

HOUSE OF REPRESENTATIVES STANDING COMMITTEE ON ECONOMICS

REVIEW OF THE FOUR MAJOR BANKS (FOURTH REPORT)

Westpac Banking Corporation

WBC09QW: The AFR in October of 2017 questioned Westpac's methodology for measuring gender equality in leadership positions. Rear-Window noted that at the time you were publicly reporting 50% of all leadership positions were held by woman but reporting to the Commonwealth's Workplace Gender Equality Agency that just 38.6 per cent of managers were women.

Why the discrepancy?

Answer: The variation in the data over past years is due to differences in the definitions applied, which create two quite different employee groups for reporting purposes. Numbers reported to WGEA have been based on consultation and in line with the requirements of WGEA. Key differences include:

- The timing of the reporting means that the WGEA submission is based on data from the previous year.
- Women in Leadership (WIL) is defined as a Global measure, whilst the WGEA definition only includes Australia.
- The WIL definition captures leadership roles of influence, whilst the WGEA definition is based on having employees reporting to a manager.

In particular, we include our bank managers (and similar level management roles across our organisation) in our Women in Leadership definition but these were not included in WGEA reporting. We believe it is appropriate to include bank managers as they are a highly visible customer and community facing role. Bank managers are local leaders of our branch network, serving our customers and leading their teams across customer service, sales, risk, compliance and operations. They also manage a considerable proportion of the employee population of Westpac – sometimes up to 20 people.

The way our Women in Leadership numbers have been calculated has been consistent over several years. They are externally assured and included in our annual Sustainability Reports. In terms of reaching

50%, this has been based on systematic, steady and consistent work over a long period time: 46% in 2015, 48% in 2016 and 50% in 2017.