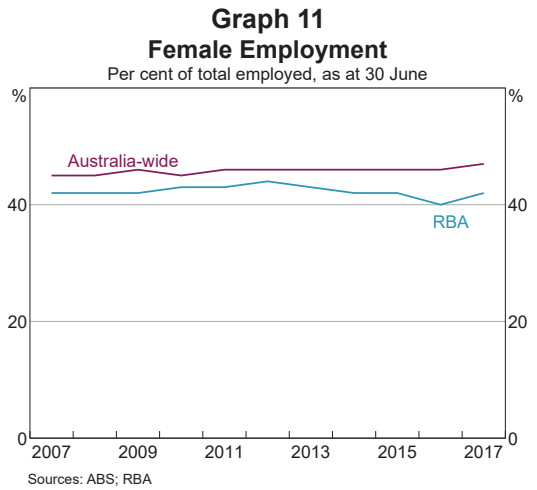
process of making choices for university studies). The Bank also funded a teaching scholarship for a secondary teacher to undertake a research study to investigate ways in which the engagement of female students in high school economics and maths could be improved. In addition, the Bank supports the Australian Maths and Science Institute (AMSI), which has a mandate to improve the effectiveness of maths and science teachers and to encourage more girls into STEM (Science, Technology, Engineering and Mathematics) disciplines. In addition to these specific initiatives, the Bank's new public education program researched the extent to which female students are under-represented in high school economics, and increased the range and number of talks to students so that the Bank was more accessible to female students.

### Profile

Women accounted for 42 per cent of the Bank's employees at the end of June 2017, slightly below the national average (Graph 11). The share of women in the Bank's workforce increased last year, by two percentage points, in part reflecting the focus the Bank has placed on this in recent years. Targeted recruitment and investment in the pipeline of female talent are high priorities for the Bank.

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 number 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).

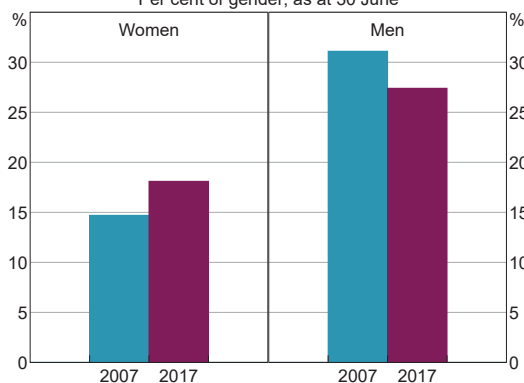
Reflecting the shift towards professional occupations, a higher proportion of women



are managers than was the case a decade ago (Graph 14). Women currently hold 32 per cent of management positions, up slightly from end June 2016 (Graph 15).

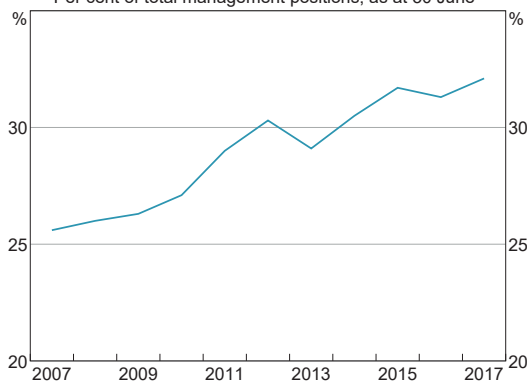
One-third of Reserve Bank Board and one-half of Payments System Board positions, respectively, are held by female members.

**Graph 14**  
**Managerial Positions by Gender**  
Per cent of gender, as at 30 June



Source: RBA

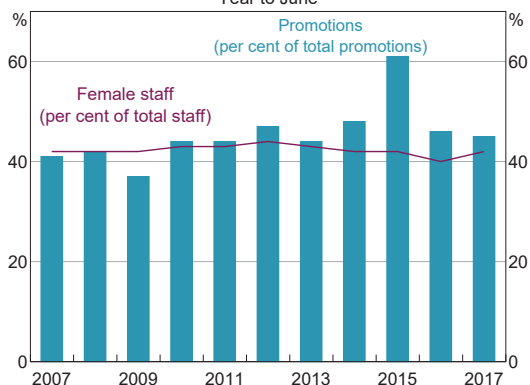
**Graph 15**  
**Women in Management Positions**  
Per cent of total management positions, as at 30 June\*



Source: RBA

During the year to June 2017, 45 per cent of promotions were awarded to female employees, which are higher than their employment share of 42 per cent, and the same as the 10-year average of 45 per cent (Graph 16). Around 17 per cent of promotions awarded to female employees were

**Graph 16**  
**Female Promotions**  
Year to June

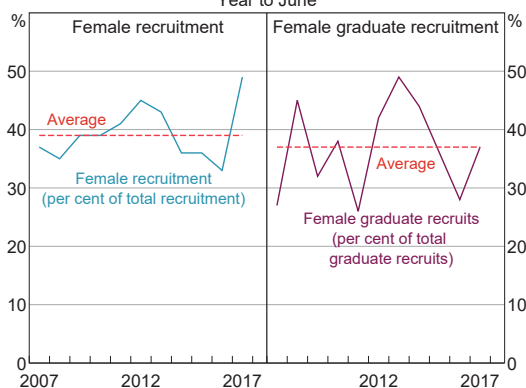


Source: RBA

to managerial positions, including executive management.

