



# Public report

2016-17

Submitted by

Legal Name: Bank Of Queensland Limited







# Organisation and contact details

Submitting organisation details	Legal name	Bank Of Queensland Limited
	ABN	32009656740
	ANZSIC	K Financial and Insurance Services 6221 Banking
	Business/trading name/s	Bank of Queensland Limited
	ASX code (if applicable)	BOQ
	Postal address	GPO Box 898
		BRISBANE QLD 4001
		AUSTRALIA
	Organisation phone number	1 300 557 272
Reporting structure	Ultimate parent	Bank Of Queensland Limited
	Number of employees covered by this report	2,187





# All organisations covered by this report

Legal name	Business/trading name/s	
Bank Of Queensland Limited	Bank of Queensland Limited	
Virgin Money (Australia) Pty Limited		
BOQ Finance (Aust) Limited		
St Andrew's Australia Services Pty Ltd		





# Workplace profile

# Manager

Managan and in all antennation	Deposition level to CEO	Employees and adaptive		No.	of employees
Manager occupational categories	Reporting level to CEO	Employment status	F	M	Total employees
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
CEO/Head of Business in Australia	0	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	3	5	8
		Full-time contract	0	0	0
Key management personnel	-1	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	2	2
		Full-time contract	0	0	0
	-1	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	5	25	30
		Full-time contract	0	0	0
Other executives/General managers	-2	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	1	4	5
		Full-time contract	0	0	0
	-3	Part-time permanent	0	1	1
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	7	8	15
		Full-time contract	0	0	0
Senior Managers	-2	Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0





Managanasaunatianal astanasia	Deposition level to CEO	Employee and atative		No.	of employees
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees
		Full-time permanent	12	37	49
		Full-time contract	0	1	1
	-3	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	2	2
		Full-time contract	0	0	0
	-4	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	3	0	3
		Full-time contract	0	0	0
	-2	Part-time permanent	2	0	2
	_	Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	30	73	103
		Full-time contract	0	0	0
	-3	Part-time permanent	7	0	7
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	56	98	154
		Full-time contract	1	1	2
Other managers	-4	Part-time permanent	8	1	9
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	33	33	66
		Full-time contract	0	3	3
	-5	Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	9	4	13
		Full-time contract	0	0	0
	-6	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers	•	•	179	299	478

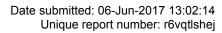




# Workplace profile

# Non-manager

Non manager conjugational estagaries	Employment status	No. of employees (excluding gra	duates and apprentices)	No. of graduates (if applicable)		No. of apprentices (if applicable)		Tatal amenia va aa
Non-manager occupational categories	Employment status	F	M	F	М	F	M	Total employees
	Full-time permanent	166	164	0	0	0	0	330
	Full-time contract	16	23	0	0	0	0	39
Professionals	Part-time permanent	33	1	0	0	0	0	34
	Part-time contract	5	2	0	0	0	0	7
	Casual	2	1	0	0	0	0	3
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Technicians and trade	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Community and personal service	Part-time permanent	0	0	0	0	0	0	0
•	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	224	118	0	0	0	0	342
	Full-time contract	7	3	0	0	0	0	10
Clerical and administrative	Part-time permanent	43	3	0	0	0	0	46
	Part-time contract	1	0	0	0	0	0	1
	Casual	3	2	0	0	0	0	5
	Full-time permanent	428	254	0	0	0	0	682
	Full-time contract	4	6	0	0	0	0	10
Sales	Part-time permanent	94	6	0	0	0	0	100
	Part-time contract	0	0	0	0	0	0	0
	Casual	40	18	0	0	0	0	58
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Machinery operators and drivers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0







Non manager equipational estageries	Employment status	No. of employees (excluding gra	duates and apprentices)	No. of graduates	o. of graduates (if applicable) No. of appren		es (if applicable)	Total employees
Non-manager occupational categories	Employment status	F	M	F	M	F	М	Total employees
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Labourers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	21	13	0	0	0	0	34
	Full-time contract	0	1	0	0	0	0	1
Others	Part-time permanent	7	0	0	0	0	0	7
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		1,094	615	0	0	0	0	1,709





# Reporting questionnaire

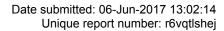
# Gender equality indicator 1: Gender composition of workforce

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

#### NB. IMPORTANT:

- References to the Act means the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2016 to 31 March 2017. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- · Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.
- 1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?

