

Employee Factpac

Employees

Total employees by employment type and region

(number of employees unless otherwise stated)	2014	2013	2012	2011	2010
Australia					
Full time	25,064	24,330	24,398	24,920	25,054
Part time	6,542	6,632	6,815	6,962	7,415
Temporary	2,936	2,706	2,524	3,775	3,649
Total Australia	34,542	33,668	33,737	35,657	36,118
New Zealand					
Full time	3,878	3,975	4,097	3,958	4,317
Part time	651	685	739	800	902
Temporary ¹	546	640	719	512	283
Total New Zealand	5,075	5,300	5,555	5,270	5,502
Westpac Pacific					
Full time (%)	92	89	90	91	89
Part time (%)	8	11	10	9	11
Expatriate employees	34	37	31	42	42
Expatriate employees (%)	3	3	2	3	3

¹ Maximum Term employees included in the temporary category from 2011 onwards.

Total Australian and New Zealand employees by employment type, age and gender (%)

	Age Bracket	2014 ¹		Total
		Male	Female	
Full Time	<= 24	5	6	6
	25 - 34	30	33	31
	35 - 44	33	27	30
	45 - 54	23	23	23
	>= 55	10	11	10
Total		100	100	100
Part Time	<= 24	26	5	6
	25 - 34	29	23	23
	35 - 44	19	34	33
	45 - 54	14	24	23
	>= 55	14	15	15
Total		100	100	100
Temporary	<= 24	10	14	12
	25 - 34	28	32	30
	35 - 44	38	29	33
	45 - 54	18	18	18
	>= 55	6	8	7
Total		100	100	100
Total	<= 24	6	6	6
	25 - 34	30	30	30
	35 - 44	33	29	31
	45 - 54	22	23	23
	>= 55	9	12	11
Total		100	100	100

¹ The percentages have been rounded to a whole percentage and may not total to exactly 100%.

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Employees by division (FTE)

(number of FTE unless otherwise stated)	2014	2013	2012	2011	2010
Westpac Retail & Business Banking	9,882	9,847	10,171	10,940	11,860
St. George	5,629	5,149	5,106	5,190	5,614
BT Financial Group	4,169	4,164	3,898	3,709	3,750
Westpac Institutional Bank	1,872	1,793	1,751	1,707	1,782
Westpac New Zealand	4,342	4,481	4,691	4,660	4,782
Westpac Pacific	1,298	1,310	1,306	1,306	1,254
Head Office Functions and Other	9,181	8,853	8,752	10,294	9,920
Group total	36,373	35,597	35,675	37,806	38,962

¹ 2010 and 2011 figures restated due to subsequent corporate reorganisation. Total FTE in these periods did not change.

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Employee engagement, LTIFR, leave and overtime

	2014	2013	2012	2011	2010
Employee engagement – Group ^{1 2}	n/a	87	84	81	80
Lost time injury frequency rate – Group	1.1	1.5	1.9	2.5	2.6
% working overtime – Australia (%) ³	59	48	52	50	46
Average overtime worked as a % of standard hours – Australia (%) ⁴	1.0	2.4	2.6	2.3	2.1
% working overtime – New Zealand (%)	35	36	40	40	43
Average overtime worked as a % of standard hours – NZ (%)	1.00	0.67	0.97	0.80	0.77

¹ Employee engagement survey was not conducted during FY14.

² 2011 figure excludes Westpac Pacific.

³ Number of unpackaged employees working overtime vs number of unpackaged employees in FY14.

⁴ Overtime total hours vs unpackaged employees' working hours in FY14.

Leave

Employees with accumulated annual leave

	2014		2013		2012		2011		2010	
	Number	%	Number	%	Number	%	Number	%	Number	%
Australia										
< 4 weeks	28,403	87	26,559	84	25,240	79	24,454	75	26,211	74
≥4 & ≤ 8 weeks	3,860	12	4,794	15	5,894	19	7,037	22	7,894	23
> 8 weeks	299	1	414	1	724	2	1,058	3	1,180	3
Total	32,562	100	31,767	100	31,858	100	32,549	100	35,285	100
New Zealand¹										
< 4 weeks	4,296	94	4,282	91	4,401	89	4,330	90	4,575	90
≥4 & ≤ 8 weeks	293	6	441	9	526	11	499	10	485	10
> 8 weeks	2	-	4	-	2	-	4	-	-	-
Total	4,591	100	4,727	100	4,929	100	4,833	100	5,060	100
Westpac Pacific										
< 4 weeks	1,239	94	153	94	108	87	108	89	n/a	n/a
≥4 & ≤ 8 weeks	86	6	9	6	15	12	10	8	n/a	n/a
> 8 weeks	-	-	-	-	1	1	3	3	n/a	n/a
Total	1,325	100	162	100	124	100	121	100	n/a	n/a

¹ Only includes employees eligible for leave entitlements

Employees accessing parental leave

	2014	2013
Australia	3,059	2,829
New Zealand	108	153
Group total	3,167	2,982

Absenteeism

(number of actual absenteeism days lost (due to incapacity of any kind) as a percentage of total days scheduled to be worked by workforce)

	2014	2013
Australia	1.72	3.14
New Zealand	2.24	2.09

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Training

Average hours of training per employee

(as captured by our learning management system only)

	2014	2013
Australia, UK & USA	18.10	21.28
New Zealand	8.08	16.89

Doing The Right Thing Training

	2014		2013	
	Aust, UK & USA	New Zealand	Aust, UK & USA	New Zealand
(Doing The Right Thing and OH&S training)				
Number of Employees trained	38,673	4,881	37,224	5,748
Total hours of employee training	66,385	11,882	81,878	13,437

¹ Doing The Right Thing training content includes our Principles for Doing Business as well as modules on Human Rights, OH&S, Acting with Integrity, Maintaining Privacy, Equal Employment Opportunity in Action, AML & Counter-Terrorism, Operational Risk, Our Information Security, Giving Advice, Managing Regulator Relationships, Managing Records, Information Security, Complaints Management and Resolutions and Sanctions. This training must be completed by all new recruits and existing employees every 2 years.