As at the end of June 2017, women accounted for 49 per cent of new recruits, which is higher than the 10-year average of 39 per cent (Graph 17). The Bank's single largest recruitment drive each year is the Graduate Development Program. University graduates account for about 23 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

**Graph 17**  
**Female Recruitment**  
Year to June

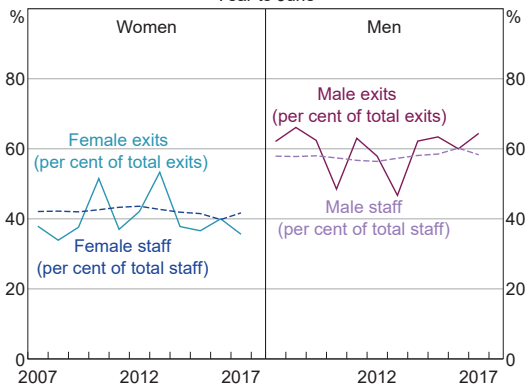


Source: RBA

constant over the past two decades (Graph 17). In the 2017 graduate intake year, 37 per cent of applications were from women (up 5 per cent from the previous year). At the conclusion of the selection process, 52 per cent of offers were accepted by female applicants.

Women accounted for 36 per cent of exits in the year to June 2016 (Graph 18), lower than their share of employment.

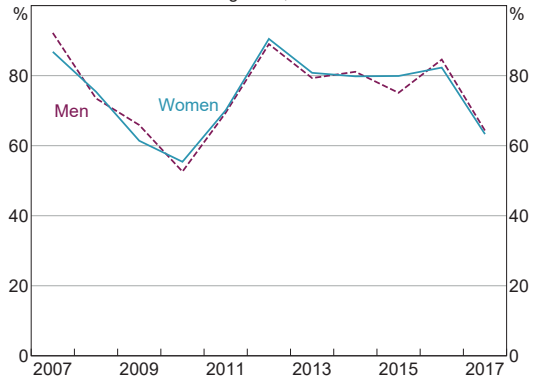
**Graph 18**  
**Exits\***  
Year to June



\* Excludes retirements  
Source: RBA

During the reporting period, the key leadership development focus was on executive leaders at Deputy Head and above. The Executive Leadership Development Program was designed and facilitated by Deloitte and covered elements of inclusive leadership, utilising the 'Leadership Shadow' model that was developed by the Male Champions of Change with Corporate Executive Women (Graph 19).

**Graph 19**  
**Training Participation\***  
Per cent of gender, as at 30 June



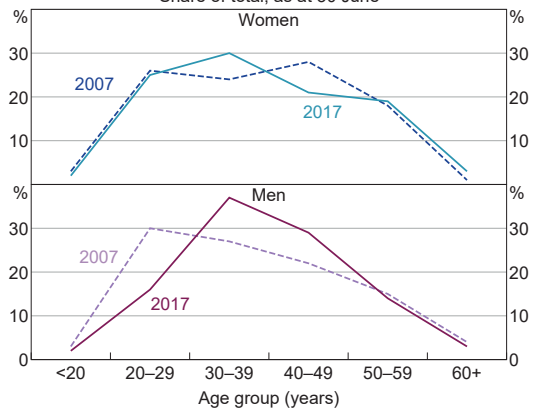
\* Excludes Bank-sponsored study assistance, conferences, online learning modules and information sessions  
Source: RBA

## Age Profile

Since 2007, the average age of Bank employees has remained steady at 39, although an increase in the proportion of workers 50 and over has been seen (Graph 20).

Compared with the overall labour force, the Bank has a relatively young workforce; 40 per cent of all employees are under the age of 35 (Graph 21). This is largely a result of the Bank's

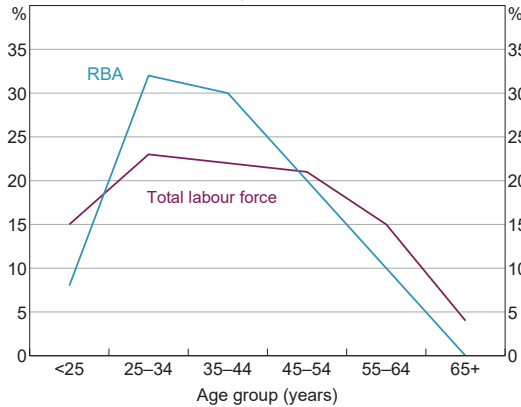
**Graph 20**  
**Age Distribution of RBA Staff**  
Share of total, as at 30 June



Source: RBA

**Graph 21**  
**Age Distribution**

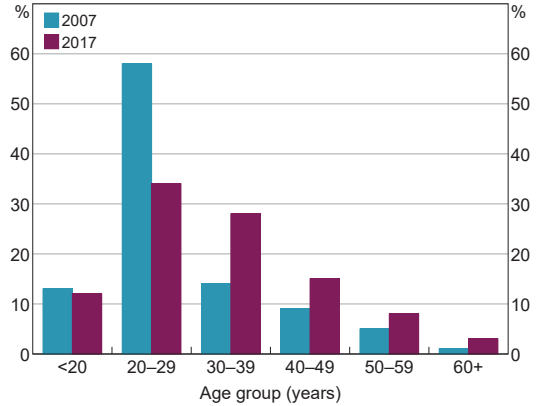
Share of total, as at 30 June 2017



Sources: ABS; RBA

**Graph 22**  
**Recruitment by Age Group**

Share of total, year to 30 June



Source: RBA

hiring practices; around one-third of hiring each year is of younger workers, in part reflecting the role of the graduate, internship 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.

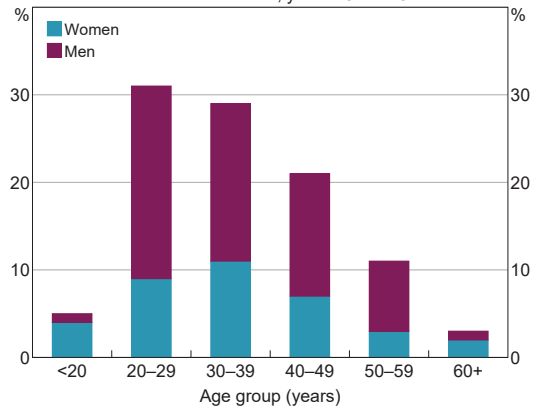
More broadly, as the general population and therefore the Bank's hiring pool ages, it is likely that this will eventually be reflected in the Bank's workforce. The average age of newly recruited employees has increased from 28 to 33 over the past decade (Graph 22), due to an increase in mid-career employees joining the Bank to support strategic projects.