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







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





1.10 How many new appointments were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)? IMPORTANT: this should incorporate appointments from both external and internal sources (including all promotions).

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	34	37
Number of appointments made to NON-MANAGER roles (including promotions)	297	157

1.11 How many employees were promoted during the reporting period against each category below? IMPORTANT: Because promotions are included in the number of appointments in Q1.10, the number of promotions should never exceed appointments.

	Mana	Managers		nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	12	12	47	25
Permanent/ongoing part-time employees	2	0	0	0
Fixed-term contract full-time employees	2	2	2	5
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

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

	Mana	Managers Female Male		nagers
	Female			Male
Permanent/ongoing full-time employees	14	35	201	142
Permanent/ongoing part-time employees	4	1	47	8
Fixed-term contract full-time employees	0	1	0	19
Fixed-term contract part-time employees	1	0	5	0
Casual employees	0	0	13	10

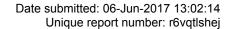
1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.

BOQ has had a focus on gender diversity since 2012, when it was identified that female leaders were underrepresented (23%). Since this time there has been progress against our KPI of 50% women in leadership positions by 2020; our current state in 2017 is 33%.

# Gender equality indicator 2: Gender composition of governing bodies

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

- 2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer". This question relates to the highest governing body for your Australian entity, even if it is located overseas.
  - 2.1 Please answer the following questions relating to each governing body covered in this report.







Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.

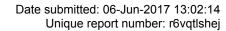
If your organisation's governing body is the same as your parent entity's, you will need to add your organisation's name BUT the numerical details of your parent entity's governing body.

	Bank of Queensland Limited		
1b.1	How many Chairs on this g	overning body?	
		Female	Male
	Number	0	1
1c.1	How many other members	are on this governing body (excluding the	Chair/s)?
		Female	Male
	Number	3	6
	directors is now 3	ails): appointments and streamlining of the Board, t 0%. This figure already meets the stated goal that ASX200 companies should ensure that 3	I of the Australian Institute of Company
1g.1	Are you reporting on any o  ⊠ Yes □ No	ther organisations in this report?	
la.2	Organisation name?		
	St Andrews Group		
lb.2	How many Chairs on this g	overning body?	
		Female	Male
	Number	0	1
	Number		
How man	y other members	are on this governing body (excluding the	Chair/s)?
		Female	Male

1

Number

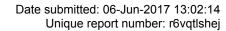
3







	2.10.2	has a target been set to increase the representation of women on this governing body?
		☐ Yes ☐ No (you may specify why a target has not been set) ☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Do not have control over governing body/board appointments (provide details why): ☐ Not a priority ☐ Other (provide details):
	2.1g.2	Are you reporting on any other organisations in this report?
		☐ Yes ☑ No
	2.2	Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?
		<ul><li>☑ Yes (select all applicable answers)</li><li>☑ Policy</li></ul>
		☐ Strategy ☐ No (you may specify why no formal selection policy or formal selection strategy is in place)
		<ul> <li>☐ In place for some governing bodies</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Insufficient resources/expertise</li> </ul>
		☐ Do not have control over governing body appointments (provide details why) ☐ Not a priority ☐ Other (provide details):
	2.3	Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an "incorporated" entity - Pty Ltd, Ltd or Inc; or an "unincorporated" entity)?
		☐ Yes ⊠ No
	2.5	If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.
Gen	der	equality indicator 3: Equal remuneration between women and men
	remune r equalit	ration between women and men is a key component of improving women's economic security and progressing y.
3.	Do you	u have a formal policy and/or formal strategy on remuneration generally?
	⊠ Yes	s (select all applicable answers) ☑ Policy
	☐ No	☑ Strategy (you may specify why no formal policy or formal strategy is in place)
		☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise
		☐ Salaries set by awards/industrial or workplace agreements ☐ Non-award employees paid market rate
		☐ Not a priority ☐ Other (provide details):







