



**EQUITY &
DIVERSITY
ANNUAL
REPORT
2011**



RESERVE BANK OF AUSTRALIA

Equity & Diversity Annual Report

2011

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Reserve Bank

Foreword

The Reserve Bank aims to ensure that all staff are treated with dignity and respect and that they experience equal opportunity throughout their career in the Bank. It does so by implementing policies, guidelines and programs that support equity and diversity in the workplace, and by ensuring that staff are aware of their rights, responsibilities and opportunities.

As foreshadowed in the Bank's Diversity Plan 2009–2011, considerable effort was expended over the past year in achieving a better understanding of diversity-related issues relating to work/life balance, gender, age, disability, indigenous Australians and race-ethnicity. This analysis is providing an important platform for our deliberations about possible changes to equity and diversity policies over the coming year and priorities for the Diversity Plan 2012–2014.

Going forward, the challenge for the Equity and Diversity Policy Committee will be to ensure that its Diversity Plan for 2012–2014 continues to satisfy the Bank's legislative responsibilities and also meets the emerging equity and diversity-related needs of its staff.



Keith Hall

Chairperson

Equity & Diversity Policy Committee

Introduction

This is the 24th *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*.

Approach to Diversity

The Bank aims to embed equity and diversity principles in its work practices and organisational environment. To ensure that these practices remain appropriate and foster an inclusive environment, 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 underpins the initiatives in the Bank's Diversity Plan 2009–2011. The four priorities of the Plan are to:

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

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

Responsibility for Equity and Diversity

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

Responsibilities also extend beyond the Committee:

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

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

Promoting Awareness

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

- ensuring that all staff and managers are appropriately trained in their equity and diversity responsibilities via face-to-face and online programs. These programs are regularly reviewed and updated. During the reporting period, staff completed online training on 'Workplace Behaviour' which reviews expected behaviour under anti-discrimination legislation and contains information about the Bank's Diversity Program. All staff were also required to complete an updated 'Code of Conduct' online activity, which explained the Bank's expectations about behaviour in the workplace;
- promoting the grievance contact officers' network, with the addition of new members. Training support on handling grievances was also provided to the grievance contact officers;
- conducting awareness sessions on diversity-related issues and publishing topical articles in the monthly staff magazine, *Currency*;
- making equity and diversity-related policies, support and resources accessible on the redesigned intranet page;
- communicating any policy changes via the staff newsletter, *Staff Matters*; and
- making available on the intranet diversity-related resources, such as the Bank's Diversity Plan, the *Equity & Diversity Annual Report*, recordings of training workshops and guides for staff on diversity matters such as accessibility.

To help keep up to date on external equity and diversity matters, the Bank participated in various activities of the Diversity Council Australia, an independent, not-for-profit diversity advisor to businesses in Australia. During the year the Bank became a member of the Australia Network on Disability, a not-for-profit organisation which aims to advance the inclusion of people with disability in all aspects of employment.

Data Collection

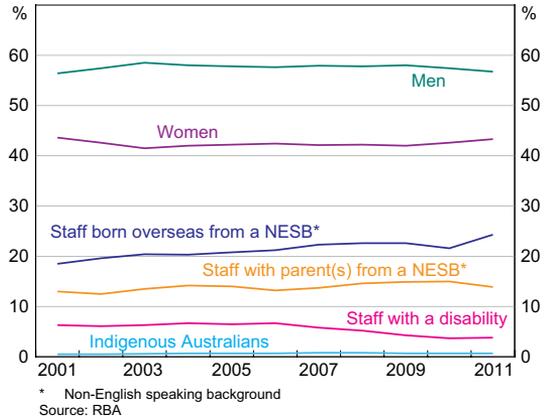
Equity and diversity information is sought from staff when they commence employment at the Bank. It is provided on a voluntary basis and includes information on disability, ethnic origin and proficiency in languages other than English. The Bank's equity and diversity statistics are based primarily on these data. During the reporting period all staff were asked to review and update their diversity profile.

The Bank's job application form was modified to include a reference to the *Equity & Diversity Annual Report* as well as an equity and diversity questionnaire. It is anticipated that this questionnaire will allow the Bank to acquire a better understanding of the diversity of applicants and cater for any reasonable adjustments during the recruitment process.

The Reserve Bank's Diversity Profile

At the end of June 2011, the Bank employed 1010 staff¹, which is comparable to a year ago. 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 staff from a non-English speaking background. Further information is provided in the Diversity Initiatives and Profile section of this report.

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



¹ Includes locally employed representative office staff based in London and New York.

Diversity Initiatives and Profile

Work/life Balance

Initiatives

During 2010/11, the Bank pursued initiatives relating to work/life balance, including the provision of training, access to flexible work arrangements and support facilities.

The Bank undertook a survey on **workplace flexibility**, in order to better understand the extent to which the existing flexible work arrangements were meeting the needs of its staff. In addition, training was provided to managers on how to approach flexible work requests, in line with the Federal Government's National Employment Standards under the *Fair Work Act 2009*, which give parents with children under school age and parents with children with a disability under the age of 18, the right to request flexible work arrangements.

The Bank continued to offer support to staff and their families through the **Employee Assistance Program (EAP)**. This service provides confidential counselling and support via an online portal, phone and face-to-face meetings; it is promoted through the Bank's Health and Well Being Program. Staff continue to utilise this confidential facility, which is available for both work- and non-work related matters, such as the recent fire and flood disasters.

The Bank also offers primary health care through the Bank's **Occupational Health Centre**, which provides advice to staff on work-related matters, including ergonomic assessments and rehabilitation case management. The Bank is an accredited breastfeeding friendly workplace and provides a

Parent Room for women returning to work from parental leave.