Over the past decade, the average tenure of employees at the Bank has shortened. The proportion of employees who have spent less than five years at the Bank is now 52 per cent, compared with 62 per cent a decade ago.

Employees eligible for retirement accounted for 7 per cent of exits during 2016/17. More than half of employees leaving the Bank do so before the age of 35. (Graph 23).

**Graph 23**  
**Age at Exit**

Per cent of total exits, year to June 2017



Source: RBA

## Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI)

Significant efforts were made to promote LGBTI inclusion in 2016/17. The Bank renewed its membership of Pride in Diversity (PiD), a not-for-profit employer support program for LGBTI workplace inclusion, sent delegates to PiD's annual national conference and had staff participate in member workshops and roundtables. The LGBTI+ Allies ERG has developed a strategy and medium-term action

plan focused on raising awareness of LGBTI issues within the Bank, providing advice to the Bank on all aspects of LGBTI inclusion, and celebrating and supporting LGBTI staff and allies.

To help assess the current state of LGBTI inclusion at the Bank, the ERG undertook an informal review of the Bank's workplace policies and practices against PiD's Australian Workplace Equality Index, a national benchmark on LGBTI workplace inclusion. Improving the Bank's ability to deliver targeted LGBTI awareness training to staff was one priority that came from this; in response, an HR diversity specialist and member of the ERG undertook PiD's specialised LGBTI 'Train the Trainer' program in July 2017. The ERG has also raised the Bank's LGBTI awareness through Bank-wide initiatives tied to Wear It Purple Day and the International Day against Homophobia, Transphobia and Biphobia. Such initiatives have helped energise and engage a growing community of active and vocal allies within the Bank.

ERG members have engaged with LGBTI networks in a number of other organisations to share experiences and learn best practices regarding LGBTI workplace inclusion. For example, the ERG has attended the meetings of an interbank LGBTI networking group and Assistant Governor (Economic) Luci Ellis, the Executive Sponsor of the LGBTI+ Allies ERG, was a panellist at an event hosted by the Commonwealth Bank of Australia's Unity Employee Group. ERG and other Bank staff also joined with colleagues from the Australian Securities and Investments Commission and the Australian Prudential Regulation Authority to march as the 'Rainbow Regulators' in the 2017 Sydney Gay and Lesbian Mardi Gras parade.

## Disability

### Initiatives

The Accessibility ERG has commenced the creation of an Accessibility Action Plan, with guidance from the Australian Network on Disability (AND), which aims to improve access to information, facilities and opportunities to people with a disability. In order to ensure best practice the Bank upgraded its AND membership from Bronze to Silver to gain access to a dedicated specialist.

The Bank welcomed two students who identified themselves as having a disability through its 'Stepping into' internship program, and offered the students ongoing employment at the conclusion of their internship. The Bank also provides long-term employment for individuals with intellectual disabilities through the Job Support program.

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 R U OK? 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.

A number of accessibility-related initiatives were pursued during 2016/17. These included:

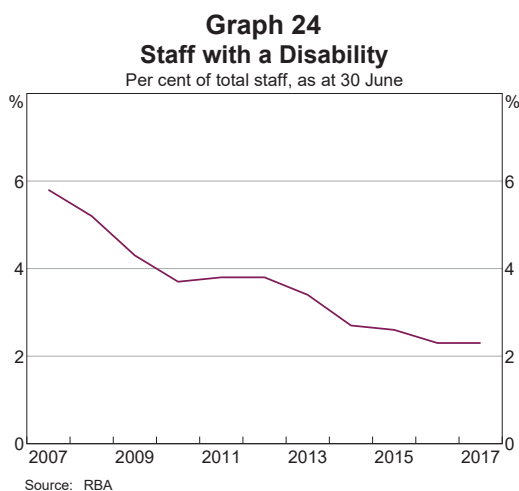
- updating online training modules to incorporate accessibility features more effectively
- conducting an audit of premise-related accessibility features, including hearing loops, and communicating their availability to staff

- marking International Day of Disabled Persons and Global Accessibility Awareness Week with educational communications to staff
- 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. The first in the series of next generation of banknotes was released in late 2016 and includes a new embossed feature that was chosen to be incorporated into the design as the most effective method of achieving greater accessibility.

### Profile

The proportion of employees who identified themselves as having a disability was 2 per cent as at June 2017 (Graph 24). 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 known disability represented 1 per cent of all exits in the reporting period, slightly lower than their share of employment.



## Indigenous Australians

### Initiatives

The Bank's Diversity Plan highlighted Indigenous Australians as a key focus and introduced a target of increasing the proportion of Indigenous Australian employees to 3 per cent of the total workforce.

The Bank continued its focus on increasing the representation of employees from an Indigenous Australian background and promoting cultural awareness through a number of avenues, including:

- highlighting opportunities for Indigenous Australian applicants when advertising the internship program on graduate job boards
- job descriptions circulating through Yalari and the Australian Indigenous Education Foundation, in an effort to recruit Indigenous Australian school leavers to the Bank's business traineeship.

The Bank is looking to use group training organisations to improve its capacity to recruit Indigenous business trainees.

To promote the inclusion of Indigenous Australians in the workplace, the Bank's Indigenous ERG has established a Reconciliation Action Plan (RAP) Working Group, which is developing the Bank's first RAP.

The Bank's internship for Indigenous Australian university students was expanded from one to four recipients in 2016/17, and resulted in ongoing Bank employment for one of the interns. The internship is facilitated by CareerTrackers, a non-profit agency that works with organisations to provide work experience, networking and professional development opportunities for Indigenous Australian university students. The internship involved vacation work at the Bank and professional development training.