	3.1	Are specific gender pay equity objectives included in your formal policy and/or formal strategy?
		<ul> <li>✓ Yes (provide details in question 3.2 below)</li> <li>☐ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Salaries set by awards/industrial or workplace agreements</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Non-award employees paid market rate</li> <li>☐ Not a priority</li> <li>☐ Other (provide details):</li> </ul>
	3.2	Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?
		<ul> <li>☑ To achieve gender pay equity</li> <li>☑ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)</li> <li>☐ To be transparent about pay scales and/or salary bands</li> <li>☑ To ensure managers are held accountable for pay equity outcomes</li> <li>☐ To implement and/or maintain a transparent and rigorous performance assessment process</li> <li>☐ Other (provide details):</li> </ul>
4.		you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. ucted a gender pay gap analysis)?
	room qualif IS roc asses	within last 12 months   Within last 12 months   Within last 1-2 years   More than 2 years ago but less than 4 years ago   Other (provide details):   O(you may specify why you have not analysed your payroll for gender remuneration gaps)   Currently under development, please enter date this is due to be completed   Insufficient resources/expertise   Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or ications)   Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there is more discretion in pay changes (because pay increases can occur with some discretion such as performance isments)   Non-award employees paid market rate   Not a priority   Other (provide details):
	4.01	You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).
		An organisation wide compa ratio analysis by role was undertaken. An Average Distribution of Fixed Remuneration Review Outcomes by Grade & Gender analysis was also analysed.
	4.1	Did you take any actions as a result of your gender remuneration gap analysis?
		<ul> <li>✓ Yes – indicate what actions were taken (select all applicable answers)</li> <li>✓ Created a pay equity strategy or action plan</li> <li>☐ Identified cause/s of the gaps</li> <li>☐ Reviewed remuneration decision-making processes</li> <li>☐ Analysed commencement salaries by gender to ensure there are no pay gaps</li> <li>☐ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)</li> <li>☐ Analysed performance pay to ensure there is no gender bias (including unconscious bias)</li> <li>☐ Trained people-managers in addressing gender bias (including unconscious bias)</li> <li>☐ Set targets to reduce any like-for-like gaps</li> </ul>

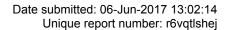




		<ul> <li>Set targets to reduce any organisation-wide gaps</li> <li>             ⊠ Reported pay equity metrics (including gender pay gaps) to the governing body</li> <li>             ⊠ Reported pay equity metrics (including gender pay gaps) to the executive</li> <li>             □ Reported pay equity metrics (including gender pay gaps) to all employees</li> <li>             □ Reported pay equity metrics (including gender pay gaps) externally</li> <li>             □ Corrected like-for-like gaps</li> <li>             □ Conducted a gender-based job evaluation process</li> <li>             □ Implemented other changes (provide details):</li> <li>             □ Guidelines were issued to reviewing managers with an emphasis on addressing fixed remuneration adjustments based on addressing any gender pay differences to achieve closer alignment of pay between males and females undertaking similar roles.</li> </ul>
		<ul> <li>No (you may specify why no actions were taken resulting from your remuneration gap analysis)</li> <li>No unexplainable or unjustifiable gaps identified</li> <li>Currently under development, please enter date this is due to be completed</li> <li>Insufficient resources/expertise</li> <li>Salaries set by awards/industrial or workplace agreements</li> <li>Non-award employees are paid market rate</li> <li>Unable to address cause/s of gaps (provide details why):</li> <li>Not a priority</li> <li>Other (provide details):</li> </ul>
	4.2	If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:
		The Gender Pay Analysis Report with recommendations for actions is provided to the Human Resources and Remuneration Committee. The most recent report identified a 1.9% increase for females and a 2% increase for males across all levels. Guidelines were issues to managers to address remuneration adjustments to achieve closer alignment of pay between males and females undertaking similar roles.
		equality indicator 4: Flexible working and support for employees nily and caring responsibilities
emplo suppo to com	yment t rting en nbine pa	will enable the collection and use of information from relevant employers about the availability and utility of erms, conditions and practices relating to flexible working arrangements for employees and to working arrangements apployees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men aid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental ality and to maximising Australia's skilled workforce.
5.		RIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having er responsibility for the day-to-day care of a child.
		ou provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND in addition to any government funded parental leave scheme for primary carers?
	time o □ No	s. (Please indicate how employer funded paid parental leave is provided to the primary carer):  By paying the gap between the employee's salary and the government's paid parental leave scheme  By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of ver which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks  As a lump sum payment (paid pre- or post- parental leave, or a combination), we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please te how employer funded paid parental leave is provided to women ONLY):
	time o	☐ By paying the gap between the employee's salary and the government's paid parental leave scheme ☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of ver which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
		As a lump sum payment (paid pre- or post- parental leave, or a combination), we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded arental leave is provided to men ONLY):
	. '	☐ By paying the gap between the employee's salary and the government's paid parental leave scheme☐ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of

