



**EQUITY &
DIVERSITY
ANNUAL
REPORT
2009**



RESERVE BANK OF AUSTRALIA

RESERVE BANK OF AUSTRALIA



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G.R. Stevens
GOVERNOR

24 September 2009

The Hon Wayne Swan MP
Treasurer
Suite MG 47
Parliament House
CANBERRA ACT 2600

Dear Treasurer

EQUITY & DIVERSITY ANNUAL REPORT 2009

In terms of section 9 of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*, I enclose a copy of the Reserve Bank's report on its equity and diversity program for the period 1 July 2008 to 30 June 2009.

We are making arrangements for the Report to be tabled in Parliament in October. I seek your approval for tabling.

Yours sincerely

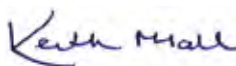
A handwritten signature in blue ink, appearing to read 'G.R. Stevens', written over a light blue rectangular background.

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Foreword

The Reserve Bank aims to ensure that all staff are treated with dignity and respect in the workplace, and experience equal opportunity throughout their careers with the Bank. To help achieve this, the Equity & Diversity Policy Committee devoted considerable efforts this past year to the development of the RBA's *Diversity Plan 2009-2011*, the eighth such Plan. It sets out a number of new diversity initiatives that the RBA will seek to progress over the next few years. In particular, the *Plan* aims to promote a better understanding of the issues related to work/life balance, the factors influencing the career experience of women and the needs of a maturing workforce. It is hoped that by doing so, this will assist the RBA in its workforce planning. The *Plan* also identifies further opportunities to improve the accessibility of the Bank's computing systems and information and building facilities for both staff and the broader community. Other notable initiatives over the past year have included changes in Bank policies in support of more flexible work arrangements for staff and the introduction of a diversity awareness seminar series.

A handwritten signature in blue ink that reads "Keith Hall". The signature is written in a cursive style with a blue background behind the text.

Keith Hall

Chairperson

Equity & Diversity Policy Committee

Introduction

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

Approach to Diversity

The RBA's policies and processes aim to embed equity and diversity principles in its work practices. To ensure that these practices remain appropriate, the RBA annually reviews its diversity profile, the take-up of its existing policies and programs, as well as any relevant external developments. This analysis, much of which is detailed in this *Annual Report*, helped determine new initiatives for the RBA's *Diversity Plan*. The *Plan* is updated every two to three years, with the *Diversity Plan 2009-2011* introduced during this reporting period.

The new *Plan* identifies four priorities:

- 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;
- to better understand the factors influencing the career experience of women;
- to continue improving the accessibility of the Bank's computing systems and information and building facilities for staff and the community; and
- to understand the needs of a maturing workforce, and use that information to assist in workforce planning and knowledge retention.

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

Responsibility for Equity and Diversity

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

During the reporting period, the Terms of Reference for the Committee (which are set out in the Appendix) were updated. The main change was to vary the membership in order to:

- increase staff representation; and
- better integrate the Committee with other diversity fora in the Bank.

Responsibilities extend beyond the Committee:

- *All staff* are required to ensure that their actions in the workplace are consistent with the RBA'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 act as an intermediary between the Committee and staff.
- The *Accessibility Consultative Group* makes practical suggestions for improvements to the accessibility of computing systems and information and building facilities. Representatives are drawn from relevant departments (namely Systems & Technology, Information, Facilities Management and Human Resources) and interested staff.
- *Human Resources* provides specialist services to assist in the development and implementation of the RBA's equity and diversity program.

Promoting Awareness

For equity and diversity principles to be considered part of normal work practices, staff must remain well informed about the RBA's diversity related policies and relevant legislation. There are a number of ways in which the RBA strives to achieve this, including:

- ensuring that all staff and managers are appropriately trained about their equity and diversity responsibilities, via face-to-face and online programs;
- conducting awareness sessions on diversity related issues and publishing topical articles in the monthly staff magazine, *Currency*;
- making its equity and diversity related policies accessible on the Bank's intranet and communicating any policy changes via the staff newsletter, *Staff Matters*; and
- making available on the intranet diversity related resources, such as the Bank's *Diversity Plan*, the *Equity & Diversity Annual Report*, information on assistive technology and a guide on disability awareness.

Data Collection

Equity and diversity information is sought from staff when they commence employment at the RBA. It is provided on a voluntary basis and includes information on disability, ethnic origin and capabilities in languages other than English. The RBA's equity and diversity statistics are based primarily on these data.

- p.4 [Introduction](#)

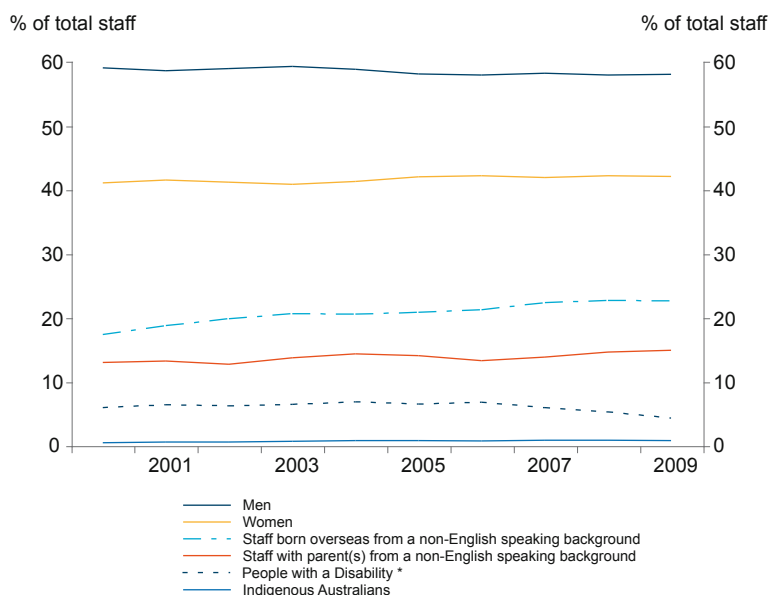
The RBA's Diversity Profile

At the end of June 2009, the RBA employed 989 staff, an increase of 6 per cent from a year ago and continuing the general upward trend in staff numbers evident over the past six years. Most diversity groups have maintained a fairly constant share of employment at the RBA over the past decade (Graph 1). The only exceptions to this have been staff with a non-English speaking background, whose representation has steadily increased, and staff with a disability, whose representation has fallen somewhat over the past few years.

Graph 1

Diversity Profile at the RBA

As at 30 June



* incorporates revisions to historical data due to changes in the definition of disability

Diversity Initiatives and Profile

Work/Life Balance

Initiatives

The RBA aims to have work practices and policies that help staff achieve an appropriate work/life balance while meeting its operational needs. During the reporting period, the RBA undertook a review of its **flexible work arrangements**, which resulted in:

- changes to parental leave, with eligible employees able to take up to two years parental leave (previously one year);
- the introduction of a purchased leave scheme, enabling eligible employees to purchase up to four weeks additional leave in a calendar year;
- more flexible arrangements for long service leave, including shortening the length of notice required to be able to take long service leave and reducing the minimum duration of leave that can be taken;
- extending the maximum period of leave-without-pay staff can apply for from one year to two years and expanding the list of circumstances in which staff can engage in outside employment while on leave without pay; and
- enabling staff to cash out a maximum of two weeks of accrued annual leave per year, where their annual leave balance exceeds six weeks.

