

2019 ANNUAL REPORT



CATHOLIC EDUCATION
DIOCESE OF PARRAMATTA



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ABOUT CATHOLIC EDUCATION DIOCESE OF PARRAMATTA

Located in the heart of Western Sydney and in one of the fastest growing areas of New South Wales, Catholic Education Diocese of Parramatta (CEDP) serves 80 vibrant and dynamic school communities that stretch from Dundas Valley east of Parramatta, north to Richmond, west to Katoomba and south to Luddenham.

There are 58 primary schools and 22 secondary schools, five Catholic Early Learning Centres and 27 Catholic Out of School Hours Care Centres including two new services opening at Springwood and Lawson in January.

There are more than 43,000 students and almost 5,000 staff. The Diocese is committed to responding to the needs of all students in a world that is changing rapidly.

Parish and school communities work together to provide faith-filled, welcoming and caring environments that nurture young people to grow in learning and faith. A leader in Vocational Education and Training including through CathWest Innovation College, Catholic Education Diocese of Parramatta was named 2019 Small Provider of the Year at the Australian Training Awards.

Under the pastoral leadership of the Bishop of Parramatta, the Most Reverend Vincent Long Van Nguyen OFM Conv, students and staff are encouraged to reach out to those most in need.

system direction

OUR PURPOSE

Catholic education is a work of love, for the full human development of students, grounded in the person of Jesus Christ and at the service of society. All staff share in the evangelising mission of the Church as they work to bring about a synthesis of faith, life and culture in their communities.

The system of schools in the Diocese of Parramatta is a work of the Church, under the leadership of our Bishop and in collaboration with priests, parents, students and staff, to realise the mission of bringing the person of Jesus Christ into the lives of the young people in our care and their families.

INTENT

Within a Catholic faith community, our intent is to transform the learning of each student and the professional lives for staff, so that learning outcomes improve.

Catholic Education Diocese of Parramatta promotes the work of the Church, the formation of the individual and the good of society through learning.

Learning is improved more by quality teaching than any other school-based factor. Learning together builds the capacity of teachers and directly contributes to improving their professional working lives.

CEDP's five priorities for the 2016-2019 period are:

1. Forming committed disciples
2. Focusing learning and teaching to meet the needs of all students
3. Building capacity to use data to inform teaching and system decision-making
4. Developing new ways to partner with parents and families
5. Developing innovative learning environments.

CATHOLIC EDUCATION DIOCESE OF PARRAMATTA (CEDP) GOVERNANCE

CEDP is committed to following standards of good corporate governance and business practices that are appropriate for its size, charity purpose and organisation's intent. It is also committed to complying with Australian laws and all requirements for its operations. CEDP's governance structure sets out the decision-making and accountability processes relating to particular roles in the organisation.

In conjunction with its Charter of Delegations, the governance structure supports the respective authority, role and responsibilities of all positions relating to the management of schools and the system.





OUR INTENT IS TO
TRANSFORM THE
LEARNING OF EACH
STUDENT



CEDP EXECUTIVE TEAM

The Executive Director has a team of Directors to assist in the governance and oversight of CEDP. The Executive Team is responsible for the development and execution of the CEDP system strategy in relation to:

- Mission and Purpose (Our Catholic Narrative)
- Strategic Intent
- Alignment
- Stewardship and Accountability

The responsibilities of the Directors through the Executive Team meetings are set out in the Executive Team Charter. The performance of the Executive Team is regularly reviewed via self-assessment.

The Executive Team Governance Meetings are the primary channel for strategic decision-making and governance of the organisation and are held three to four times a term. Weekly meetings are also held to ensure open and constant discussion, consistency on operational matters and dealing promptly with pressing issues.

The Executive Team comprises seven Directors: Executive Director, Deputy Executive Director and Director Learning, Director Enterprise, Director Mission, two Directors Performance and Director Data Intelligence. The work of the Executive Team is supported by the Office of the Executive Director.

CEDP Directors, Heads, Chiefs, Learning Leaders, Senior Managers and school Principals participate in eight system leadership meetings each year as well as in four full-day strategic meetings and a two-day system leadership experience. These meetings provide opportunities for collaborative engagement between CEDP and school leaders.

In addition to regular Executive Team Meetings, each individual Director meets regularly with the Executive Director.

CEDP SCHOOLS COUNCIL

The CEDP Schools Council (The Council) is an advisory body that supports the strategic work of CEDP and provides advice to the Bishop of Parramatta on matters of Mission, Learning and Enterprise for CEDP.