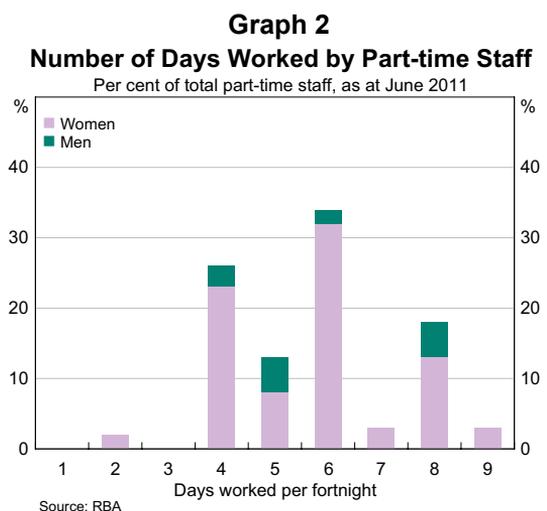
Profile

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

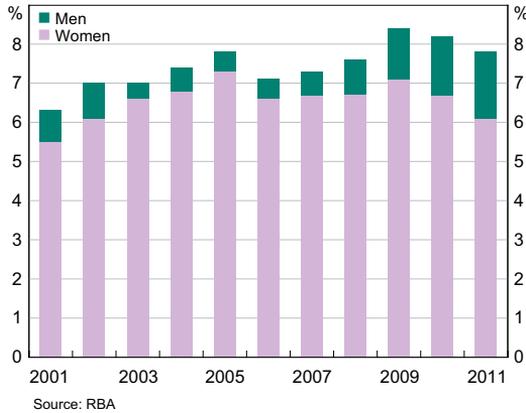
- access to part-time work;
- parental leave usage;
- the use of carers' leave; and
- the take-up of the Bank's purchased leave scheme.

During 2010/11, 8 per cent of staff worked **part-time**. Some things to note about part-time staff include:

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



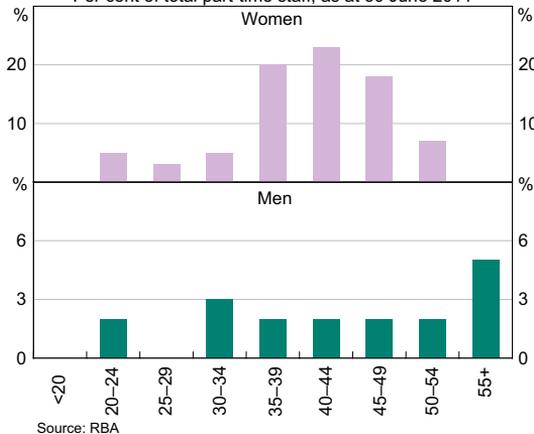
Graph 3
Staff Working Part-time
Per cent of total staff, as at June



Graph 4

Age Profile of Part-time Staff

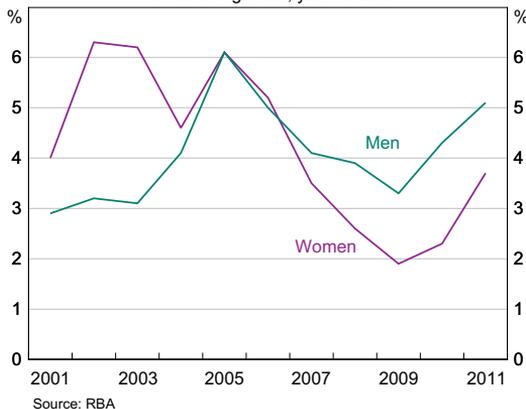
Per cent of total part-time staff, as at 30 June 2011



Graph 5

Staff Commencing Parental Leave

Per cent of gender, year to June



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

Table 1: Staff Age and Tenure
Years, as at 30 June 2011

	Part-time staff	Full-time staff
Median age	43	36
Median tenure	12	6

Source: RBA

- the age profile of staff working part-time differs between men and women, with the majority of female staff working part-time aged in their late thirties and forties (Graph 4). Around 40 per cent of men working part-time are aged 50 years and above, compared to about 8 per cent of women (aged 50 and above) working part-time.

During the reporting period, a total of 45 staff commenced **parental leave**, which represents an increase of around one-third over the prior period. There have been some changes in the use of parental leave provisions over recent years, including:

- men have been the predominant users of parental leave over the past four years, in contrast to the situation a decade ago (Graph 5);
- women typically take a longer break from work than men, with 70 per cent of women returning from parental leave within 6 to 12 months (Graph 6). Fifteen per cent of women took two years of parental leave, of which 14 weeks is paid; and
- women returning from parental leave typically do so on a part-time basis (Graph 7). Of the women completing parental leave in the year to June 2011, a higher proportion returned to work full-time than has typically been the case.

To help support staff with children, the Bank continues to offer **childcare** places at Billabond Children's Centre.

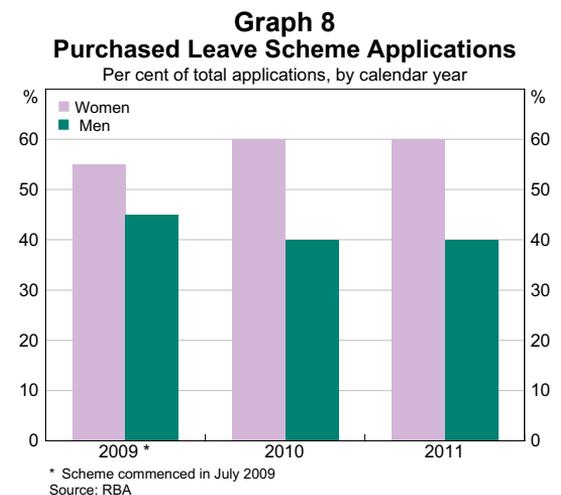
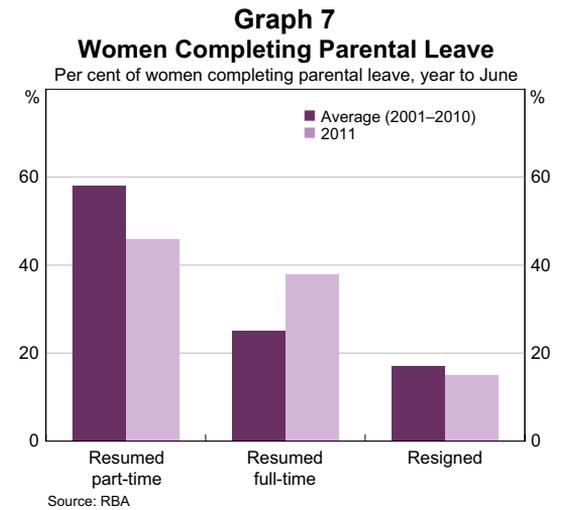
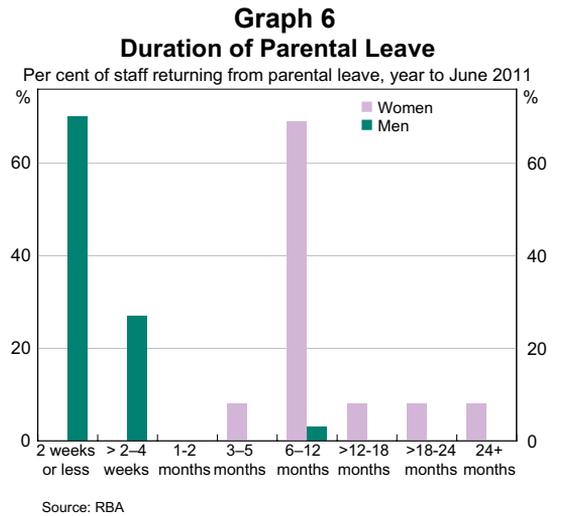
Leave for caring purposes was used by 42 per cent of staff in the year to June 2011. Women used carers' leave more than men, accounting for 47 per cent of staff using such provisions, slightly higher than their overall representation at the Bank.

The Bank has a **purchased leave scheme** which came into effect during the second half of 2009. To date, the scheme has been predominantly used by women, who accounted for 60 per cent of applications in 2011 (Graph 8). The majority of staff who applied for purchased leave requested two or four weeks additional leave (Graph 9). The majority of applications were from professional and managerial staff. Around one-third of applicants accessed the scheme in both 2010 and 2011.

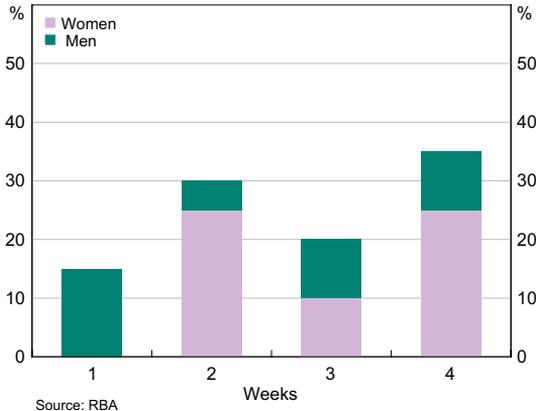
The Bank has a number of initiatives in place to support the health and well being of staff. These include the provision of **gym facilities** and **fitness classes**. Fitness class attendance has remained similar to the previous reporting period, with an average of 10 per cent of staff participating in the pilates, cardio boxing and yoga classes.

The Bank also provides **lunchtime health and well being seminars** facilitated by relevant experts on a variety of health topics. On average, 33 participants attended each Head Office health and well being seminar, compared to 45 in 2009/10. During the reporting period, the Bank introduced seminar audio recording, enabling access to seminar podcasts to all staff via the intranet. The Bank also provided **flu vaccinations** to approximately 30 per cent of staff.

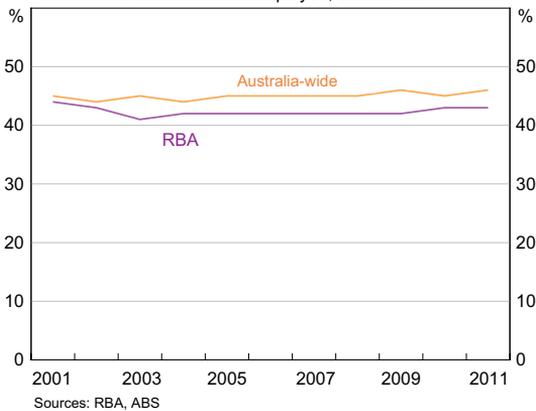
The Bank supports participation in **philanthropic pursuits** in a number of ways. In particular, it matches all donations made by staff through the Bank's Benevolent Fund on a dollar-for-dollar basis. The Benevolent Fund also sponsors fundraising activities with the Bank dollar-matching funds raised by staff. This year, around 20 per cent of staff participated in a fundraising trivia night. In addition, the Bank



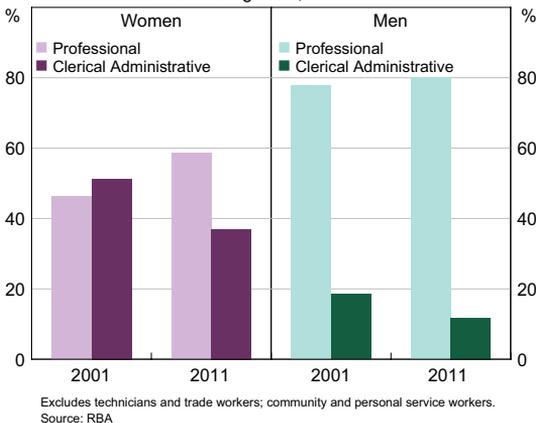
Graph 9
Duration of Purchased Leave
Per cent of total applications in 2011



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



Graph 11
Occupation
Per cent of gender, as at June



dollar-matched the donations raised by staff through the 'Sydney to the Gong MS Bike Ride'. This year the Bank supported the Dress for Success Drive, through donations of clothing by staff, to assist disadvantaged women to dress for the workforce. The Bank also has a Volunteer Day Program, whereby staff spend a day of leave helping at an eligible charity and the Bank donates to that charity the equivalent of one day's pay. During 2010/11, 10 employees were involved in the Volunteer Day Program.

Gender

Initiatives

During 2010/11, the Bank's main gender focus was on reviewing 'employer of choice' guidelines and the graduate recruitment process, promoting careers available with the Bank and providing development opportunities.

The Bank's Equity & Diversity Program was reviewed against the Equal Opportunity for Women in the Workplace Agency's employment-related guidelines. This review suggested that the Bank is meeting most of the employment matter guidelines. The review has prompted the Bank to focus on the recruitment process for graduates, mentoring programs and the decision-making criteria for the assessment of flexible work requests.

The **graduate selection process** was reviewed and a more streamlined interview process was introduced. The review aimed to increase the involvement of senior management in the selection process and enhance the recruitment experience for all applicants. The Bank actively promoted graduate opportunities through university networks and student societies, including the value of Honours studies in Economics and Finance.

Seven female managers volunteered to participate in the 2011 **Lucy Mentoring Program** through the University of New South Wales. The program aims to provide female university students with an insight into professional careers and to create work-related networks. It is based on a 35-hour work placement,

which includes mentoring, exposure to various Bank functions and processes, and networking with senior management.

During the year, **senior management women** were invited to attend various external luncheons and information seminars. A course on career management was available to staff, attracting a large female representation.

Profile

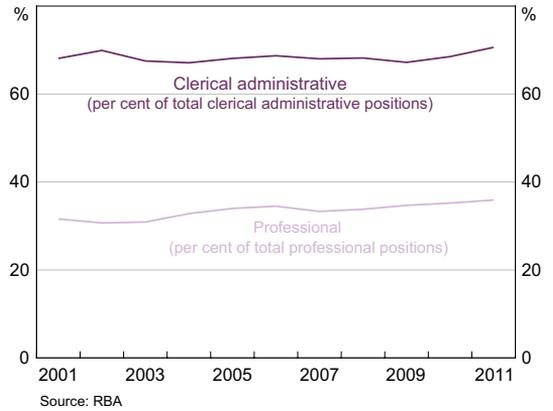
Women accounted for around 43 per cent of the Bank’s staff at the end of June 2011, which is comparable to the Australia-wide share of female employment (Graph 10).

By **occupation**, the Bank continues to evolve 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, the majority of women at the Bank are now employed in professional rather than in clerical administrative positions, which contrasts with the situation a decade ago (Graph 11). Men continue to hold the majority of professional roles, with women accounting for one-third of such roles; women continue to dominate clerical administrative positions, holding around two-thirds of such positions (Graph 12). These proportions have changed little over the past decade.

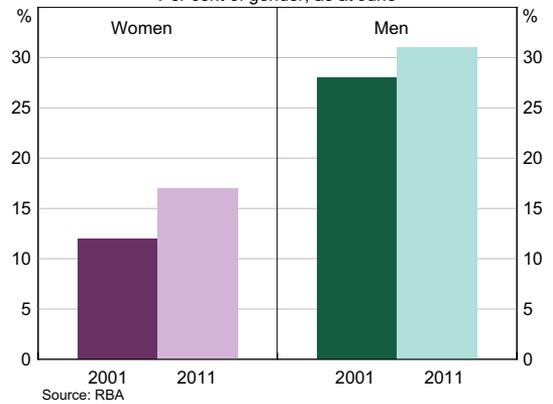
Reflecting the shift towards professional occupations, a higher proportion of females are now **managers** than was the case a decade ago; the same trend is apparent for males (Graph 13). The share of women in **managerial** positions has been trending upwards over recent years and is currently at its highest level (Graph 14).

Forty-four per cent of **promotions** over the year to June 2011 were awarded to female staff, similar to their employment share and higher than the 10-year average of 39 per cent (Graph 15). Over a third of promotions awarded to women were to managerial positions, including executive

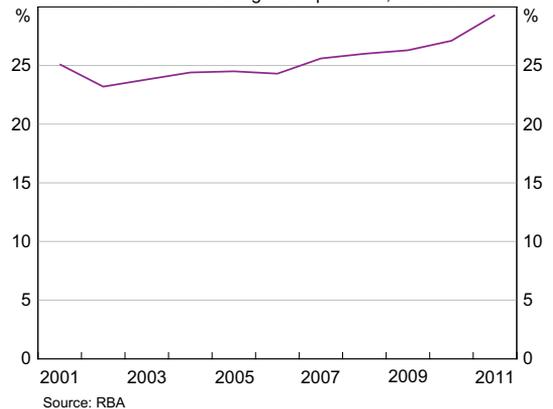
Graph 12
Employment of Women by Occupation
As at June



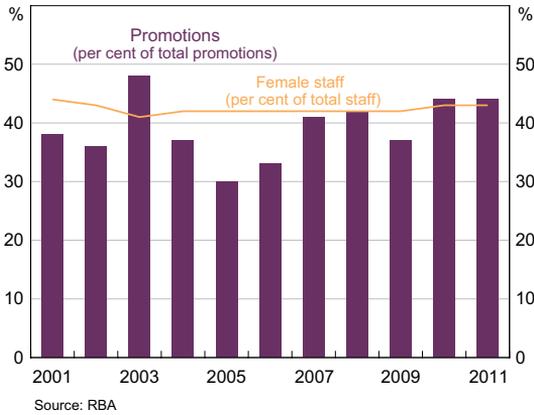
Graph 13
Managerial Positions by Gender
Per cent of gender, as at June



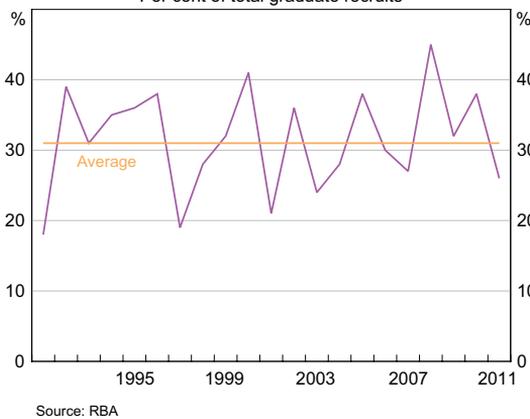
Graph 14
Women in Managerial Positions
Per cent of total management positions, as at June



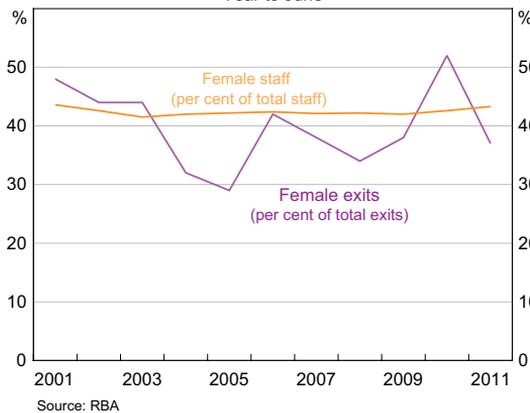
Graph 15
Female Promotions
Year to June



Graph 16
Female Graduate Recruits
Per cent of total graduate recruits



Graph 17
Female Exits
Year to June



management. This represents a significant increase in female management promotions compared to 2010.

The Bank's single largest recruitment drive each year is the **Graduate Development Program**. University graduates account for about one-third of new recruits to the Bank each year and are an important source of professional (and therefore managerial) staff. Typically, female graduates comprise around one-third of the total intake, a proportion that has been relatively constant over the past two decades (Graph 16). For the 2011 intake, female representation was slightly lower than average at 26 per cent.

Female staff accounted for 37 per cent of **exits** in the year to June 2011 (Graph 17). The majority of exits were from the professional occupation group.

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

- the HSC is the highest educational qualification for proportionately more women than men, reflecting the higher representation of women in clerical administrative roles; and
- proportionately more men than women hold a post-graduate qualification.

During the reporting period the Bank's **Study Assistance** Committee awarded three Post Graduate Study Awards, with two men and one woman accepting the offers. There does not appear to be any gender differences in access to Bank-sponsored training, with the proportion of staff participating in such courses similar for both females and males (Graph 19).

Age

Initiatives

During 2010/11, the Bank's main focus for the ageing workforce was on the provision of training and development opportunities, along with the development of an information management policy which will play a role in knowledge retention and transfer across all age groups.

A number of career management and development programs were facilitated and staff approaching retirement were one of the target groups. An information management module was launched to all staff and one of its benefits will be the facilitation of corporate knowledge transfer across the organisation. The initiatives relating to age from the Bank's Diversity Plan 2009–2011 will be a point of focus during the next reporting period.

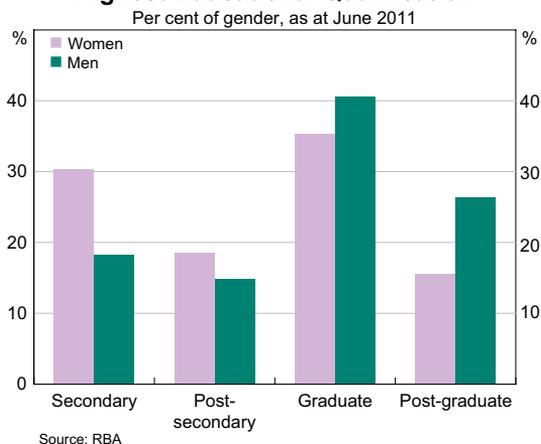
Profile

The female **age distribution** has changed markedly over the past decade. In 2001, women in their thirties were in the majority, while women aged above 50 were in the minority (Graph 20). Now, however, the majority of women are either less than 30 or in their forties, and the number of women in their thirties has declined to such an extent that they are now in similar numbers to women aged 50 and over. In contrast, the male distribution has seen a shift towards younger staff over the past decade, with representation of those aged 50 and above decreasing.

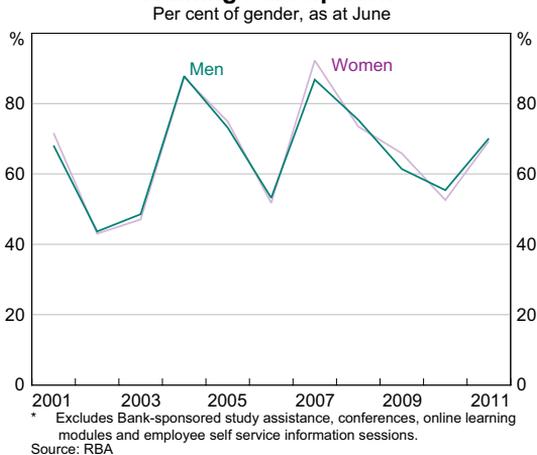
These trends in the female workforce have given rise to a bimodal age distribution at the Bank (Graph 21). This has not occurred in the male workforce which has instead experienced an increase in younger age groups (Graph 22). As a result, a higher proportion of women are approaching retirement, with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

Over the past decade, the **average tenure** of staff at the Bank has shortened somewhat. Currently

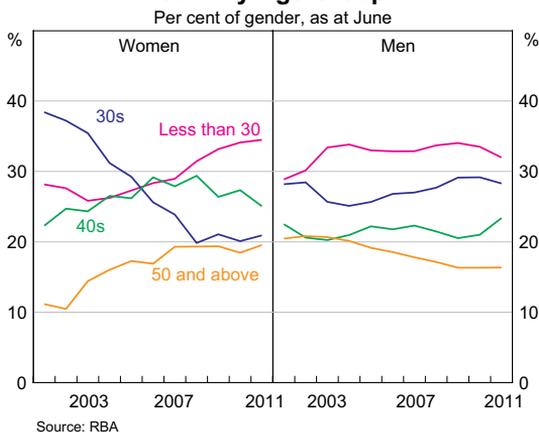
Graph 18
Highest Educational Qualification



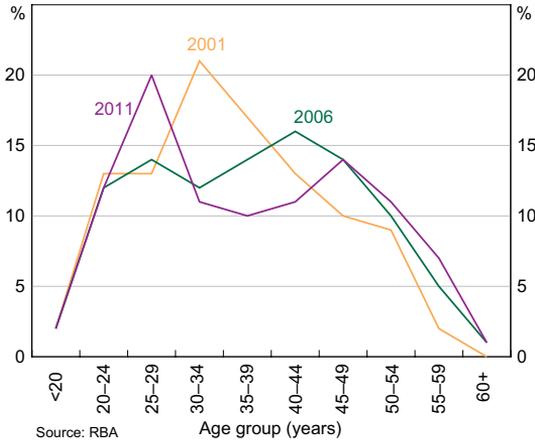
Graph 19
Training Participation*



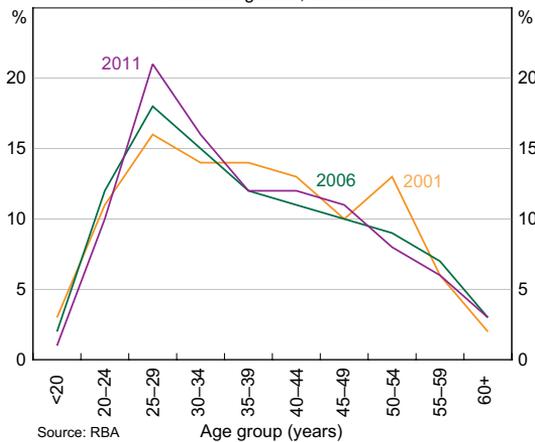
Graph 20
Staff by Age Group



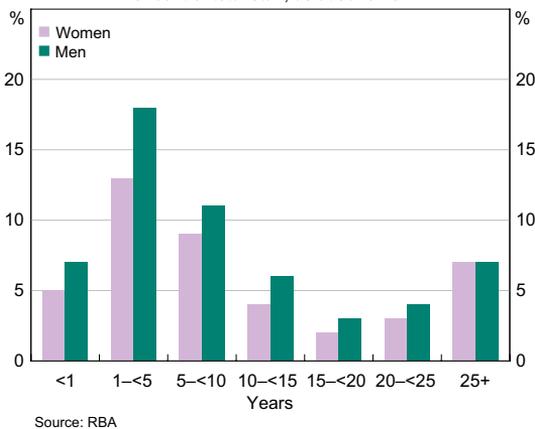
Graph 21
Age Distribution of Female Staff
 Per cent of gender, as at June



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



Graph 23
Tenure Profile
 Per cent of total staff, as at June 2011



43 per cent of staff have spent less than five years at the Bank (Graph 23), compared with 34 per cent in 2001. The median tenure of staff is currently 6 years.

Staff aged 55 and above accounted for 17 per cent of **exits** during 2010/11 (Graph 24). The majority of staff leaving the Bank, however, do so before the age of 35, accounting for over half of total exits.

Disability

Initiatives

During 2010/11, the Bank's focus relating to disability was on recruitment and retention of persons with a disability, provision of training and support resources, and enhancing the accessibility of communication materials and tools.

The Bank joined the **Australian Network on Disability**, to promote the inclusion of staff with disabilities. The Bank will also participate in the Stepping Into Program in late 2011, which will provide a four-week paid internship for a final year university student with a disability.

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

During the reporting period, the Bank continued to offer **training** aimed at raising awareness about disability in the workplace. This included disability awareness workshops for staff and managers. Mental health workshops were also offered to staff and managers, along with lunchtime information seminars on topics such as physical and mental health.

Opportunities to seek **external assistance** for staff with a disability were promoted within the Bank, including through the deafness awareness workshop. The main support service promoted and accessed was JobAccess, which is a government

initiative designed to provide workplace assessments for assistive technology and, where appropriate, funding for staff with a disability.

A number of new **accessibility-related initiatives** were pursued during 2010/11. These included:

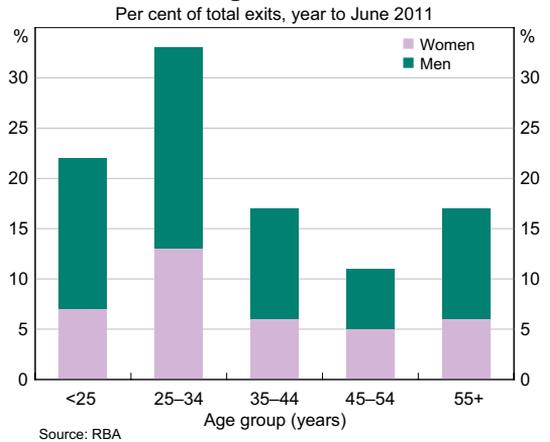
- the provision of accessibility workshops to staff and managers;
- launching an online accessibility training module, which was an initiative of the Bank’s Accessibility Consultative Group;
- incorporating accessibility information into internal software training courses;
- reviewing existing online modules to better incorporate accessibility features;
- ensuring that the redesign of the Bank’s external website was consistent with international accessibility guidelines, including a dedicated section on accessibility; and
- reviewing the process of requesting and purchasing assistive technologies;
- developing an IT accessibility project template; and
- reviewing emergency procedures to incorporate personal evacuation plans for staff with a disability.

Profile

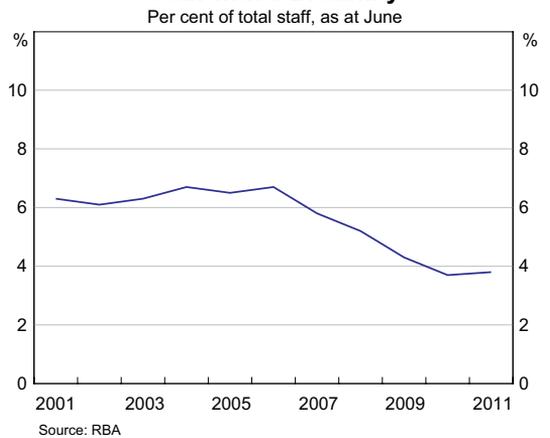
The proportion of staff with a disability was 4 per cent as at June 2011 (Graph 25). Staff with a disability represented 2 per cent of all exits in the reporting period, which reflects a decrease in exits of staff with a disability compared to 2010.

There may be some under-reporting of staff with a disability, to the extent that some staff are unwilling to declare a disability; and data are provided on a voluntary basis. Staff were asked to update their diversity profiles and advise the Bank of any newly acquired impairments during the reporting period.

Graph 24
Age at Exit



Graph 25
Staff with a Disability



Indigenous Australians

Initiatives

During 2010/11, the Bank's focus relating to indigenous Australians was primarily on increasing the representation of staff from an indigenous Australian background and promoting cultural awareness.

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

- advertising all external job vacancies on indigenous Australian job boards and in the Koori Mail; and
- recruiting an indigenous Australian trainee in 2011. Since the commencement of the Bank's participation in the traineeship scheme in 1991, 29 indigenous Australian recruits have participated in this training.

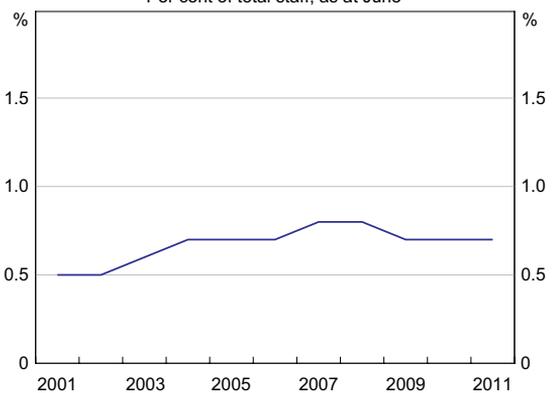
The Bank reviewed mentoring-program options to support the employment prospects of indigenous Australians. The Bank is working with local universities to establish a **scholarship and work placement program** for indigenous Australian university students.

To raise staff **awareness** on indigenous Australian history and culture, a training workshop was held during the reporting period. In addition, a selection of the Bank's indigenous artwork was displayed in the Museum of Australian Currency Notes to celebrate NAIDOC week.

Profile

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

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



Source: RBA

Race-ethnicity

Initiatives

During 2010/11, the Bank's race-ethnicity focus was on creating a culture of inclusiveness through training and awareness-raising initiatives.

The Bank continued to offer English language and writing skills **training** for staff from a non-English speaking background. Mandarin language training was offered to staff working on analysis covering Asian economies.