The RBA continues to offer the services of the **Employee Assistance Program** to staff. In 2008/09 the Program was actively promoted through a presentation during Mental Health Week and in the new *Diversity Plan*. Staff can access information about the Program on the Bank's intranet.

Profile

During the reporting period, a total of 27 staff commenced **parental leave**, of which one-third were women. Over the past few years, a higher percentage of men have taken paid parental leave (Graph 2). Of the women completing parental leave in the year to June 2009, a slightly higher proportion returned to work full-time than has typically been the case (Graph 3). Nevertheless, the majority returned to work on a part-time basis.

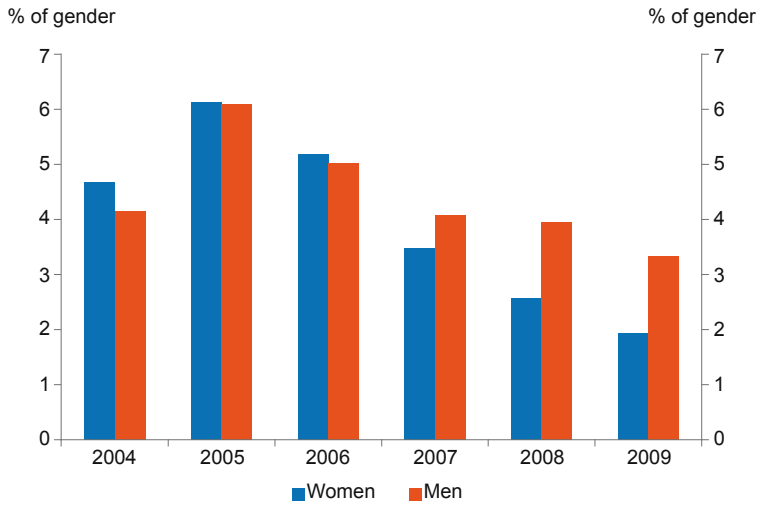
Transitional arrangements for the newly introduced **purchased leave scheme** came into effect during 2009, with staff able to apply for purchased leave to be taken in the second half of the year. Eleven applications were received, of which the majority were from managers.

Personal leave for caring purposes was used by 45 per cent of staff in the year to June 2009, similar to the previous year. Fifty-five per cent of staff using carer's leave were men, in line with their overall representation at the RBA.

Graph 2

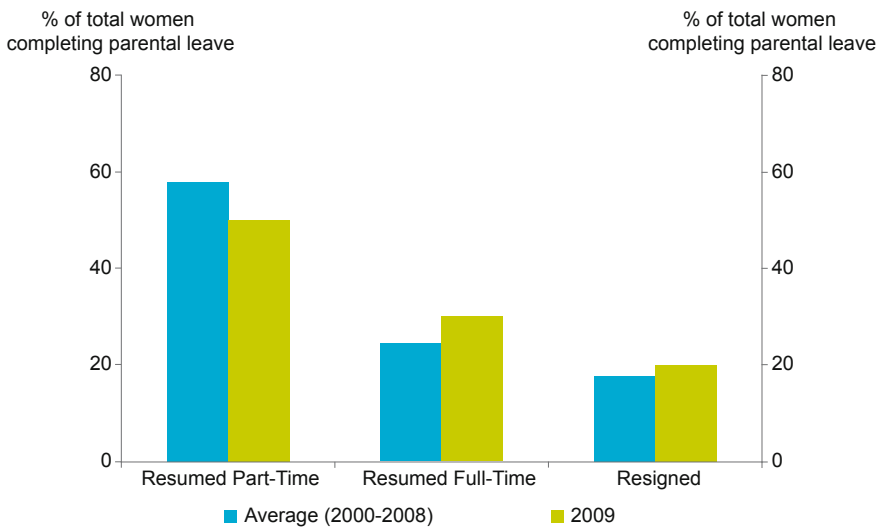
Staff Commencing Parental Leave

Year to 30 June



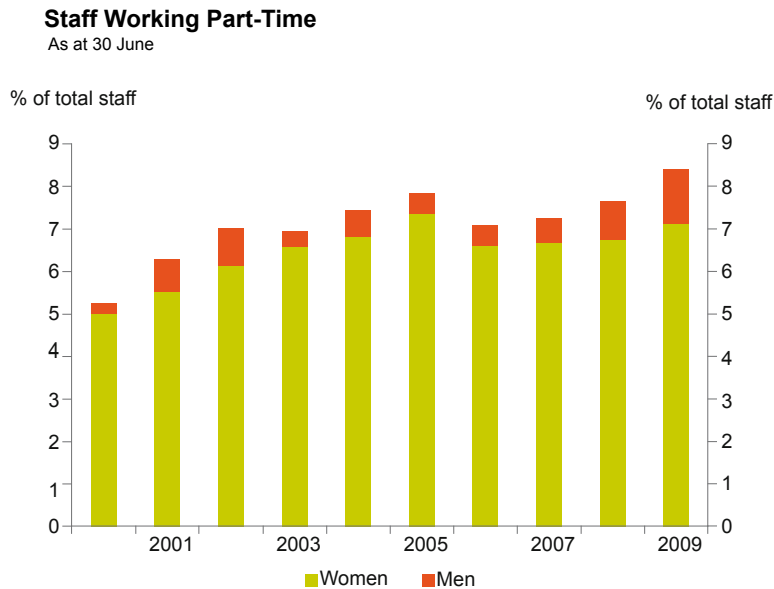
Graph 3

Women Completing Parental Leave



During 2008/09, 79 staff worked **part-time**, an increase of 16 per cent from the previous year. While this is the highest participation rate on record, it remains the case that the vast majority of part-time working arrangements involve women (Graph 4). The average age of staff working part time is 37 for both men and women.

Graph 4



The RBA continues to offer **childcare** places to staff at Billabond Children’s Centre, for children aged five years and under. As at 30 June 2009, eleven children from eight RBA parents were using the Centre. During 2008/09, three children from two RBA parents used the Centre’s Vacation Care Program.

The average number of staff attending the **health and wellbeing** lunch-time information sessions increased during the reporting period. On average, 33 participants attended each Head Office session compared with 20 in 2007/08. Nine of the 15 sessions were held at Head Office with the remainder held at the Bank’s Business Resumption Site. Material from the sessions was distributed to all other RBA locations. The sessions covered a variety of topics including nutrition, exercise and mental health. In addition, 48 staff participated in a 13 week program aimed at improving their overall health.

The RBA supports staff being involved in philanthropic pursuits through its **Volunteer Day Program**. As part of the program, the RBA makes a financial donation equivalent to a days’ pay (one day per employee per annum) for staff who take leave to participate in volunteer activities for designated charities. During 2008, 38 employees participated in the program with various organisations endorsed by the RBA’s Benevolent Fund Committee.

