



**EQUITY &
DIVERSITY
ANNUAL
REPORT
2014**



RESERVE BANK OF AUSTRALIA

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G.R. Stevens
GOVERNOR

12 September 2014

The Hon Joe Hockey MP
Treasurer
Parliament House
CANBERRA ACT 2600

Dear Treasurer

EQUITY & DIVERSITY ANNUAL REPORT 2014

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 2014 for presentation to the Parliament.

Yours sincerely

A handwritten signature in blue ink, which appears to be 'G.R. Stevens', written in a cursive style.

Equity & Diversity Annual Report

2014

Reserve Bank

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Foreword

The Reserve Bank endeavours to build an inclusive, productive and rewarding workplace culture that encourages diversity of people, ideas and approaches to work. The Bank aims to ensure that all employees are treated with dignity and respect, and that they experience equal opportunity throughout their career in the Bank. It does so by implementing policies, guidelines and programs that support equity, diversity and inclusion in the workplace, and by ensuring that employees are aware of their rights, responsibilities and opportunities. The Bank is committed to continuously improving diversity practices through ongoing initiatives as they relate to work-life balance, gender, age, disability, Indigenous Australians and race-ethnicity, as reflected in the *Diversity Plan 2012–2015*.



Melissa Hope
Chairperson
Diversity & Inclusion Policy Committee

Introduction

This is the 27th *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 2013 to 30 June 2014.

Approach to Diversity

The Bank aims to embed equity, diversity and inclusion principles in its work practices and organisational environment. To ensure that these practices remain appropriate, the Bank annually reviews its workforce diversity profile, the take-up of its existing policies and programs, as well as any relevant external developments. This analysis also underpins the initiatives set out in the Bank's *Diversity Plan 2012–2015*. The four priorities of the Plan are to:

- undertake training and awareness on unconscious bias within the workplace to promote the quality of employment-related decision-making
- facilitate access to flexible work arrangements
- understand the factors influencing the career experience of women
- understand the needs of the maturing workforce, and use that information to assist in workplace planning and corporate knowledge retention.

The priorities reflect the expanded coverage of diversity over time due to legislative and societal changes, and a greater emphasis on workplace culture and values.

The layout of this Annual Report reflects these priorities, as well as the need to focus on the

designated groups defined in the Act – women, people with a disability, people of a non-English speaking background and Indigenous Australians.

Responsibility for Equity and Diversity

The Bank's Executive Committee is the key governing body responsible for the strategic direction of the Bank's equity, diversity and inclusion practices. There are, however, a number of key bodies that contribute to equity, diversity and inclusion governance and operation at the Bank.

- *Executive management* is responsible for the implementation of equity, diversity and inclusion activities and performance within their areas.
- *All employees* 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* is a consultative body that includes representatives from management, employees, Human Resources and the Finance Sector Union. The role of the Staff Representatives on the Committee is to also act as intermediaries between the Committee and employees. 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* are responsible for monitoring the implementation of diversity initiatives in their respective departments (which is reported on to the Diversity and Inclusion Policy Committee), and for acting as intermediaries between the Committee and employees.
- The *Accessibility Consultative Group* 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 Department, Facilities Management Department and Human Resources) and other interested employees.
- *Human Resources* 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.

The Bank launched a multi-year People and Culture Strategy following the unconscious bias and inclusive leadership program 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.

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 participated in

various programs 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 a 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.

Policy initiatives

During the year, the Bank introduced a new Workplace Behaviour Policy which specifically recognises the Bank's commitment to providing a workplace where employees are free from all forms of unlawful discrimination, harassment and bullying. 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 executive and senior management, 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 ensured that all employees are appropriately trained in workplace responsibilities related to equity, diversity and conduct. All employees completed training on the Code of Conduct and an online module on Workplace Behaviours, 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 Bank's Code of Conduct, workplace behaviour and ethical decision-making training.

The Bank's Grievance Contact Officer network provides information and advice to employees on a confidential basis to assist them 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 training sessions. Grievance Contact Officers received training in handling grievances – helping to bring them up to date with recent legislative changes.

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, topical articles in the monthly employee magazine, *Currency*, and the advertising of events in the weekly communications publication, *This Week*. Policy changes are communicated to staff as they occur via the newsletter, *Staff Matters*. 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 available on the Bank's intranet page.

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, which represent 91 per cent of employees who have disclosed their diversity details.

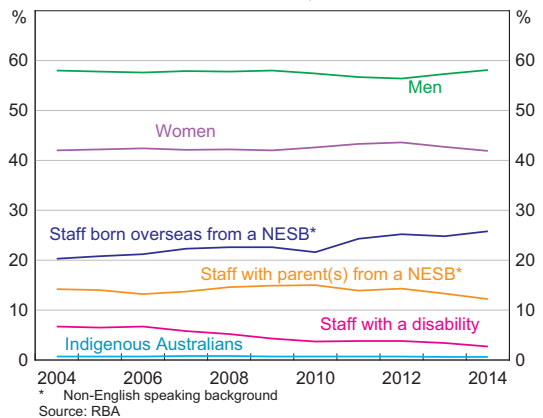
For potential employees of the Bank, the job application form contains an equity and diversity questionnaire, which provides the Bank with a better understanding of the applicants from a diversity perspective and facilitates any reasonable adjustments that might be required, both during the recruitment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

As part of the 2013 RBA Employee Engagement Survey, the Bank collected data related to employees' workplace experiences and attitudes (see page 6). Employees provided positive feedback about their diversity-related workplace experiences, which were more favourable than that of similar external benchmark organisations.

The Reserve Bank's Diversity Profile

At the end of June 2014, the Reserve Bank employed 1 200 staff,¹ an increase of 8 per cent from a year earlier. This increase, in part, reflects the recruitment of information technology professionals to support the Bank's technology projects. 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. Further information is provided in the next section of this Report.

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



¹ Includes locally employed staff in overseas offices.