time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)







	∐ No	not available (you may specify why this leave is not provided)  ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Government scheme is sufficient ☐ Not a priority ☐ Other (provide details):
	5.1	How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided:
		13
5a.	carers	r organisation would like to provide additional information on your paid parental leave for primary s e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.
		lity period is 12 months employment.  naximum number of weeks of employer funded paid parental leave is 26 weeks.
	5.2	What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?  • In your calculation, you MUST INCLUDE CASUALS when working out the proportion.
		☐ <10% ☐ 10-20% ☐ 21-30% ☐ 31-40% ☐ 41-50% ☐ 51-60% ☑ 61-70% ☐ 71-80% ☐ 81-90% ☐ 91-99% ☐ 100%
6.		CONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the ry carer.
		ou provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and en, in addition to any government funded parental leave scheme for secondary carers?
	☐ No	s, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave), we offer paid parental leave for SECONDARY CARERS that is available to women ONLY (you may specify why employer funded paid parental leave for secondary carers is not paid)  Currently under development, please enter date this is due to be completed  Insufficient resources/expertise  Government scheme is sufficient  Not a priority  Other (provide details):
	6.1	How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided:
		2
6a.		r organisation would like to provide additional information on your paid parental leave for SECONDARY ERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.



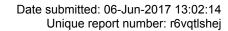
7.

8.

9.



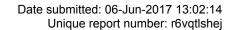
	• In you	r calculati	on, you MUS	T INCLUDE	CASUALS wi	nen working d	out the	propo	ortion.
	☐ 21- ☐ 31- ☐ 41- ☐ 51- ☐ 61- ☐ 71- ☐ 81- ☐ 91-	20% 30% 40% 50% 60% 70% 80% 99% 1%					aid and/	or un	paid)? Include
			Primary carer	's leave		Secondar	rv carer'	s leav	re
		F6	emale	Male	)	Female	y care.	o louv	Male
			<u> </u>	0	0			8	
	How many N	oyees still	on parental l	eave, rega	rdless of whei	n it commenc	ed.	-	r's leave Male
ow n ave,	How many No Include employed Mon-manager many MANAGE regardless of Include those of leave or any	ON-MANA oyees still see see see see see see see see see s	on parental I Pri Fem 75 g the reportin leave comme irental leave vi or unpaid lei neans anyone	mary carer male g period, conced? was taken conversed ave is also	's leave Male 0  ceased employ	Se Fem 0	condary nale returnii	carer	r's leave Male
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	∐ No	Currently under development, please enter date this is due to be completed  Insufficient resources/expertise  Don't offer flexible arrangements  Not a priority  Other (provide details):
10.	Do yo	u have a formal policy and/or formal strategy to support employees with family or caring responsibilities?
		s (select all applicable answers)  Policy Strategy (you may specify why no formal policy or formal strategy is in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Included in award/industrial or workplace agreement Not a priority Other (provide details):
11.		u offer any other support mechanisms, other than leave, for employees with family or caring responsibilities mployer-subsidised childcare, breastfeeding facilities)?
	⊠ Ye: □ No	(you may specify why non-leave based measures are not in place)  Currently under development, please enter date this is due to be completed  Insufficient resources/expertise  Not a priority  Other (provide details):
	11.1	Please select what support mechanisms are in place and if they are available at all worksites.  • Where only one worksite exists, for example a head-office, select "Available at all worksites".
		Employer subsidised childcare   Available at some worksites only   Available at all worksites     On-site childcare   Available at some worksites only   Available at all worksites     Breastfeeding facilities   Available at some worksites only   Available at some worksites only   Available at all worksites     Childcare referral services   Available at some worksites only   Available at all worksites     Internal support networks for parents   Available at some worksites only   Available at all worksites     Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)   Available at some worksites only   Available at all worksites   Targeted communication mechanisms, for example intranet/ forums   Available at some worksites only   Available at all worksites

