Diversity & Inclusion

KPI 1 - Hiring

Gender ● Female ● Male

Job Level	Female	Male
1 - Executive	13%	88%
2 - Director	14%	86%
3 - Senior ...	18%	82%
4 - Manager	37%	63%
5 - Senior ...	47%	53%
6 - Junior ...	53%	47%
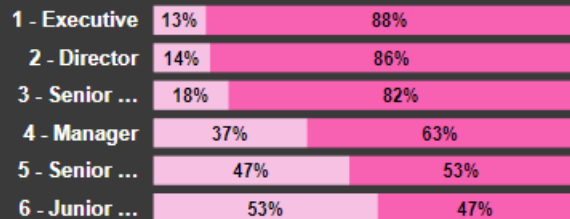
41% of hires were female
59% of hires were male

Gender ● Female ● Male ● % of hires women

Values by level:
- 1 - Exec...: 2, 14, 13%
- 2 - Dire...: 5, 32
- 3 - Senior Man...: 10, 46, 37%
- 4 - Man...: 30, 52
- 5 - Senior Officer: 49, 56, 47%
- 6 - Junior Officer: 109, 95
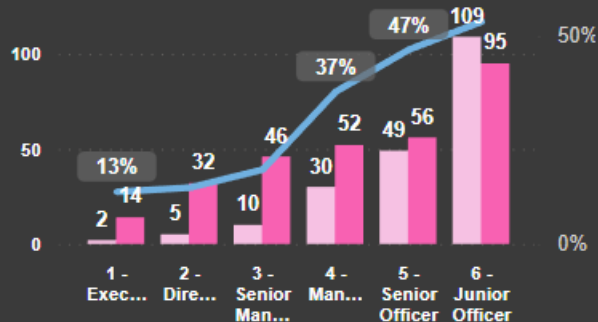
KPI 2 - Promotions (this year)

Gender ● Female ● Male ● % Promotees who were women

- 1 - Exec Mana...: 3, 16, 15.79%
- 2 - Direc...: 4, 29
- 3 - Senior Mana...: 11, 46
- 4 - Mana...: 25, 54, 31.65%
- 5 - Senior Officer: 50, 46
- 6 - Junior Officer: 91, 78, 52.08%
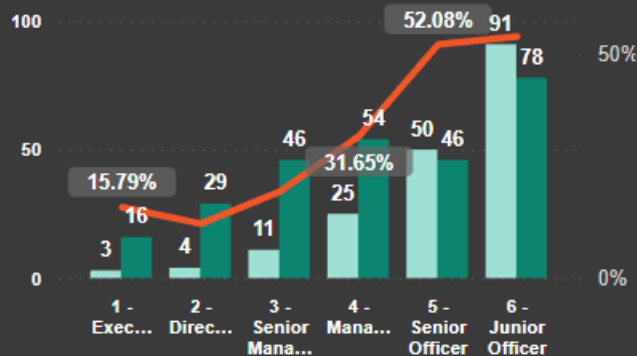
Avg. Time in Grade of employees promoted in FY21 (in years)

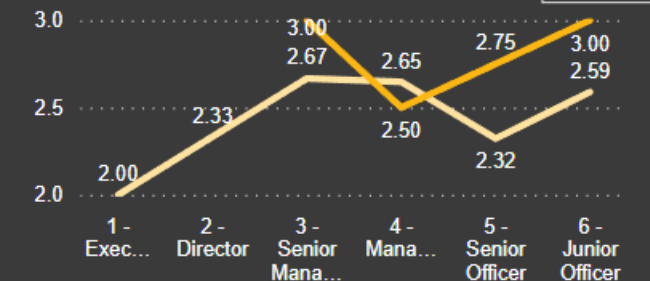| Job Level	Female	Male
1 - Executive	3.00	1.86
2 - Director	3.40	3.09
3 - Senior Ma...	1.80	2.33
4 - Manager	2.37	2.46
5 - Senior Offi...	2.29	2.68
6 - Junior Offi...	2.13	2.20

Avg time (in years) in job

Gender ● Female ● Male

KPI 3 - Turnover Rate (FY20

Average Performance Rating of Leavers vs non-Leavers (WOMEN)
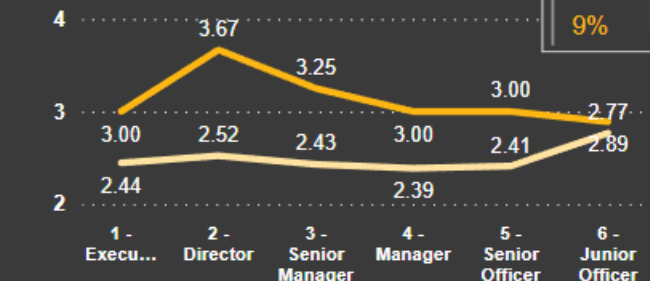
Left this FY? ● No ● Yes

