



Public report

2017-18

Submitted by

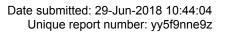
Legal Name:
Commonwealth Bank of Australia





Organisation and contact details

Submitting organisation details	Legal name	Commonwealth Bank of Australia			
	ABN	48123123124			
	ANZSIC	K Financial and Insurance Services 6221 Banking			
	Business/trading name/s				
	ASX code (if applicable)	CBA			
	Postal address	Level 12, 201 Sussex Street			
		SYDNEY NSW 2000			
		AUSTRALIA			
	Organisation phone number	0436656930			
Reporting structure	Ultimate parent	Commonwealth Bank of Australia			
	Number of employees covered by this report	31,363			







Workplace profile

Manager

Manager and inches a lacta region	Demonstrate level to CEO	Francis was not not be		No. of e	employees
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
CEO/Head of Business in Australia	0	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	4	5	9
		Full-time contract	0	0	0
Key management personnel	-1	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	1	1	2
		Full-time contract	0	0	0
	-1	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	17	47	64
		Full-time contract	0	0	0
Other executives/General managers	-2	Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
	-3	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	1	0	1
		Full-time contract	0	0	0
Senior Managers	-1	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

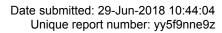




Managanasinational actoroxica	Deposition level to CEO	Francis una est estatura		No. of e	mployees
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees
		Full-time permanent	4	10	14
		Full-time contract	0	0	0
	-2	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	166	244	410
		Full-time contract	1	2	3
	-3	Part-time permanent	13	3	16
		Part-time contract	2	0	2
		Casual	0	0	0
		Full-time permanent	416	780	1,196
		Full-time contract	16	13	29
	-4	Part-time permanent	88	4	92
		Part-time contract	4	1	5
		Casual	0	0	0
		Full-time permanent	76	183	259
		Full-time contract	2	1	3
	-5	Part-time permanent	17	1	18
		Part-time contract	0	2	2
		Casual	0	0	0
		Full-time permanent	5	8	13
		Full-time contract	0	0	0
	-6	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	0	0
		Full-time contract	0	0	0
	-7	Part-time permanent	0	1	1
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	3	2	5
		Full-time contract	1	0	1
Other managers	-2	Part-time permanent	1	0	1
Other managers		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	10	6	16

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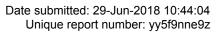
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Manager equipational estagarios	Reporting level to CEO	Employment status		No. of e	employees
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees
		Full-time contract	1	1	2
		Part-time permanent	3	0	3
		Part-time contract	1	0	1
		Casual	0	0	0
		Full-time permanent	203	243	446
		Full-time contract	12	10	22
	-4	Part-time permanent	51	6	57
		Part-time contract	3	1	4
		Casual	0	0	0
		Full-time permanent	1,980	2,506	4,486
		Full-time contract	38	36	74
	-5	Part-time permanent	329	12	341
		Part-time contract	11	1	12
		Casual	0	1	1
		Full-time permanent	220	342	562
		Full-time contract	12	3	15
	-6	Part-time permanent	30	2	32
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	4	7	11
		Full-time contract	1	0	1
	-7	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			3,748	4,487	8,235



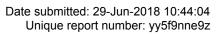




Workplace profile

Non-manager

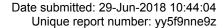
Non manager accumptional estagerica	Employment status	No. of employees (excluding g	raduates and apprentices)	No. of graduate	s (if applicable)	No. of apprentic	es (if applicable)	Total ampleyees
Non-manager occupational categories	Employment status	F	М	F	М	F	M	Total employees
	Full-time permanent	6,296	6,317	48	69	0	0	12,730
	Full-time contract	223	238	0	0	0	0	461
Professionals	Part-time permanent	2,441	290	0	0	0	0	2,731
	Part-time contract	34	10	0	0	0	0	44
	Casual	136	94	0	0	0	0	230
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Technicians and trade	Part-time permanent	0	0	0	0	0	0	0
Technicians and trade	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Community and personal service	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	2,201	968	0	0	0	0	3,169
	Full-time contract	26	19	0	0	0	0	45
Clerical and administrative	Part-time permanent	2,972	467	0	0	0	0	3,439
	Part-time contract	45	15	0	0	0	0	60
	Casual	149	70	0	0	0	0	219
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Sales	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Machinery operators and drivers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0







