



HubSpot Australia Gender Pay Gap Report

At HubSpot, we believe in transparency and the power of data to drive meaningful change. This carries through all aspects of our business, including our Belonging strategy.

The 2024-25 public reports are included at the end of this document.

Overview

In Australia, all companies with 100 or more employees must annually report their gender pay gaps & pay practices, and this is our second year of reporting. Overall, our gender pay gaps have improved compared to last year.

As always, we're focused on continuously revisiting our efforts - and evolving them when needed - to maintain fair hiring and pay practices.

To note, Australian law uses gender binary terms, which is why you'll see it as such in this report.

Gender pay gap vs equal pay

The gender pay gap is not the same as equal pay.

Equal pay measures whether male and female employees are being paid equally for the same or similar work.

The gender pay gap is the difference between what male and female employees are paid at *all levels*, measured by calculating the mean and median earnings of male and female employees, regardless of differences in work.

The figures represent the difference between pay (mean and median) of all male and female employees, irrespective of their role or seniority within our Australian entity, at the snapshot date March 31, 2025.

The mean, or average, allows us to review pay distribution across the workforce, and without identifying individuals; it reflects the typical values. The median describes the center of the distribution; it's less affected by outliers.

HubSpot Australia Gender Pay Gap Figures for 2024-25

Our figures, as of March 31, 2025 are below, reflecting that on average, women earned more for base pay, while men earned more when incorporating total remuneration. However, when looking at the median, women earned more for total remuneration.

Mean Base Pay Gap

-5.1% (v. -3.6% in 2024)

All employees

Mean Total Remuneration Gap

1.5% (v. 7.8% in 2024)

Median Base Pay Gap

-9.1% (v. -9.4% in 2024)

All employees

Median Total Remuneration Gap

-1.6% (v. 8.2% in 2024)

“Base pay” refers to an employee’s actual base salary paid to them, before salary sacrifice and taxes, during the relevant period (April 2024 to March 2025).

“Total remuneration” consists of any form of pay including, but not limited to base pay, variable comp, stipends, superannuation, and RSUs that vested during the relevant period (April 2024 to March 2025).

What are some factors that create pay gaps?

As mentioned above, there are some limitations in regards to the report methodology. Here are some additional considerations to bear in mind that help share the story behind the numbers above:

- **There is a higher number of men in manager roles**, which typically carry greater variable compensation like bonuses and RSUs. This, combined with fewer women overall in the organisation, can widen the gap. While the methodology is affected by point-in-time factors such as equity grants, we’ve seen an improvement in both mean and median total remuneration compared to last year. This progress is significantly driven by a rise in female representation in management roles: we now have 31.3% more women in Manager+ positions from last year, compared to an 11.8% increase for men.
- **Vested RSUs** are included in the total remuneration figures. The timing of grants (ongoing, promotion, new hire), point-in-time performance, and stock price fluctuations will impact these numbers year-to-year. Additionally, those in higher

level positions likely receive higher equity awards or other variable income, driving the mean and median higher as well.

- **Commissioned sales** positions represent the majority of our Australian employees, and the compensation structure of these roles is heavily weighted towards variable compensation (i.e., based on performance against targets) vs. just base pay or a fixed amount of pay. Therefore, an employee's actual pay in total remuneration can vary year-to-year or even quarter-to-quarter.

Looking ahead to the future

We take all data points into consideration as we continuously revisit our efforts - and evolve them when needed - to maintain fair hiring and pay practices.

Our market-based compensation uses data from our trusted third-party compensation sources to find what the "market" (cost of labor for similarly situated companies) pays for each role in the country where the role is based. This process is completed at least annually and our internal compensation ranges are created based on this information.

Additionally, compensation for non-commissioned roles are reviewed through our Annual Compensation Review (ACR) process, during which performance plays an important role in driving pay increases for employees. For our commissioned sales roles, compensation is reviewed annually to drive changes to on-target earnings (base + target commission).