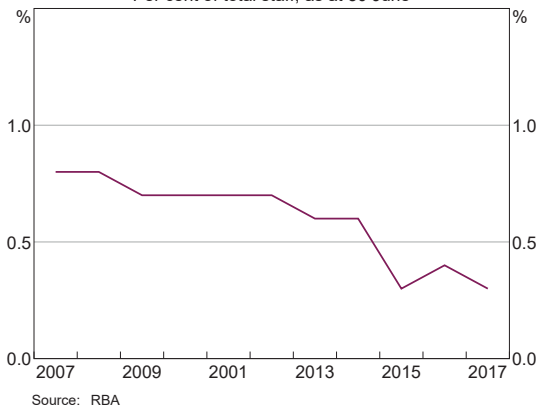
The Bank is exploring options for Indigenous Australian cultural competence training for staff and has started to introduce the practice of Acknowledgement of Country.

To raise employees' awareness on Indigenous Australian history and culture, the Bank circulated internal communications, and held a museum exhibition of Aboriginal artefacts from its archives during NAIDOC week. A Diversity and Inclusion keynote was delivered by Michael Comb, CEO of CareerTrackers during NAIDOC week 2016, and National Reconciliation Week was observed in 2017.

### Profile

Indigenous Australians continue to account for a small proportion of employees, at 0.4 per cent (Graph 25). CareerTrackers interns are employed for fixed-term periods throughout the year and not all were employed as at 30 June. 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 25**  
Indigenous Australian Staff  
Per cent of total staff, as at 30 June



## Race and Culture

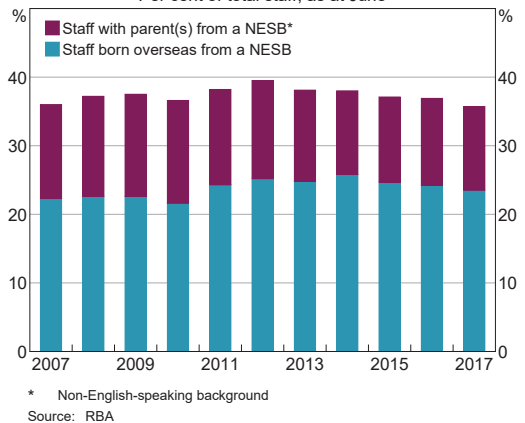
### Initiatives

The Race and Culture ERG led the celebration of cultural diversity and inclusion on Harmony Day through the production of a video featuring culturally diverse staff and their languages. The Bank invited the Acting President of the NSW Anti-Discrimination Board to speak to staff about her career story as an Australian of Asian heritage, and the Race Discrimination Commissioner to speak about the under-representation of professionals with culturally diverse backgrounds in senior leadership roles. The Bank continued to provide Mandarin language and cultural training to staff working in relevant areas.

### Profile

The proportion of Bank employees who identified themselves as having been born overseas or from a non-English-speaking background (NESB) has been relatively consistent at around one-third of staff (Graph 26).

**Graph 26**  
Staff from a Non-English-speaking Background  
Per cent of total staff, as at June



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. Most employees from a non-English-speaking background originate from India, China and the Philippines. Such employees born overseas from a non-English-speaking background represented 21 per cent of all employee exits in this reporting period, 5 per cent lower than the previous year.





# Appendices

## Diversity & Inclusion Council Terms of Reference

The role of the Diversity & Inclusion Council (the Council) is to assist the Reserve Bank of Australia (the Bank) to achieve its aims relating to diversity and inclusion in the workplace.

The Diversity and Inclusion Council will;

- provide centralised oversight of the ERGs. In this way we can ensure that ERG work is coordinated with other initiatives (either within the ERG network or with HR) while also providing the groups with an opportunity to share their ideas and experiences
- enable ERGs to report on their plans and the progress they are making, and to allocate funding (from HR's budget) for activities sponsored by ERGs
- make recommendations to the Executive Committee on diversity and inclusion principles and policy
- suggest priorities for, and monitor the implementation of, the Bank's diversity and inclusion program
- monitor and report periodically to the Governor and the Executive Committee on these matters.

## Membership as at 30 June 2017

The Council has the following members:

- Chair – Deputy Governor
- Head of Human Resources

- Secretary – Diversity & Inclusion Consultant, Human Resources
- External Representative – Juliet Bourke, Lead Partner – Diversity and Inclusion, Deloitte Human Capital
- Executive Sponsors and Chairs of ERGs:
  - LGBTI+ Allies – Luci Ellis and Chris Thompson
  - Race & Cultural Identity – Chris Aylmer and Gayan Benedict
  - Indigenous Australians – Lindsay Boulton and Miriam Lane
  - Flexibility – Michael Andersen and Deborah Harvey
  - Accessibility – Michele Bullock and Angelita Yu
  - Gender Equity – Alex Heath and Anna Park

Membership includes 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 two years for all positions, with the exception of ex officio positions.

## Meetings

The full Committee will meet four times each year. ERGs meet monthly (at a minimum).

## Statistical Tables

### Representation within Classification Levels<sup>(a)</sup>

As at 30 June 2016 and 30 June 2017

Number (per cent of total staff within classification level)