Non manager equipational estageries	Employment status	No. of employees (excluding gi	raduates and apprentices)	No. of graduate	s (if applicable)	No. of apprentice	Total employees	
Non-manager occupational categories	Employment status	F	М	F	М	F	М	Total employees
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Labourers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Others	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		14,523	8,488	48	69	0	0	23,128







Reporting questionnaire

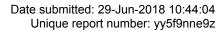
Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

NB. IMPORTANT:

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2017 to 31 March 2018. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- · Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.
- 1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?

1.1	Recruitment
	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.2	Retention
	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.3	Performance management processes
	 ✓ Yes (select all applicable answers) ☐ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority







1.4	Promotions
	 ✓ Yes (select all applicable answers) ☐ Policy ✓ Strategy
	 No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.5	Talent identification/identification of high potentials
	✓ Yes (select all applicable answers)☐ Policy✓ Strategy
	☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.6	Succession planning
	 ✓ Yes (select all applicable answers) ☐ Policy ✓ Strategy
	☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.7	Training and development
	✓ Yes (select all applicable answers)☐ Policy✓ Strategy
	 Strategy No (you may specify why no formal policy or formal strategy is in place) □ Currently under development, please enter date this is due to be completed □ Insufficient resources/expertise □ Not a priority
1.8	Key performance indicators for managers relating to gender equality
	✓ Yes (select all applicable answers)✓ Policy✓ Strategy
	☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.9	Gender equality overall
	✓ Yes (select all applicable answers)✓ Policy
	 Strategy No (you may specify why no formal policy or formal strategy is in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Not a priority





1.10 How many employees were promoted during the reporting period against each category below?
IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

	Mana	Managers		ınagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	517	521	889	810
Permanent/ongoing part-time employees	106	2	337	76
Fixed-term contract full-time employees	8	12	23	31
Fixed-term contract part-time employees	5	1	6	1
Casual employees	0	0	0	1

1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?

IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	1494	1435
Number of appointments made to NON-MANAGER roles (including promotions)	6013	4220

1.12 How many employees resigned during the reporting period against each category below?

	Mana	agers	Non-ma	nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	156	363	817	870
Permanent/ongoing part-time employees	32	9	703	233
Fixed-term contract full-time employees	22	17	80	95
Fixed-term contract part-time employees	2	1	19	8
Casual employees	0	0	98	86

1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.

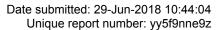
Our CEO leads our Diversity and Inclusion Strategy and the Group's Diversity and Inclusion Council, which consists of the Group's Executive Committee. The CEO has identified two Group Executive Sponsors to specifically lead the Gender Diversity Strategy.

Our CEO is a member of Male Champions of Change and actively participates in this agenda. The Group also holds partnerships with external organisations such as UN Women, supporting their research and activities towards Australia achieving gender equality.

Each Business Unit of the Group has its own Diversity and Inclusion Council which develops and promotes initiatives to increase the representation of women in that Business Unit.

Gender equality indicator 2: Gender composition of governing bodies

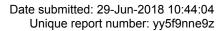
Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.