Australia gender pay gap public reports

The following pages reflect the public reports available from the Australian Government after all information has been submitted.

Employer Public Report

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Submitted By:

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Public Reports

WGEA publishes the Public Report, except personal information in whole, or part on the Data Explorer and uses its contents in whole or part for other purposes in electronic or other formats.

Two documents make up your Public Report and can be generated and downloaded after preparing your submission for lodgement:

- Public Report – Questionnaire
- Public Report – Employee Data Tables

The Public Report must be:

- Given to your CEO or equivalent for review, approval and sign off before lodgement.
- Shared in accordance with the Notification and Access requirements under the *Workplace Gender Equality Act 2012 (the Act)*.

Report contacts will be asked to declare in the Portal that all relevant CEO or equivalents have signed the public report.

Detailed information on the requirements to share the public report with your employees, members or shareholders can be found within the online Reporting Guide on [Notification and Access requirements](#).

Gender Equality Standards

If there is a single entity employing 500 or more employees, they must have a policy or strategy in place against each of the six Gender Equality Indicators. More information can be found within the online reporting guide on [Gender Equality Standards](#).



Workplace Overview

Policies & Strategies

Employer policies or strategies on workplace gender equality and the composition of the workforce can be powerful levers for making progress and change. Policies or strategies are most effective when backed up by evidence-informed action plans to address areas of imbalance and inequality. Similarly, targets are achievable, time-framed goals that create mechanisms for accountability and are effective when combined with dedicated actions to help achieve them.

1.1 Do you have formal policies and/or formal strategies in place that support gender equality in the workplace?

Yes

Strategy

1.1a Do the formal policies and/or formal strategies include any of the following?

Recruitment; Retention; Performance management processes; Promotions; Succession planning; Training and development; Talent identification/identification of high potentials

1.2 Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?

Yes

Strategy

1.2a Do the formal policies and/or formal strategies include any of the following?

Other

Provide details: Committed to reinforcing a wide range of perspectives to help uncover obstructed views and contribute to the innovation and thought leadership here. We provide fair and equal access to opportunities, resources, and growth.

1.3 Does your organisation have any targets to address gender equality in your workplace?

No

1.4 If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.





Workplace Overview

Governing Bodies

Gender balance on governing bodies or Boards is good for business. It contributes to workplace gender equality outcomes and improved company performance more broadly. Measures to support gender balance in the governing body include analysing the gender representation of chairs and other members, considering gender in the selection of Board members, and taking action to drive change through term limits, gender equality targets and policies.

1.5 Identify your organisation/s' governing body or bodies.

Organisation: HubSpot Australia Pty Ltd

A. To your knowledge, is this governing body also reported in a different submission group for this year's Gender Equality Reporting?

No

B. What is the name of your governing body?

Board of Directors

C. What type of governing body does this organisation have?

Board of Directors

D. How many members are in the governing body and who holds the predominant Chair position?

	Female (F)	Male (M)
Chair	0	0
Members (excluding chairs)	2	1

E. Do you have formal policies and/or formal strategies in place to support and achieve gender equality in this organisation's governing body?

Yes

Selected value: Strategy

E.1 Do the formal policies and/or formal strategies include any of following?

Gender diversity and inclusion

F. Does this organisation's governing body have limits on the terms of its Chair and/ or Members?



No

G. Has a target been set on the representation of women on this governing body?

No

Selected value: Other

Other value: This is a small board of Directors consisting of 2 women and 1 man.

H. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?

No

1.6 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

The gender pay gap is the difference in average or median earnings between women and men. It is a measure of how we value the contribution of women and men in the workforce. The gender pay gap is not to be confused with women and men being paid the same for the same, or comparable, job – this is equal pay. Equal pay for equal work is a legal requirement in Australia. However, illegal instances of unequal pay can still be one of the many drivers of the gender pay gap. Closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

2.1 Do you have formal policies and/or formal strategies on equal remuneration (pay equity and the gender pay gap) between women and men?