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Gender

Gender profile (%)

	2014		2013		2012		2011		2010	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Australia	41	59	41	59	40	60	40	60	39	61
New Zealand	36	64	35	65	34	66	32	68	32	68
Westpac Pacific	41	59	41	59	41	59	43	57	43	57

Women in leadership

	2014		2013	
	Total Number	%	Total Number	%
Board ¹	4	44	3	30
Executive	19	28	19	26
Senior Manager	181	39	172	39
Manager	2,121	45	1,949	43
Group total	2,321	44	2,140	42

¹ Board not included in Group total, Women in Leadership includes Executive, Senior Manager and Manager roles.

Gender and age profiles (%)

	2014 ¹		2013		2012 ²		2011 ²		2010	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Australia & NZ										
≤ 24	6	6	6	6	6	7	7	8	10	12
25-34	30	30	30	30	31	30	31	30	33	30
35-44	32	29	32	29	32	29	32	29	31	29
45-54	23	23	22	23	22	22	21	21	19	20
≥ 55	10	12	9	12	9	12	8	10	7	9
Westpac Pacific										
≤ 25	15	17	17	18	30	29	24	29	10	15
26-35	49	44	48	43	36	31	34	32	17	18
36-45	21	18	21	18	22	23	28	23	10	14
46-55	13	16	13	17	11	15	12	15	5	9
≥ 56	3	5	2	4	1	2	2	1	1	1

¹ The percentages have been rounded to a whole percentage and may not total to exactly 100%.

² Australian data prior to 2011 aligns to the following categories - ≤ 25, 26-35, 36-45, 46-55 & ≥ 56 however these were updated in 2011 to align to the ABS standard.

Female/male salary ratios (base salary – female salary as a % of male salary)

	2014	2013
	%	%
Group		
Administrator	111	111
Senior Administrator	99	99
Team Leader/Supervisor	99	99
Manager	99	99
Middle Manager	98	99
Senior Manager	94	94
Executive	97	95

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Attrition, tenure & age profile

Employee voluntary attrition (%)

	2014	2013
Australia and New Zealand (%)	9.8	9.8
Westpac Pacific (%)	10.0	9.0

Employee voluntary attrition (number)

	2014	2013
Australia and New Zealand	3,692	3,650

Employee voluntary attrition by age and gender (%)

	2014	2013
Australia and New Zealand		
Attrition by gender (%)		
Female	10	10
Male	10	10
Attrition by age (%)		
≤ 24	17	16
25-34	13	13
35-44	9	9
45-54	6	6
≥ 55	5	5

Employee Retention (%)

	2014	2013
New Starter Retention	88	87
High Performer Retention	96	96

Tenure and gender profile (%)

	<1 Yr	1 Yr	2-3 Yrs	4-5 Yrs	6-10 Yrs	11-15 Yrs	16-20 Yrs	21 Yrs +
Female – Australia & NZ	53	54	55	55	61	67	71	62
Male – Australia & NZ	47	46	45	45	39	33	29	38

Tenure and age profile (%)¹

	≤24	25-34	35-44	45-54	≥55
Australia and New Zealand					
<1 Yr	44	19	12	7	3
1 Yr	22	14	8	5	2
2-3 Yrs	23	20	13	8	5
4-5 Yrs	9	17	13	10	7
6-10 Yrs	2	26	27	21	18
11-15 Yrs	-	4	15	14	15
16-20 Yrs	-	-	8	13	19
21 Yrs +	-	-	5	21	31

¹ The percentages have been rounded to a whole percentage and may not total to exactly 100%.

Age profile of workforce compared to National labour force (%)

	≤24	25-34	35-44	45-54	≥55
Westpac Group – Australia	6	30	31	22	11
Australian labour force	16	23	22	21	18
Westpac Group – New Zealand	7	26	27	26	14
New Zealand labour force	15	21	20	22	22

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Whistleblower reporting

Concern Online

(concerns reported)	2014			2013	2012	2011 ²
	Total	Substantiated ¹	In Progress			
Dishonest Conduct	66	7	22	39	39	17
Fraudulent or other illegal activity ³	-	-	-	5	4	9
Significant People or HR issues ⁴	69	2	10	65	41	-
Substantial health and safety risk	6	-	2	4	8	4
Other	16	1	4	19	15	43
Total number of new concerns	157	10	38	132	107	73

¹ Substantiated means that corrective action was taken, specifically formal warning or dismissal

² Restated to reflect updated categories. Total numbers have not changed.

³ Fraud related concerns were captured under Dishonest Conduct – Breach of Westpac Policies and Codes.

⁴ Includes concerns redirected to other channels.