The priorities of The Council are the Catholic mission and identity of CEDP schools, provisioning of Catholic schooling in the Diocese and growing enrolments, contemporary and relevant learning frameworks, financial performance, financial provisioning, enterprise risk management, performance, and accountability of schools and the System.



The voting members of The Council in 2019 included:

- the Bishop of Parramatta (ex officio)
- the Episcopal Vicar for Education and Formation (Chair)
- the Executive Director Catholic Education Diocese of Parramatta (ex officio)
- 8 additional members.

The Council membership reflects expertise in diverse areas including education, commerce and mission. Subject matter experts may attend meetings to provide detailed knowledge in specific areas. The Council meets a minimum of four to a maximum of five times a year.



The work of The Council is supported by three subcommittees - Mission, Learning and Enterprise.

Subcommittee members include independent and CEDP representatives with a variety of skills. Each representative provides expertise and an understanding of the issues discussed. Subcommittees also meet a minimum of four times a year. Members of The Council and subcommittees are appointed for a term of three years, with a maximum of two consecutive terms.



Message from

THE BISHOP OF PARRAMATTA

Dear Friends

Another year has passed and I am happy to thank God for the wonderful ministry of Catholic education in the Diocese of Parramatta in 2019.

God in Christ summons Australian Catholics to live and relate to each other in a way that is different to the kind of ruthless, competitive, inhumane, dog-eat-dog, survival of the fittest economy that we are being seduced into.

We Catholic educators are especially called to practise an ethic of concern, care, support for one another, so that no one is excluded from the table or left behind.

Today, supported by our wonderful Catholic Education Office in Parramatta, our educational endeavours maintain a strong commitment to professional development, especially in respect of the mission, identity and ethos of Catholic school. We have much to be proud of. But as we look forward, let's not rest on our laurels.

Catholic education is not meant to be a numbers game. It is our substance, and not our size, that makes the difference.

It is not a time for cynicism or nostalgia. It is a time for deepening of commitment, of grounding in our core values.

May Catholic schools continue to flourish in our multicultural diocese.

And above all, let's go forward with imagination and courage, ensuring that our educational mission towards the disadvantaged in the community is met with the passion of the Gospel.

Bishop Vincent Long OFM Conv
Bishop of Parramatta





Message from

THE EXECUTIVE TEAM

The work of Catholic Education Diocese of Parramatta is to bring the person of Jesus Christ to students and staff. The Gospel calls us to be counter cultural and to serve those at the margins. Therefore, our work is all about transforming the learning and the lives of students in our care. It is a shared responsibility for all involved and has shaped our system agenda for 2019.

The school year was launched on 25 January with our System Leaders Day. More than 500 school and office leaders gathered to set the learning and leading agenda for the year, be inspired and share ideas. This annual event is also an opportunity to look forward and backward, assess what we have learned in the year past, and consider what we can do better for our students and their families.

The release of the document Transformation Learning at the System Leaders' Day acknowledges this focus. Drawing on the research of leading education thinkers and research, it offers a platform for discussion on transforming learning and teaching in our schools from early education to post-school opportunities. This document continues to guide the work of teachers and leaders which is built on the curiosity and passions of our students and has clear connections to real life and world challenges.

The day also featured addresses by Vicar General for Education and Formation Fr Christopher de Souza, acclaimed journalist and presenter Stan Grant and presentations that drew attention to issues of equity and disadvantage in our schools. Ensuring that all staff understand and are able to respond to the needs of Aboriginal and Torres Strait Islander students was a key focus.

Revitalising and renewing the Religious Education curriculum was also a major priority in 2019. The Draft New Curriculum is the result of engagement with students, their families, teachers, leaders and pastors. While it will have a focus on building connections to real life and world challenges, it remains faithful to our rich and dynamic Catholic faith. The expectation is that the draft curriculum will be launched in 2020.



Throughout 2019, CEDP continued to build the capacity of its infrastructure and enterprise platforms to support the work of teachers and school leaders. This included significant enhancements in IT capacity and planning for a new Human Resources and Enterprise Content Management system. Work also continued on school provisioning to meet emerging enrolment demand and to upgrade existing schools. CathWest Innovation College, with campuses in Emu Plains and Mt Druitt, is set to open at the beginning of 2020. McCarthy Catholic College Emu Plains was also recast as Penola Catholic College. Santa Sophia Catholic College and St Luke's Catholic College continued their strong enrolment growth.