Yes

Strategy

2.1a Do the formal policies and/or formal strategies include any of the following?

To achieve gender pay equity; To close the gender pay gap; 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 reviews); To be transparent about pay scales and/or salary bands; To ensure managers are held accountable for pay equity outcomes; To implement and/or maintain a transparent and rigorous performance assessment process

2.2 Have you conducted analysis to determine if there are remuneration gaps between women and men?

Yes

2.2a What type of gender remuneration gap analysis has been undertaken?

Overall gender pay gap analysis to identify the difference between women's and men's average pay and gender composition across the whole organisation

2.2b When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

2.2c Did you take any actions as a result of your gender remuneration gap analysis?

Yes

Identified cause/s of the gaps; Reported results of pay gap analysis to the governing



body; Reported results of pay gap analysis to the executive; Reported results of pay gap analysis to all employees

You may also provide more detail below on the gender remuneration gap analysis that was undertaken.

2.3 If your organisation would like to provide additional information relating to employer action on pay equity and/or gender remuneration gaps in your workplace, please do so below.



Action on Gender Equality

Employee Consultation

Engaging employees through consultation on gender equality issues helps employers to understand the employee experience and to take meaningful action. Employers can use the information they learn through the consultation process to generate solutions that are practical and relevant to their organisation.

2.4 Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes

2.4a How did you consult employees?

Employee experience survey; Exit interviews; Other

Other: Community Slack Channels; Panel Discussions; consultations conducted over zoom

2.4b Who did you consult?

ALL staff

2.5 Do you have formal policies and/or formal strategies in place to ensure employees are consulted and have input on issues concerning gender equality in the workplace?

Yes

Strategy

2.8 If your organisation would like to provide additional information relating to employee consultation on gender Equality in your workplace, please do so below.



Flexible Work

Flexible Working Arrangements

A flexible working arrangement is an agreement between an employer and an employee to change the standard working arrangement, often through a change to the hours, pattern or location of work. Flexible work is a key enabler of gender equality, helps accommodate an employee's commitments out of work and has become increasingly important for employers in attracting and retaining diverse and talented employees.

3.1 Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes

Policy

3.1a Do the formal policies and/or formal strategies include any of the following?

A business case for flexibility has been established and endorsed at the leadership level; Leaders are visible role models of flexible working; Flexible working is promoted throughout the organisation; Leaders are held accountable for improving take up and approval of workplace flexibility; Training on flexible working and remote/hybrid teams is provided to managers; Training on flexible working and remote/hybrid teams is available to all employees; The impact of flexibility is measured and evaluated (e.g. reduced absenteeism, increased employee engagement); Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel; Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body; Flexible work offerings are available to all employees, with a default approval bias (all roles flex approach); All team meetings are offered online; Other

Provide Details: Working part time or full time from home available to all employees regardless of role and seniority.

3.2 Do you offer any of the following flexible working options to MANAGERS and/or NON MANAGERS in your workplace?

Flexible working option	MANAGERS	NON-MANAGERS
Flexible hours of work (start and finish times)	Yes	Yes
Compressed working weeks	No	No
Time-in-lieu	No	No
Hybrid working (regular days worked from home and in office)	Yes	Yes
Working fully remote (no regular days worked in office)	Yes	Yes
Reduced hours or part-time work	Yes	Yes
Job sharing arrangements	No	No
Purchased leave	No	No
Unpaid leave	Yes	Yes
Flexible scheduling, rostering or switching of shifts	No	No



3.3 If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.



Employee Support for Parents and Carers

Paid Parental Leave

Parental leave policies are designed to support and protect working parents around the time of childbirth or adoption of a child and when children are young. Some employers offer universally available parental leave policies, offering equal parental leave for all parents, others offer with a distinction between 'primary' and 'secondary' carers. It's important that it's a policy that's available to all parents, irrespective of gender, ¹²recognising the equally important role of all parents in caregiving. Gender equal policies help to de-gender the ideal worker and carer norms, which pervade the workplace and reduce opportunities for women to remain in, or re-enter the workforce.