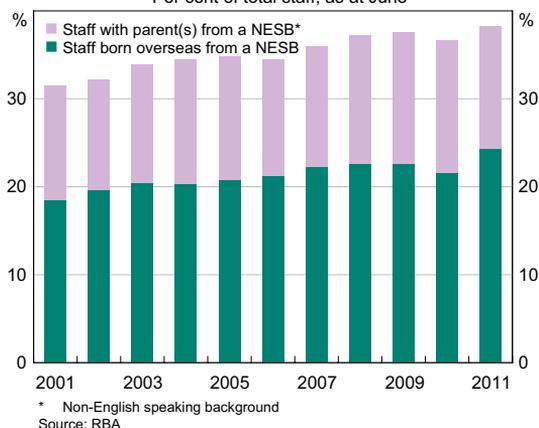
A series of cultural **awareness** workshops were conducted for staff. The Bank also offers an online tool where staff can view detailed cultural, business, travel and other information for around 60 countries. The Bank celebrated Harmony Day, encouraging staff to embrace cultural diversity.

Profile

The proportion of Bank staff who identified themselves as having been born overseas from a non-English speaking background has steadily increased over the past decade, reaching its highest level during the reporting period, at around 24 per cent (Graph 27). The representation of these

staff at the Bank is significantly higher than their representation in the Australian community and is also higher than that of the Australian workforce. The largest group of staff born overseas from a non-English speaking background are from the Philippines, followed by China, India and Vietnam. Staff born overseas from a non-English speaking background represented 11 per cent of all staff exits in this reporting period, which is lower than their share of employment.

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



Appendices

Equity & Diversity Policy Committee Terms of Reference

Role

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

Functions

The Committee has the following functions:

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

Membership

The Committee has 10 members:

- Chairperson – appointed by the Governor;
- Deputy Chairperson – Head of Human Resources (ex officio);
- Secretary – Equity & Diversity Consultant, Human Resources (ex officio);
- Staff Representatives (four) – appointed by HR via expressions of interest;
- Union Representative – an employee nominated by the Reserve Bank Officers' Section of the Finance Sector Union (and an alternate);
- Representative from the Accessibility Consultative Group (Chairperson, ex officio); and
- Representative from the Diversity Contact Manager Network (Chairperson, ex officio).

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

Meetings

The Committee will meet three times each year.

Membership as at 30 June 2011

Chairperson	Keith Hall
Deputy Chairperson (Head of HR)	Melissa Hope
Staff Representative	Matthew Boswell
Staff Representative	Aaron Bovis
Staff Representative	Bernadette Donovan
Staff Representative	Alex Heath
Staff Representative	Lamorna Rogers
Union Representative	Elizabeth Derdowski
Union Representative (alternate)	Jason Jux
Representative of the Accessibility Consultative Group – Chairperson	Glen McLane
Representative of the Diversity Contact Manager Network – Chairperson and Secretary (HR)	Marija Dumovic

Statistical Tables

Representation Within Employment Classification Levels

As at 30 June 2010 and 30 June 2011

Number (per cent of total staff within classification level)

Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	10	11	10	11	10	11	10	11	10	11	10	11	10	11
L1	9 (21)	10 (29)	11 (26)	6 (17)	1 (2)	2 (6)	2 (5)	1 (3)	22 (52)	21 (60)	20 (48)	14 (40)	42 (100)	35 (100)
L2	24 (28)	26 (32)	13 (15)	11 (14)	1 (1)	1 (1)	4 (5)	5 (6)	62 (72)	58 (72)	24 (28)	23 (28)	86 (100)	81 (100)
L3	40 (23)	46 (27)	23 (13)	25 (15)	3 (2)	2 (1)	8 (5)	7 (4)	109 (63)	110 (65)	64 (37)	60 (35)	173 (100)	170 (100)
Graduate	23 (28)	22 (29)	17 (20)	9 (12)	–	–	1 (1)	1 (1)	29 (35)	24 (32)	54 (65)	51 (68)	83 (100)	75 (100)
L3/4	22 (17)	27 (20)	16 (12)	24 (18)	–	–	5 (4)	6 (4)	41 (31)	41 (31)	91 (69)	93 (69)	132 (100)	134 (100)
L4	74 (33)	80 (35)	30 (13)	32 (14)	–	–	8 (4)	8 (4)	94 (42)	93 (41)	130 (58)	134 (59)	224 (100)	227 (100)
L5	13 (9)	22 (15)	24 (18)	21 (14)	–	–	4 (3)	5 (3)	40 (29)	43 (29)	97 (71)	106 (71)	137 (100)	149 (100)
L6	6 (10)	6 (10)	11 (18)	10 (17)	–	–	3 (5)	3 (5)	18 (29)	20 (34)	44 (71)	38 (66)	62 (100)	58 (100)
Deputy Head	–	1 (7)	1 (10)	1 (7)	–	–	–	–	1 (10)	3 (21)	9 (90)	11 (79)	10 (100)	14 (100)
Department Head and above	1 (4)	1 (4)	1 (4)	1 (4)	–	–	1 (4)	1 (4)	4 (15)	6 (22)	22 (85)	21 (78)	26 (100)	27 (100)
Other Staff	5 (17)	3 (9)	4 (14)	–	2 (7)	2 (6)	1 (3)	1 (3)	8 (28)	16 (47)	21 (72)	18 (53)	29 (100)	34 (100)
Total	217 (22)	244 (24)	151 (15)	140 (14)	7 (1)	7 (1)	37 (4)	38 (4)	428 (43)	435 (43)	576 (57)	569 (57)	1004 (100)	1004 (100)

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

KEY

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

Representation Within Salary Ranges

As at 30 June 2011

Number (per cent of total staff within salary range)

Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
Below \$40,000	3 (10)	– –	2 (7)	1 (3)	14 (48)	15 (52)	29 (100)
\$40,000–\$49,999	10 (27)	6 (16)	2 (5)	1 (3)	22 (59)	15 (41)	37 (100)
\$50,000–\$59,999	17 (30)	7 (13)	1 (2)	3 (5)	36 (64)	20 (36)	56 (100)
\$60,000–\$69,999	43 (29)	18 (12)	– –	3 (2)	76 (51)	72 (49)	148 (100)
\$70,000–\$79,999	33 (23)	29 (20)	1 (1)	7 (5)	73 (50)	72 (50)	145 (100)
\$80,000–\$89,999	45 (30)	20 (13)	1 (1)	5 (3)	67 (45)	83 (55)	150 (100)
\$90,000–\$99,999	21 (26)	14 (17)	– –	5 (6)	42 (52)	39 (48)	81 (100)
\$100,000–\$109,999	30 (36)	11 (13)	– –	3 (4)	27 (32)	57 (68)	84 (100)
\$110,000–\$119,999	16 (43)	4 (11)	– –	– –	5 (14)	32 (86)	37 (100)
\$120,000–\$129,999	7 (14)	4 (8)	– –	4 (8)	22 (43)	29 (57)	51 (100)
\$130,000–\$139,999	6 (15)	8 (20)	– –	1 (3)	9 (23)	31 (77)	40 (100)
\$140,000–\$149,999	3 (12)	5 (19)	– –	1 (4)	5 (19)	21 (81)	26 (100)
\$150,000 & over	10 (8)	14 (12)	– –	4 (3)	37 (31)	83 (69)	120 (100)
Total	244 (24)	140 (14)	7 (1)	38 (4)	435 (43)	569 (57)	1004 (100)