Employee Engagement Survey

During the reporting period, the Bank's Employee Engagement Survey indicated that 80 per cent of employees hold favorable views towards diversity at the Bank, which is above external benchmarks. The survey highlighted that diversity is one the key strengths of the Bank's culture, in particular management's support of diversity, the level of respect experienced by employees, along with employees' ability to balance work and personal responsibilities. In addition, the vast majority of employees reported that the Bank provides a work environment free of discrimination and harassment.

Diversity Initiatives and Profile

Work-life balance

Initiatives

The Bank recognises that having policies and practices that help employees manage their career and other life commitments is important in attracting and retaining high-performing employees.

During 2013/14, the Bank pursued a number of initiatives relating to workplace flexibility, including:

- undertaking a project on workplace flexibility, in consultation with the Diversity & Inclusion Policy Committee and a management project team, with the aim of understanding employees' flexibility requirements and experiences
- providing training to senior managers on flexible work requests, unconscious bias associated with employment-related decision-making and workplace legal matters.

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

- Provision of an Employee Assistance Program. Confidential professional counselling and support is available to staff via phone and face-to-face meetings. It is promoted through the Bank's Health & Wellbeing Program and training workshops. Employees continue to utilise this facility, which is available for both work and non-work related matters, and includes a Manager Support Program for supervisors with staff-related concerns.
- A series of seminars. Relevant experts spoke on a variety of health topics, including mental health,

nutrition and back pain. The Bank also offered influenza vaccinations to employees.

- A Health Challenge program. This 30-day online program, which promotes a healthy lifestyle and work-life balance, was taken up by 10 per cent of employees. The Bank continued to provide fitness facilities and classes at Head Office, including Pilates, cardio boxing and yoga classes, as well as subsidised fitness arrangements for employees in interstate and overseas offices.

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 access to childcare places at an accredited childcare centre in the Sydney central business district
- providing a dedicated Parent Room facility for staff, including women returning to work from parental leave, as part of the Bank's breastfeeding friendly workplace practices. The Bank was also re-accredited by the Australian Breastfeeding Association during the reporting period
- introducing a work-life balance and career program, 'Parents at Work', to assist employees returning to work from parental leave.

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 for each employee volunteering.

Profile

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

- the employee engagement survey
- 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.

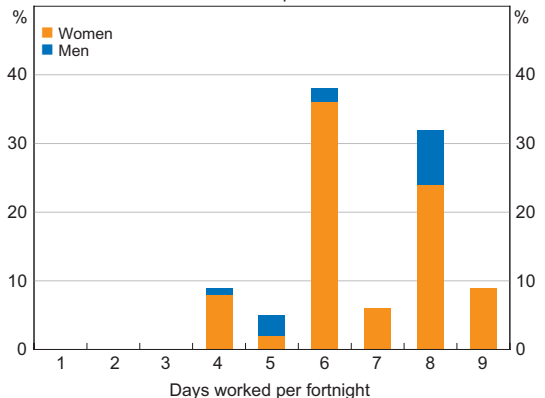
The Bank's Employee Engagement Survey indicated that the majority of employees are able to balance work and personal responsibilities, and that their work arrangements are flexible enough to meet their needs.

During 2013/14, 9 per cent of employees worked part-time. Some points to note about part-time employees include:

- The majority of employees working part-time do so for at least six days a fortnight (Graph 2). During this reporting period, 86 per cent of part-time employees worked six or more days each fortnight, compared with 77 per cent last year.
- While the vast majority of 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, on average, older than the median age of full-time employees and have generally worked at the Bank for longer (Table 1).
- The age profile of employees working part-time differs between men and women; female employees working part-time are predominately in their thirties and forties, whereas men working part-time tend to be in their thirties or over 50 (Graph 4).

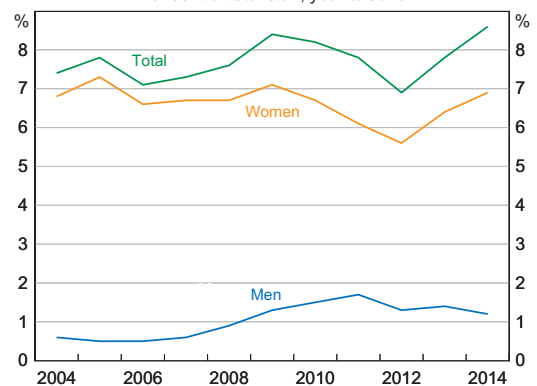
- Professional and managerial employees accounted for 60 per cent of employees working part-time, while clerical and administrative employees accounted for 40 per cent.

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 2014
 Source: RBA

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



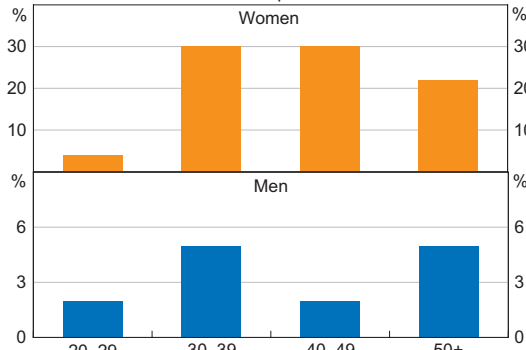
Source: RBA

Table 1: Employee Age and Tenure
 Years, as at 30 June 2014

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

Source: RBA

Graph 4
Age Profile of Part-time Staff
 Per cent of total part-time staff*



* Includes all staff who worked part-time during the year to June 2014
 Source: RBA

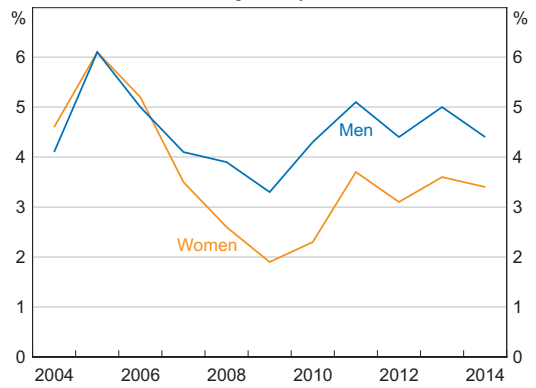
- The incidence of part-time work is concentrated in the corporate and business services areas of the Bank (70 per cent), but is similar to their share of employment (68 per cent).