Gender

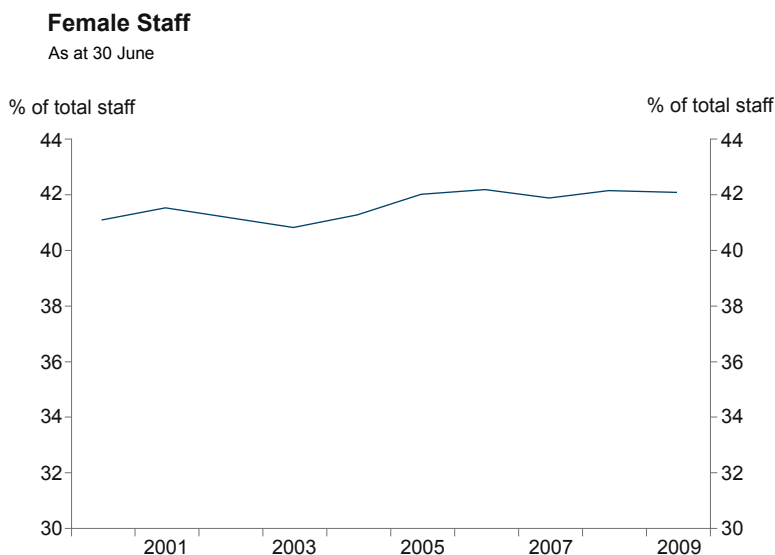
Initiatives

Work over the past year has focused on better understanding the factors influencing the career experience of women. This analysis, reported below, was also used to help formulate initiatives for the latest *Diversity Plan*.

Profile

The representation of women employed at the RBA has remained stable over the past five years at 42 per cent (Graph 5), comparable to the Australia-wide female employment share of 45 per cent.

Graph 5



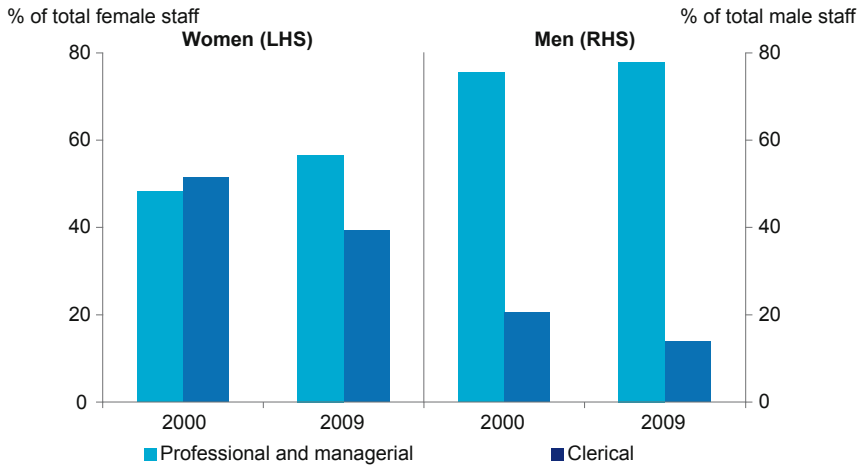
By **occupation**, the RBA continues to evolve from an organisation predominantly comprising clerical and administrative positions, to one of a predominantly professional nature. As a result, the majority of women at the Bank are now employed in professional/managerial roles rather than in clerical positions, which contrasts to the situation nearly a decade ago (Graph 6). Nevertheless, men continue to hold the majority of professional/managerial roles, accounting for two-thirds of such roles, while women continue to dominate clerical positions; these proportions have changed little over the past decade.

Men occupy the majority of **managerial positions** at the RBA, with women holding around one-quarter of these positions, a proportion largely stable over the past decade (Graph 7).

Graph 6

Occupation by Gender

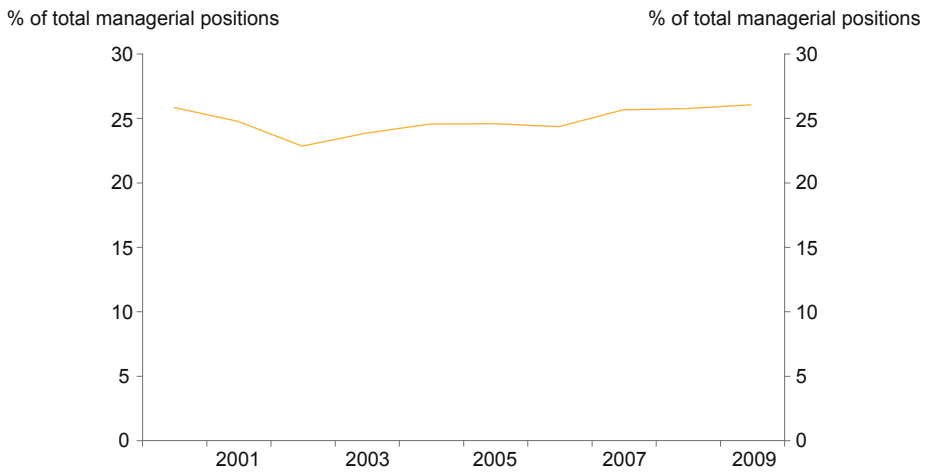
As at 30 June



Graph 7

Women in Managerial Positions

As at 30 June



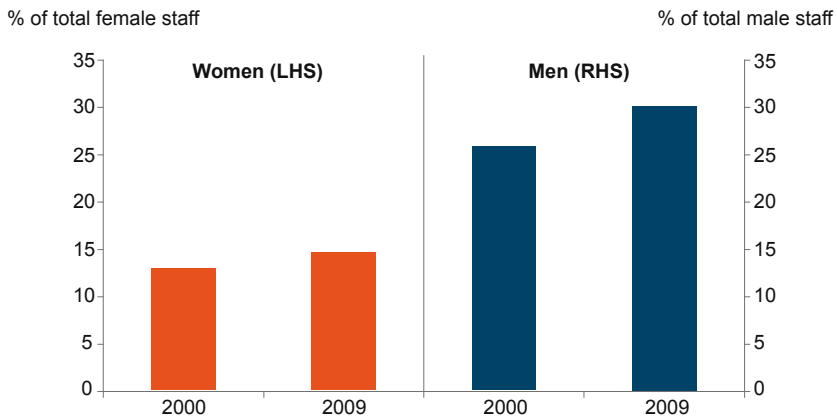
The proportion of women holding a managerial position has nevertheless increased slightly, reflecting the more general shift towards professional occupations, although the percentage point increase has not been as large as that for men (Graph 8).

Graduates typically make up around one-third of the Bank’s total recruits and are an important source of professional and 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 9). For the 2010 intake, female representation was slightly above average, at 38 per cent.

