

2020 - 21 Compliance Program

Submitted by:

**Nsw Business Chamber Limited
(ABN:63000014504)**

**Hunter Business Chamber
(ABN:96083977459)**

**The Trustee For Australian Business
Lawyers & Advisors (ABN:76008556595)**



#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(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Retention	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Succession planning	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Training and development	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes(<i>Select all that apply</i>)
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(Select all that apply)	
...Yes	Policy Strategy

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

Diversity and Inclusion Policy: promote diversity and inclusion (D&I) in the workplace, and aims to enhance culture of respect, embrace differences and promote opportunities for all employees and supports equal access to opportunities, teamwork and collaboration.

Diversity Advisory Committee: comprises of senior leaders that possess diverse attributes. Key objectives are to create greater awareness of the multiple aspects of D&I at work (including gender equality), address D&I in a safe and confidential environment, foster an environment of mutual respect and understanding amongst all employees, promote an inclusive workplace regardless of individual and group characteristics, celebrate D&I through initiatives and programs, encourage new ideas for D&I initiatives and programs through input from the Committee and staff, enable managers to lead by example by possessing the knowledge and skills to embrace D&I, and encourage employees to know that it is acceptable to talk about D&I at work.

Employee Engagement Survey: external independent and anonymous annual survey on employee engagement and satisfaction allows a break-down and assessment of male and female responses to all questions to see if any issues impact a particular gender.

Dress Code Policy was revised in December 2020 to reflect “Dress for your Day”: employees can wear professional and acceptable attire that is ‘fit for purpose and intention’ each day, which is a standard of dress appropriate to the circumstances and environment in which their work is performed, and specifies that clothing and garments worn by employees comply with religious or cultural requirements are supported and acceptable. Amendments to the policy aim to create greater awareness of D&I in the workplace, and promote an inclusive workplace regardless of individual and group characteristics (including gender).

Parental Leave Policy: company paid parental top-up pay to eligible Primary and Secondary Carers (irrespective of gender) by paying the gap between the employee’s salary and the Government’s Paid Parental Leave Scheme, including superannuation payments on the top-up component.

Anti-Discrimination Harassment and Equal Employment Opportunity Policy.

Irrespective of gender, the following policies/strategies apply to all employees:

Flexible Work Practices Policy

Work from Home Guide

Children in the Workplace Policy

Recruitment Policies/Strategies that support gender equality:

Job Advertisements: all include the statement “We’re committed to building a better Australia and providing equitable opportunities for everyone regardless of identity, background, disability or any other non-merit factor. Please let us know if you require any accommodations throughout the recruitment process.”

Recruitment and Selection Policy: recruitment process is unbiased, and selection is based on merit against a set of selection criteria.

Recruitment and Workforce Planning Guide: used by managers and internal recruitment team to ensure all recruitment complies with legislation, and advertisements and interview questions are based on the selection criteria. Candidates are only selected once telephone screens, face-to-face interviews and reference checks have been undertaken, and templates are used to conduct these.

During this period, 85 employees were promoted/transferred: 63 employee promotions (44 females; 19 males), 22 employee transfers into a different position (14 females; 8 males) and 16 promotions/transfers included managerial duties (8 females; 8 males).

Governing bodies

Nsw Business Chamber Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Board of directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	5
...Male (M)	5
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	No(<i>Select all that apply</i>)
	Do not have control over governing

	body/appointments Other (provide details)
	The vast majority of Board Members are elected by its members (Constitution).
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	No target set as the vast majority of Board Members are elected by its members (Constitution).

Hunter Business Chamber

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Board of directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	4
...Male (M)	6
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	No(<i>Select all that apply</i>)
	Do not have control over governing body/appointments Other (provide details)
	The vast majority of Board Members are elected by its members (Constitution).
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	No target set as the vast majority of Board Members are elected by its members (Constitution).

The Trustee For Australian Business Lawyers & Advisors

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Board of directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	1
...Male (M)	0
...Gender X	0
...Members	
...Female (F)	2
...Male (M)	10
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	Representation of women on this governing body (ABLA) is based on merit and availability. While we have worked to develop women in ABLA and while we have elevated some women faster than we normally might, we have not set an arbitrary target based on gender for the Board.

