

**HOUSE OF REPRESENTATIVES STANDING COMMITTEE ON ECONOMICS
REVIEW OF THE FOUR MAJOR BANKS AND OTHER FINANCIAL INSTITUTIONS**

CBA103QON: Ms MURPHY: I have some questions that also go to the area of employment, but terms of employment. I know that the bank does engage some staff through labour hire, and I'm wondering if you're able to give an explanation of perhaps where labour hire is used or, more importantly, where it's not used by the bank and why that would be.

Mr Comyn: I'm happy to try to answer that, and David, by all means, can add to it. I would say labour hire, per se, rarely. It typically tends to be in areas where we feel very underresourced at a particular point in time. It could be a project; it could be an operational issue. It's almost always to augment recruitment activities that are underway. I couldn't give you an exact number, but it would be a very small proportion of our total employee base, the vast majority of whom are permanent, either full time or part time. We do have a small number of contractors and I think an even smaller number that would come through labour hire; it tends to be intermittent. Often, provided it's permissible with whoever is doing it, we also sometimes use that as a way to recruit directly from those people. I've certainly seen examples in operational areas where—COVID might be an example—there are dramatic changes in, as you would expect, customer engagement and preferences. Obviously there were very small numbers of customers coming into the branches. We had a huge response in terms of numbers of calls. We were trying to make a lot of outbound calls to engage with people on financial assistance. We had more than a thousand people—I don't even think we added labour hire in that particular area, but I'm happy to double-check and take the question on notice. We had more than a thousand people—I don't even think we added labour hire in that particular area, but I'm happy to double-check and take the question on notice.

Answer: Commonwealth Bank uses labour hire in limited circumstances. As at 30 September 2021, there were 2,436 Full Time Equivalent (FTE) positions employed under such arrangements. Our workforce profile is detailed below:

Employment type	Head count	FTE
Permanent employee	42,274	38,639
International assignment employee	14	14
Internship employee	2	2
Fixed term contract employee	1,177	1,091
Casual employee	339	164
Third party contingent labour	2,442	2,436
<i>Total</i>	<i>46,248</i>	<i>42,346</i>