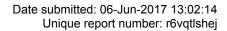






	<ul> <li>☐ Coaching for employees on returning to work from parental leave</li> <li>☐ Available at some worksites only</li> <li>☐ Parenting workshops targeting mothers</li> <li>☐ Available at some worksites only</li> <li>☐ Available at all worksites</li> <li>☐ Parenting workshops targeting fathers</li> <li>☐ Available at some worksites only</li> <li>☐ Available at all worksites</li> <li>☐ None of the above, please complete question 11.2 below</li> </ul>
12.	Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?
	<ul> <li>Yes (select all applicable answers)</li> <li>□ Policy</li> <li>□ Strategy</li> <li>□ No (you may specify why no formal policy or formal strategy is in place)</li> <li>□ Currently under development, please enter date this is due to be completed</li> <li>□ Insufficient resources/expertise</li> <li>□ Included in award/industrial or workplace agreements</li> <li>□ Not aware of the need</li> <li>□ Not a priority</li> <li>□ Other (please provide details):</li> </ul>
13.	Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?
	<ul> <li>Yes (select all applicable answers)</li> <li>☐ Employee assistance program (including access to a psychologist, chaplain or counsellor)</li> <li>☐ Training of key personnel</li> <li>☐ A domestic violence clause is in an enterprise agreement or workplace agreement</li> <li>☐ Workplace safety planning</li> <li>☐ Access to paid domestic violence leave (contained in an enterprise/workplace agreement)</li> <li>☐ Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)</li> <li>☐ Access to unpaid leave</li> <li>☐ Confidentiality of matters disclosed</li> <li>☐ Referral of employees to appropriate domestic violence support services for expert advice</li> <li>☐ Protection from any adverse action or discrimination based on the disclosure of domestic violence</li> <li>☐ Flexible working arrangements</li> <li>☐ Provision of financial support (e.g. advance bonus payment or advanced pay)</li> <li>☐ Offer change of office location</li> <li>☐ Emergency accommodation assistance</li> <li>☐ Access to medical services (e.g. doctor or nurse)</li> <li>☐ Other (provide details):</li> <li>☐ No (you may specify why no other support mechanisms are in place)</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Not aware of the need</li> <li>☐ Not a priority</li> <li>☐ Other (provide details):</li> </ul>
14.	Where any of the following options are available in your workplace, are those option/s available to both women AND men?  • flexible hours of work  • compressed working weeks  • time-in-lieu  • telecommuting  • part-time work  • job sharing  • carer's leave