Graph 8

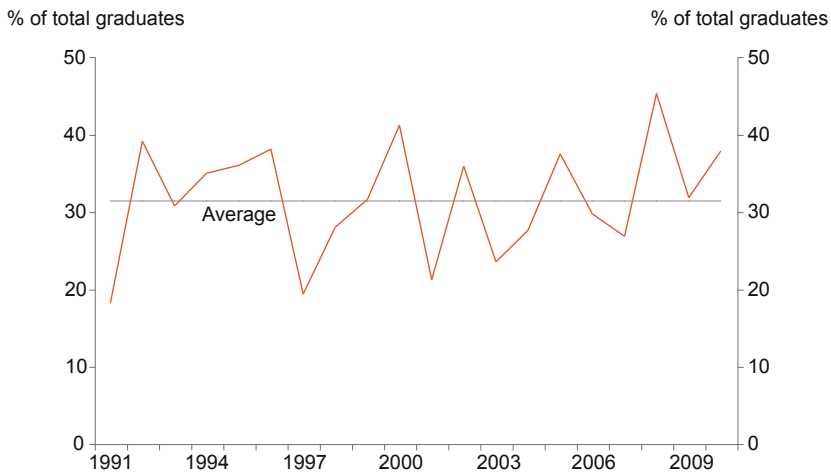
Managerial Positions by Gender

As at June 30



Graph 9

Female Graduates



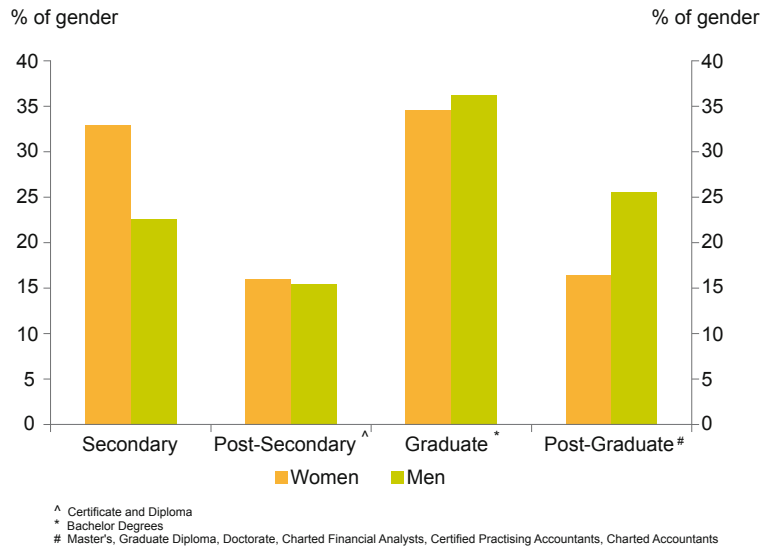
Three-quarters of staff at the RBA have a post-secondary or tertiary educational qualification. There is no significant difference in the percentage of women holding Certificate/Diploma or Bachelor qualifications when compared to men (Graph 10). Where differences exist, they are that:

- the HSC is the highest educational qualification for proportionately more women than men, reflecting the higher representation of women in clerical roles; and
- proportionately more men than women hold a post-graduate qualification, although this gap has narrowed a little over the past five years (Graph 11).

Graph 10

Highest Educational Qualification

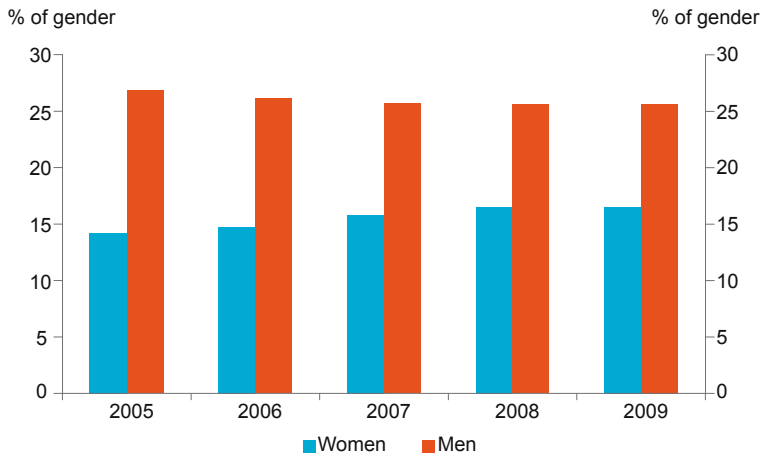
As at 30 June 2009



Graph 11

Post-graduate Qualifications

As at 30 June



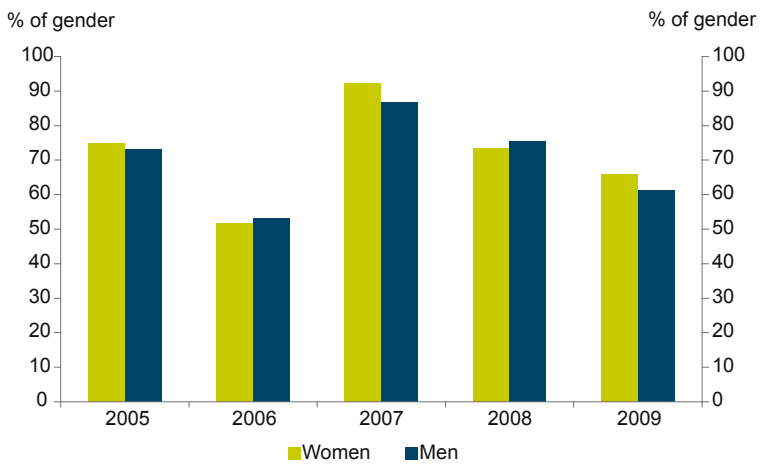
The proportion of staff participating in RBA-sponsored **training** courses was similar for both females and males (Graph 12). The RBA continues to support programs that assist women to develop leadership skills and build support networks.

Promotions, transfers and rotations within the RBA, including to overseas and regional offices, are an important means of staff development. Staff are also provided with opportunities to act in higher positions and to undertake secondments to other institutions. In 2008/09, female staff accounted for half of all staff transfers and just under 40 per cent of all promotions (Graph 13).

Graph 12

Training Participation*

Year to 30 June

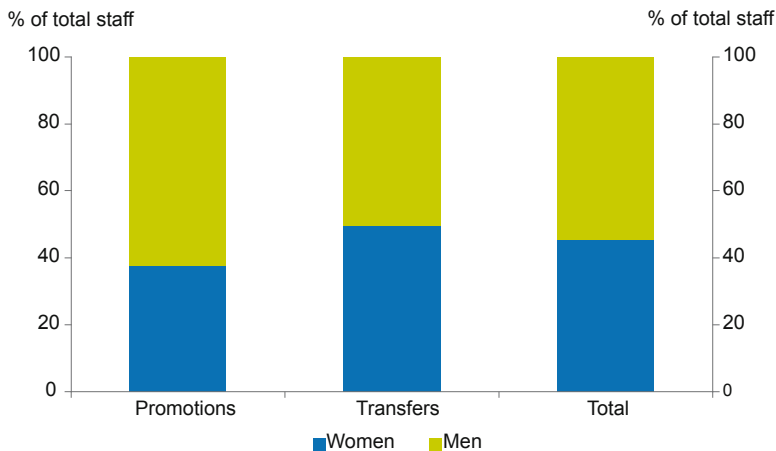


*Excludes Bank-sponsored study assistance & conferences

Graph 13

Staff Mobility

Year to 30 June 2009



There was a marked slowing in **turnover** during the year to June 2009 reflecting the more difficult economic conditions, with the number of exits falling by one-quarter. Over the past few years, male *exit rates* (or the proportion of exits that are male) have been higher than that for females, owing largely to an increase in exits for reasons other than resignation (typically retirement or contract expiry, see Graph 14). In contrast, *resignation rates* overall have been broadly similar between genders.