Female 11%

- 1 - Exec...: 2.00, 2.33
- 2 - Director: 2.33
- 3 - Senior Mana...: 3.00, 2.67
- 4 - Mana...: 2.50, 2.65
- 5 - Senior Officer: 2.32, 2.75
- 6 - Junior Officer: 3.00, 2.59

Average Performance Rating of Leavers vs non-Leavers (MEN)

Left this FY? ● No ● Yes

Male 9%

- 1 - Execu...: 3.00, 2.44
- 2 - Director: 3.67, 2.52
- 3 - Senior Manager: 3.25, 2.43
- 4 - Manager: 3.00, 2.39
- 5 - Senior Officer: 3.00, 2.41
- 6 - Junior Officer: 2.77, 2.89

Diversity & Inclusion

KPI 4 - Performance Rating

Gender ● Female ● Male

	Female	Male
4	36.84%	63.16%
	39.74%	60.26%
2	38.39%	61.61%
	36.84%	63.16%
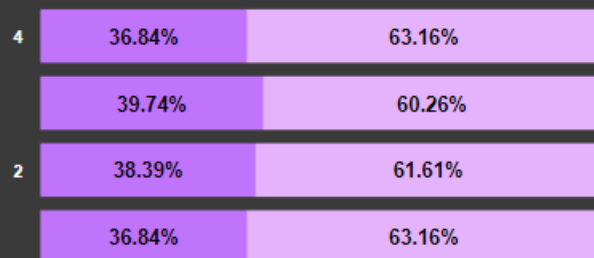
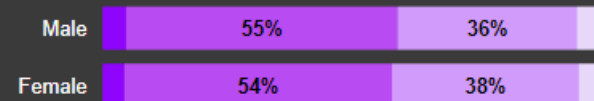**2.42** Avg Rating Women   **2.41** Avg Rating Men

FY20 Perf. ... ● 1 ● 2 ● 3 ● 4

1 = excellent
2 = great
3 = sufficient
4 = bad

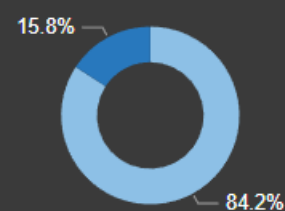|	1-2	3
Male	55%	36%
Female	54%	38%

KPI 5 - Executive Gender Balance

Executive split (FY20)
G... ● Male ● Female

12.5%

87.5%
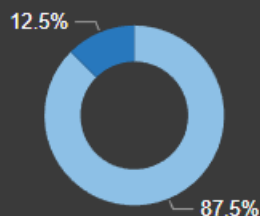
Executive split (FY21)
G... ● Male ● Female

15.8%

84.2%

Executive Hires (FY20)
Ge... ● Male

100%

Promotion to Executive (FY20)
G... ● Male

100%

KPI 6 - Age group

Employees by Age group (end FY20)

Age group	Count
60 to 69	3
50 to 59	4
40 to 49	64
30 to 39	161
20 to 29	215
16 to 19	6
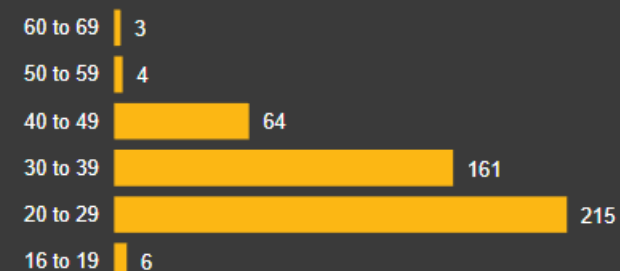
Age group ● 16 to 19 ● 20 to 29 ● 30 to 39 ● 40 to 49 ● 50 to 59 ▶

	1 - Execut...	2 - Director	3 - Senior Manager	4 - Manager	5 - Senior Officer	6 - Junior Officer
	10.5%		33.3%	16.5%	42.7%	94.7%
	10.5%	57.6%				
	68.4%		64.9%	83.5%	57.3%	
	10.5%	36.4%				