| Occupational group        | NESB1               |                     | NESB2               |                     | IA        |          | PWD               |                   | Women               |                     | Men                  |                     | Total staff           |                       |
|---------------------------|---------------------|---------------------|---------------------|---------------------|-----------|----------|-------------------|-------------------|---------------------|---------------------|----------------------|---------------------|-----------------------|-----------------------|
|                           | 16                  | 17                  | 16                  | 17                  | 16        | 17       | 16                | 17                | 16                  | 17                  | 16                   | 17                  | 16                    | 17                    |
| Trainees                  | 1<br>(4)            |                     | 6<br>(26)           | 3<br>(13)           |           |          |                   |                   | 12<br>(52)          | 11<br>(48)          | 11<br>(48)           | 12<br>(52)          | 23<br>(100)           | 23<br>(100)           |
| Cadets                    |                     | 1<br>(9)            |                     | 3<br>(27)           |           |          |                   | 3<br>(27)         | 2<br>(17)           | 6<br>(55)           | 10<br>(83)           | 5<br>(45)           | 12<br>(100)           | 11<br>(100)           |
| GR                        | 5<br>(8)            | 4<br>(7)            | 10<br>(17)          | 9<br>(15)           |           |          | 1<br>(2)          |                   | 18<br>(30)          | 21<br>(34)          | 42<br>(70)           | 40<br>(66)          | 60<br>(100)           | 61<br>(100)           |
| L1                        | 2<br>(11)           | 4<br>(25)           | 3<br>(17)           | 2<br>(13)           | 2<br>(11) | 1<br>(6) | 3<br>(17)         |                   | 7<br>(39)           | 9<br>(56)           | 11<br>(61)           | 7<br>(44)           | 18<br>(100)           | 16<br>(100)           |
| L2                        | 16<br>(25)          | 15<br>(20)          | 9<br>(14)           | 10<br>(13)          |           |          | 5<br>(8)          | 4<br>(5)          | 46<br>(72)          | 55<br>(73)          | 18<br>(28)           | 20<br>(27)          | 64<br>(100)           | 75<br>(100)           |
| L3                        | 42<br>(22)          | 44<br>(23)          | 24<br>(13)          | 25<br>(13)          | 3<br>(2)  | 3<br>(2) | 5<br>(3)          | 6<br>(3)          | 114<br>(61)         | 119<br>(63)         | 73<br>(39)           | 69<br>(37)          | 187<br>(100)          | 188<br>(100)          |
| L3/4                      | 64<br>(26)          | 56<br>(22)          | 28<br>(11)          | 25<br>(10)          |           |          | 3<br>(1)          | 3<br>(1)          | 107<br>(43)         | 110<br>(44)         | 140<br>(57)          | 140<br>(56)         | 247<br>(100)          | 250<br>(100)          |
| L4                        | 143<br>(36)         | 146<br>(35)         | 47<br>(12)          | 49<br>(12)          |           |          | 8<br>(2)          | 9<br>(2)          | 124<br>(31)         | 135<br>(32)         | 275<br>(69)          | 284<br>(68)         | 399<br>(100)          | 419<br>(100)          |
| L5                        | 44<br>(22)          | 44<br>(22)          | 24<br>(12)          | 24<br>(12)          |           |          | 4<br>(2)          | 4<br>(2)          | 65<br>(32)          | 66<br>(34)          | 137<br>(68)          | 130<br>(66)         | 202<br>(100)          | 196<br>(100)          |
| L6                        | 6<br>(8)            | 4<br>(5)            | 12<br>(16)          | 11<br>(15)          |           |          | 2<br>(3)          | 2<br>(3)          | 26<br>(34)          | 23<br>(31)          | 50<br>(66)           | 51<br>(69)          | 76<br>(100)           | 74<br>(100)           |
| Deputy Head               | 1<br>(4)            | 1<br>(4)            | 6<br>(21)           | 5<br>(19)           |           |          |                   |                   | 6<br>(21)           | 6<br>(22)           | 22<br>(79)           | 21<br>(78)          | 28<br>(100)           | 27<br>(100)           |
| Department Head and above | 1<br>(4)            | 2<br>(8)            | 1<br>(4)            | 1<br>(4)            |           |          |                   |                   | 7<br>(27)           | 8<br>(33)           | 19<br>(73)           | 16<br>(67)          | 26<br>(100)           | 24<br>(100)           |
| <b>Total</b>              | <b>325<br/>(24)</b> | <b>321<br/>(24)</b> | <b>170<br/>(13)</b> | <b>167<br/>(12)</b> | <b>5</b>  | <b>4</b> | <b>31<br/>(2)</b> | <b>31<br/>(2)</b> | <b>534<br/>(40)</b> | <b>569<br/>(42)</b> | <b>808<br/>(100)</b> | <b>795<br/>(58)</b> | <b>1342<br/>(100)</b> | <b>1364<br/>(100)</b> |

(a) Total excludes locally employed staff in overseas offices

Source: RBA

#### KEY

|       |   |
|-------|---|
| GR    | Graduates hired in 2015/16 and 2016/17 under the Graduate Development Program |
| 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<sup>(a)</sup>

As at 30 June 2017

Number (per cent of total employees within salary range)

| Salary                | NESB1                     | NESB2                     | IA       | PWD                     | Women                     | Men                       | Total staff                  |
|-----------------------|---------------------------|---------------------------|----------|-------------------------|---------------------------|---------------------------|------------------------------|
| Below \$40 000        | 3<br>(6)                  | 9<br>(19)                 |          |                         | 27<br>(57)                | 20<br>(43)                | 47<br>(100)                  |
| \$40 000 – \$49 999   | 5<br>(25)                 | 2<br>(10)                 |          | 3<br>(15)               | 15<br>(75)                | 5<br>(25)                 | 20<br>(100)                  |
| \$50 000 – \$59 999   | 7<br>(17)                 | 7<br>(17)                 | 2<br>(5) | 1<br>(2)                | 29<br>(71)                | 12<br>(66)                | 41<br>(100)                  |
| \$60 000 - \$69 999   | 8<br>(10)                 | 7<br>(9)                  |          | 2<br>(2)                | 47<br>(57)                | 35<br>(43)                | 82<br>(100)                  |
| \$70 000 – \$79 999   | 27<br>(22)                | 23<br>(19)                |          | 3<br>(2)                | 71<br>(58)                | 52<br>(42)                | 123<br>(100)                 |
| \$80 000 – \$89 999   | 24<br>(18)                | 17<br>(13)                |          | 2<br>(2)                | 72<br>(55)                | 60<br>(45)                | 132<br>(100)                 |
| \$90 000 – \$99 999   | 51<br>(29)                | 16<br>(9)                 |          | 3<br>(2)                | 82<br>(46)                | 96<br>(54)                | 178<br>(100)                 |
| \$100 000 – \$109 999 | 31<br>(25)                | 17<br>(14)                | 2<br>(2) | 5<br>(4)                | 47<br>(38)                | 77<br>(62)                | 124<br>(100)                 |
| \$110 000 – \$119 999 | 35<br>(30)                | 15<br>(13)                |          | 3<br>(3)                | 37<br>(32)                | 80<br>(68)                | 117<br>(100)                 |
| \$120 000 – \$129 999 | 58<br>(46)                | 6<br>(5)                  |          | 1<br>(1)                | 30<br>(24)                | 97<br>(76)                | 127<br>(100)                 |
| \$130 000 – \$139 999 | 23<br>(30)                | 9<br>(12)                 |          | 2<br>(3)                | 30<br>(39)                | 46<br>(61)                | 76<br>(100)                  |
| \$140 000 – \$149 999 | 9<br>(21)                 | 6<br>(14)                 |          | 1<br>(2)                | 12<br>(29)                | 30<br>(71)                | 42<br>(100)                  |
| \$150 000 and over    | 40<br>(16)                | 33<br>(13)                |          | 5<br>(2)                | 70<br>(27)                | 185<br>(73)               | 255<br>(100)                 |
| <b>Total</b>          | <b>321</b><br><b>(24)</b> | <b>167</b><br><b>(12)</b> | <b>4</b> | <b>31</b><br><b>(2)</b> | <b>569</b><br><b>(42)</b> | <b>795</b><br><b>(58)</b> | <b>1 364</b><br><b>(100)</b> |

(a) Total excludes locally employed staff in overseas offices  
Source: RBA

### 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

## Representation within Occupational Groups<sup>(a)</sup>

As at 30 June 2016 and 30 June 2017

Number (per cent of total employees within occupational group)

| Occupational group                  | NESB1               |                     | NESB2               |                     | IA       |          | PWD               |                   | Women               |                     | Men                 |                     | Total staff           |                       |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|----------|----------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|-----------------------|
|                                     | 16                  | 17                  | 16                  | 17                  | 16       | 17       | 16                | 17                | 16                  | 17                  | 16                  | 17                  | 16                    | 17                    |
| Managers                            | 8<br>(6)            | 7<br>(5)            | 20<br>(15)          | 18<br>(14)          |          |          | 2<br>(2)          | 2<br>(2)          | 40<br>(30)          | 43<br>(33)          | 92<br>(70)          | 89<br>(67)          | 132<br>(100)          | 132<br>(100)          |
| Professionals                       | 273<br>(28)         | 268<br>(27)         | 110<br>(11)         | 120<br>(12)         |          |          | 16<br>(2)         | 17<br>(2)         | 344<br>(35)         | 367<br>(37)         | 631<br>(65)         | 628<br>(63)         | 975<br>(100)          | 995<br>(100)          |
| Clerical and administrative workers | 38<br>(19)          | 40<br>(21)          | 33<br>(17)          | 24<br>(13)          | 5<br>(3) | 4<br>(2) | 11<br>(6)         | 12<br>(6)         | 142<br>(71)         | 137<br>(73)         | 58<br>(29)          | 51<br>(27)          | 200<br>(100)          | 188<br>(100)          |
| Technicians and trade workers       | 6<br>(18)           | 6<br>(18)           | 7<br>(21)           | 5<br>(15)           |          |          | 2<br>(6)          |                   | 8<br>(24)           | 9<br>(26)           | 25<br>(76)          | 25<br>(74)          | 33<br>(100)           | 34<br>(100)           |
| Community and personal services     |                     |                     |                     |                     |          |          |                   |                   |                     |                     | 2<br>(100)          |                     | 2<br>(100)            |                       |
| Machinery operators and drivers     |                     |                     |                     |                     |          |          |                   |                   |                     | 13<br>(87)          |                     | 2<br>(13)           |                       | 15<br>(100)           |
| <b>Total</b>                        | <b>325<br/>(24)</b> | <b>321<br/>(24)</b> | <b>170<br/>(13)</b> | <b>167<br/>(12)</b> | <b>5</b> | <b>4</b> | <b>31<br/>(2)</b> | <b>31<br/>(2)</b> | <b>534<br/>(40)</b> | <b>569<br/>(42)</b> | <b>808<br/>(60)</b> | <b>795<br/>(58)</b> | <b>1342<br/>(100)</b> | <b>1364<br/>(100)</b> |

(a) Total excludes locally employed staff in overseas offices

Source: RBA

### 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<sup>(a)</sup>**  
Year to 30 June 2016 and 30 June 2017  
Number

| Occupational group                           | NESB1       |             | NESB2       |            | IA         |            | PWD        |            | Women       |             | Men         |             | Total staff  |              |
|--|-------------|-------------|-------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|--------------|--------------|
|  | 16          | 17          | 16          | 17         | 16         | 17         | 16         | 17         | 16          | 17          | 16          | 17          | 16           | 17           |
| Managers                                     |             |             | 1           |            |            |            |            |            | 1           | 1           |             |             | 1            | 1            |
| Professionals                                | 59          | 21          | 27          | 13         |            | 1          | 3          | 1          | 63          | 58          | 153         | 77          | 216          | 135          |
| Clerical and administrative workers          | 3           | 8           | 6           | 1          | 2          | 2          |            | 1          | 25          | 24          | 11          | 16          | 36           | 40           |
| Technicians and trade workers                | 1           | 1           | 1           | 1          |            |            |            |            |             | 3           | 10          | 8           | 10           | 11           |
| Community and personal services              |             |             |             |            |            |            |            |            |             |             |             |             |              | 0            |
| Machinery operators and drivers              |             |             |             |            |            |            |            |            |             | 13          |             | 2           |              | 15           |
| <b>Total (per cent of total recruitment)</b> | <b>63</b>   | <b>30</b>   | <b>35</b>   | <b>15</b>  | <b>2</b>   | <b>3</b>   | <b>3</b>   | <b>2</b>   | <b>88</b>   | <b>99</b>   | <b>175</b>  | <b>103</b>  | <b>263</b>   | <b>202</b>   |
|  | <b>(24)</b> | <b>(15)</b> | <b>(13)</b> | <b>(7)</b> | <b>(1)</b> | <b>(1)</b> | <b>(1)</b> | <b>(1)</b> | <b>(33)</b> | <b>(49)</b> | <b>(67)</b> | <b>(51)</b> | <b>(100)</b> | <b>(100)</b> |

(a) 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

Source: RBA

**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<sup>(a)</sup>**  
Year to 30 June 2016 and 30 June 2017  
Number (per cent of total)

| Occupational group                  | NESB1              |                    | NESB2            |                    | IA                 |                  | PWD              |                  | Women              |                    | Men                |                     | Total staff          |                      |
|-------------------------------------|--------------------|--------------------|------------------|--------------------|--------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|---------------------|----------------------|----------------------|
|                                     | 16                 | 17                 | 16               | 17                 | 16                 | 17               | 16               | 17               | 16                 | 17                 | 16                 | 17                  | 16                   | 17                   |
| Managers                            |                    |                    |                  | 2<br>(29)          |                    |                  |                  |                  | 1<br>(50)          | 3<br>(43)          | 1<br>(50)          | 4<br>(57)           | 2<br>(100)           | 7<br>(100)           |
| Professionals                       | 33<br>(31)         | 31<br>(25)         | 4<br>(4)         | 13<br>(10)         | 15<br>(14)         | 1<br>(1)         | 2<br>(2)         | 1<br>(1)         | 39<br>(36)         | 39<br>(31)         | 69<br>(64)         | 85<br>(69)          | 108<br>(100)         | 124<br>(100)         |
| Clerical and administrative workers | 4<br>(14)          | 3<br>(13)          | 4<br>(14)        | 1<br>(4)           | 5<br>(18)          | 1<br>(4)         | 1<br>(4)         |                  | 16<br>(57)         | 14<br>(61)         | 12<br>(43)         | 9<br>(39)           | 28<br>(100)          | 23<br>(100)          |
| Technicians and trade workers       |                    |                    |                  | 2<br>(22)          | 1<br>(17)          |                  |                  | 1<br>(11)        | 1<br>(17)          | 2<br>(22)          | 5<br>(83)          | 7<br>(78)           | 6<br>(100)           | 9<br>(100)           |
| Community and personal services     |                    |                    |                  |                    | 1<br>(100)         |                  |                  |                  | 1<br>(100)         |                    |                    |                     | 1<br>(100)           |                      |
| Machinery operators and drivers     |                    |                    |                  |                    |                    |                  |                  |                  |                    |                    |                    |                     |                      |                      |
| Sales workers                       |                    |                    |                  |                    |                    |                  |                  |                  |                    |                    |                    |                     |                      |                      |
| Labourers                           |                    |                    |                  |                    |                    |                  |                  |                  |                    |                    |                    |                     |                      |                      |
| <b>Total</b>                        | <b>37<br/>(26)</b> | <b>34<br/>(21)</b> | <b>8<br/>(6)</b> | <b>18<br/>(11)</b> | <b>22<br/>(15)</b> | <b>2<br/>(1)</b> | <b>3<br/>(2)</b> | <b>2<br/>(1)</b> | <b>58<br/>(40)</b> | <b>58<br/>(36)</b> | <b>87<br/>(60)</b> | <b>105<br/>(64)</b> | <b>145<br/>(100)</b> | <b>163<br/>(100)</b> |

(a) 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  
Source: RBA

**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

**Retirement<sup>(a)</sup>**  
Year to 30 June 2016 and 30 June 2017  
Number (per cent of total)

| Occupational<br>gsgroup                   | NESB1       |             | NESB2      |    | IA |    | PWD        |    | Women       |             | Men         |             | Total staff  |              |
|---|-------------|-------------|------------|----|----|----|------------|----|-------------|-------------|-------------|-------------|--------------|--------------|
|   | 16          | 17          | 16         | 17 | 16 | 17 | 16         | 17 | 16          | 17          | 16          | 17          | 16           | 17           |
| Managers                                  | 1           | 1           |            |    |    |    |            |    | 2           | 2           | 3           | 2           | 3            | 4            |
| Professionals                             | 2           | 2           |            |    |    |    | 1          |    | 4           | 1           | 4           | 5           | 8            | 6            |
| Clerical and<br>administrative<br>workers | 6           |             | 1          |    |    |    |            |    | 9           | 2           | 2           | 1           | 11           | 3            |
| Technicians and<br>trade workers          | 1           |             |            |    |    |    |            |    | 1           |             | 3           |             | 4            |              |
| Community<br>and personal<br>services     | 1           |             |            |    |    |    |            |    | 1           |             |             |             | 1            |              |
| Machinery<br>operators and<br>drivers     |             |             |            |    |    |    |            |    |             |             |             |             |              |              |
| Sales workers                             |             |             |            |    |    |    |            |    |             |             |             |             |              |              |
| Labourers                                 |             |             |            |    |    |    |            |    |             |             |             |             |              |              |
| <b>Total</b>                              | <b>11</b>   | <b>3</b>    | <b>1</b>   |    |    |    | <b>1</b>   |    | <b>17</b>   | <b>5</b>    | <b>12</b>   | <b>8</b>    | <b>27</b>    | <b>13</b>    |
|   | <b>(41)</b> | <b>(23)</b> | <b>(4)</b> |    |    |    | <b>(4)</b> |    | <b>(63)</b> | <b>(38)</b> | <b>(44)</b> | <b>(62)</b> | <b>(100)</b> | <b>(100)</b> |

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

Source: RBA

**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**  
From 1 July 2016 to 30 June 2017  
Number

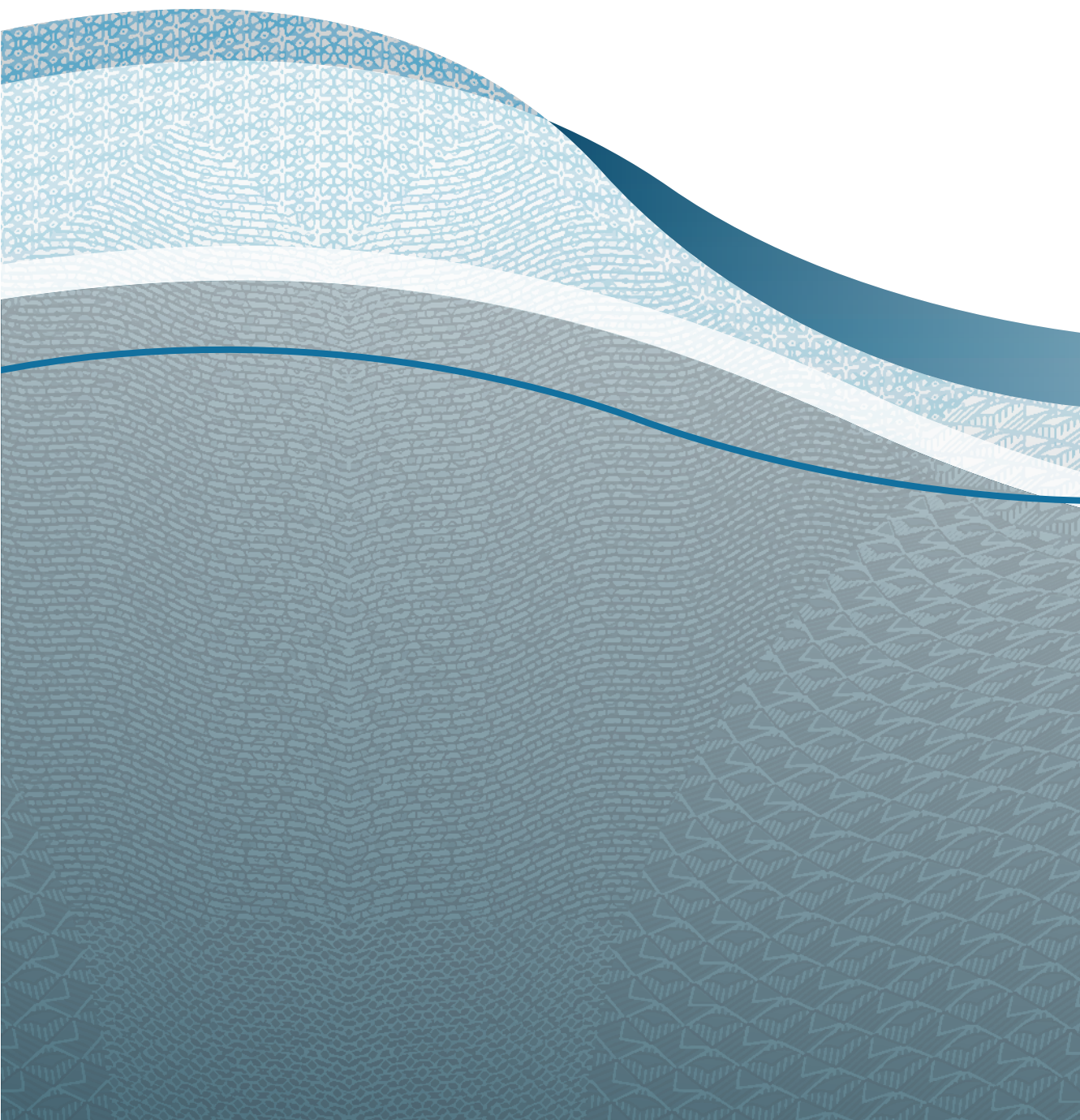
| Occupational group                          | NESB1       |             | NESB2       |             | IA         |            | PWD        |            | Women       |             | Men         |             | Total staff  |              |
|---|-------------|-------------|-------------|-------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|--------------|--------------|
|   | 16          | 17          | 16          | 17          | 16         | 17         | 16         | 17         | 16          | 17          | 16          | 17          | 16           | 17           |
| Managers                                    |             | 2           | 4           |             |            |            |            |            | 5           | 5           | 3           | 8           | 8            | 13           |
| Professionals                               | 12          | 7           | 9           | 4           |            |            | 2          |            | 32          | 24          | 40          | 30          | 72           | 54           |
| Clerical and administrative workers         | 6           | 2           | 1           | 4           | 1          |            |            | 2          | 10          | 7           | 11          | 6           | 21           | 13           |
| Technicians and trade workers               |             |             | 2           | 1           |            |            |            |            | 1           | 1           | 2           | 2           | 3            | 3            |
| Community and personal services             |             |             |             |             |            |            |            |            |             |             |             |             |              |              |
| Machinery operators and drivers             |             |             |             |             |            |            |            |            |             |             |             |             |              |              |
| <b>Total (per cent of total promotions)</b> | <b>18</b>   | <b>11</b>   | <b>16</b>   | <b>9</b>    | <b>1</b>   | <b>0</b>   | <b>2</b>   | <b>2</b>   | <b>48</b>   | <b>37</b>   | <b>56</b>   | <b>46</b>   | <b>104</b>   | <b>83</b>    |
|   | <b>(17)</b> | <b>(13)</b> | <b>(15)</b> | <b>(11)</b> | <b>(1)</b> | <b>(0)</b> | <b>(2)</b> | <b>(2)</b> | <b>(46)</b> | <b>(45)</b> | <b>(54)</b> | <b>(55)</b> | <b>(100)</b> | <b>(100)</b> |

Total excludes locally employed staff in overseas offices

Source: RBA

**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



RESERVE BANK OF AUSTRALIA