Pay distribution within the RBA continues to be monitored. Salary data suggest that there is no gender inequity in terms of remuneration outcomes.

Graph 14

Exit and Resignation Rates by Gender



Age

Initiatives

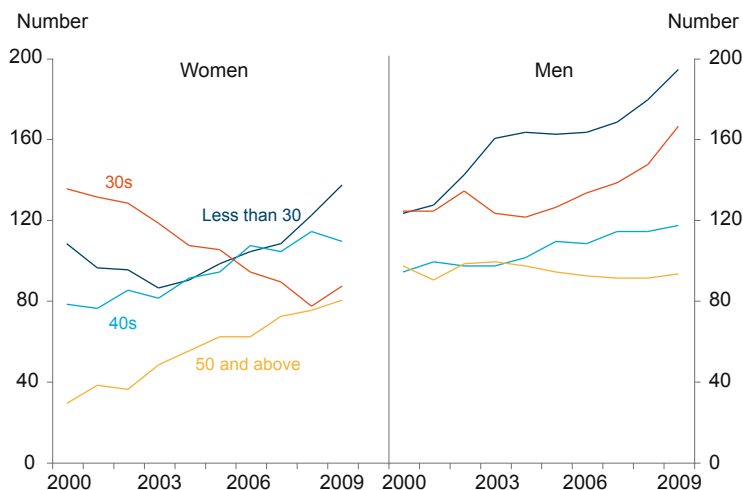
The ageing of Australia’s workforce is an important employment trend. Work over the past year has focused on understanding the implications for the Bank of changes in its age distribution and some of the workforce planning issues around retirement.

Profile

There have been important changes in the age profile of employees at the RBA. In particular, the number of women employees in their thirties has decreased markedly over the past decade, while for men there have been increases in all age groups, with the exception of those aged above 50 years (Graph 15).

Graph 15

Staff by Age Group



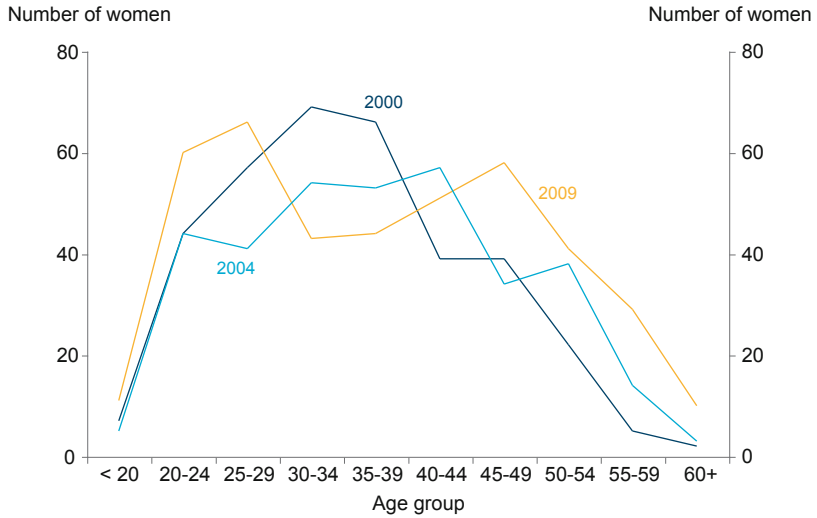
This trend has resulted in a bimodal age distribution for females (Graph 16). This has not occurred for males, who have instead experienced an increase in numbers in the younger age groups (Graph 17).

In part, changes in the female age distribution reflect the restructuring of the RBA that occurred in the late 1990s and early 2000s. This resulted in a disproportionately large share of young women exiting the Bank, due to the abolition of clerical roles typically held by this demographic. The reduction in clerical positions has had an ongoing effect to the extent that there has been a reduction in the number of women recruited who are in their thirties.

Graph 16

Age Distribution of Female Staff

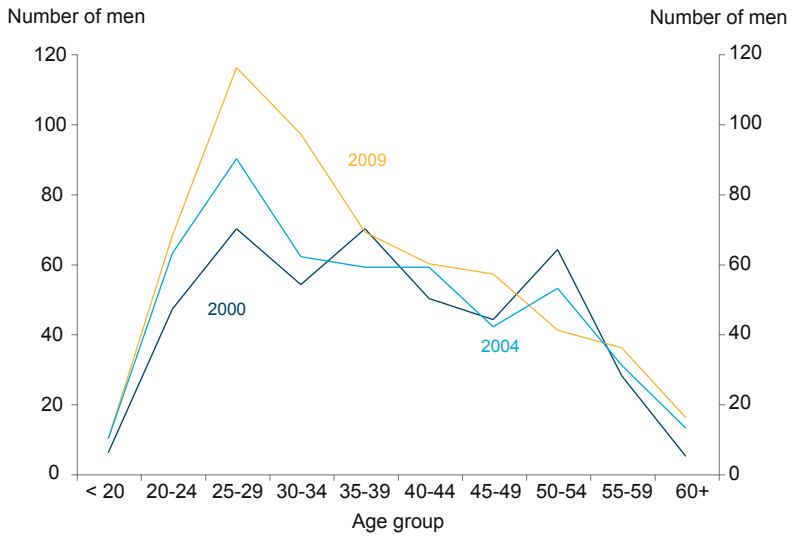
As at end June



Graph 17

Age Distribution of Male Staff

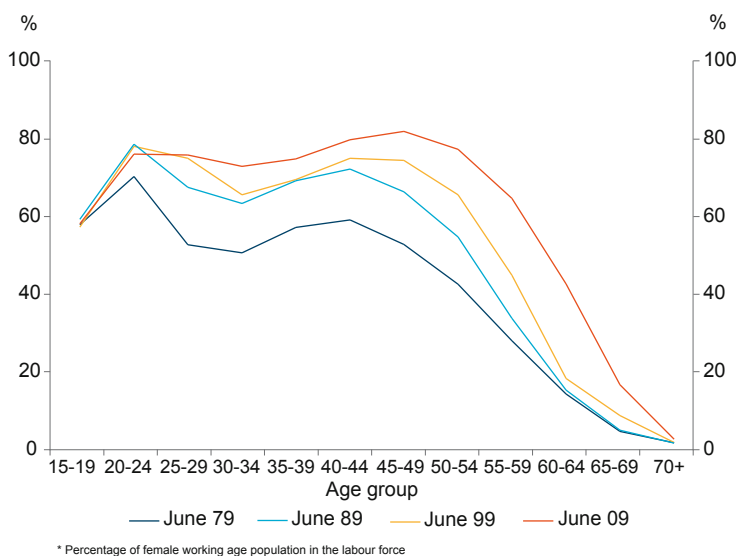
As at end June



Another factor which could be contributing to this effect is the work/leisure (family) preferences of women in their thirties. Indeed, the distribution of the Australian female participation rate by age group tends to be bimodal and has been for an extended period (Graph 18).