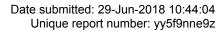
		of management, council or other gover g body for your Australian entity, even	
2.1	= -	tions relating to each governing body on the one organisation, the questions be	-
		o question 2.2. Dody is the same as your parent entity's gonerical details of your parent entity's go	
2.1a.1	Organisation name?		
	Commonwealth Bank of Australia		
2.1b.1	How many Chairs on this governi	ng body?	
		Female	Male
	Number	1	0
	Number	Female 3	Male 6
2.1d.1	 ✓ Yes ☐ No (you may specify why a targe ☐ Governing body/board ha ☐ Currently under develope ☐ Insufficient resources/exp 	s gender balance (e.g. 40% women/40% nent, please enter date this is due to be co	men/20% either) ompleted
	 ✓ Yes ☐ No (you may specify why a targe ☐ Governing body/board ha ☐ Currently under develope ☐ Insufficient resources/exp ☐ Do not have control over ☐ Not a priority 	t has not been set) is gender balance (e.g. 40% women/40% nent, please enter date this is due to be co pertise governing body/board appointments (prov	men/20% either) ompleted
	 Yes No (you may specify why a targe Governing body/board ha Currently under developm Insufficient resources/exp Do not have control over Not a priority Other (provide details): 	t has not been set) is gender balance (e.g. 40% women/40% nent, please enter date this is due to be co pertise governing body/board appointments (prov	men/20% either) ompleted
2.1e.1	 Yes No (you may specify why a targe Governing body/board ha Currently under developm Insufficient resources/exp Do not have control over Not a priority Other (provide details): What is the percentage (%) target	t has not been set) is gender balance (e.g. 40% women/40% nent, please enter date this is due to be co pertise governing body/board appointments (prov	men/20% either) ompleted
2.1e.1	☐ Yes ☐ No (you may specify why a targe ☐ Governing body/board ha ☐ Currently under developm ☐ Insufficient resources/exp ☐ Do not have control over ☐ Not a priority ☐ Other (provide details): What is the percentage (%) target	t has not been set) is gender balance (e.g. 40% women/40% nent, please enter date this is due to be co pertise governing body/board appointments (prov	men/20% either) ompleted
2.1e.1 2.1f.1		t has not been set) is gender balance (e.g. 40% women/40% nent, please enter date this is due to be covertise governing body/board appointments (prov	men/20% either) ompleted







		 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy
		 No (you may specify why no formal selection policy or formal selection strategy is in place) □ In place for some governing bodies □ Currently under development, please enter date this is due to be completed
		 ☐ Insufficient resources/expertise ☐ Do not have control over governing body appointments (provide details why) ☐ Not a priority ☐ Other (provide details):
	2.3	Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an "incorporated" entity - Pty Ltd, Ltd or Inc; or an "unincorporated" entity)?
		☐ Yes ☑ No
	2.5	If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.
Gen	der	equality indicator 3: Equal remuneration between women and men
	remune r equalit	ration between women and men is a key component of improving women's economic security and progressing y.
3.	Do you	u have a formal policy and/or formal strategy on remuneration generally?
	⊠ Yes	s (select all applicable answers)
	☐ No	Strategy (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed
		☐ Insufficient resources/expertise ☐ Salaries set by awards/industrial or workplace agreements ☐ Non-award employees paid market rate
		☐ Not a priority ☐ Other (provide details):
	3.1	Are specific gender pay equity objectives included in your formal policy and/or formal strategy?
		 ✓ Yes (provide details in question 3.2 below) ☐ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy) ☐ Currently under development, please enter date this is due to be completed ☐ Salaries set by awards/industrial or workplace agreements ☐ Insufficient resources/expertise
		 Non-award employees paid market rate Not a priority Other (provide details):
	3.2	Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?
		☐ To achieve gender pay equity ☐ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews) ☐ To be transparent about pay scales and/or salary bands ☐ To ensure managers are held accountable for pay equity outcomes





4.