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

KEY

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

Representation Within Occupational Groups

As at 30 June 2010 and 30 June 2011

Number (per cent of total staff within occupational group)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	10	11	10	11	10	11	10	11	10	11	10	11	10	11
Managers	8	8	13	13	–	–	4	4	23	29	78	73	101	102
	(8)	(8)	(13)	(13)	–	–	(4)	(4)	(23)	(28)	(77)	(72)	(100)	(100)
Professionals	136	158	95	87	1	1	18	19	224	226	376	382	600	608
	(23)	(26)	(16)	(14)	–	–	(3)	(3)	(37)	(37)	(63)	(63)	(100)	(100)
Clerical & Administrative	56	62	39	33	6	6	11	10	163	161	75	67	238	228
	(24)	(27)	(16)	(14)	(3)	(3)	(5)	(4)	(68)	(71)	(32)	(29)	(100)	(100)
Technicians & Trade Workers	16	15	3	6	–	–	4	5	16	17	45	45	61	62
	(27)	(25)	(5)	(10)	–	–	(7)	(8)	(26)	(27)	(74)	(73)	(100)	(100)
Community & Personal Services	1	1	1	1	–	–	–	–	2	2	2	2	4	4
	(25)	(25)	(25)	(25)	–	–	–	–	(50)	(50)	(50)	(50)	(100)	(100)
Total	217	244	151	140	7	7	37	38	428	435	575	569	1003	1004
	(22)	(24)	(15)	(14)	(1)	(1)	(4)	(4)	(43)	(43)	(57)	(57)	(100)	(100)

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

KEY

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

Recruitment
Year to 30 June 2010 and 30 June 2011
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	10	11	10	11	10	11	10	11	10	11	10	11	10	11
Managers	1	–	1	–	–	–	–	–	1	–	2	–	3	–
Professionals	30	27	20	1	1	–	–	–	33	26	69	60	102	86
Clerical & Administrative	6	10	3	–	2	2	2	1	21	21	6	9	27	30
Technicians & Trade Workers	4	1	1	–	–	–	1	1	1	3	11	2	12	5
Total	41	38	25	1	3	2	3	2	56	50	88	71	144	121
(Per cent of total recruitment)	(28)	(31)	(17)	(1)	(2)	(2)	(2)	(2)	(39)	(41)	(61)	(59)	(100)	(100)

Figures are based on total staff recruitment

Includes trainees, cadets and graduates

Excludes renewal of contract, cadets rehired as graduates

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

KEY

NESB1 People from non-English speaking backgrounds

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

IA Indigenous Australians

PWD People with a disability

Separations
Year to 30 June 2010 and 30 June 2011
Number (percentage of total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	10	11	10	11	10	11	10	11	10	11	10	11	10	11
Managers	-	-	1	2	1	-	-	-	-	-	3	3	3	3
	-	-	(33)	(67)	(33)	-	-	-	-	-	(100)	(100)	(100)	(100)
Professionals	17	9	5	4	1	1	3	-	13	21	39	44	52	65
	(33)	(14)	(10)	(6)	(2)	(2)	(6)	-	(25)	(32)	(75)	(68)	(100)	(100)
Clerical & Administrative	2	2	4	6	1	1	4	1	12	18	5	13	17	31
	(12)	(6)	(24)	(19)	(6)	(3)	(24)	(3)	(71)	(58)	(29)	(42)	(100)	(100)
Technicians & Trade Workers	3	1	3	-	-	-	-	1	-	-	8	6	8	6
	(43)	(17)	(38)	-	-	-	-	(17)	-	-	(100)	(100)	(100)	(100)
Total	22	12	13	12	3	2	7	2	25	39	55	66	80	105
(Per cent of total departures)	(28)	(11)	(16)	(11)	(4)	(2)	(9)	(2)	(31)	(37)	(69)	(63)	(100)	(100)

Figures are based on total staff terminations, excluding retirements
Excludes staff rehired at end of contract and cadets rehired as graduates
Excludes separation of locally employed staff based in London and New York

KEY

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

Retirements

Year to 30 June 2010 and 30 June 2011

Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	10	11	10	11	10	11	10	11	10	11	10	11	10	11
Managers	1	–	–	1	–	–	–	–	1	–	2	2	3	2
Professionals	2	5	1	–	–	–	1	1	5	2	5	6	10	8
Clerical & Administrative	3	2	–	1	–	–	–	–	3	3	1	1	4	4
Total	6	7	1	2	–	–	1	1	9	5	8	9	17	14
(Per cent of total departures)	(35)	(50)	(6)	(14)	–	–	(6)	(7)	(53)	(36)	(47)	(64)	(100)	(100)

Figures are based on total staff retirements, redundancies above superannuation preservation age (or early release of superannuation)
Excludes locally employed representative office staff based in London and New York

KEY

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

Promotions
Year to 30 June 2010 and 30 June 2011
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	10	11	10	11	10	11	10	11	10	11	10	11	10	11
Managers	–	2	3	3	–	–	1	–	–	12	5	8	5	20
Professionals	8	21	6	9	–	–	2	2	25	29	38	46	63	75
Clerical & Administrative	3	4	5	2	–	2	–	1	11	10	2	6	13	16
Technicians & Trade Workers	1	1	–	1	–	–	–	–	–	1	1	5	1	6
Total	12	28	14	15	–	2	3	3	36	52	46	65	82	117
(Per cent of total promotions)	(15)	(24)	(17)	(13)	–	(2)	(4)	(3)	(44)	(44)	(56)	(56)	(100)	(100)

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

KEY

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