4.1 Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?

Yes, we offer employer funded parental leave using the primary/secondary carer distinction

Do you provide employer-funded paid parental leave for:

Primary: Yes Secondary: Yes

4.1a Please indicate whether your employer-funded paid parental leave is available to:

Primary: All, regardless of gender

Secondary: All, regardless of gender

4.1b Please indicate whether your employer-funded paid primary carers leave covers:

Primary: Birth; Adoption; Stillbirth

Secondary: Birth; Adoption; Stillbirth

4.1c How do you pay employer-funded paid parental leave?

Primary: Other

Provide Details: In the event that the Employee is not eligible for government funded parental leave. Hubspot will pay the employee's full salary. Otherwise, Hubspot will pay the gap only. If employee is eligible for govt paid parental leave, we pay the gap only.

Secondary: Other



Provide Details: In the event that the Employee is not eligible for government funded parental leave. Hubspot will pay the employee's full salary. Otherwise, Hubspot will pay the gap only. If employee is eligible for govt paid parental leave, we pay the gap only.

4.1d How many weeks of employer-funded paid parental leave is available to eligible employees?

Primary:

Lowest entitlement: 16

Highest entitlement:

Secondary:

Lowest entitlement: 6

Highest entitlement:

4.1e Who has access to this type of employer-funded paid parental leave?

Primary: Permanent employees; Contract/fixed term employees

Secondary: Permanent employees; Contract/fixed term employees

4.1f Do you require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer-funded paid parental leave?

Primary: No qualifying period

Secondary: No qualifying period

4.1g Do you require carers to take employer-funded paid parental leave within a certain time after the birth, adoption, surrogacy and/or stillbirth?

Primary: Anytime within 12 months

Secondary: Anytime within 12 months

**4.1h Does your organisation have an opt out approach to parental leave?
(Employees who do not wish to take their full parental leave entitlement must discuss this with their manager)**



Primary: No

Secondary: No

4.2 Do you pay superannuation contributions to your employees while they are on parental leave?

Yes, on employer funded primary carer's leave or equally shared parental leave (if applicable); Yes, on employer funded secondary carer's leave (if applicable)

4.3 If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.



Employee Support for Parents and Carers

Support for Carers

Employers can contribute to workplace gender equality by providing support for employees with caring responsibilities. A carer refers to, but is not limited to, an employee's role as the parent (biological, step, adoptive or foster) or guardian of a child, or carer of a child, parent, spouse or domestic partner, close relative, or other dependent. Employer support for employees with caring responsibilities allows them to better accommodate their out-of-work responsibilities.

4.4 Do you have formal policies and/or formal strategies to support employees with family or caring responsibilities?

Yes

Policy

4.4a Do the formal policies and/or formal strategies include any of the following?

Gender inclusive language when referring to carers; Support for all carers (e.g. carers of children, elders, people with disability); Paid Parental leave; Flexible working arrangements and adjustments to work hours and/or location to support family or caring responsibilities

4.5 Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

Support mechanism	Answer
Breastfeeding facilities	Yes
Information packs for those with family and/or caring responsibilities	Yes
Referral services to support employees with family and/ or caring responsibilities	No
Coaching for employees returning to work from parental leave and/or extended carers leave and/or career breaks	Yes
Internal support networks for parents and/or carers	Yes
Targeted communication mechanisms (e.g. intranet forums)	Yes
Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No



Support mechanism	Answer
Breastfeeding facilities	Yes
Support for employees with securing care (including school holiday care) by securing priority places at local care centres (could include for childcare, eldercare and/or adult day centres)	No
Referral services for care facilities (could include for childcare, eldercare and/or adult day centres)	No
On-site childcare	No
Employer subsidised childcare	No
Parenting workshop	Yes
Keep-in-touch programs for carers on extended leave and/or parental leave	Yes
Access to counselling and external support for carers (e.g. EAP)	Yes



4.6 If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.



Harm Prevention

Sexual harassment, harassment on the ground of sex or discrimination

Workplace sexual harassment and sex discrimination is a gender equality issue that predominantly impacts women. To increase women's workforce participation and well-being, it is essential employers take action to prioritise and protect all employees from sexual harassment, harassment on the ground of sex or discrimination and ensure that every employee feels safe in the workplace.