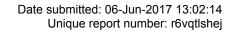
purchased leave







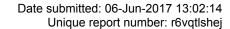
		unpaid leave. ns may be offered both formally and/or inform xample, if time-in-lieu is available to women fo		men informally,	you would sel	ect NO.
		s, the option/s in place are available to both women, some/all options are not available to both women				
	14.1	Which options from the list below are available Unticked checkboxes mean this option				
			Man	agers	Non-ma	anagers
			Formal	Informal	Formal	Informal
		Flexible hours of work			$\boxtimes$	$\boxtimes$
		Compressed working weeks				
		Time-in-lieu			$\boxtimes$	$\boxtimes$
		Telecommuting			$\boxtimes$	$\boxtimes$
		Part-time work				
		Job sharing			$\boxtimes$	
		Carer's leave				
		Purchased leave				
		Unpaid leave				
	14.4	Other (provide details):  If your organisation would like to provide adeplease do so below:  There is currently a focus on embedding flexibili leaders.  Tactics include coaching and education session work.	ty into work pra	actices and ensu	ring consistent	application by
COr	ncerr gender e	equality indicator 5: Consulting gender equality in the way equality indicator seeks information on what consulted equality in the workplace.	orkplace	9		
15.	Have	you consulted with employees on issues cond	erning gende	r equality in yo	ur workplace?	
	⊠ Ye □ No	s (you may specify why you have not consulted with Not needed (provide details why):    Insufficient resources/expertise   Not a priority   Other (provide details):	th employees o	on gender equali	ty)	
	15.1	How did you consult with employees on issu	es concerninç	g gender equali	ty in your work	cplace?







		Survey  ☐ Consultative committee or group ☐ Focus groups ☐ Exit interviews ☐ Performance discussions ☐ Other (provide details):
	15.2	Who did you consult?
		<ul> <li>All staff</li> <li>Women only</li> <li>Men only</li> <li>Human resources managers</li> <li>Management</li> <li>Employee representative group(s)</li> <li>Diversity committee or equivalent</li> <li>Women and men who have resigned while on parental leave</li> <li>Other (provide details):</li> </ul>
	15.3	If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.
		A full diversity and inclusion census is planned for June 2017.
partici	pation. hether t	of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace.  Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy raining of managers on SBH is in place.  u have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?  s (select all applicable answers) Policy Strategy (you may specify why no formal policy or formal strategy is in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Included in award/industrial or workplace agreement Not a priority Other (provide details):
	16.1	Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?
		<ul> <li>✓ Yes</li> <li>No (you may specify why a grievance process is not included)</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Not a priority</li> <li>☐ Other (provide details):</li> </ul>
17.	Do yo	u provide training for all managers on sex-based harassment and discrimination prevention?
	⊠ Ye	s - please indicate how often this training is provided:  At induction  At least annually  Every one-to-two years







	☐ Every three years or more ☐ Varies across business units ☐ Other (provide details):
□ No	(you may specify why this training is not provided)  Currently under development, please enter date this is due to be completed  Insufficient resources/expertise  Not a priority  Other (provide details):
17.1	If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:

### Other

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

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

BOQ has achieved 14 percentage point growth in the number of female leaders since 2012. The primary initiatives that have resulted in improved gender equality include:

- Holding leaders accountable through their KPI's and developing tailored strategies for each division. Each leader has a KPI of 50% of women in leadership roles by 2020. Monthly reporting on these targets is carried out.
- Introducing new recruitment practices to ensure increased numbers of female applicants and fair representation during the selection process.
- -Reviewing gender equity remuneration to ensure women are fairly remunerated.





## Gender composition proportions in your workplace

#### Important notes:

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

#### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 58.2% females and 41.8% males.

#### **Promotions**

- 2. 59.6% of employees awarded promotions were women and 40.4% were men
  - i. 53.3% of all manager promotions were awarded to women
  - ii. 62.0% of all non-manager promotions were awarded to women.
- 3. 9.9% of your workforce was part-time and 1.8% of promotions were awarded to part-time employees.

#### Resignations

- 4. 56.9% of employees who resigned were women and 43.1% were men
  - i. 33.9% of all managers who resigned were women
  - ii. 59.8% of all non-managers who resigned were women.
- 5. 9.9% of your workforce was part-time and 13.2% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 33.3% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were

# Notification and access List of employee organisations: Bank of Queensland Limited St Andrews Insurance P/L CEO sign off confirmation Name of CEO or equivalent: Jon Sutton CEO signature: Date: