



Australian Government



Workplace  
Gender Equality  
Agency

# Employer Public Report

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### Submitted By:

Cooperatieve Rabobank U.A. 70003917655



## 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.

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

Yes

Policy; Strategy

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#### 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

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

Yes

Policy; Strategy

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

Gender identity; Aboriginal and/or Torres Strait Islander background; Cultural and/or language background; Disability and/or accessibility; Other

**Provide details:** LGBTQIA+

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

Yes

Reduce the organisation-wide gender pay gap; Increase the number of women in management positions; To have a gender balanced governing body (at least 40% men and 40% women); Other

**Other:** Maintain pay equity on a like for like basis



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

In our Inclusion, Equity and Belonging (IEB) Strategy, one of our priorities is to support gender equity through targeted initiatives to increase female representation in senior management and to maintain pay parity. In February 2025, we published our 2024-2025 Gender Equity Action Plan on the WGEA website alongside our WGEA reported Gender Pay Gap, with a focus on increasing female representation in senior management roles, building a gender – balanced leadership pipeline, supporting gender pay equity, reviewing HR policies and processes to drive greater equity and reduce bias, increasing awareness and removing barriers to gender equity and fostering a safe, inclusive and respectful workplace. Each year we set targets to increase the representation of women in senior management roles and maintain pay parity on a like for like role basis. Progress against these targets is reported as part of our quarterly metrics to the Board, and annual performance scorecards for our organisation. Our local policies also support gender equity by providing a framework to support a safe, inclusive and respectful workplace. Our Local Policy on Inclusion, Equity and Belonging governs all aspects of employment , including recruitment, selection, compensation, performance management, access to benefits and learning, promotion, and employee exit. It covers advancement opportunities being available to all employees through established pathways, based on performance, capability, diversity, potential and skill. Our Local Policy on Remuneration ensures our remuneration framework promotes the equal treatment of employees, and covers the consideration of gender pay equity in remuneration decision-making.



# 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:** Cooperatieve Rabobank U.A.

#### 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?

Rabobank (Australia Branch) makes employees available to Rabobank Australia Limited (RBAL) under a service agreement and RBAL is governed by a 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	1
Members (excluding chairs)	2	3

#### 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:** Policy

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

Selection process for governing body members; Succession planning for the governing body; Gender diversity and inclusion



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

Yes

Enter maximum length of term in years. If the term limit does not relate to a full year, record the part year as a decimal amount.

**For the Chair:** 12

**For the Members:** 12

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

Yes, a target has been set to maintain the existing representation of women on this governing body

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

Yes

Gender identity; Other

**Provide Details:** Overall diversity

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

The RBAL Board Charter includes an objective to maintain approximately 40 percent female membership, 40 percent male membership and 20 percent any gender that holds the relevant skills/experience. As at 1 April 2025, the RBAL Board returned to 42% female representation with the appointment of a new Board member to address a vacancy. Regarding term limits, the Chair must be an independent director and all independent directors have a maximum term of 12 years. Non-independent directors have no limit on their tenure, however, the RBAL Board performance, and the performance of directors, is reviewed annually.



# 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.

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### 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

Policy; Strategy

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#### 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 implement and/or maintain a transparent and rigorous performance assessment process; Other (provide details)

**Other:** A specific Fixed Remuneration budget was allocated to address gender pay equity issues, particularly to address pay parity for like for like roles or to address outliers that are significantly below the median from an external benchmarking perspective.

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

Yes

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

Like-for-like pay gaps analysis which compares the same or similar roles of equal or comparable value to identify unequal pay; A by-level gap analysis which compares the difference between women's and men's average pay within the same employee category; Overall gender pay gap analysis to identify the difference between women's and men's average pay and gender composition across the whole organisation; A comprehensive gender pay gap analysis, looking at base salary and total remuneration, workforce composition, talent acquisition and employee movements

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



Within the last 12 months

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

Yes

Created a pay equity strategy or gender equality action plan; Corrected instances of unequal pay; Identified cause/s of the gaps; Reviewed remuneration decision-making processes; 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; Developed a strategy to address workforce composition issues – e.g. attracting more underrepresented gender into specific higher-paying roles

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

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**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.**

We continued our practice of having a separate remuneration budget to target gender pay gaps for like for like roles as part of the annual Compensation Review process. Rabobank will continue its focus on gender pay equity, including through our Gender Equity Action Plan 2024-2025.



# 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.

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

Yes

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#### 2.4a How did you consult employees?

Employee experience survey; Consultative committee or group; Focus groups; Exit interviews; Other

**Other:** Through our women's leadership program and alumni

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#### 2.4b Who did you consult?

ALL staff Human resources managers; Management; Employee representative group(s)

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### 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

Policy; Strategy

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### 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.

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

Yes

Policy; Strategy

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

Flexible working is promoted throughout the organisation; 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; All employees are surveyed on whether they have sufficient flexibility; Other

**Provide Details:** Our Rabo@Anywhere approach to hybrid working aims to support our employees to work remotely, or from a Rabobank branch/office, when it makes sense to do so and in a way that works for the individual, the team, and Rabobank.

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### 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	Yes	Yes
Hybrid working (regular days worked from home and in office)	Yes	Yes
Working fully remote (no regular days worked in office)	No	No
Reduced hours or part-time work	Yes	Yes
Job sharing arrangements	Yes	Yes
Purchased leave	Yes	Yes
Unpaid leave	Yes	Yes
Flexible scheduling, rostering or switching of shifts	No	No

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### 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, <sup>11</sup>recognising 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.

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### 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

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#### Do you provide employer-funded paid parental leave for:

Primary: Yes      Secondary: Yes

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

Primary: All, regardless of gender

Secondary: All, regardless of gender

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

Primary: Birth; Adoption; Surrogacy; Stillbirth; Fostering

Secondary: Birth; Adoption; Surrogacy; Stillbirth; Fostering

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

Primary: Paying the employee's full salary

Secondary: Paying the employee's full salary

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



**Primary:**

**Lowest entitlement: 14**

**Highest entitlement:**

**Secondary:**

**Lowest entitlement: 4**

**Highest entitlement:**

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

**Primary:** Permanent employees

**Secondary:** Permanent employees

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**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

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**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

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**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



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**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); Yes, on unpaid parental leave

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**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.**

Our Parental Leave policy is inclusive, applies to all types of families and covers birth, adoption, fostering, surrogacy and/or stillbirth. Our policy also provides special leave for pregnancy loss. Our Parental Leave policy includes options to take paid leave at full or half pay (i.e., 14 weeks at full pay or 28 weeks at half pay for primary carers) and there is no eligibility period of continuous service for permanent employees. Our policy also provides a \$1,500 bonus paid upon return to work for primary carers. In addition, superannuation contributions are paid on unpaid Parental Leave for up to 38 weeks for the primary carer, to mitigate any gap in superannuation as a result of taking that period of unpaid parental leave, subject to an employee's return to work. While on parental leave, employees are reviewed as part of the annual compensation review exercise.



# 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; Extended carers leave and/or compassionate leave

### 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	No
Referral services to support employees with family and/ or caring responsibilities	Yes
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	No
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)	Yes



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)	Yes
On-site childcare	No
Employer subsidised childcare	No
Parenting workshop	No
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



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**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.

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### 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; Strategy

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

A grievance process; 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; Processes relating to the use of non-disclosure or confidentiality agreements; Expected standard of behaviour is clearly outlined and included in recruitment and performance management processes; Guidelines for human resources or other designated responding staff on confidentiality and privacy; Sexual harassment risk management and how control measures will be monitored, implemented and reviewed; Process for development and review of the policy, including consultation with employees, unions or industry groups ; 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; The frequency and nature of reporting to the governing body and management on sexual harassment; Manager and non-manager training on respectful workplace conduct and sexual harassment; Other

**Provide Details:** Respect@Work Prevention & Response Plan

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#### 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	Yes
By the CEO (or equivalent)	Yes

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### 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
All managers	Yes	No	Yes	No
All non-managers	Yes	No	Yes	No
The Governing Body	No		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; The drivers and contributing factors of sexual harassment; 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; The diverse experiences of sexual harassment and the needs of different people, including women, LGBTIQ+ workers, culturally diverse workers and workers with a disability.; Trauma-informed management and response to disclosures

### 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

Yes

;Other

**Provide Details:** The annual Board/Board Committee cycle has agenda items focused on Prevention, Conduct and Consequences, Culture, Inclusion, Equity & Belonging and People. Our Harassment, Bullying and Discrimination Policy was Board approved.