5.1 Do you have formal policies and/or formal strategies on the prevention of and appropriate response to sexual harassment, harassment on the ground of sex or discrimination?

Yes

Policy

5.1a Do the formal policies and/or formal strategies include any of the following?

Definitions and examples of sexual harassment, harassment on the grounds of sex and discrimination and consequences of engaging in this behaviour; The legal responsibilities of the employer to eliminate, so far as possible, sexual harassment and how it is demonstrated in the organisation; Leadership accountabilities and responsibilities for prevention and response to sexual harassment ; Disclosure options (internal and external) and process to investigate and manage any sexual harassment; Expected standard of behaviour is clearly outlined and included in recruitment and performance management processes; Sexual harassment risk management and how control measures will be monitored, implemented and reviewed; Protection from adverse action based on disclosure of sexual harassment and discrimination; A system for monitoring outcomes of sexual harassment and discrimination disclosure, including employment outcomes for those impacted by sexual harassment and the respondent; Manager and non-manager training on respectful workplace conduct and sexual harassment

5.1b If Yes, have the policies and/or strategies been reviewed and approved in the reporting period by the Governing Body and CEO (or equivalent)?

Answer	
By the Governing Body	No
By the CEO (or equivalent)	Yes

5.2 Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?

Yes

Cohort	At induction	At promotion	Annually	Multiple times per year
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All managers	Yes	No	Yes	No
All non-managers	Yes	No	Yes	No
The Governing Body	Yes		Yes	No

5.2a Does the training program delivered to the above groups include any of the following?

The respectful workplace conduct and behaviours expected of workers and leaders; Different forms of inappropriate workplace behaviour (e.g. sexual harassment, harassment on the grounds of sex and discrimination) and its impact; Bystander training; Options for reporting occurrences of sexual harassment as well as the risk of sexual harassment occurring; Information on worker rights, external authorities and relevant legislation relating to workplace sexual harassment

5.3 Does the governing body and CEO or equivalent explicitly communicate their expectations on safety, respectful and inclusive workplace conduct? If yes, when?

Members of the governing body

No

Chief Executive Officer or equivalent

Yes

;Annually

5.4 Do you have a risk management process in place to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination?

Yes

5.4a Does your risk management process include any of the following?

Identification and assessment of the specific workplace and industry risks of sexual harassment; Control measures to eliminate or minimise the identified drivers and risks for sexual harassment so far as reasonably practicable; Regular review of the effectiveness of control measures to eliminate or minimise the risks of sexual harassment; Consultation on sexual harassment risks and mitigation with staff and other relevant stakeholders (e.g. people you share premises with); Reporting to leadership on workplace sexual harassment risks, prevention and response, incident management effectiveness and outcomes, trend analysis and actions



5.4b What actions/responses have been put in place as part of your workplace sexual harassment risk management process?

Train people managers in prevention of sexual harassment

5.5 What supports are available to support employees involved in and affected by sexual harassment?

Confidential external counselling (E.g. EAP); Information provided to all employees on external support services available; Reasonable adjustments to work conditions

5.6 What options does your organisation have for workers who wish to disclose or raise concerns about incidents relating to sexual harassment or similar misconduct?