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

N/A

#Action on gender equality

Gender pay gaps

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

Yes(*Select all that apply*)

...Yes

Strategy

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

No(*Select all that apply*)

...No

Non-award employees paid market rate
Other (provide details)
Salaries set by awards/industrial or workplace agreements

...Other (provide details)

Whilst the formal remuneration strategy does not specifically contain gender pay equity objectives, it aims to apply structured, effective and objective benchmarking processes and methodologies to determine salaries for positions, and hence supports gender equality across the organisation. For the remuneration of positions, NSWBC's target position is to assess salaries and pay at a percentile of the general market, as agreed by Management, the HR and Succession Committee and the Board. Other factors including individual performance and contribution, benchmarking data, tenure, internal relativities and the seniority of the position are also taken into consideration when benchmarking any position. NSWBC generally uses salary data provided by external remuneration specialists to benchmark positions. For specific positions in specific industries, positions may be benchmarked against the relevant industry. The annual remuneration review which usually occurs in July provides all managers with a Salary Review Guide to guide their team's salary review process. The Salary Review Guide highlights the importance of fair compensation to employees regardless of their gender, identity, sexual orientation, race, background, disability or any other non-merit factor. The Salary Review Guide reiterates that it is imperative that an objective review of remuneration occurs, there is a consistent approach applied for

	remuneration-related decisions, and biases are avoided. Remuneration for both trainees and employees covered by an Award are also assessed against the relevant Award, and the appropriate grade and/or level. For trainees, remuneration is assessed against the National Training Wage.
--	---

2: Did your organisation receive JobKeeper payments?

Yes	
2.1: Please indicate which months in the reporting period your organisation received JobKeeper payments:	Yes
.. April 2020	
...May 2020	Yes
...June 2020	Yes
...July 2020	Yes
...August 2020	Yes
...September 2020	Yes
...October 2020	Yes
...November 2020	Yes
...December 2020	Yes
...January 2021	Yes
...February 2021	No
...March 2021	No

3: What was the snapshot date used for your Workplace Profile?

31-Mar-2021

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

No gender remuneration gap analysis has been undertaken during this reporting period as gender pay equity is supported throughout the organisation due to structured, effective and objective benchmarking processes and methodologies being put into place to determine salaries for all positions in the organisation.

A gender remuneration gap analysis has not been required to be undertaken as factors such as individual performance and contribution, benchmarking data, tenure, internal relativities and the seniority of the position are also taken into respect when benchmarking positions. Salaries are assessed and are paid at a percentile of the general market as agreed by Management, the HR and Succession Committee and Board.

The annual remuneration review which usually occurs in July provides all managers with a Salary Review Guide to guide their team's salary review process. The Salary Review Guide highlights the importance of fair compensation to employees regardless of their gender, identity, sexual orientation, race, background, disability or any other non-merit factor. The Salary Review Guide reiterates that it is imperative that an objective review of remuneration occurs, there is a consistent approach applied for remuneration-related decisions, and biases are avoided.

NSWBC generally uses salary data provided by external remuneration specialists to benchmark positions. For specific positions in specific industries, positions may be benchmarked against the relevant industry. Remuneration for both trainees and employees covered by an Award are also assessed against the relevant Award, and the appropriate grade and/or level. For trainees, remuneration is assessed against the National Training Wage, and is not determined by the gender of the employee.

Employer action on pay equity

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)?

No(*Select all that apply*)

...No

Salaries set by awards/industrial or workplace agreements
Salaries for SOME employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (for example because pay increases can occur with some discretion such as performance assessments)
Non-award employees paid market rate
Other (provide details)

No gender remuneration gap analysis has been undertaken during this reporting period as gender pay equity is supported throughout the organisation due to structured, effective and objective benchmarking processes and methodologies being put into place to determine salaries for all positions in the organisation. A gender remuneration gap analysis has not been required to be undertaken as factors such as individual performance and contribution, benchmarking data, tenure, internal relativities and the seniority of the position are also taken into respect when benchmarking positions. Salaries are assessed and are paid at a percentile of the general market as agreed by Management, the HR and Succession Committee and Board. The annual remuneration

...Other (provide details)

review which usually occurs in July provides all managers with a Salary Review Guide to guide their team's salary review process. The Salary Review Guide highlights the importance of fair compensation to employees regardless of their gender, identity, sexual orientation, race, background, disability or any other non-merit factor. The Salary Review Guide reiterates that it is imperative that an objective review of remuneration occurs, there is a consistent approach applied for remuneration-related decisions, and biases are avoided. NSWBC generally uses salary data provided by external remuneration specialists to benchmark positions. For specific positions in specific industries, positions may be benchmarked against the relevant industry. Remuneration for both trainees and employees covered by an Award are also assessed against the relevant Award, and the appropriate grade and/or level. For trainees, remuneration is assessed against the National Training Wage, and is not determined by the gender of the employee.

