



Date Created: 29-05-2023



Australian Government



**Workplace
Gender Equality
Agency**



2022 - 23 Gender Equality Reporting

Submitted By:

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#Workplace Overview

Policies and Strategies

1. Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

Recruitment: Yes

Strategy

Retention: Yes

Strategy

Performance management processes: Yes

Policy; Strategy

Promotions: Yes.

Strategy

Talent identification/identification of high potentials: YesStrategy

Succession planning: Yes

Strategy

Training and development: Yes

Strategy

Key performance indicators for managers relating to gender equality: YesStrategy

2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?

YesPolicy; Strategy

4. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Medibank's annual engagement survey, My Voice, obtains feedback from participating employees relating to their perception of career development, including opportunities for progression and learning and development experience. The information obtained from this survey is then reported on by demographic, including gender, which is shared with the business within survey debriefs. This information is also provided to our diversity & inclusion working groups, for the purposes of guiding their strategies and objectives. Any difference in experience between genders is identified, discussed and any necessary actions are put in place.

Governing Bodies

Organisation: Medibank Private Limited

1.Name of the governing body: Medibank Board of Directors

2.Type of the governing body: Board of Directors

3.Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F) 0	Male (M) 1	Non-Binary 0
Member	Female (F) 4	Male (M) 3	Non-Binary 0

4.Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: No

6.1 Percentage (%) of target:

6.2 Year of target to be reached:

Selected value:

Other

Other value: We have a target of having at least 40% representation of women across our leadership population and on our Board. We are currently above this target and have been for many years.

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Healthstrong Pty. Ltd.

1.Name of the governing body: Medibank Board of Directors

2.Type of the governing body: Board of Directors

3.Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F) 0	Male (M) 1	Non-Binary 0
Member	Female (F) 4	Male (M) 3	Non-Binary 0

4. Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: No

6.1 Percentage (%) of target:

6.2 Year of target to be reached:

Selected value:

Other

Other value: We have a target of having at least 40% representation of women across our leadership population and on our Board. We are currently above this target and have been for many years.

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Australian Health Management Group Pty Limited

1. Name of the governing body: Medibank Board of Directors

2. Type of the governing body: Board of Directors

3. Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F) 0	Male (M) 1	Non-Binary 0
Member	Female (F)	Male (M)	Non-Binary

4	3	0
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4. Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: No

6.1 Percentage (%) of target:

6.2 Year of target to be reached:

Selected value:

Other

Other value: We have a target of having at least 40% representation of women across our leadership population and on our Board. We are currently above this target and have been for many years.

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Medibank Health Solutions Telehealth Pty Limited

1. Name of the governing body: Medibank Board of Directors

2. Type of the governing body: Board of Directors

3. Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F)	Male (M)	Non-Binary
	0	1	0
Member	Female (F)	Male (M)	Non-Binary
	4	3	0

4. Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: No

6.1 Percentage (%) of target:

6.2 Year of target to be reached:

Selected value:

Other

Other value: We have a target of having at least 40% representation of women across our leadership population and on our Board. We are currently above this target and have been for many years.

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

The Board has adopted a Diversity and Inclusion Policy that supports and facilitates an inclusive environment. The policy outlines the role of the People and Remuneration Committee in recommending to the Board measurable objectives for diversity and annually assessing progress against these. The policy is reviewed annually and is available on Medibank's website. A Diversity and Inclusion Strategy supports the policy and sets out the measurable objectives established by the Board.

The Board emphasises the importance of having a gender diverse leadership team, which is supported by Medibank's commitment to having and maintaining at least 40% women representation in the Group and senior executive population and on our Board. As at 30 June 2022, the actual representation across Group and senior executives was 44%

#Action on gender equality

Gender Pay Gaps

1. Do you have a formal policy and/or formal strategy on remuneration generally?

Yes

Policy; Strategy

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1.1 Are specific pay equality objectives included in your formal policy and/or formal strategy?

Yes

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 reviews); To ensure managers are held accountable for pay equity outcomes; To implement and/or maintain a transparent and rigorous performance assessment process; Other (provide details)

Other:Public target of no more than 1% gap between genders. (Medibank's gender pay equity assessment represents the difference between how females and males are paid relative to the market median.)

2. What was the snapshot date used for your Workplace Profile?

2023-03-31

4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

For the fifth year in a row since we began reporting on our gender pay equity analysis for employees not covered by an enterprise agreement, we've continued to maintain a gap of less than 1%. Last year, we extended our analysis to include employees covered by enterprise agreements to provide a holistic view of our gender pay equity, with this cohort also showing a gap of less than 1%.

Medibank's gender pay equity assessment represents the difference between how females and males are paid relative to the market median. We have an ongoing target for this to be below 1%.

Employer action on pay equality

1. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes

1.1 When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

1.2 Did you take any actions as a result of your gender remuneration gap analysis?

No

No unexplained or unjustifiable gaps identified

1.3 What type of gender remuneration gap analysis has been undertaken?

Since 2018, Medibank has undertaken and disclosed an analysis of gender pay equity relative to market rates of pay. In addition to broadening the scope of our

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gender pay equity analysis to include employees covered by enterprise agreements, last year we reported on our gender pay gap by employee band.

Our gender pay gap by employee band is calculated by dividing the average total fixed remuneration (base salary + superannuation) for women within each band, by the average total fixed remuneration for men in the same band to determine the percentage difference. In our most senior roles, there is a greater gender pay gap reflecting the small number and different types of roles in these groups. In the non-manager group, which covers most of our people, the gender pay gap is 1%.

Our gender pay equity analysis represents the difference between how women and men are paid relative to similar roles outside Medibank. Total fixed remuneration (base salary + superannuation) for each employee is compared to an external market reference to determine the percentage difference. These results are then averaged to determine the gender pay equity percentage. A positive number indicates that women are paid higher than men relative to the market reference, and vice versa. We believe this approach is a fair and robust method for ensuring that both women and men employees are paid equitably for similar roles relative to the external market and thereby ensuring there is no internal gender bias in our remuneration settings.

- 3. If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.**

Employee Consultation

- 1. Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?**
Yes
 - 1.1 How did you consult employees?**
Consultative committee or group; Focus groups; Exit interviews; Survey
 - 1.2 Who did you consult?**
ALL staff
- 2. Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?**
No
Not aware of the need

3. On what date did your organisation share your last year's public reports with employees and shareholders?

Employees:

Shareholder:

4. Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?

Yes

5. If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

Through our annual engagement survey, we ask employees a series of questions, including many relating to gender equality. This includes questions around flexibility, pay processes, recruitment experience and harassment.

We analyse scores and comments from employees, to understand if we need to change or improve any processes. This is discussed within the business and actions are created to address gender imbalance issues, if they are present.

We also split our data to analyse the experience of those who have returned from parental leave and the experience based on gender. This is also discussed within the business, to ensure we are providing an equitable experience for all.

#Flexible Work

Flexible Working

1. Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes

Policy; Strategy

1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:

A business case for flexibility has been established and endorsed at the leadership level

Yes

The organisation's approach to flexibility is integrated into client conversations

Yes

Employees are surveyed on whether they have sufficient flexibility

Yes

Employee training is provided throughout the organisation

Yes

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

Yes

Flexible working is promoted throughout the organisation

Yes

Targets have been set for engagement in flexible work

No

Other

Other: Due to our way of working, Future Fit, a target is not needed
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

Yes

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

Yes

Leaders are held accountable for improving workplace flexibility

Yes

Leaders are visible role models of flexible working

Yes

Manager training on flexible working is provided throughout the organisation

Yes

Targets have been set for men's engagement in flexible work

Yes

Team-based training is provided throughout the organisation

Yes

Other: No

2. Do you offer any of the following flexible working options to MANAGERS in your workplace?

Carer's leave: Yes

SAME options for women and men Formal options are available; Informal options are available

Compressed working weeks: Yes

SAME options for women and men Formal options are available; Informal options are available

Flexible hours of work: Yes

SAME options for women and men Formal options are available; Informal options are available

Job sharing: Yes

SAME options for women and men

Formal options are available

Part-time work: Yes

SAME options for women and men Formal options are available

Purchased leave: No

Other

Other: Offer leave at half pay, employees can access double the length of leave at half pay at the discretion of their people leader. The options are the SAME for women and men.

Remote working/working from home: Yes

SAME options for women and men Formal options are available; Informal options are available

Time-in-lieu: Yes

SAME options for women and men

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Formal options are available; Informal options are available

Unpaid leave: Yes

SAME options for women and men Formal options are available

3. Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

5. Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?

No

7. If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

Prior to Covid-19, Medibank already had strong practices and participation in flexible work options to support gender equality. Since Covid-19, Medibank has become even more flexible with a stronger focus on remote working. To leverage these lessons and create great employee experiences, we continue to embed Medibank's new ways of working, Future Fit, where the work we are doing determines where we work, rather than the office as the default work setting.

Future Fit has changed the way we do things at Medibank and ensure our people can work effectively, collaborate and connect with each other in meaningful ways. This means our people can focus on the things that matter to them, like their health and wellbeing.

Future Fit is for everyone at Medibank but will feel different for every role, and the first step in this enterprise program is redefining the purpose of all of our offices to centre around the work that we do. Our internal communication is focused on the key message that Work is something we do, not somewhere we go.

Our modes of working are Collaboration, connection and concentration and we use these to help inform where we work.

We have designated our offices as being places to collaborate, connect and if needed, concentrate. Our people no longer need to come into the office just because it's Monday and that's what they've always done. In fact, we are supporting our employees to take the opportunity to relocate to a regional area or interstate which is more possible with reduced time in the workplace.

Flexible working is embedded throughout our organisation and is core to the ways that we work, we have an 'If not, why not' approach to managers enabling their team to work flexibly. As such, we don't have many formal arrangements for flexible working as this has been enabled for all employees within some operational constraints. For example, our stores and customer support channels are open between certain hours and need adequate coverage to support our customers. In our annual engagement survey, we ask employees if they have access to the flexibility they need to manage work and other commitments. In 2022, 85% of our employees felt they did.

#Employee Support

Paid Parental leave

- 1. Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?**

Yes, we offer employer funded parental leave to all genders without using the primary/secondary carer definition

- 1. If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.**

Medibank changed our parental leave policy in 2018 to remove primary and secondary labels, and instead enable all parents to access 14 weeks paid parental leave. We implemented this because we recognised that the old ways disproportionately affected female employees. It's important to us that men feel supported to play an active role in their families.

In FY22, 24% of all parental leave was taken by men. Prior to implementing this policy only 2.5% of paid parental leave greater than two weeks was taken by men. See Sustainability Report PDF page 35.

Medibank has recently been recognised as one of the most gender equitable companies in the world, taking out third place in the Equileap Global Gender Equality Index. This is a reflection of our continued focus on gender equality, including our approach to parental leave.

Support for carers

- 1. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**

Yes

Policy; Strategy

- 2. Do you offer any of the following support mechanisms for employees with family or caring responsibilities?**

- 2.1. Employer subsidised childcare**

No

Not aware of the need

- 2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)**

No

Not aware of the need

2.3. Breastfeeding facilities

Yes

Available at SOME worksites

2.4. Childcare referral services

Yes

Available at ALL worksites

2.5. Coaching for employees on returning to work from parental leave

Yes

Available at ALL worksites

2.6. Targeted communication mechanisms (e.g. intranet/forums)

Yes

Available at ALL worksites

2.7. Internal support networks for parents

Yes

Available at ALL worksites

2.8. Information packs for new parents and/or those with elder care responsibilities

Yes

Available at ALL worksites

2.9. Parenting workshops targeting fathers

Yes

Available at ALL worksites

2.10. Parenting workshops targeting mothers

Yes

Available at ALL worksites

2.11. Referral services to support employees with family and/or caring responsibilities

Yes

Available at ALL worksites

2.12. Support in securing school holiday care

No

Not aware of the need

2.13. On-site childcare

No

Other

Other: In most cases, flexible working arrangements do not require attendance to a worksite which significantly reduces the need for an onsite childcare offering.

2.14. Other details: Yes

Available at ALL worksites

Provide Details:

3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

In FY21 Medibank commenced the development of a targeted support package for carers, including the launch of a Carers Support Network which provides a platform for employees with caring responsibilities to connect, share stories and information and support one another.

In FY22, Medibank launched a Carers Information Hub which is an internal portal containing information relevant for employees with caring responsibilities and their People Leaders, available on the Intranet. Information includes; Medibank's available support services and policies, managing your own health and wellbeing and stories from other carers at Medibank. We also piloted a carers support program with a small group of employees, which we will review in FY23 to determine its potential to scale to all employees

Carers will also continue to be supported to work flexibly with the promotion of Future Fit.

Sexual harassment, harassment on the grounds of sex or discrimination

1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?

Yes

Policy

1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?

Yes

2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?

All Non-Managers

Yes

Voluntary question: All Non-Managers

9. **If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.**

We are working to prevent sexual harassment, creating a workplace at Medibank that is safe, respectful and inclusive. We do this through our values-led culture, focus on diversity and inclusion, commitment to gender equality, annual compliance training and zero tolerance approach. While we have low levels of complaints about sexual harassment, we are very aware of the damaging impact of this issue in Australian workplaces. CEO David Koczkar is a member of the Champions of Change Coalition and we have signed up to the key elements of the Champions of Change Coalition sexual harassment recommendations. We continue to ensure our people feel safe to speak up and clearly understand what behaviours are not tolerated. We are taking a risk management based approach to sexual harassment in the workplace to identify, develop and evaluate strategies.

Family or domestic violence

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

Yes

Policy; Strategy

2. **Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?**

A domestic violence clause is in an enterprise agreement or workplace agreement

Yes

Confidentiality of matters disclosed

Yes

Protection from any adverse action or discrimination based on the disclosure of domestic violence

Yes

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Employee assistance program (including access to psychologist, chaplain or counsellor)

Yes

Emergency accommodation assistance

No

Not aware of the need

Provision of financial support (e.g. advance bonus payment or advanced pay)

Yes

Flexible working arrangements

Yes

Offer change of office location

Yes

Access to medical services (e.g. doctor or nurse)

Yes

Training of key personnel

Yes

Referral of employees to appropriate domestic violence support services for expert advice

Yes

Workplace safety planning

Yes

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

Yes

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

Yes

Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

Yes

Access to unpaid leave

Yes

Is the leave period unlimited?

Yes

Provide Details: No

2. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below

Medibank recognises that domestic and family violence is an issue that affects the workplace and is committed to ensuring all employees feel safe, supported and able to bring their whole selves to work.

Medibank is committed to providing support to employees and their family members, who may be experiencing domestic violence. Medibank provides access to an uncapped amount of paid leave days under our Family & Domestic Violence Support policy.

Medibank is determined to:

- Provide a safe and supportive workplace for employees experiencing domestic violence to seek help and support.
- Provide a workplace for employees to disclose their experiences without the risk of judgement, discrimination or victimisation.

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We also provide support by providing temporary or ongoing changes to work arrangements and Safety Planning where an employee may be concerned for their safety. We provide employees with a range of other supports and resources with information and professional counselling support.

We also run training modules which aim to increase awareness of family and domestic violence. These include:

- **Domestic and Family Violence Awareness:** this module is for all employees and focuses on how employees might support anyone experiencing domestic and family violence.
- **DFV Awareness: Supporting our Customers:** this module is for customer facing employees and focuses on processes and procedures that are in place to help us support our customers who might be experiencing domestic and family violence.
- **DFV Awareness: Supporting our People:** this is the people leader module.

Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	51	31	83
			Non-managers	60	44	104
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	2	1	3
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	5	0	5
			Non-managers	18	2	20
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	118	91	210
			Non-managers	226	101	328
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	21	6	27
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	19	4	23
			Non-managers	113	11	124
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	100	6	106
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	65	79	144
			Non-managers	378	184	564
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	12	11	23
			Non-managers	51	25	77
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	11	1	12
			Non-managers	154	22	178
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	2	2	4
			Non-managers	228	20	248
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*	
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	50	55	105	
			Non-managers	206	115	321	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	4	0	4	
			Non-managers	56	18	74	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	4	1	5
				Non-managers	179	18	199
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	4	7	11	
			Non-managers	272	19	292	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	11	4	15	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	42	39	81	
			Non-managers	84	27	111	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	3	0	3	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	23	0	23
				Non-managers	98	6	104
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	2	0	2	
			Non-managers	32	2	34	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	1	0	1	

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	2	2	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	7	0	7
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	6	0	6

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Insurance and Superannuation Funds

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	46	29	76
			Non-managers	49	39	88
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	2	1	3
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	0	3
			Non-managers	14	2	16
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	108	87	196
			Non-managers	170	84	255
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	19	5	24
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	17	4	21
			Non-managers	70	9	79
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	65	5	70
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	55	77	132
			Non-managers	286	144	432
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	12	11	23
			Non-managers	42	23	66
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	11	1	12
			Non-managers	111	15	128
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	47	10	57
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Insurance and Superannuation Funds

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	46	50	96
			Non-managers	126	87	213
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	24	13	37
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	4	1	5
			Non-managers	82	10	94
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	2	3
			Non-managers	13	5	18
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	40	35	75
			Non-managers	56	18	74
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	23	0	23
			Non-managers	46	3	49
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	4	0	4
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Insurance and Superannuation Funds

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	2	1	3
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	2	5
			Non-managers	11	4	15
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	3	0	3
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	9	4	13
			Non-managers	48	14	62
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	17	1	18
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	10	2	12
			Non-managers	85	37	122
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	35	1	36
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	3	5
			Non-managers	44	16	60
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	3	4
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	19	1	20
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	2	6
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	4	6
			Non-managers	15	4	19
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	12	0	12
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Medical and Other Health Care Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	0	1	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	8	3	11
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	1	3
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	26	1	27
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	35	1	36
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	7	3	10
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	9	1	10
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	8	6	14
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	181	10	191
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Medical and Other Health Care Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	2	4
			Non-managers	36	12	48
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	31	2	33
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	78	7	85
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	3	5	8
			Non-managers	256	12	268
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	11	3	14
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	13	5	18
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	40	3	43
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	27	2	29
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Medical and Other Health Care Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	4	0	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	0	5

* Total employees includes Non-binary