	you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. ucted a gender pay gap analysis)?
⊠ Ye	es - the most recent gender remuneration gap analysis was undertaken:
	☑ Within last 12 months ☐ Within last 1-2 years
	☐ More than 2 years ago but less than 4 years ago
□ №	☐ Other (provide details): o (you may specify why you have not analysed your payroll for gender remuneration gaps)
	☐ Currently under development, please enter date this is due to be completed
	☐ Insufficient resources/expertise☐ Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no
	for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or
IS roo	ications) □ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and the om for discretion in pay changes (because pay increases can occur with some discretion such as performance
asses	sments) □ Non-award employees paid market rate
	☐ Not a priority
	Other (provide details):
4.01	You may provide details below on the type of gender remuneration gap analysis that has been undertaken
	(for example like-for-like and/or organisation-wide).
4.1	(for example like-for-like and/or organisation-wide). Did you take any actions as a result of your gender remuneration gap analysis?
4.1	Did you take any actions as a result of your gender remuneration gap analysis?
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☑ Yes – indicate what actions were taken (select all applicable answers) ☑ Created a pay equity strategy or action plan
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☑ Yes – indicate what actions were taken (select all applicable answers) ☑ Created a pay equity strategy or action plan ☑ Identified cause/s of the gaps ☑ Reviewed remuneration decision-making processes
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias)
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias)
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☑ Yes – indicate what actions were taken (select all applicable answers) ☑ Created a pay equity strategy or action plan ☑ Identified cause/s of the gaps ☑ Reviewed remuneration decision-making processes ☑ Analysed commencement salaries by gender to ensure there are no pay gaps ☑ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☑ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☑ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☑ Reported pay equity metrics (including gender pay gaps) to the governing body ☑ Reported pay equity metrics (including gender pay gaps) to the executive
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes - indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body ☐ Reported pay equity metrics (including gender pay gaps) to all employees ☐ Reported pay equity metrics (including gender pay gaps) externally
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4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body ☐ Reported pay equity metrics (including gender pay gaps) to the executive ☐ Reported pay equity metrics (including gender pay gaps) to all employees ☐ Reported pay equity metrics (including gender pay gaps) externally ☐ Corrected like-for-like gaps ☐ Conducted a gender-based job evaluation process ☐ Implemented other changes (provide details):
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body ☐ Reported pay equity metrics (including gender pay gaps) to the executive ☐ Reported pay equity metrics (including gender pay gaps) to all employees ☐ Reported pay equity metrics (including gender pay gaps) externally ☐ Corrected like-for-like gaps ☐ Conducted a gender-based job evaluation process ☐ Implemented other changes (provide details): ☐ No (you may specify why no actions were taken resulting from your remuneration gap analysis)
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body ☐ Reported pay equity metrics (including gender pay gaps) to the executive ☐ Reported pay equity metrics (including gender pay gaps) to all employees ☐ Reported pay equity metrics (including gender pay gaps) externally ☐ Corrected like-for-like gaps ☐ Conducted a gender-based job evaluation process ☐ Implemented other changes (provide details):
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body ☐ Reported pay equity metrics (including gender pay gaps) to the executive ☐ Reported pay equity metrics (including gender pay gaps) to all employees ☐ Reported pay equity metrics (including gender pay gaps) externally ☐ Corrected like-for-like gaps ☐ Conducted a gender-based job evaluation process ☐ Implemented other changes (provide details): ☐ No (you may specify why no actions were taken resulting from your remuneration gap analysis) ☐ No unexplainable or unjustifiable gaps identified ☐ Currently under development, please enter date this is due to be completed
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body ☐ Reported pay equity metrics (including gender pay gaps) to the executive ☐ Reported pay equity metrics (including gender pay gaps) to all employees ☐ Reported pay equity metrics (including gender pay gaps) externally ☐ Corrected like-for-like gaps ☐ Conducted a gender-based job evaluation process ☐ Implemented other changes (provide details): ☐ No (you may specify why no actions were taken resulting from your remuneration gap analysis) ☐ No unexplainable or unjustifiable gaps identified ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Salaries set by awards/industrial or workplace agreements
4.1	Did you take any actions as a result of your gender remuneration gap analysis? ☐ Yes – indicate what actions were taken (select all applicable answers) ☐ Created a pay equity strategy or action plan ☐ Identified cause/s of the gaps ☐ Reviewed remuneration decision-making processes ☐ Analysed commencement salaries by gender to ensure there are no pay gaps ☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) ☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias) ☐ Trained people-managers in addressing gender bias (including unconscious bias) ☐ Set targets to reduce any like-for-like gaps ☐ Set targets to reduce any organisation-wide gaps ☐ Reported pay equity metrics (including gender pay gaps) to the governing body ☐ Reported pay equity metrics (including gender pay gaps) to the executive ☐ Reported pay equity metrics (including gender pay gaps) to all employees ☐ Reported pay equity metrics (including gender pay gaps) externally ☐ Corrected like-for-like gaps ☐ Conducted a gender-based job evaluation process ☐ Implemented other changes (provide details): ☐ No (you may specify why no actions were taken resulting from your remuneration gap analysis) ☐ No unexplainable or unjustifiable gaps identified ☐ Currently under development, please enter date this is due to be completed