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

Refer to response in question 1 "Other (provide details).

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

Yes(Provide further details on the employee consultation process.)

1.1: How did you consult employees?

Survey
Consultative committee or group

1.2: Who did you consult?

ALL staff

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

Led by the Diversity Advisory Committee, an anonymous survey was launched to all staff using an external provider in August 2020. The Diversity and Inclusion survey is designed to measure the inclusiveness of our working environment.

The key objectives were to:

1. Understand how employees perceive the state of diversity within the overall business;
2. Better understand the perceptions of a broader range of demographic groups; and
3. Create a baseline from which the organisation can address diversity and inclusion.

#Employee work/life balance

Flexible working

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	No target has been set as this type of working is encouraged throughout the organisation and the type of flexible working arrangement approved is decided on a case by case basis, dependent on employee personal circumstances, business operations, and business unit requirements and roles.
...Targets have been set for men's engagement in flexible work	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	No target has been set for men's engagement in flexible work as this is encouraged throughout the organisation (irrespective of gender) and the type of flexible working arrangement approved is decided on a case by case basis, dependent on employee personal circumstances, business operations, and business unit requirements and roles.
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes

...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...Other (provide details)	No

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

...Flexible hours of work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Job sharing	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
	Formal options are available

...SAME options for women and men	Informal options are available
...Carer's leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Purchased leave	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not aware of the need
...Unpaid leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...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

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

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

As a result of the COVID-19 pandemic, flexible working arrangements have become even more common than usual throughout the organisation. At the start of the COVID-19 pandemic in March/April 2020, a large part of our workforce worked from home. A survey was sent out to all staff to provide feedback about the impact of COVID-19, including the impact of COVID-19 on their working arrangements. The survey also identified that staff would prefer a hybrid model of working i.e. working part in the office and part from home to maintain a work/life balance. Upon returning to the office in late 2020, a majority of business units adopted a hybrid model (part home/part office), depending on business operations, business unit requirements and roles. Any requests to work from home are assessed against business requirements and may be approved on a temporary or permanent basis.

During the reporting period 1 April 2020 to 31 March 2021, there were 43 formal flexible working arrangement requests (31 females; 12 males). The types of flexible working arrangements varied and included reduced working hours, working from home arrangements and/or a change in office location due to personal relocation of residential address.

The reasons for flexible working arrangements varied and included transitioning back to work from parental leave, caring responsibilities, personal medical/health conditions, study, personal residential address relocation and work/life balance.

Of the 43 flexible working arrangement requests:

- 37 flexible working arrangements requests were granted in line with the organisation's Flexible Work Practices Policy (28 females; 9 males).
- 6 flexible working arrangement requests were declined due to reasonable business grounds in line with the organisation's Flexible Work Practices Policy (3 females; 3 males).

#Employee support

Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the gap between the employee's salary and the government's paid parental leave scheme
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	18
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	71-80%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i>)
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
	Paying the gap between the employee's salary and the government's paid parental leave

1.2.c: How do you pay employer funded paid parental leave to secondary carers?	scheme
1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	2
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	70-80%

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

In line with the Parental Leave Policy, a company parental leave top-up pay scheme is available for eligible Primary and Secondary Carers. Our Paid Parental Leave scheme pays the gap between the employee's salary and the Government Paid Parental Leave Scheme, including superannuation payments on the top-up component only.

For the period 1 April 2020 to 31 March 2021, 23 employees (21 females; 2 males) were on parental leave.

From the 23 employees on parental leave:

- 21 employees (20 females; 1 male) were eligible to receive the company paid parental leave payment.
- 2 employees that did not receive the company paid parental leave payment were not eligible as they did not meet eligibility criteria outlined in the Parental Leave Policy.

During the reporting period 1 April 2020 to 31 March 2021, 13 employees (12 females; 1 male) returned to work from parental leave.

Out of the 13 employees that returned from parental leave:

- 4 employees requested and returned on their pre-parental working arrangements.
- 9 employees requested and were granted flexible working arrangements (temporary part-time hours and/or work from home).
- 0 requests for flexible working arrangements upon return from parental leave were declined.

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
--------	--------------------

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

...Employer subsidised childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...On-site childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Breastfeeding facilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Childcare referral services	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Internal support networks for parents	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Information packs for new parents and/or those with elder care responsibilities	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Referral services to support employees with family and/or caring responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Coaching for employees on returning to work from parental leave	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Other (provide details)	No

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

The Flexible Work Practices Policy provides guidelines to request flexible working arrangements and states that requests for flexible working arrangements will be considered for employees that are the parent of or has the responsibility of caring for, a child who is of

school age or younger, a carer (within the meaning of the Carer Recognition Act 2010 (Cth)), and/or provides care or support to a member of their immediate family or household, who requires care or support because they are experiencing violence from the member's family.

Out of the 13 employees that returned from parental leave during the reporting period 1 April 2020 to 31 March 2021, 9 employees requested and were granted flexible working arrangements (temporary part-time hours and/or working from home) due to caring responsibilities. During this reporting period, a further 21 employees were granted formal flexible working arrangements due to caring responsibilities which included reduced hours and/or working from home arrangements.

Our Children in the Workplace Policy also exists to provide employees with guidelines for bringing children into the workplace and this in turn support employees' work and family commitments.

The Employee Assistance Program is also available to assist employees and their immediate families with personal issues and/or work-related issues.

Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction Every one-to-two years
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction Every one-to-two years

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

Formalised online training via the company Learning Management System exists on policies such as Anti-Discrimination, Harassment, Equal Employment Opportunity and Anti-Discrimination, Bullying and WHS. All new employees are required to complete this online training within 2 weeks of their commencement date.

All employees are required to complete refresher training every 2 years, and at times when the program is updated with new information.

All employees are required to achieve 100% as part of the assessment questions during the training.

Compulsory further training is implemented for all managers and includes topics such as Recruitment, Induction, Anti-Discrimination, Harassment, Equal Employment Opportunity and Performance Appraisals. All new managers are required to complete the training within 2 weeks of commencement in that role. At the end of each module, a learning assessment is required to be completed and a 100% result is essential to be attained in order to ensure that the module has been understood.

Compulsory refresher training for managers occurs every 2 years, and at times when the program is updated with new information.

Managers are also required to complete an Employee Engagement and Employee Life Cycle face-to-face training session upon commencement in the managerial role with their Human Resources Business Partner. This training comprehensively covers the topics outlined above and includes legislation, procedures and processes in relation to sex-based harassment and discrimination, and equal employment opportunity.

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(Select all that apply)

...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?

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

Yes

...Training of key personnel	No(<i>Select all that apply</i>)
...A domestic violence clause is in an enterprise agreement or workplace agreement	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Our organisation does not have an enterprise agreement or workplace agreement.
...Workplace safety planning	No(<i>Select all that apply</i>)
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Our organisation does not have an enterprise agreement or workplace agreement.
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Our organisation does not have an enterprise agreement or workplace agreement.
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	No(<i>Select all that apply</i>)
...Offer change of office location	Yes
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...Access to medical services (e.g. doctor or nurse)	No(<i>Select all that apply</i>)
...Other (provide details)	Yes
...Yes	In addition to the above, an employee can access paid or unpaid sick or carer's leave as a result of family and domestic violence when the employee has a personal illness or personal injury affecting the employee caused by family

or domestic violence and/or an unexpected emergency affecting a member of the employee's immediate family or household due to family or domestic violence.

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

N/A

Workplace Profile Table

Industry: All Industries

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	65	68	0	0	133
	Full-time contract	2	1	0	0	3
	Part-time permanent	8	0	0	0	8
	Casual	0	1	0	0	1
Professionals	Full-time permanent	80	55	0	0	135
	Full-time contract	11	6	0	0	17
	Part-time permanent	23	4	0	0	27
	Part-time contract	1	1	0	0	2
	Casual	10	4	0	0	14
Clerical And Administrative Workers	Full-time permanent	80	17	0	0	97
	Full-time contract	6	3	0	0	9
	Part-time permanent	31	4	0	0	35
	Part-time contract	1	0	0	0	1
	Casual	15	3	0	0	18
Sales Workers	Full-time permanent	103	40	0	0	143
	Full-time contract	16	25	0	0	41
	Part-time permanent	15	1	0	0	16
	Part-time contract	1	0	0	0	1
	Casual	3	0	0	0	3

* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Gender X

Workplace Profile Table

Industry: All Industries

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time contract	1	0	1
KMP/HOB	-1	Full-time permanent	1	7	8
SM	-1	Full-time permanent	1	1	2
	-2	Full-time permanent	15	21	36
		Full-time contract	1	1	2
		Part-time permanent	1	0	1
	-3	Full-time permanent	6	9	15
	-4	Full-time permanent	1	0	1
OM	-3	Full-time permanent	28	26	54
		Part-time permanent	3	0	3
	-4	Full-time permanent	13	4	17
		Part-time permanent	4	0	4
		Casual	0	1	1

* Total employees includes Gender X

Workplace Profile Table

Industry: Professional, Scientific and Technical Services (Except Computer System Design and Related

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Professionals	Full-time permanent	16	16	0	0	32
	Full-time contract	1	0	0	0	1
	Part-time permanent	3	2	0	0	5
	Part-time contract	0	1	0	0	1
	Casual	2	0	0	0	2
Clerical And Administrative Workers	Full-time permanent	3	2	0	0	5
	Part-time permanent	2	0	0	0	2
	Casual	1	0	0	0	1

* Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Gender X

Workplace Profile Table

Industry: Professional, Scientific and Technical Services (Except Computer System Design and Related

* Total employees includes Gender X

Workplace Profile Table

Industry: Personal and Other Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	65	68	0	0	133
	Full-time contract	2	1	0	0	3
	Part-time permanent	8	0	0	0	8
	Casual	0	1	0	0	1
Professionals	Full-time permanent	64	39	0	0	103
	Full-time contract	10	6	0	0	16
	Part-time permanent	20	2	0	0	22
	Part-time contract	1	0	0	0	1
	Casual	8	4	0	0	12
Clerical And Administrative Workers	Full-time permanent	77	15	0	0	92
	Full-time contract	6	3	0	0	9
	Part-time permanent	29	4	0	0	33
	Part-time contract	1	0	0	0	1
	Casual	14	3	0	0	17
Sales Workers	Full-time permanent	103	40	0	0	143
	Full-time contract	16	25	0	0	41
	Part-time permanent	15	1	0	0	16
	Part-time contract	1	0	0	0	1
	Casual	3	0	0	0	3

* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Gender X

Workplace Profile Table

Industry: Personal and Other Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time contract	1	0	1
KMP/HOB	-1	Full-time permanent	1	7	8
SM	-1	Full-time permanent	1	1	2
	-2	Full-time permanent	15	21	36
		Full-time contract	1	1	2
		Part-time permanent	1	0	1
	-3	Full-time permanent	6	9	15
	-4	Full-time permanent	1	0	1
OM	-3	Full-time permanent	28	26	54
		Part-time permanent	3	0	3
	-4	Full-time permanent	13	4	17
		Part-time permanent	4	0	4
		Casual	0	1	1

* Total employees includes Gender X

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	11	8	19
			Non-managers	19	4	23
		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	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	0	6	6
			Non-managers	6	6	12
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	2	2
	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	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	7	9
			Non-managers	62	23	85
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	26	23	49
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	12	1	13
		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	17	6	23

* Total employees includes Gender X

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	2	2
			Managers	4	5	9
			Non-managers	48	15	63
		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	14	1	15
		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	11	0	11
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	3	0	3
			Non-managers	12	0	12
		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	11	1	12
		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
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			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	0	0	0
		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 Gender X

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	0	0	0
			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 Gender X

Workforce Management Statistics Table

Industry: Professional, Scientific and Technical Services (Except Computer System Design and Related

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	1	1	2
			Non-managers	3	2	5
		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	0	0	0
		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	0	0	0
			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	0	0	0
		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	0	0	0
			Non-managers	3	2	5
		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	0	0	0
			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	2	0	2

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Professional, Scientific and Technical Services (Except Computer System Design and Related

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	0	0	0	
			Non-managers	7	1	8	
		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	0	0	0
				Non-managers	2	0	2
	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	1	0	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	0	0	0	
			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	2	1	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	
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			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	0	0	0
	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 Gender X

Workforce Management Statistics Table

Industry: Professional, Scientific and Technical Services (Except Computer System Design and Related

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	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	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Personal and Other 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	10	7	17
			Non-managers	16	2	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	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	0	6	6
			Non-managers	6	6	12
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	2	2
	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	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	7	9
			Non-managers	59	21	80
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	24	23	47
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	9	1	10
		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	15	6	21

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Personal and Other 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	2	2
			Managers	4	5	9
			Non-managers	41	14	55
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	7	1	8
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	12	1	13
		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	10	0	10
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	3	0	3
			Non-managers	12	0	12
		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	9	0	9
		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
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			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	0	0	0
		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 Gender X

Workforce Management Statistics Table

Industry: Personal and Other 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	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 Gender X