Process for disclosure to human resources or other designated responding staff; Process for disclosure to confidential/ethics hotline or similar; Process to disclose after their employment has concluded; Process to disclose anonymously; Process for workers to identify and disclose potential risks of sexual harassment, without a specific incident occurring

5.7 Does your organisation collect data on sexual harassment in your workplace, if yes, what do you collect?

Yes

Number of formal disclosures or complaints made in a year; Gender of the complainant/aggrieved or victim; Gender of the accused or perpetrator; Outcomes of investigations

5.8 Does your organisation report on sexual harassment to the governing body and management (CEO, KMP) and how frequently?**Governing body**

Yes

Annually

CEO or equivalent

Yes

Annually

Key Management Personnel

Yes



Annually

5.8a Do your reports on sexual harassment to governing body and CEO include any of the following?

Outcome of reports of sexual harassment

5.9 If your organisation would like to provide additional information relating to measures to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination, please do so below.



Harm Prevention

Family or Domestic Violence

5.10 Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes

Policy

5.11 Do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

Type of support (select all that apply)	
Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
Confidentiality of matters disclosed	Yes
Training of key personnel	No
Flexible working arrangements	Yes
Workplace safety planning	no
Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
Referral of employees to appropriate domestic violence support services for expert advice	Yes
Provision of financial support (e.g. advance bonus payment or advanced pay)	No
A domestic violence clause is in an enterprise agreement or workplace agreement	No
Access to medical services (e.g. doctor or nurse)	No
Offer change of office location	No
Emergency accommodation assistance	No

5.12 Do you have the following types of leave in place to support employees who are experiencing family or domestic violence?

Access to paid domestic violence leave?

Yes

Is it unlimited?

No

Do you offer paid family and domestic violence leave by negotiation or as needed?

Yes

How many days of paid domestic violence leave?

10



Access to unpaid domestic violence leave?

No

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



Public Report - Employee data tables

Program: 2024 - 25 Gender Equality Reporting
Corporate group of: HubSpot Australia Pty Ltd
Total group employee count: 270

Table 1 – Gender composition of all occupational categories

Occupational category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	21	19	0	0	40
Professionals	Full-time permanent	42	22	0	0	64
	Full-time contract	1	0	0	0	1
Sales Workers	Full-time permanent	57	108	0	0	165

* Total employees includes Non-binary

Table 2 – Gender composition of manager categories

Manager category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
KMP	Full-time permanent	0	1	0	0	1
GM	Full-time permanent	3	1	0	0	4
SM	Full-time permanent	1	2	0	0	3
OM	Full-time permanent	17	15	0	0	32

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period

Question 1
How many employees were promoted?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent			5	8	27	41	82
Part-time	Permanent							
Full-time	Fixed-term							
Part-time	Fixed-term							
N/A	Casual							

Question 2
How many employees were promoted from non-manager to manager?

Contract Type	Employment Type	CEOs, KMPs & HOBs		All managers		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent			2	3			5
Part-time	Permanent							
Full-time	Fixed-term							
Part-time	Fixed-term							
N/A	Casual							

Question 3
How many employees were internally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent				1	4	3	8
Part-time	Permanent							
Full-time	Fixed-term							
Part-time	Fixed-term							
N/A	Casual							

Question 4
How many employees (including partners with an employment contract) were externally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent			4	3	40	56	103
Part-time	Permanent							
Full-time	Fixed-term					1		1
Part-time	Fixed-term							
N/A	Casual							

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period (continued)

Question 5
How many employees voluntarily resigned?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent			3	2	23	11	39
Part-time	Permanent							
Full-time	Fixed-term					1		1
Part-time	Fixed-term							
N/A	Casual							

Question 6
How many employees were on primary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent			3		14	1	18
Part-time	Permanent							
Full-time	Fixed-term							
Part-time	Fixed-term							
N/A	Casual							

Question 7
How many employees were on secondary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent				4		7	11
Part-time	Permanent							
Full-time	Fixed-term							
Part-time	Fixed-term							
N/A	Casual							

Question 8
How many employees ceased employment before returning to work from parental leave (regardless of when the leave commenced)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent							
Part-time	Permanent							
Full-time	Fixed-term							
Part-time	Fixed-term							
N/A	Casual							

* Total employees includes Non-binary