

Workplace Gender Equality Agency 2020–21 Compliance Program Submission approval

I, the CEO (or equivalent), confirm that the data provided in the 2020-21 Compliance Program submission is complete and correct, as reported in the full data appendices:

- Public Workplace Profile
- Public Workforce Management Statistics
- Public Questionnaire
- Confidential Data.

I approve the submission of this data to WGEA.

I also confirm that the organisation/s covered by this submission will meet the notification and access requirements as detailed below.

Name of CEO (or equivalent)

Jennifer Gray

CEO (or equivalent) signature



Date of signature

11 August 2021

What next?

The contact nominated for the submission of this report must complete the declaration and consent process in the WGEA Portal. The Agency does not require physical evidence of the CEO's signature.

To comply with the notification and access requirements, your organisation/s must:

- inform its employees and members or shareholders that it has lodged its report with the Agency and advise how the public data may be accessed
- provide access to the public data to employees and members or shareholders
- inform employee organisations with members in its workplace that the report has been lodged
- inform its employees and those employee organisations with members in its workplace of the opportunity to comment on the report to the employer or the Agency.

For more information on the notification and access requirements, read [here](#).

2020 - 21 Compliance Program

Submitted by:

**Liberty Oil Corporation Pty Ltd
(ABN:53088411072)**



#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	No(<i>Select all that apply</i>)
...No	Not a priority
...Retention	No(<i>Select all that apply</i>)
...No	Not a priority
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy
...Promotions	No(<i>Select all that apply</i>)
...No	Not a priority
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Succession planning	No(<i>Select all that apply</i>)
...No	Not a priority
...Training and development	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021
...Key performance indicators for managers relating to gender equality	No(<i>Select all that apply</i>)
...No	Other (please specify)
...Other (please specify)	We await guidance from parent company – if they adopt KPIs for managers on gender equality, Liberty will review and determine whether to adopt the same approach.

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

No(*Select all that apply*)

...No	Not a priority
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3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Promotions

We have a small work force with a flat structure, so opportunities for promotions are limited. However, when there are opportunities, we look first to promote from within our organisation. We look at taking a

non-traditional approach to recruitment, meaning we don't automatically look at outside talent with 100% of the skills and attributes we require. Instead, we look to provide promotional opportunities for potential talent who may not have all the skills and experience, but has the potential to be trained. We also assist our workforce in obtaining opportunities with our parent company Viva Energy.

Succession Planning

We have an informal strategy on succession planning. We have identified a number of key roles within our organisation and have identified specific individuals who, in 1-2 years will be successors for these key roles. They have a formal development plan and are supported with coaching and development opportunities, to ensure their success for promotion.

Training and Development

No formal policy, however an informal strategy in place. We have a number of formal training requirements in place for employees and these are completed by staff, respective to their roles. We also have informal training and development in place for a number of employees (see above succession planning).

Governing bodies

Liberty Oil Corporation Pty Ltd

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
1.1: What is the name of your governing body?	
1.2: What type of governing body does this organisation have?	
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	
...Male (M)	
...Gender X	
...Members	
...Female (F)	
...Male (M)	
...Gender X	

1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	
1.5: Has a target been set to increase the representation of women on this governing body?	
10.6: What is the percentage (%) target?	
10.7: What year is the target to be reached (select the last day of the target year)?	
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of another submission group.

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

#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

Salaries set by awards/industrial or workplace agreements
Non-award employees paid market rate

2: Did your organisation receive JobKeeper payments?

No

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

31-Aug-2020

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

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 for SOME employees (including managers) are set by awards or industrial agreements and there is NO room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
Non-award employees paid market rate

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

Background - In December 2019, Viva acquired the Liberty Wholesale business and since that date, Liberty Oil Australia was established, in its current structure.

Since the business was acquired in December 2019, pay analysis has been completed, but not specific to gender. Our analysis has been focused on ensuring each employee is paid in line with or above their relevant

industrial instrument/agreement where applicable, or within market rate. It is difficult to do an analysis on pay equity in each stream of the organisation, as our gender is heavily skewed in each segment/stream. For example,

100% of clerical employees are female

100% of fuel tanker drivers are male

100% of Operations managers are male

100% sales team are male

The Finance team is one of the only teams with a gender split, and all employees are paid at market rate. There does not appear to be a gender gap. The majority of the finance team being newly recruited in 2020, after acquisition.

What this highlights and what we are already aware of is the imbalance of gender in different work streams.

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
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1.2: Who did you consult?	ALL staff
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2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

We completed an all of business employee survey in November 2020, using a Culture Amp survey tool. We had a number of questions focused on diversity. One question, *My immediate manager genuinely supports equality between the genders* specifically related to gender equality and received a favourable result of 77% and neutral response of 23%.

#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	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	Not aware of the need
...Targets have been set for men's engagement in flexible work	No (<i>Select all that apply</i>)
...No	Not aware of the need
...Leaders are held accountable for improving workplace flexibility	No (<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Our leaders are encouraged and do talk openly and frequently with their teams about work place flexibility, however they are not held accountable nor is there any set KPI for leaders on this.
...Manager training on flexible working is provided throughout the organisation	No (<i>Select all that apply</i>)
...No	Not a priority
...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)	No (<i>Select all that apply</i>)

...No	Other (provide details)
...Other (provide details)	The impacts are not formally evaluated or reported, however we do ask a number of questions regarding flexibility in our employee engagement survey.
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2021
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...Other (provide details)	Yes
...Yes	We currently informally record the uptake of flexible working arrangements, tracking part time, work from home, job share arrangements etc. We will aim to report quarterly moving forward and share the insights with the organisation.

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	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not a priority
...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 Informal options are available

...Job sharing	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Other (provide details)
...Other (provide details)	We are actively looking for opportunities to introduce job sharing to the business.
...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 Informal options are available
...Purchased leave	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not a priority
...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 Informal 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.

Liberty Oil offers a number of formal and informal flexible working arrangements. As a small organisation, we have the ability to work directly with individuals on their personal requirements, relating to flexible work arrangements. We can tailor the needs of the employee, whether this be short or long term.

In February 2021, we introduced a working from home grant, whereby we offered eligible team members a one off grant, to assist them in setting up a home office.

In November 2020, we completed an employee engagement survey and received a 77% favourable result with 23% neutral score on questions relating to

workplace flexibility.

#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?

No, we do not offer employer funded parental leave

...No, we do not offer employer funded parental leave

Currently under development(*Select the estimated completion date.*)

...Currently under development

31-Dec-2021

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.

Where Viva Energy has a policy and the person is seconded into Liberty from Viva Energy the policy entitlements are carried with that individual. For example, we have a male employee taking parental leave later in this year, in line with Viva Energy's policy.

Support for carers

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

No(*Select all that apply*)

...No

Other (provide details)

...Other (provide details)

As a small organisation, we have informal processes in place and we encourage discussion between employees and line managers on personal needs and requirements. The moment a request is raised by an employee, we work collaboratively with them to help them manage their personal circumstances. If a Line Manager is unclear on what support we can provide, they reach out to the P&C Manager to discuss. Informal offer may be adhoc paid leave (where no formal leave is available), condensed hours or support in moving locations etc. If we observe an individual going through challenging or difficult times regarding caring responsibilities, the company may direct an employee to take time off, and pay them during this time (regardless if leave entitlements are exhausted – we do not make the employee pay this money back)

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>)
...No	Not a priority
...On-site childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Other (provide details)
...Other (provide details)	Unable to offer onsite child care as our main office is a major hazard facility, meaning we must comply with the legal requirements of the facility.
...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>)
...No	Not a priority
...Internal support networks for parents	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Jun-2021
...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>)
...No	Not a priority
...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>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Jun-2021
...Referral services to support employees with family and/or caring responsibilities	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Jun-2021
...Targeted communication mechanisms (e.g. intranet/forums)	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Jun-2021
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority

...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>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Jun-2021
...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...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.

We continue to grow and improve the suite of resources and support offered to parents who are planning parenthood, commencing leave or returning to work. In 2021 we partnered with Parents@Work as a support mechanism for parents and carers at all stages of life. The Parents@Work Hub has webinars, podcasts, articles and courses on a wide range of topics including Preparing for Parental Leave, Raising Toddlers, Teens, Career Life Alignment, Balance & Wellbeing and Navigating Aged Care.

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
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
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction

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

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?

No(<i>Select all that apply</i>)	
...No	Other (provide details)
...Other (provide details)	Will review the parent company Viva Energy's policy and determine if fit for purpose for our operating environment, or leverage what we can.

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>)
...No	Not a priority
...A domestic violence clause is in an enterprise agreement or workplace agreement	No(<i>Select all that apply</i>)
...No	Not a priority
...Workplace safety planning	No(<i>Select all that apply</i>)
...No	Not a priority
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Not a priority
...Other (provide details)	
...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)	We offer as per National Employment Standards.
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	There is no formal policy regarding domestic violence leave, however as a small business, we have informal processes in place, which may include paid leave – this is managed on a case by case basis and where practicable, we offer support such as paid leave. When a circumstance is made known we provide support and work with the individual on paid leave and other options.

...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)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	There is no formal policy regarding domestic violence and providing emergency accommodation assistance, however as a small business, we have informal processes in place, which may include supporting with emergency accommodation – this is managed on a case by case basis and where practicable, we would provide this support. When a circumstance is made known we provide support and work with the individual on supporting them through this time.
...Access to medical services (e.g. doctor or nurse)	Yes
...Other (provide details)	No(<i>Select all that apply</i>)

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

Although we don't have a formal policy in place, our Line Managers are confident to discuss with the HR Manager options to support our employees. If we are made aware of any challenging circumstances, where an employee requires our support, we would work through this on a case by case basis with the affected employee.

We aim to offer as much assistance as possible, whether this be via financial support or other support. As a small organisation, we have the flexibility and ability to support our employees directly, regardless of whether a formal policy is in place.

Workplace Profile Table

Industry: Administrative Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	3	23	0	0	26
Professionals	Full-time permanent	12	13	0	0	25
	Part-time permanent	2	0	0	0	2
	Full-time casual	0	1	0	0	1
Technicians And Trades Workers	Full-time permanent	2	3	0	0	5
	Full-time casual	5	11	0	0	16
Clerical And Administrative Workers	Full-time permanent	16	1	0	0	17
	Part-time permanent	4	0	0	0	4
	Full-time casual	4	2	0	0	6
Sales Workers	Full-time permanent	0	8	0	0	8
	Part-time permanent	0	1	0	0	1
	Full-time casual	3	2	0	0	5
Machinery Operators And Drivers	Full-time permanent	11	88	0	0	99
	Part-time permanent	2	2	0	0	4
	Full-time casual	77	70	0	0	147
Labourers	Full-time casual	3	1	0	0	4

* 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: Administrative Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	0	5	5
SM	-4	Full-time permanent	0	2	2
OM	-5	Full-time permanent	3	16	19

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Administrative 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	1	0	1
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	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	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: Administrative Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	9	9
		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	12	12	24
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	2	0	2
		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
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: Administrative 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	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