During the reporting period, a total of 48 employees commenced parental leave. There have been some changes in the use of parental leave provisions over recent years, including:

- A slightly higher proportion of men have used parental leave compared with women (Graph 5).
- 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 6); of this, 14 weeks is fully paid leave for women and two weeks for men.
- Women returning from parental leave typically do so on a part-time basis (Graph 7). In the year to June 2014, the majority of women returned to work at the conclusion of parental leave, and a higher proportion were engaged in part-time work than has typically been the case.

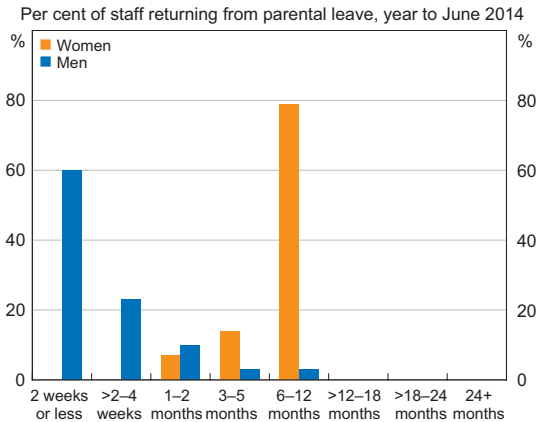
Leave for caring purposes was used by 37 per cent of employees in the year to June 2014, higher than the 10-year average (33 per cent). This was, in part, due to changes in the Bank's personal leave arrangements from 2010 (Graph 8). More men used carer's leave than women, with men accounting for 58 per cent of employees using such provisions. This is similar to

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



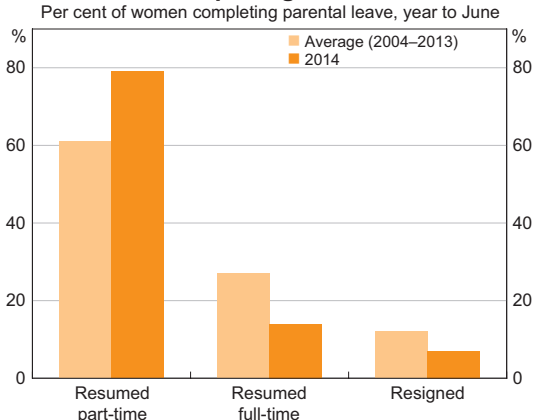
Source: RBA

Graph 6
Duration of Parental Leave
 Per cent of staff returning from parental leave, year to June 2014



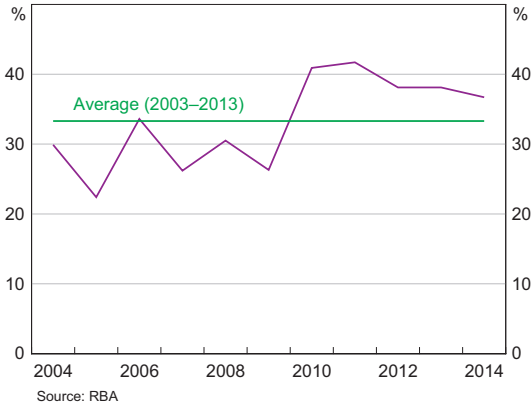
Source: RBA

Graph 7
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 employees, year to June

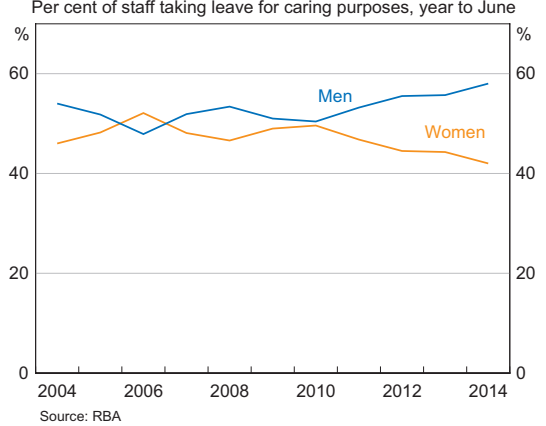


their overall representation at the Bank, but contrasts to the situation in the mid 2000s when roughly equal numbers of women and men accessed carer's leave (Graph 9).

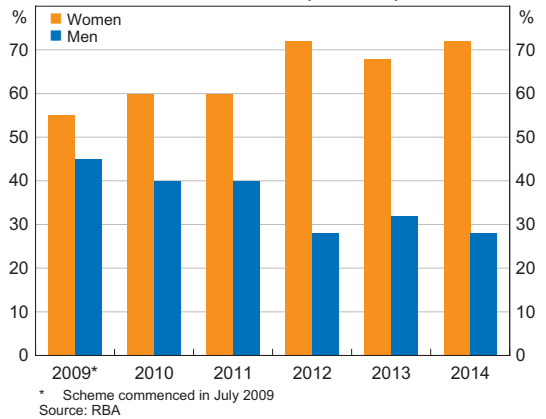
The Bank's purchased leave scheme assists employees with balancing work-life responsibilities. Some points to note about the scheme include:

- During the reporting period, 2 per cent of employees participated in the scheme, with women accounting for close to three-quarters of users, well above their employment share (Graph 10). The usage of the scheme by women has progressively increased over the past five years.
- The majority of employees participating in the purchased leave scheme requested two or four weeks of additional leave (Graph 11), and are professional and managerial employees.
- Around 60 per cent of users of the scheme were in their forties and fifties.
- Around half of users accessed the scheme in both 2013 and 2014.

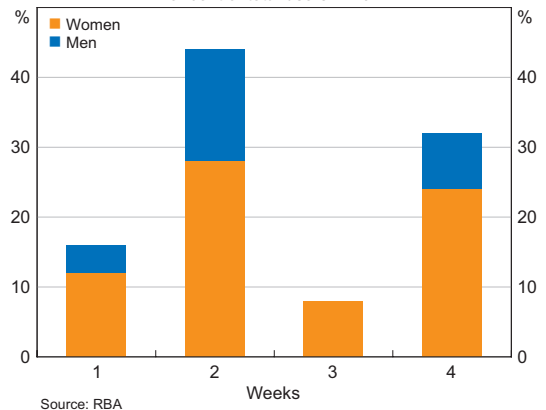
Graph 9
Leave for Caring Purposes
 Per cent of staff taking leave for caring purposes, year to June



Graph 10
Purchased Leave Scheme
 Per cent of total users, by calendar year



Graph 11
Duration of Purchased Leave
 Per cent of total users in 2014



Gender

Initiatives

During 2013/14, the Bank's main gender focus was on promoting career and development opportunities for women in the Bank.

Over the past year, the Bank has reviewed its approach to leadership development and assessment. As a result, a new leadership competency framework was developed to assist in development and career planning of leaders across the organisation. To complement leadership development, the Bank identified key leadership behaviours and introduced a tailored multi-rater feedback process for all senior leaders. Progress in these leadership activities should assist managers in strengthening their career prospects and help ensure that the Bank has a deep and diverse pool of potential leaders.

The Bank also 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. 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 has actively promoted IT career opportunities for women in the Bank and among university students by taking part in IT careers conference events.

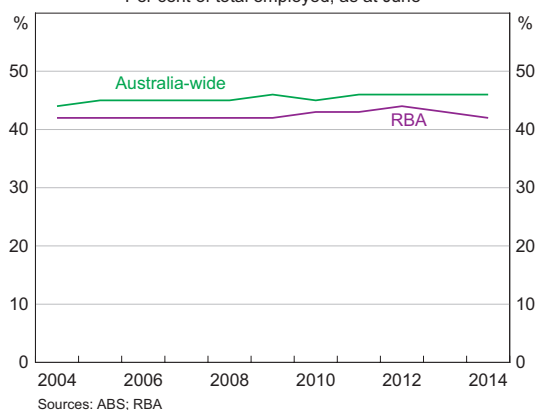
Four female managers from the Bank mentored four university students as part of the 2014 Lucy Mentoring Program through the University of

Technology, Sydney. 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 2014, slightly below the Australia-wide average (Graph 12).

Graph 12
Female Employment
Per cent of total employed, as at June

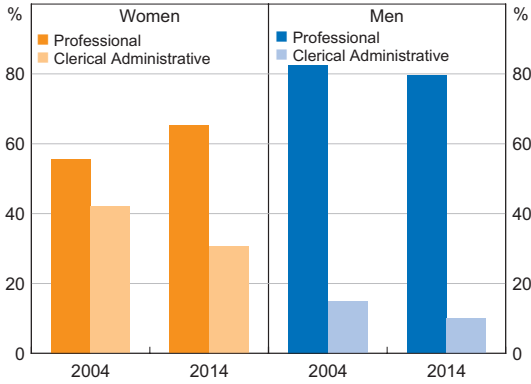


By occupation, professional roles have increasingly grown in importance at the Bank, relative to clerical administrative positions – a trend apparent in the financial sector more broadly. As a result, the majority of women at the Bank are employed in professional positions (Graph 13).

Men continue to hold the majority of professional roles; women continue to hold proportionately more clerical administrative positions, accounting for around two-thirds of such positions (Graph 14). While the proportion of women in clerical administration positions has changed little over the past decade, women's representation in professional roles has increased slightly.

Graph 13
Occupation*

Per cent of gender, as at June

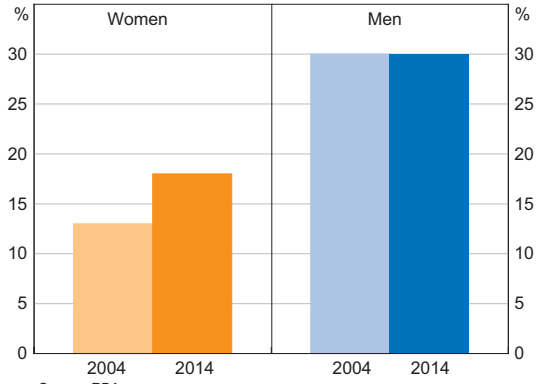


* Excludes technicians and trade workers; community and personal service workers
Source: RBA

Graph 15

Managerial Positions by Gender

Per cent of gender, as at June

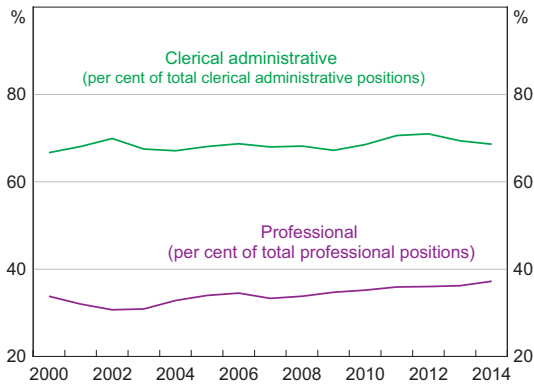


Source: RBA

Graph 14

Employment of Women by Occupation

As at June

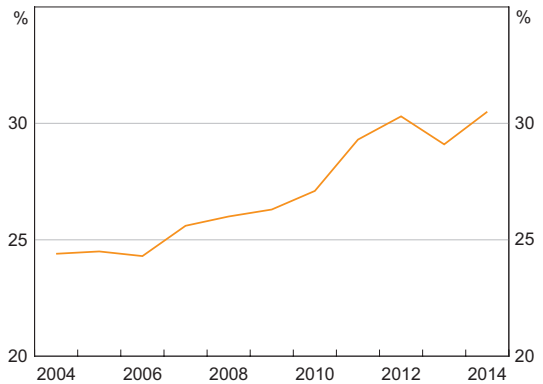


Source: RBA

Graph 16

Women in Managerial Positions

Per cent of total management positions, as at June



Source: RBA

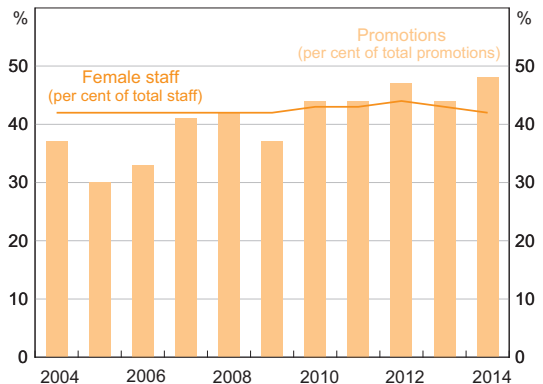
Reflecting the shift towards professional occupations, a higher proportion of women are managers than was the case a decade ago (Graph 15). Women currently hold 31 per cent of managerial positions, up from 24 per cent a decade ago (Graph 16). One-third of Reserve Bank Board positions, and one-quarter of Payments Systems Board positions, are held by women.

During the year to June 2014, 48 per cent of promotions were awarded to female employees, which is slightly higher than their employment share of 42 per cent, and higher than the 10-year average of 40 per cent (Graph 17). Around 18 per cent of promotions awarded to women were to managerial positions, including executive management.

Graph 17

Female Promotions

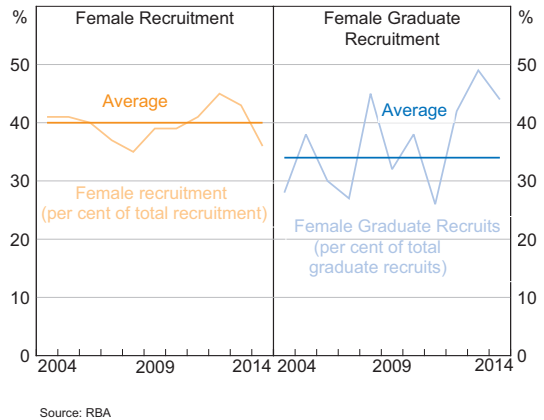
Year to June



Source: RBA

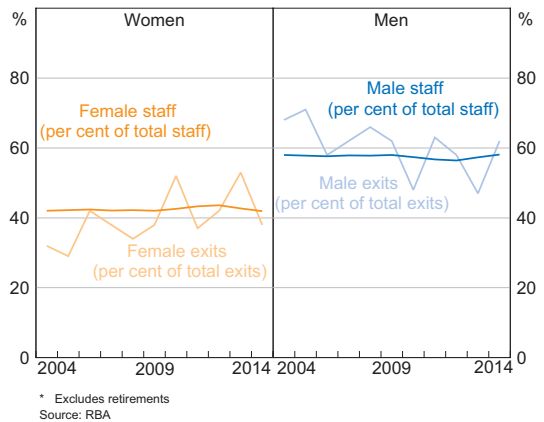
As at the end of June 2014, women accounted for 36 per cent of new recruits, which is slightly below the 10-year average of 40 per cent (Graph 18). This is largely due to an increase in the Bank's workforce, which reflects an influx of male employees recruited from male-dominated professions, such as information technology. The Bank's single largest recruitment drive each year is the Graduate Development Program. University graduates account for about a quarter 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 18). For the 2014 graduate intake, female representation was at 44 per cent.

Graph 18
Female Recruitment
Year to June



Women accounted for 38 per cent of exits in the year to June 2014 (Graph 19). Two-thirds of female exits and three-quarters of male exits were from the professional occupation group.

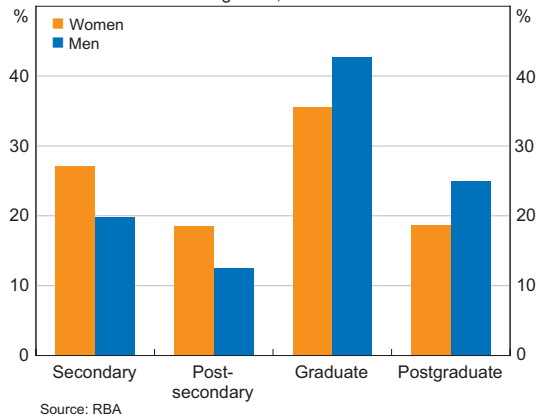
Graph 19
Exits*
Year to June



About three-quarters of employees at the Bank have a post-secondary or tertiary educational qualification (Graph 20). Where differences exist, they are that:

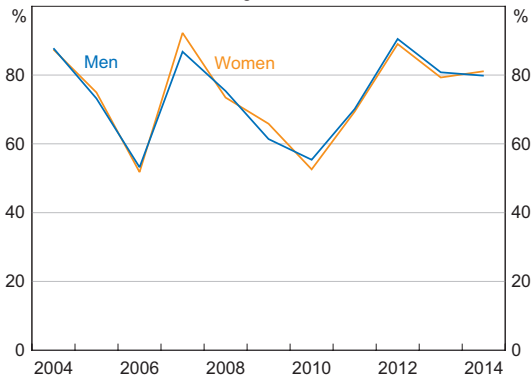
- the HSC is the highest educational qualification for proportionately more women than men, reflecting the higher representation of women in clerical administrative roles
- proportionately more men than women hold a postgraduate qualification, although the share of women with such a qualification is increasing.

Graph 20
Highest Educational Qualification
Per cent of gender, as at June 2014



During the reporting period, the Bank's Study Assistance Committee awarded four Post Graduate Study Awards, with one female employee and two male employees accepting the offers. A total of six staff (three women and three men) were 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 21).

Graph 21
Training Participation*
 Per cent of gender, as at June



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

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

Age

Initiatives

During 2013/14, the Bank's main age-related initiative was to introduce 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.

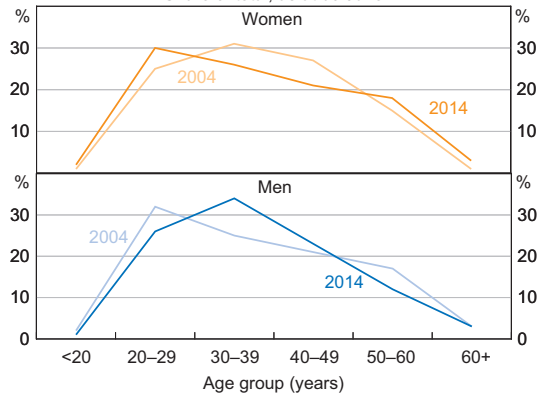
Profile

Since 2004, there has been a modest increase in the average age of Bank employees, from 37 to 38 years. 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 16 per cent in 2004 to 21 per cent in 2014 (Graph 22).

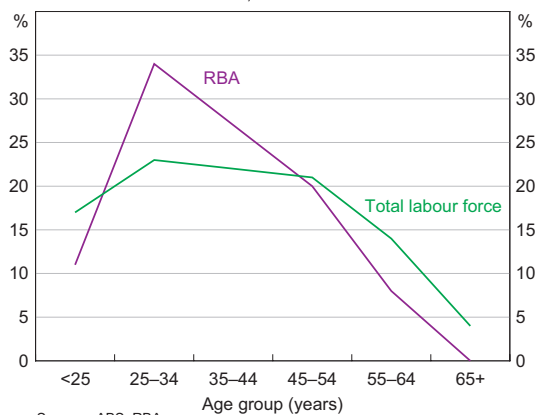
Compared with the overall labour force, the Bank has a relatively young workforce; almost half of all employees are under the age of 35 (Graph 23). This is largely a result of the Bank's hiring practices; around 32 per cent of hiring each year is of younger workers, in part reflecting the role of the 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.

Graph 22
Age Distribution of RBA Staff
 Share of total, as at 30 June



Source: RBA

Graph 23
Age Distribution
 Share of total, as at 30 June 2014



Sources: ABS; RBA

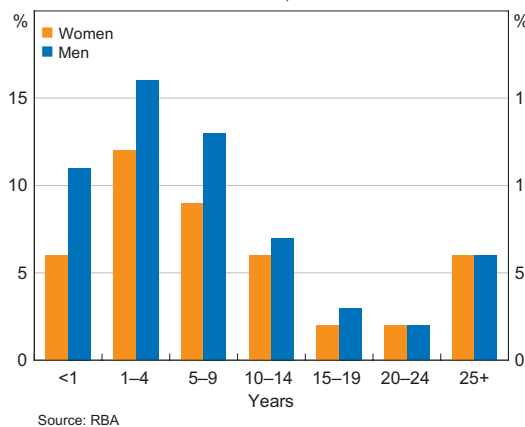
More broadly, as the general population and therefore the Bank's hiring pool ages, it is likely that this will eventually be reflected in the Bank's workforce. The average age of newly recruited employees has increased slightly over the past decade (Graph 24), due to an increase in mid-career employees joining the Bank to support strategic projects.

Graph 24
Recruitment by Age Group
Share of total, year to June



Over the past decade, the average tenure of employees at the Bank has shortened somewhat. Currently, 46 per cent of employees have spent less than five years at the Bank (Graph 25), compared with 43 per cent in 2004. The median tenure of employees is currently 5.5 years.

Graph 25
Tenure Profile
Per cent of total staff, as at June 2014



Employees eligible for retirement accounted for 10 per cent of exits during 2013/14. A large proportion of employees leaving the Bank do so before the age of 30, accounting for over half of total exits (Graph 26).

Graph 26
Age at Exit



Disability

Initiatives

During 2013/14, 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 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 2014. 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. The Bank commenced the development of an online module to raise awareness about disability matters, including

workplace assessments and support available through Job Access, a government initiative designed to provide assessments for assistive technology and, where appropriate, funding for employees with a disability.

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 disability in the workplace and mental fitness workshops 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. Opportunities for seeking assistance for employees with a disability were promoted within the Bank, including Job Access.

A number of accessibility-related initiatives were pursued during 2013/14. These included:

- devoting additional web resources to the achievement of online accessibility, including through the introduction of specialist positions
- reviewing the 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.

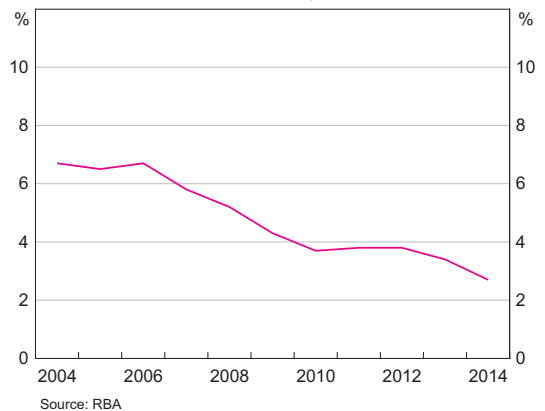
A review of the Bank's external website was conducted in 2013, which resulted in the identification of legacy PDF documents that were not fully accessible. The work to create accessible HTML versions of the legacy PDF files is progressing well towards meeting the requirements of Web Content Accessibility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

Profile

The proportion of employees who identified themselves as having a disability was just under 3 per cent as at June 2014 (Graph 27). However, there may be some under-reporting, to the extent that some employees are unwilling to disclose a disability, and that data are provided on a voluntary basis.

Employees disclosing a disability represented 6 per cent of all exits in the reporting period, above their share of employment.

Graph 27
Staff with a Disability
Per cent of total staff, as at June



Indigenous Australians

Initiatives

During 2013/14, 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:

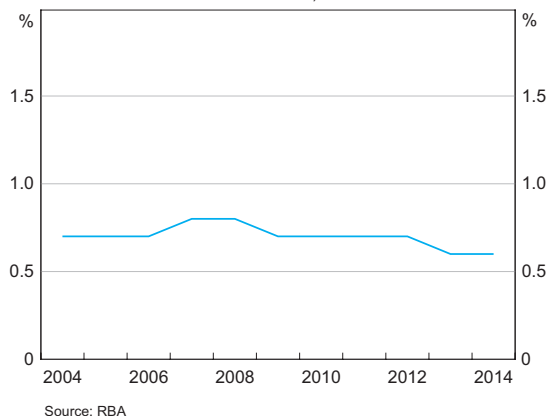
- advertising all external job vacancies on an Indigenous Australian job board and the traineeship program in the *Koori Mail*
- highlighting opportunities for Indigenous applicants when advertising the cadetship program on graduate job boards
- recruiting one Indigenous Australian trainee each year (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. In addition, the Bank facilitated a Q&A session following the screening of a documentary to raise awareness of Indigenous matters during NAIDOC week.

Profile

Indigenous Australians continue to account for a small proportion of employees, at 0.6 per cent (Graph 28). 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 28
Indigenous Australian Staff
Per cent of total staff, as at June



Race-ethnicity

Initiatives

During 2013/14, 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 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.

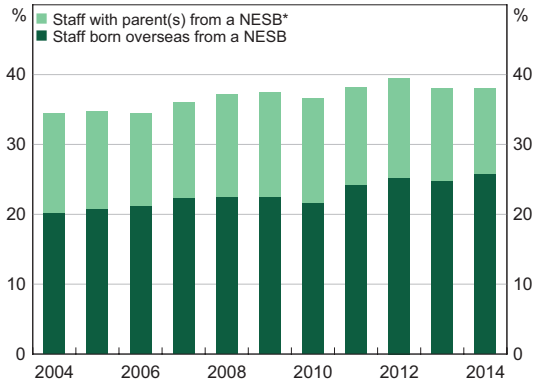
Profile

The proportion of Bank employees who identified themselves as having been born overseas from a non-English speaking background has steadily increased over the past decade, maintaining its highest level during the reporting period, at 26 per cent (Graph 29).

Graph 29

Staff from a non-English Speaking Background

Per cent of total staff, as at June



* Non-English speaking background
Source: RBA

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. Such employees born overseas from a non-English speaking background represented 22 per cent of all employee exits in this reporting period.

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 of Australia (the 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:

- Chairperson – Head of Human Resources (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 (Chairperson, ex officio)
- Representative from the Diversity Contact Manager Network (Chairperson, ex officio).

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

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 2014

Chairperson	Melissa Hope
Secretary	Marija Dumovic
Employee Representative	Aaron Bovis
Employee Representative	Belinda Cheung
Employee Representative	Bernadette Donovan
Employee Representative	Alex Heath
Union Representative	Vacant
Union Representative (alternate)	Jason Jux
Representative of the Accessibility Consultative Group – Chairperson	Glen McLane
Representative of the Diversity Contact Manager Network – Chairperson	Marija Dumovic

Statistical Tables

Representation within Classification Levels

As at 30 June 2013 and 30 June 2014

Number (per cent of total employees within classification level)

Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	13	14	13	14	13	14	13	14	13	14	13	14	13	14
Trainees	2 (11)	1 (5)	3 (16)	3 (14)	1 (5)	1 (5)	2 (11)		10 (53)	11 (52)	9 (47)	10 (48)	19 (100)	21 (100)
Cadets		1 (13)	2 (17)	2					7 (47)	4 (33)	8 (53)	8 (67)	15 (100)	12 (100)
Graduates	14 (18)	12 (13)	3 (4)	9 (10)					37 (46)	43 (47)	43 (54)	49 (53)	80 (100)	92 (100)
L1	10 (31)	9 (35)	1 (3)	2 (8)	2 (6)	2 (8)	2 (6)	2 (8)	19 (59)	15 (58)	13 (41)	11 (42)	32 (100)	26 (100)
L2	21 (27)	20 (26)	14 (18)	12 (16)	2 (3)	2 (3)	3 (4)	5 (6)	56 (73)	53 (69)	21 (27)	24 (31)	77 (100)	77 (100)
L3	48 (29)	52 (30)	23 (14)	19 (11)	2 (1)	2 (1)	9 (5)	6 (3)	103 (61)	109 (63)	65 (39)	63 (37)	168 (100)	172 (100)
L3/4	47 (26)	48 (25)	29 (16)	24 (12)				6 (3)	6 (3)	66 (37)	71 (37)	112 (63)	122 (63)	193 (100)
L4	99 (39)	121 (40)	35 (14)	35 (12)				9 (4)	8 (3)	93 (36)	104 (34)	162 (64)	255 (100)	302 (100)
L5	25 (15)	35 (19)	24 (15)	25 (14)				5 (3)	3 (2)	46 (28)	56 (31)	119 (72)	124 (69)	180 (100)
L6	7 (10)	8 (11)	8 (12)	10 (14)				2 (3)	2 (3)	26 (38)	26 (35)	43 (62)	48 (65)	74 (100)
Deputy Head	1 (4)	1 (4)	4 (17)	4 (16)					3 (13)	4 (16)	20 (87)	21 (84)	23 (100)	25 (100)
Department Head and above	1 (4)	1 (4)	1 (4)	1 (4)					8 (29)	7 (27)	20 (71)	19 (73)	28 (100)	26 (100)
Total	275 (23)	309 (26)	147 (13)	146 (12)	7 (1)	7 (1)	38 (3)	32 (3)	474 (43)	503 (42)	635 (57)	697 (58)	1109 (100)	1200 (100)

Total excludes locally employed staff in overseas offices

KEY

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

Representation within Salary Ranges

As at 30 June 2014

Number (per cent of total employees within salary range)

Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
Below \$40,000	2 (6)	5 (15)	1 (3)		15 (45)	18 (55)	33 (100)
\$40,000–\$49,999	4 (20)	2 (10)	2 (10)	2 (10)	12 (60)	8 (40)	20 (100)
\$50,000–\$59,999	15 (31)	6 (13)	1 (2)	3 (6)	31 (65)	17 (35)	48 (100)
\$60,000–\$69,999	15 (19)	11 (14)	1 (1)	2 (3)	46 (58)	34 (43)	80 (100)
\$70,000–\$79,999	37 (25)	17 (12)		1 (1)	80 (54)	67 (46)	147 (100)
\$80,000–\$89,999	36 (26)	13 (10)		5 (4)	64 (47)	72 (53)	136 (100)
\$90,000–\$99,999	56 (31)	24 (13)	2 (1)	6 (3)	80 (44)	101 (56)	181 (100)
\$100,000–\$109,999	26 (35)	10 (14)		5 (7)	25 (34)	49 (66)	74 (100)
\$110,000–\$119,999	37 (41)	11 (12)		2 (2)	33 (37)	57 (63)	90 (100)
\$120,000–\$129,999	34 (41)	7 (9)		1 (1)	25 (30)	57 (70)	82 (100)
\$130,000–\$139,999	13 (25)	8 (15)			15 (28)	38 (72)	53 (100)
\$140,000–\$149,999	12 (22)	5 (9)		3 (5)	18 (33)	37 (67)	55 (100)
\$150,000 & over	22 (11)	27 (13)		2 (1)	59 (29)	142 (71)	201 (100)
Total	309 (26)	146 (12)	7 (1)	32 (3)	503 (42)	697 (58)	1200 (100)

Total excludes locally employed staff in overseas offices

KEY

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

Representation within Occupational Groups
As at 30 June 2013 and 30 June 2014
Number (per cent of total employees within occupational group)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	13	14	13	14	13	14	13	14	13	14	13	14	13	14
Managers	9	10	14	15			2	2	36	38	85	87	121	125
	(7)	(8)	(12)	(12)			(2)	(2)	(30)	(30)	(70)	(70)	(100)	(100)
Professionals	189	213	93	88			20	14	257	290	431	467	688	757
	(27)	(28)	(14)	(12)			(3)	(2)	(37)	(38)	(63)	(62)	(100)	(100)
Clerical and Administrative Workers	54	54	35	33	7	7	13	12	161	155	71	71	232	226
	(23)	(24)	(15)	(15)	(3)	(3)	(6)	(5)	(69)	(69)	(31)	(31)	(100)	(100)
Technicians and Trade Workers	22	31	4	9			3	4	18	18	44	68	62	86
	(35)	(36)	(6)	(10)			(5)	(5)	(29)	(21)	(71)	(79)	(100)	(100)
Community and Personal Services	1	1	1	1					2	2	3	3	5	5
	(20)	(20)	(20)	(20)					(40)	(40)	(60)	(60)	(100)	(100)
Machinery Operators and Drivers											1	1	1	1
											(100)	(100)	(100)	(100)
Total	275	309	147	146	7	7	38	32	474	503	635	697	1109	1200
	(25)	(26)	(13)	(12)	(1)	(1)	(3)	(3)	(43)	(42)	(57)	(58)	(100)	(100)

Total excludes locally employed staff in overseas offices

KEY

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

Recruitment
Year to 30 June 2013 and 30 June 2014
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Managers	2	1							2	2	5	4	7	6
Professionals	20	46	8	18			1	1	39	54	60	106	99	160
Clerical and Administrative Workers	5	4	1	3	1	1	2	2	22	18	13	8	35	26
Technicians and Trade Workers	3	8	1	3					2	3	6	19	8	22
Community and Personal Services											1		1	
Machinery Operators and Drivers														
Total (per cent of total recruitment)	30 (20)	59 (28)	10 (7)	24 (11)	1 (1)	1 (0)	3 (2)	3 (1)	65 (43)	77 (36)	85 (57)	137 (64)	150 (100)	214 (100)

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

Separations

Year to 30 June 2013 and 30 June 2014

Number (per cent of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	13	14	13	14	13	14	13	14	13	14	13	14	13	14
Managers	1						1		1	2	2	3	3	5
	(33)						(33)		(33)	(40)	(67)	(60)	(100)	(100)
Professionals	12	22	4	20			1	5	20	28	23	53	43	81
	(28)	(27)	(9)	(25)			(2)	(6)	(47)	(35)	(53)	(65)	(100)	(100)
Clerical and Administrative Workers	2	5	6	2	1	1	3	2	18	11	7	6	25	17
	(8)	(29)	(24)	(12)	(4)	(6)	(12)	(12)	(72)	(65)	(28)	(35)	(100)	(100)
Technicians and Trade Workers			2	3					1	1	3	7	4	8
			(50)	(38)					(25)	(13)	(75)	(88)	(100)	(100)
Community and Personal Services														
Machinery Operators and Drivers														
Sales Workers														
Labourers														
Total (per cent of total retirements)	15	27	12	25	1	1	5	7	40	42	35	69	75	111
	(20)	(24)	(16)	(23)	(1)	(1)	(7)	(6)	(53)	(38)	(47)	(62)	(100)	(100)

Figures are based on total staff terminations, excluding retirements

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

Total excludes locally employed staff in overseas offices

KEY

NESB1 People from non-English speaking backgrounds

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

IA Indigenous Australians

PWD People with a disability

Retirements
Year to 30 June 2013 and 30 June 2014
Number (per cent of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Managers									1		1			2
Professionals		2					1	2	1	3	4	5	5	
Clerical and Administrative Workers	2	1					1	5	4				5	4
Technicians and Trade Workers											1			1
Community and Personal Services														
Machinery Operators and Drivers														
Sales Workers														
Labourers														
Total (per cent of total retirements)	2 (20)	3 (25)					2 (17)	7 (70)	6 (50)	3 (30)	6 (50)	10 (100)	12 (100)	

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

Promotions
Year to 30 June 2013 and 30 June 2014
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Managers	1		1	2					3	1	8	6	11	7
Professionals	12	14	7	5			1		20	25	40	26	60	51
Clerical and Administrative Workers	1	3	3	2	3		1	1	19	12	4	6	23	18
Technicians and Trade Workers		1		2				1	1	1	3	4	4	5
Community and Personal Services														
Machinery Operators and Drivers														
Total (per cent of total promotions)	14 (14)	18 (22)	11 (11)	11 (14)	3 (3)	0 (0)	2 (2)	2 (2)	43 (44)	39 (48)	55 (56)	42 (52)	98 (100)	81 (100)

Total excludes locally employed staff in overseas offices

KEY

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