#### 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



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#### **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; Identification, assessment and control measures in place to manage the risk of vicarious trauma to responding staff

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

Make workplace adjustments; Change or develop new control measures; Train people managers in prevention of sexual harassment; Train identified contact officers; Train staff on mitigation and control measures

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

Trained, trauma-informed support staff/contact officers; Confidential external counselling (E.g. EAP); Information provided to all employees on external support services available; Union/worker representative support throughout the disclosure process and response; Reasonable adjustments to work conditions; Other (Please specify)

**Provide Details:** Rabobank has partnered with Ombpoint, a confidential external coaching service for employees seeking guidance on concerns in the workplace. This service compliments our other support channels such as our EAP, Speak Up/Whistleblowing avenues and HR

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#### **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 anonymously; Process for workers to identify and disclose potential risks of sexual harassment, without a specific incident occurring



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**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; Outcomes of investigations

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

**Governing body**

Yes

Multiple times per year

**CEO or equivalent**

Yes

Multiple times per year

**Key Management Personnel**

Yes

Multiple times per year

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

Identified risks of workplace sexual harassment; Prevalence of workplace sexual harassment; Organisational action to prevent and respond to sexual harassment; Outcome of reports of sexual harassment; Consequences for perpetrators of sexual harassment; Effectiveness of response to reports of sexual harassment; Performance against the seven standards outlined by the Australian Human Rights Commission for complying with the positive duty; Other

**Please Specify:** We report quarterly to our Board on conduct matters and consequences.

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**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	Yes
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	Yes
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?**

Yes

**Is it unlimited?**

No

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

Yes

**How many days of unpaid domestic violence leave?**

10

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

Rabobank is committed to supporting our employees and offers paid Family and Domestic Violence Leave and may offer additional paid and unpaid leave with discretion and based on individual circumstances.



## Public Report - Employee data tables

**Program:** 2024 - 25 Gender Equality Reporting

**Employer:** Cooperatieve Rabobank U.A.

**Employee count:** 1,313

**Primary industry:** 6221 - Banking

**Relevant employer:** Yes

**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	173	236	0	0	409
	Full-time contract	5	3	0	0	8
	Part-time permanent	15	3	0	0	18
Professionals	Full-time permanent	328	328	4	5	656
	Full-time contract	18	13	0	0	31
	Part-time permanent	72	5	0	0	77
	Part-time contract	2	0	0	0	2
	Casual	0	1	0	0	1
Clerical And Administrative Workers	Full-time permanent	55	47	0	0	102
	Full-time contract	1	1	0	0	2
	Part-time permanent	5	1	0	0	6
	Casual	1	0	0	0	1

\* 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	7	4	0	0	11
GM	Full-time permanent	3	10	0	0	13
SM	Full-time permanent	21	47	0	0	68
	Part-time permanent	1	1	0	0	2
OM	Full-time permanent	142	175	0	0	317
	Full-time contract	5	3	0	0	8
	Part-time permanent	14	2	0	0	16

\* 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	0	1	15	16	42	47	121
Part-time	Permanent	0	0	1	2	6	1	10
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	casual	0	0	0	0	0	0	0

**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			4	5			9
Part-time	Permanent			0	1			1
Full-time	Fixed-term			0	0			0
Part-time	Fixed-term			0	0			0
N/A	casual			0	0			0

**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	0	1	9	8	22	20	60
Part-time	Permanent	0	0	0	2	2	0	4
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	casual	0	0	0	0	0	0	0

**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	0	0	14	18	46	45	123
Part-time	Permanent	0	0	1	0	1	0	2
Full-time	Fixed-term	0	0	3	3	21	14	41
Part-time	Fixed-term	0	0	0	0	2	0	2
N/A	casual	0	0	0	0	1	1	2

\* 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	0	0	10	18	32	37	97
Part-time	Permanent	0	0	2	0	7	1	10
Full-time	Fixed-term	0	0	1	1	12	7	21
Part-time	Fixed-term	0	0	0	0	1	0	1
N/A	casual	0	0	0	0	2	0	2

**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	0	0	20	6	36	6	68
Part-time	Permanent	0	0	2	0	20	0	22
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	casual	0	0	0	0	0	0	0

**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	0	0	0	6	0	20	26
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	casual	0	0	0	0	0	0	0

**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	0	0	0	0	2	0	2
Part-time	Permanent	0	0	0	0	3	0	3
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	casual							

\* Total employees includes Non-binary