Graph 18

Australia-Wide Female Participation Rate*



Male staff, on average, are younger than female staff. Around half the men employed at the RBA are under the age of 35, compared to 44 per cent of women. In addition, there is a higher proportion of women approaching retirement age, with one-third of women currently aged 45 and above, compared to one-quarter of men.

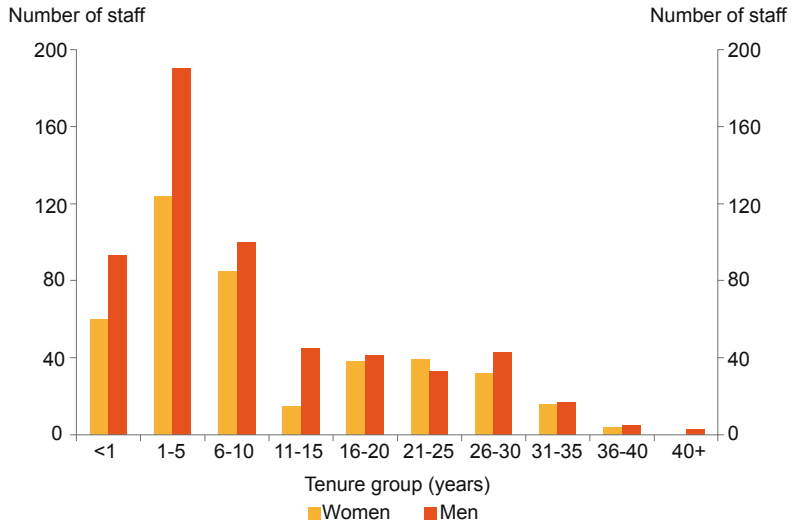
Since 2000, the **average tenure** of employees at the RBA has shortened somewhat. Currently, 44 per cent of staff have spent less than five years at the RBA (Graph 19), compared with 35 per cent in 2000. Conversely, 20 per cent of staff have been employed by the RBA for more than 20 years, compared with 31 per cent in 2000. On average, staff spend about 10 years at the Bank.

Staff eligible for retirement (or over 54 years of age) accounted for 19 per cent of staff exits during 2008/09 (Graph 20). The majority of staff leaving the RBA, however, do so before the age of 35 (and account for half of total exits), although these exits represent only nine per cent of staff in these age groups.

Graph 19

Tenure Profile

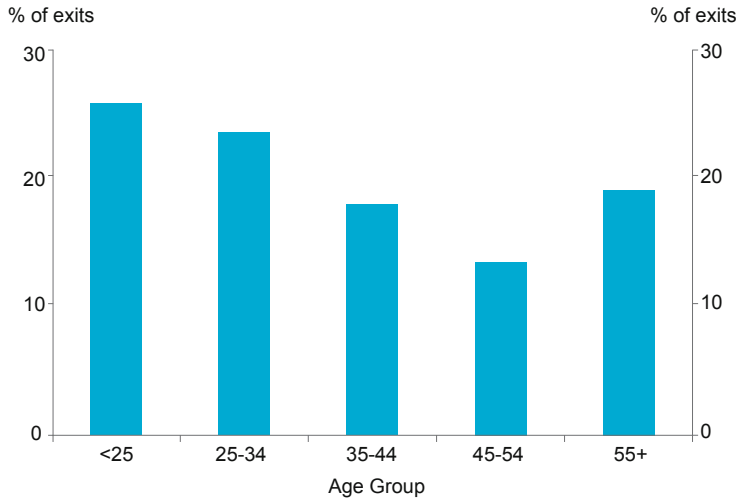
As at 30 June 2009



Graph 20

Exits by Age at Exit

Year to 30 June 2009



Disability

Initiatives

A survey of staff with a disability was conducted by the RBA's occupational health nurse during the year. The bi-annual survey provides an avenue for feedback from staff with a disability to establish if there are any improvements that can be made to the working environment. Feedback provided in the survey was used in formulating the latest *Diversity Plan*.

The RBA offered staff a number of **training** sessions aimed at raising awareness on disability in the workplace. These included:

- a half-day disability awareness workshop attended by the RBA's trainees;
- a Deafness Awareness workshop conducted as part of the *Diversity Plan's* new lunch-time information sessions. Notes from the workshop, which was run by the Deaf Society of NSW, were made available to all staff on the Bank's intranet site; and
- health and wellbeing lunch-time information sessions, which included topics on mental health and depression.

The RBA also promoted the government initiative, JobAccess, to raise **awareness** of workplace assessments for assistive technology and the possibility of funding for staff with a disability.

The primary forum through which **accessibility issues** are raised and addressed is the Accessibility Consultative Group. Two important changes were made to the Group over the past year. First, the Chairperson of the Group was invited to become a member of the Equity and Diversity Policy Committee to better integrate the work of the two bodies. Second, to increase the visibility of the Group and to allow for greater staff participation, the minutes of the Group's meetings are now available to all staff on the intranet. During 2008/09, the bulk of the Group's work centred on computing-related accessibility, such as the development of user guides for the assistive-technology software, and assessing the implications of new international guidelines on web-content accessibility for the RBA.

Each year the RBA designates a position on its **Traineeship Program** for a person with a disability. In 2009, mentoring and support for these trainees was introduced which includes meetings with managers and Human Resources on a regular basis, assessing specific equipment needs, and providing regular training assistance.

Profile

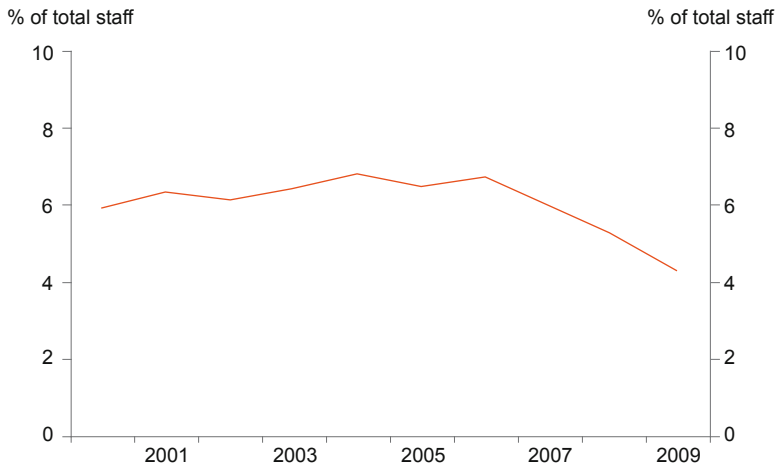
The proportion of staff with a disability was 4¼ per cent in the year to June 2009, a decrease of around two percentage points over the past three years (Graph 21). This decline largely reflects exits from the RBA: staff with a disability represented 11 per cent of all staff exits in this reporting period, higher than their overall share of employment. In part, the exit rate was boosted by a pick-up in retirements amongst such staff over the past three years, and reflects the fact that the age profile of employees with a disability is somewhat older than for the RBA overall, with a median age of 43 years at June 2009, compared with the overall median of 36 years.

There may also be some under-reporting of people with a disability. This could reflect an unwillingness to declare a disability and lags in capturing people with newly acquired disabilities.

Graph 21

Staff with a Disability

As at 30 June



Indigenous Australians

Initiatives

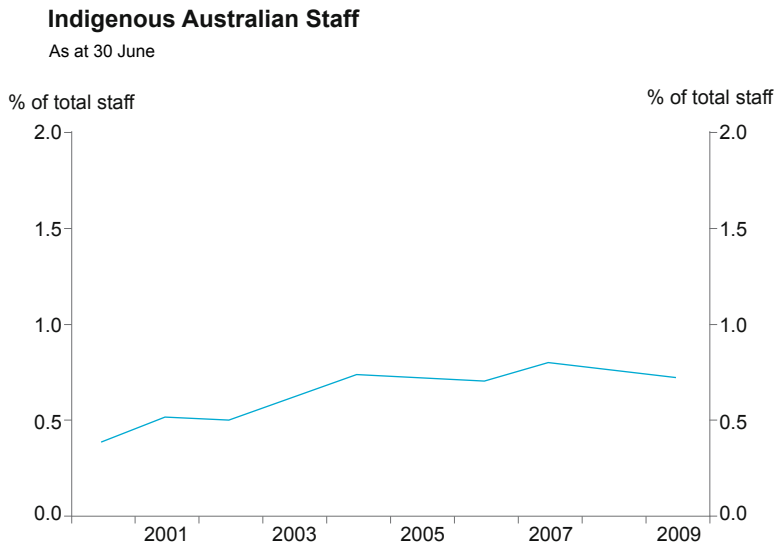
Each year the RBA designates a position on its **Traineeship Program** for an indigenous Australian. In 2009, a recruitment, mentoring and development pilot program was introduced. The program included sourcing suitable candidates, providing ongoing support for both the trainee and their managers, and running a cultural awareness session for staff.

To raise staff **awareness** of cultural issues, two Aboriginal Cultural Awareness workshops were held during the year, with over 50 staff attending. The RBA's indigenous artwork was displayed in the *Museum of Australian Currency Notes* to celebrate NAIDOC week.

Profile

Indigenous Australians continue to account for a very small proportion of staff, at $\frac{3}{4}$ of a per cent (Graph 22). 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 occupations similar to those employed at the RBA.

Graph 22



Race Ethnicity

Initiatives

During the reporting period, the RBA reviewed its **recruitment** policies and removed the requirement of Australian Citizenship for permanent employment. This provides the RBA with greater flexibility in engaging employees from overseas and enables highly skilled staff without citizenship to remain at the Bank.

The RBA continued to offer English language skills **training** for staff from a non-English speaking background. A cultural awareness workshop was also conducted for staff operating in the Asia-Pacific region.

Profile

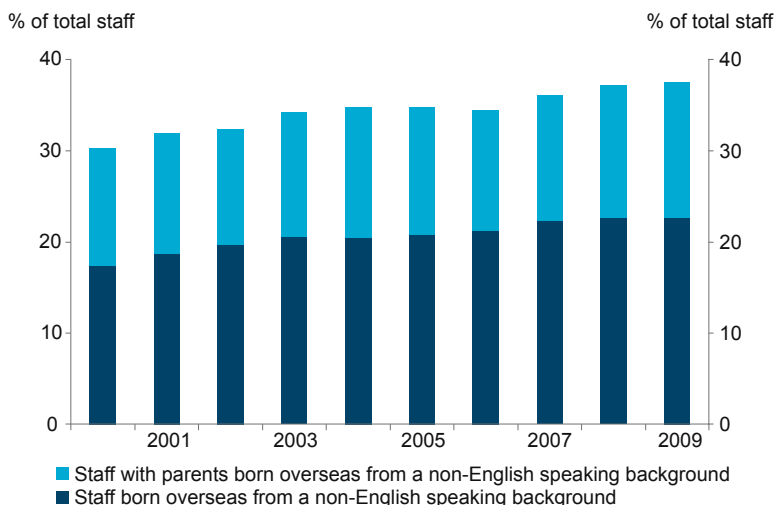
The proportion of RBA employees who identified themselves as having being born overseas from a non-English speaking background has steadily increased over the past decade and is currently 23 per cent (Graph 23). The representation of these staff at the RBA is significantly higher than their representation in the Australian community and is also higher than that of the Australian workforce. The largest group of employees from a non-English speaking background were born in the Philippines, followed by India and China.

Staff born overseas from a non-English speaking background represented 22 per cent of all staff exits in this reporting period, similar to their share of employment. The exit rate for these staff was nine per cent, the same as for the RBA as a whole.

Graph 23

Staff from a Non-English Speaking Background

As at 30 June



Appendix

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 2009

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

As an interim measure, one extra staff representative has been added as the Diversity Contact Manager Network representative has not yet been nominated.

Statistical Tables

REPRESENTATION WITHIN SALARY RANGES

As at 30 June 2009

Number (% of Total Staff Within Salary Range)

Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
Below \$30,000	5 (9)	11 (19)	1 (2)	2 (4)	30 (53)	27 (47)	57
\$30,000 - \$39,999	4 (11)	8 (22)	1 (3)	1 (3)	20 (56)	16 (44)	36
\$40,000 - \$49,999	18 (28)	10 (15)	1 (2)	4 (6)	42 (65)	23 (35)	65
\$50,000 - \$59,999	30 (26)	22 (19)	1 (1)	3 (3)	60 (53)	54 (47)	114
\$60,000 - \$69,999	29 (24)	15 (12)		6 (5)	59 (48)	63 (52)	122
\$70,000 - \$79,999	44 (27)	22 (14)	2 (1)	6 (4)	72 (44)	90 (56)	162
\$80,000 - \$89,999	23 (29)	11 (14)		6 (8)	33 (42)	45 (58)	78
\$90,000 - \$99,999	16 (24)	11 (17)		1 (2)	22 (33)	44 (67)	66
\$100,000 & over	53 (19)	36 (13)	1	12 (4)	75 (27)	208 (73)	283
TOTAL	222 (23)	146 (15)	7 (1)	41 (4)	413 (42)	570 (58)	983

Total Staff excludes 6 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 disabilities

REPRESENTATION WITHIN CLASSIFICATION LEVELS

As at 30 June 2008 and 30 June 2009

Number (% of Total Staff Within Classification Level)

Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	08	09	08	09	08	09	08	09	08	09	08	09	08	09
L1	15	12	5	8	1	1	4	2	26	21	18	18	44	39
	(34)	(31)	(11)	(21)	(2)	(3)	(9)	(5)	(59)	(54)	(41)	(46)		
L2	26	23	16	14	1	1	4	5	54	57	28	27	82	84
	(32)	(27)	(20)	(17)	(1)	(1)	(5)	(6)	(66)	(68)	(34)	(32)		
GR	21	23	10	12			1	1	34	35	57	59	91	94
	(23)	(24)	(11)	(13)			(1)	(1)	(37)	(37)	(63)	(63)		
L3	47	44	24	24	2	3	12	9	97	99	61	65	158	164
	(30)	(27)	(15)	(15)	(1)	(2)	(8)	(5)	(61)	(60)	(39)	(40)		
L3/4	6	18	10	17			3	6	23	32	60	81	83	113
	(7)	(16)	(12)	(15)			(4)	(5)	(28)	(28)	(72)	(72)		
L4	66	77	30	30			13	10	87	94	119	128	206	222
	(32)	(35)	(15)	(14)			(6)	(5)	(42)	(42)	(58)	(58)		
L5	16	15	19	22			4	5	34	37	89	97	123	134
	(13)	(11)	(15)	(16)			(3)	(4)	(28)	(28)	(72)	(72)		
L6	5	6	8	10			2	2	16	18	36	42	52	60
	(10)	(10)	(15)	(17)			(4)	(3)	(31)	(30)	(69)	(70)		
DH					1	1			2	1	10	9	12	10
					(8)	(10)			(17)	(10)	(83)	(90)		
HD+	1	1	1	1			1	1	3	4	24	23	27	27
	(4)	(4)	(4)	(4)			(4)	(4)	(11)	(15)	(89)	(85)		
OTHER STAFF	5	3	10	8	2	1	3	1	12	15	30	21	42	36
	(12)	(8)	(24)	(22)	(5)	(3)	(7)	(3)	(29)	(42)	(71)	(58)		
TOTAL	208	222	133	146	7	7	47	42	388	413	532	570	920	983
	(23)	(23)	(14)	(15)	(1)	(1)	(5)	(4)	(42)	(42)	(58)	(58)		

Total Staff excludes 6 locally-employed representative office staff based in London and New York.

KEY

GR	Graduates hired in 2008/09 under the Graduate Development Program.
DH	Deputy Heads of Department
HD +	Heads of Department, Governors
Other Staff	Legal Counsel, Printing & Publishing staff, Maintenance staff, 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 disabilities

REPRESENTATION WITHIN OCCUPATIONAL GROUPS

As at 30 June 2008 and 30 June 2009

Number (% of Total Staff Within Occupational Group)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	08	09	08	09	08	09	08	09	08	09	08	09	08	09
Managers	7	8	10	12	1	1	4	3	22	23	79	77	101	100
	(7)	(8)	(10)	(12)	(1)	(1)	(4)	(3)	(22)	(23)	(78)	(77)		
Professionals	120	137	69	84			22	22	184	211	326	367	510	578
	(24)	(24)	(14)	(15)			(4)	(4)	(36)	(37)	(64)	(63)		
Technicians & Trade Workers	15	16	10	4			5	3	13	15	45	43	58	58
	(26)	(28)	(17)	(7)			(9)	(5)	(22)	(26)	(78)	(74)		
Clerical & Administrative Worker	65	60	42	44	6	5	16	14	167	162	78	79	245	241
	(27)	(25)	(17)	(18)	(2)	(2)	(7)	(6)	(68)	(67)	(32)	(33)		
Community & Personal Services	1	1	1	1					2	2	2	2	4	4
	(25)	(25)	(25)	(25)					(50)	(50)	(50)	(50)		
Machinery Operators & Drivers			1	1							2	2	2	2
			(50)	(50)							(100)	(100)		
Sales Workers														
Labourers														
TOTAL	208	222	133	146	7	6	47	42	388	413	532	570	920	983
	(23)	(23)	(14)	(15)	(1)	(1)	(5)	(4)	(42)	(42)	(58)	(58)		

Total Staff excludes 6 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 disabilities

RECRUITMENT

Year to 30 June 2008 and 30 June 2009

Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	08	09	08	09	08	09	08	09	08	09	08	09	08	09
Managers										1	4		4	1
Professionals	27	29	7	16			1	1	31	39	70	76	101	115
Technicians & Trade Workers		1	2						2	3	6	9	8	12
Clerical & Administrative Worker	4	4	8	7	2	1	2	2	18	17	15	8	33	25
Community & Personal Services														
Machinery Operators & Drivers			1								1		1	
Sales Workers														
Labourers														
TOTAL	31	34	18	23	2	1	3	3	51	60	96	93	147	153
(% of Total Recruitment)	(21)	(22)	(12)	(15)	(1)	(1)	(2)	(2)	(35)	(39)	(65)	(61)		

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 disabilities

PROMOTIONS

Year to 30 June 2008 and 30 June 2009

Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	08	09	08	09	08	09	08	09	08	09	08	09	08	09
Managers	1	1	1	2					3	2	9	6	12	8
Professionals	12	12	7	15	1	1	1	1	20	18	34	41	54	59
Technicians & Trade Workers	2	2	1				1		2	1	4	3	6	4
Clerical & Administrative Worker	2	6	4	4	2		1		11	16	2	13	13	29
Community & Personal Service														
Machinery Operators & Drivers														
Sales Workers														
Labourers														
TOTAL	17	21	13	21	1	3	2	2	36	37	49	63	85	100
(% of Total Promotions)	(20)	(21)	(15)	(21)	(1)	(3)	(2)	(2)	(42)	(37)	(58)	(63)		

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 disabilities

SEPARATIONS

Year to 30 June 2008 and 30 June 2009

Number (Percentage of Total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	08	09	08	09	08	09	08	09	08	09	08	09	08	09
Managers											2	1	2	1
											(100)	(100)		
Professionals	13	11	5	4			4	4	20	18	44	35	64	53
	(20)	(21)	(8)	(8)			(6)	(8)	(31)	(34)	(69)	(66)		
Technicians & Trade Workers				4					1	1	6	8	7	9
				(44)					(14)	(11)	(86)	(89)		
Clerical & Administrative Worker	1	5	2	3	2	1		3	10	9	9	5	19	14
	(5)	(36)	(11)	(21)	(11)	(7)		(21)	(53)	(64)	(47)	(36)		
Community & Personal Service											2		2	
											(100)			
Machinery Operators & Drivers											1		1	
											(100)			
Sales Workers														
Labourers														
TOTAL	14	16	7	11	2	1	4	7	31	28	64	49	95	77
(% of Total Departures)	(15)	(21)	(7)	(14)	(2)	(1)	(4)	(9)	(33)	(36)	(67)	(64)		

Figures are based on total staff terminations, excluding retirements.
 Excludes staff rehired at end of contract and cadets rehired as graduates.
 Excludes separations 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 disabilities

RETIREMENTS

Year to 30 June 2008 and 30 June 2009

Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	08	09	08	09	08	09	08	09	08	09	08	09	08	09
Managers							2				4	2	4	2
Professionals	2							1	1		6	2	7	2
Technicians & Trade Workers	1						1	1	1		1	1	2	1
Clerical & Administrative Worker	3	4								4	6		1	7
Community & Personal Service												1		1
Machinery Operators & Drivers												1		1
Sales Workers														
Labourers														
TOTAL	6	4					3	2	6	6	13	6	19	12
(% of Total Retirements)	(32)	(33)					(16)	(17)	(32)	(50)	(68)	(50)		

Figures are based on total staff retirements, redundancies above retirement age & early retirements.
Excludes locally-employed representative office staff based in London and New York.

KEY

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