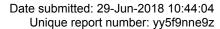




Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

5.		RIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having er responsibility for the day-to-day care of a child.
		ou provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND in addition to any government funded parental leave scheme for primary carers?
	time of indications of time of paid p	s. (Please indicate how employer funded paid parental leave is provided to the primary carer): By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks As a lump sum payment (paid pre- or post- parental leave, or a combination), we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please to how employer funded paid parental leave is provided to women ONLY): By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks As a lump sum payment (paid pre- or post- parental leave, or a combination), we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded parental leave is provided to men ONLY): By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks As a lump sum payment (paid pre- or post- parental leave, or a combination), not available (you may specify why this leave is not provided) Currently under development, please enter date this is due to be completed lnsufficient resources/expertise Government scheme is sufficient Not a priority Other (provide details):
	5.1	How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:
		12
5a.	carer	r organisation would like to provide additional information on your paid parental leave for primary s e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.
	5.2	What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion. <10% 10-20% 21-30% 31-40% 41-50%





7.



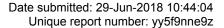
	☐ 61-70% ☐ 71-80% ☑ 81-90% ☐ 91-99% ☐ 100%
prima	CONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the ry carer.
	u provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and en, in addition to any government funded parental leave scheme for secondary carers?
☐ No	we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave) , we offer paid parental leave for SECONDARY CARERS that is available to women ONLY (you may specify why employer funded paid parental leave for secondary carers is not paid) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Government scheme is sufficient Not a priority Other (provide details):
6.1	How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:
	20
If you	r organisation would like to provide additional information on your paid parental leave for SECONDARY RS e.g. eligibility period, other arrangements you may have in place etc, please do so below.
6.2	What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion. <10%
	prima Do yo wome Ye No No No

	Primary carer	Primary carer's leave Secondary carer's leave			
	Female	Male	Female	Male	
Managers	459	57	3	269	

How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include

employees still on parental leave, regardless of when it commenced.

How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced. 7.1







	Primary carer's leave Secondary carer's leave		r's leave	
	Female	Male	Female	Male
Non-managers	1626	80	2	422

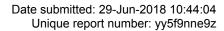
- 8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
 - Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	12	0

- 8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
 - Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	80	4

9.	Do you have a formal policy and/or formal strategy on flexible working arrangements?
	 Yes (select all applicable answers) □ Policy □ Strategy □ No (you may specify why no formal policy or formal strategy is in place) □ Currently under development, please enter date this is due to be completed □ Insufficient resources/expertise □ Don't offer flexible arrangements □ Not a priority □ Other (provide details):
	9.1 You may indicate which of the following are included in your flexible working arrangements strategy:
	 △ A business case for flexibility has been established and endorsed at the leadership level △ Leaders are visible role models of flexible working △ Flexible working is promoted throughout the organisation ☐ Targets have been set for engagement in flexible work ☐ Leaders are held accountable for improving workplace flexibility ☑ Manager training on flexible working is provided throughout the organisation ☑ Employee training is provided throughout the organisation ☑ Team-based training is provided throughout the organisation ☑ Employees are surveyed on whether they have sufficient flexibility ☐ The organisation's approach to flexibility is integrated into client conversations ☑ The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement) ☑ Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel ☑ Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body
10.	Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?
	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy

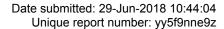






	□ No	you may specify why no formal policy or formal strategy is in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Included in award/industrial or workplace agreement Not a priority Other (provide details):
11.		ou offer any other support mechanisms, other than leave, for employees with family or caring responsibilities mployer-subsidised childcare, breastfeeding facilities)?
	⊠ Ye □ No	s (you may specify why non-leave based measures are not in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Not a priority Other (provide details):
	11.1	Please select what support mechanisms are in place and if they are available at all worksites. • Where only one worksite exists, for example a head-office, select "Available at all worksites".
		 ☑ Employer subsidised childcare ☑ Available at some worksites only ☐ Available at some worksites ☑ On-site childcare ☑ Available at all worksites ☑ Breastfeeding facilities ☑ Available at all worksites only ☐ Available at some worksites only ☐ Available at all worksites ☑ Childcare referral services ☐ Available at some worksites only ☑ Available at all worksites ☑ Internal support networks for parents ☐ Available at all worksites ☑ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave) ☐ Available at some worksites only ☑ Available at all worksites ☑ Information packs to support new parents and/or those with elder care responsibilities ☐ Available at some worksites only ☑ Available at all worksites ☑ Referral services to support employees with family and/or caring responsibilities ☑ Available at some worksites only ☑ Available at all worksites ☑ Targeted communication mechanisms, for example intranet/ forums ☐ Available at all worksites ☑ Support in securing school holiday care ☐ Available at some worksites only ☑ Available at all worksites
		 ☐ Coaching for employees on returning to work from parental leave ☐ Available at some worksites only ☐ Available at all worksites ☐ Parenting workshops targeting mothers ☐ Available at some worksites only ☐ Available at all worksites ☐ Parenting workshops targeting fathers ☐ Available at some worksites only ☐ Available at all worksites ☐ None of the above, please complete question 11.2 below

12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?







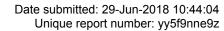
	✓ Yes (select all applicable answers)✓ Policy
	Strategy No (year may an acif why no formal nation or formal strategy is in place)
	 No (you may specify why no formal policy or formal strategy is in place) □ Currently under development, please enter date this is due to be completed
	☐ Insufficient resources/expertise
	☐ Included in award/industrial or workplace agreements
	☐ Not aware of the need
	☐ Not a priority ☐ Other (please provide details):
	_ care. (produce provide detaile).
13.	Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?
	☐ Training of key personnel
	 ☒ A domestic violence clause is in an enterprise agreement or workplace agreement ☒ Workplace safety planning
	 ☒ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
	□ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
	Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
	Access to unpaid leave
	 ☐ Confidentiality of matters disclosed ☐ Referral of employees to appropriate domestic violence support services for expert advice
	☐ Protection from any adverse action or discrimination based on the disclosure of domestic violence
	⊠ Flexible working arrangements
	Provision of financial support (e.g. advance bonus payment or advanced pay)
	 ☑ Offer change of office location ☑ Emergency accommodation assistance
	 ☑ Access to medical services (e.g. doctor or nurse)
	☐ Other (provide details):
	☐ No (you may specify why no other support mechanisms are in place)
	☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise
	☐ Not aware of the need
	☐ Not a priority
	☐ Other (provide details):
14.	Where any of the following options are available in your workplace, are those option/s available to both women
	AND men? • flexible hours of work
	compressed working weeks
	• time-in-lieu
	• telecommuting
	part-time work
	 job sharing carer's leave
	• purchased leave
	• unpaid leave.
	Options may be offered both formally and/or informally. For example, if time-in-lieu is available to women formally but to men informally, you would select NO.
	☑ Yes, the option/s in place are available to both women and men.
	☐ No, some/all options are not available to both women AND men.
	14.1 Which options from the list below are available? Please tick the related checkboxes.
	 Unticked checkboxes mean this option is NOT available to your employees.





	Mar	Managers		Non-managers	
	Formal	Informal	Formal	Informal	
Flexible hours of work	\boxtimes	\boxtimes	\boxtimes		
Compressed working weeks	\boxtimes	\boxtimes	\boxtimes		
Time-in-lieu	\boxtimes	\boxtimes	\boxtimes		
Telecommuting	\boxtimes	\boxtimes	\boxtimes		
Part-time work	\boxtimes		\boxtimes		
Job sharing			\boxtimes		
Carer's leave	\boxtimes		\boxtimes		
Purchased leave	\boxtimes		\boxtimes		
Unpaid leave					

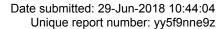
		Oripaid leave		Ш				
14.3 You may specify why any of the above options are NOT available to your employees.								
		 □ Currently under development, please enter date this is due to be completed □ Insufficient resources/expertise □ Not a priority ☑ Other (provide details): Flexible work arrangements are available to all employees however some are classified as formal as it impacts hours and remuneration and are negotiated between the employees and their manager, with consideration to job requirements. If agreement is reached, then new contractual terms are prepared. 						
	14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:							
Gen	der	equality indicator 5: Consulta	tion wi	th emplo	yees on	issues		
con	cern	ning gender equality in the wo	rkplace	9				
This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.								
15.	Have y	ve you consulted with employees on issues concerning gender equality in your workplace?						
	⊠ Yes	s (you may specify why you have not consulted with e Not needed (provide details why): Insufficient resources/expertise Not a priority Other (provide details):	employees o	n gender equa	ity)			
	15.1	How did you consult with employees on issues	concerning	g gender equa	ity in your wor	kplace?		
		 Survey Consultative committee or group Focus groups Exit interviews Performance discussions Other (provide details): 						
	15.2	Who did you consult?						







		 Women only Men only Human resources managers Management Employee representative group(s) Diversity committee or equivalent Women and men who have resigned while on parental leave Other (provide details):
	15.3	If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.
Cal	adar	equality indicator 6: Say based barasament and discrimination
The p	reventio	equality indicator 6: Sex-based harassment and discrimination on of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy training of managers on SBH is in place.
16.	Do yo	u have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?
		s (select all applicable answers) Policy Strategy (you may specify why no formal policy or formal strategy is in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Included in award/industrial or workplace agreement Not a priority Other (provide details):
	16.1	Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?
		Yes No (you may specify why a grievance process is not included) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Not a priority Other (provide details):
17.	Do yo	u provide training for all managers on sex-based harassment and discrimination prevention?
	_	s - please indicate how often this training is provided: At induction At least annually Every one-to-two years Every three years or more Varies across business units Other (provide details): (you may specify why this training is not provided) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Not a priority Other (provide details):





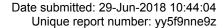


17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:

Other

18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.

(As with all questions in this questionnaire, information you provide here will appear in your public report.)







Gender composition proportions in your workplace

Important notes:

- 1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
- Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
- 3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 58.4% females and 41.6% males.

Promotions

- 2. 56.5% of employees awarded promotions were women and 43.5% were men
 - i. 54.3% of all manager promotions were awarded to women
 - ii. 57.7% of all non-manager promotions were awarded to women.
- 3. 21.9% of your workforce was part-time and 16.0% of promotions were awarded to part-time employees.

Resignations

- 4. 53.4% of employees who resigned were women and 46.6% were men
 - i. 35.2% of all managers who resigned were women
 - ii. 57.1% of all non-managers who resigned were women.
- 21.9% of your workforce was part-time and 27.9% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 4.4% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.5% of all men who utilised parental leave ceased employment before returning to work
- iii. 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 95.2% of all non-managers who utilised parental leave and ceased employment before returning to work were

Notification and access

List of employee organisations:							
Financial Services Union (FSU)							
CEO sign off confirmation							
Name of CEO or equivalent:	Confirmation CEO has signed the report:						
Matthew Comyn							
CEO signature:	Date:						