In September, CEDP announced a partnership between the Sacred Heart Parish and the four Westmead Catholic schools - Sacred Heart Primary, Mother Teresa Primary, Catherine MacAuley and Parramatta Marist High School - to be known as the Westmead Catholic Community. This unique project will see the creation of the learning community including an Early Learning Centre and primary and secondary schools as well as a new Church and parish facilities located at Darcy Road Westmead. Development applications for the project are scheduled to be lodged in early 2020.

Catholic Education Diocese of Parramatta's receipt of the Small Provider of the Year award at the 2019 Australian Training Awards was a major system achievement and recognised the high quality of Vocational Education and Training provision in the Diocese. It was also awarded the Parramatta Chamber of Commerce Patron's Choice Award for Excellence in Work Health & Safety at the 2019 Western Sydney Awards for Business Excellence (WSABE).

We thank everyone who has contributed to the mission of Catholic education in the Diocese of Parramatta during 2019.

Catholic Education Diocese of Parramatta
on behalf of the CEDP Executive Team

mission

A BOLD NEW APPROACH TO RELIGIOUS EDUCATION

What if a new look Religious Education (RE) curriculum was turned on its head whereby the questions and challenges of our young people were the driving force for learning? Our schools recognise that if learning does not deal directly with contemporary life in a systematic and challenging way, students become disengaged. RE must speak to our students' lives and what they perceive as the big issues of the day.

Catholic Education Diocese of Parramatta began its reconceptualisation of RE by asking Kindergarten to 12 students what were the questions they grappled with in life and in faith. Some examples of the more than 5,000 questions that were received included personal concerns ("Why do people hurt each other?"), faith wonderings ("Why do we need to pray?"), a focus on the Catholic Church ("What is the future of the Church while there are declining numbers?") and religion in general ("What is the purpose of religion in a secular society?").

What was very clear was that our students think deeply about their lives and the issues of our time. Their questions then became the foundation for the initial framework to complete a relevant and contemporary draft RE Curriculum. This framework was built on four key ideas:

1. A student-centred approach which values students' wonderings and questions.
2. Presenting our rich and living Catholic tradition to a new generation.
3. Learning which is built on the curiosity and passions of our students and has clear connections to real life and world challenges.
4. Deep learning which ensures that students are provided with quality time for reflection and transferable knowledge and skills.

This learning journey, built on our students' powerful questions and wonderings, has produced an innovative draft RE Curriculum which is now ready for trial and refinement by our school communities. There will continue to be opportunities for our families and Church leaders to provide input and advice to ensure powerful learning.

Teachers making a difference: FIAT

FIAT stands for 'Faith in Action Team' and it is essentially a small group of teachers who work together to offer voluntary formation experiences (head, heart and hands) for students within their school community. 'Fiat' also refers to the mother of Jesus, Mary's, yes to God. Religious Education continues to be an opportunity to form the 'head, heart and hands' of our present and future students.

The program began in 2017 as part of the ACYF (Australian Catholic Youth Festival) in Sydney and expanded in 2018 for the Year of Youth with primary schools joining. In 2019,



FIAT continued to grow with additional schools joining the network. We now have more than 34 schools involving over 100 teachers engaging thousands of students.

The CEDP Mission team, in partnership with Lasallian Youth Ministry and Catholic Youth Parramatta (CYP), provided expanded formation, professional learning and networking opportunities in 2019 as well as a FIAT planning guide for teachers and an online resource hub.

Local 'grassroots' FIAT initiatives grew such as St Thomas Aquinas Primary hosting an event for over 100 Stage 3 students featuring live music, testimony, prayer and games led by teachers and students who had returned from WYD19 (World Youth Day) in Panama.

FIAT also continues to build connections across Church agencies. 2019 LIFTED events, co-designed with CYP for FIAT primary and secondary students, were attended by over 600 students. A number of FIAT teachers were WYD19 small group leaders and many more were involved in the Australian Catholic Youth Festival in Perth in December. Eight FIAT teachers participated in an immersion with school and Church communities in Timor Leste, sharing their learning with their school communities.

A FIAT Steering Committee was founded in 2019 to offer feedback and advice to the CEDP Mission team made up of FIAT teachers, continuing to build a spirit of collaboration. FIAT teacher feedback has been very positive as this initiative continues to grow. For example, Anna Lopeti from Emmaus College stated that "FIAT has helped reignite my passion for serving young people in faith."





learning

CONNECTING STUDENTS TO NEW LEARNING OPPORTUNITIES USING TECHNOLOGY

The Catholic Education Diocese of Parramatta (CEDP) Virtual School program was implemented in 2019 to support St Agnes Catholic High School Rooty Hill and St Clare's Catholic High School Hassall Grove as they welcomed their first senior students. The primary aim was to provide opportunities for students from both schools to have equitable access to small candidature courses that may not be available due to constraints in staffing and resourcing these courses. Three courses were identified and teachers with Stage 6 expertise and capability to design and deliver instruction in a blended learning environment were engaged. A decision was made to expand enrolment opportunities to other CEDP schools. As a result, students from three schools enrolled in these blended courses in 2019.

In 2020, the program will grow to support students from ten secondary schools and the courses will increase from three to six. Furthermore, the CEDP Virtual School has pioneered the integration of the Zoom instructional software for delivering real-time learning and Canvas as the Learning Management System (LMS) to deliver on-demand learning.



Bishop Vincent Long Van Nguyen OFM Conv, Bishop of Parramatta, challenges us to be “counter-cultural, radically inclusive and serve those at the margins”. Virtual School reimagines learning and teaching for today’s world and today’s learners. Our mission is to address the diverse needs of our students in affording them with personalised and equitable access to Stage 6 learning opportunities that are not available in their home school.

The stewardship of the resources within the CEDP Virtual school is owned by all schools within the system and is an opportunity to leverage the educational capital of the system to provide equitable opportunities to all students.

CEDP NAMED SMALL PROVIDER OF THE YEAR AT THE AUSTRALIAN TRAINING AWARDS

On Thursday 21 November 2019, Catholic Education Diocese of Parramatta won the award for Small Provider of the Year at the Australian Training Awards. With 22 secondary schools across Western Sydney, local Catholic schools make a significant contribution to skilling Sydney’s future workforce.

The award is recognition of the difference quality VET opportunities make to the lives and learning of young people in Western Sydney.

A large range of VET courses from traditional trades to professional skills such as financial and business services are available in CEDP schools. Strong relationships with local employers provide students with great opportunities to apply their learning in real-world work settings.

CEDP also has two Catholic Trade Training Centres in Emu Plains and Mount Druitt. From 2020, these facilities will become part of CathWest Innovation College. Building on the achievements of both Trade Training Colleges as well as Loyola Senior High, CathWest will offer exciting new options for students in Years 10, 11 and 12.



PERFORMANCE

FIRST SENIOR STUDENTS WELCOMED AT ST CLARE'S AND ST AGNES CATHOLIC HIGH SCHOOLS

In 2019, students at St Agnes Catholic High School Rooty Hill and St Clare's Catholic High School Hassall Grove were able to continue their HSC studies as both schools enrolled their first senior students. This decision was driven by the aspirations CEDP shares with local families for the young people of Western Sydney. In preparation for the change, both schools explored a leadership structure that was responsive to the changing nature of education. This provided leadership that is across curriculum areas and promotes strong connections between student wellbeing and learning.

In order to provide professional learning for staff in teaching subjects at a senior level, experienced mentors were engaged to work with the teachers in both schools. As they embarked on teaching senior subjects, collaboration occurred not only in programming but in assessment. This collaboration between the schools was maintained throughout 2019 and will continue in 2020.

SUPPORTING LEARNING GROWTH FOR ALL STUDENTS

NAPLAN

NAPLAN is one of many sources of valuable information to schools about student learning growth. Schools use what they learn through this process to adapt the teaching strategies to better support students to develop as learners.

As there were mixed results for primary (Years 3 and 5) and secondary schools (Years 7 and 9) in reading, writing and numeracy in the 2019 NAPLAN, this resulted in significant interventions at a school level to provide appropriate support through a personalised approach to student learning.

The strongest area across primary and secondary in all years was writing where results were above the NSW State results and were trending further upwards. These results reflected a concerted effort by both primary and secondary schools to improve writing skills.

Reading in Years 3 and 5 continued to perform well above the State of NSW. Year 7 results were below the NSW mean but trending upwards to close the gap and Year 9 results were above the State mean.

The results that were most problematic were those in numeracy. Whilst Year 3 numeracy results had been in line with the results of NSW, they trended down to below the State average. Year 5 results had been trending below the State in previous years and in 2019 trended even further below the State average.

Year 7 had previously trended below the State average but in 2019 the results trended upwards, closing the gap slightly.

Year 9 previously trended well below the results of the State average. This trend continued with some levelling off.

These NAPLAN results demonstrate an enquiry into reading between Year 5 and Year 7 as well as an enquiry into how to improve numeracy in both primary and secondary schools.

HSC

A record 2,852 Catholic Education Diocese of Parramatta students received their Higher School Certificate in 2019. Though HSC success is just one measure of student achievement, graduates celebrated strong results across the board.

All CEDP secondary schools now offer the HSC with the decision to introduce senior studies at St Agnes Catholic High School and St Clare's Catholic High School for the first time in 2019. The increase in students studying for the HSC has also seen an increasing variety of subjects chosen from more than 80 courses offered either by their local school, Virtual School, community language schools and online distance education providers. Highlights for the Class of 2019 included:

- increase in number of All-Rounder awards (25 students achieved results in the top band possible for at least 10 units of HSC courses) - the highest number for the past 5 years
- increase in number of Top Achievers from 2018 (18 students achieved 24 awards in the top places in each course) including two students who gained First Place in Course and three students who achieved a place in more than one course
- increase in the number of students achieving the highest Band 6/E4 awards from 2018 (total 972)
- decrease in the numbers of students achieving results in the lowest bands - Bands 1 and 2 (6.7%) - the lowest since 2010.



As the information below shows, a number of schools achieved particularly strong results across a broad range of subject areas.

The following schools were **above the State mean in all English courses** in which students were enrolled:

- Caroline Chisholm College, Glenmore Park
- Catherine McAuley, Westmead
- Cerdon College, Merrylands
- Delany College, Granville
- Emmaus Catholic College, Kemps Creek
- Gilroy Catholic College, Castle Hill
- Parramatta Marist High School, Westmead
- St Patrick's Marist College, Dundas
- Xavier College, Llandilo

The following schools were **above the State mean in all Mathematics courses** in which students were enrolled:

- Catherine McAuley, Westmead
- Marian Catholic College, Kenthurst
- Parramatta Marist High School, Westmead
- St Patrick's Marist College, Dundas

The following schools **were above State mean in Biology, Chemistry and Physics:**

- Catherine McAuley, Westmead
- Gilroy Catholic College, Castle Hill
- Parramatta Marist High School, Westmead
- St Columba's Catholic College, Springwood

The following schools were **above State mean in both Studies of Religion I and II** where students were enrolled:

- Catherine McAuley, Westmead
- Cerdon College, Merrylands
- Parramatta Marist High School, Westmead
- St Patrick's Marist College, Dundas



enterprise

GROWING TO MEET THE NEEDS OF OUR COMMUNITIES

CEDP investment in new educational infrastructure makes a significant difference to the learning opportunities available to children and young people in Western Sydney and the Blue Mountains. Great progress was made in the planning of the new Santa Sophia Catholic College to be located at Box Hill. Additionally, the CathWest Innovation College (Loyola Campus) had a major refurbishment in readiness for contemporary learning for the beginning of the 2020 school year.

During 2019, CEDP undertook a School Asset Investment Prioritisation process. The needs of all 80 schools were carefully considered with a focus on whether facilities were fit for the purpose of contemporary learning and other equity measures. This process helped to determine where the greatest needs for refurbishment existed and the order in which capital should be invested. Five schools were identified in this process and business cases are now being evaluated. This work is in addition to the provisioning of new places and new schools to meet the needs of families across Western Sydney.

A STRONG CULTURE OF SUPPORTING OUR PEOPLE

With 5,000 employees across Western Sydney and the Blue Mountains, CEDP is taking a new approach to supporting staff. This significant investment offers opportunities for all our people to do their best work every day.

A contemporary Human Resources Information System will be implemented. Staff have been engaged in this process from the beginning to ensure an outcome that enables them to focus on learning and teaching. Key features of this new approach include supporting leaders to better manage and develop their teams and improved management of information for reporting and analysis. Staff will also enjoy easier access to their personal and professional data.

data intelligence

A SWITCHED-ON APPROACH TO SERVICE PROVISION

The Enterprise Service Desk (ESD) is a digital service centre for all Catholic Education Diocese of Parramatta staff. Implemented since 2017, the service desk has processed over 120,000 service requests, predominantly from schools, covering areas including finance, facilities, technology, work health and safety, and communication. The intended service goal of a service-oriented culture and consistency in service delivery is well on the way. This team of skilled, customer-focused staff 'triage' all school and office inquiries sent as emails, by raising tickets through the cloud-based platform, ServiceNow. The team categorise, prioritise and assign the issue to the specialist service area for resolution.

In 2020, ESD plans to enhance the ServiceNow application by adding the following features:

- **Self Service Portal** - users will be able to log their own service request at any time and track the progress of their requests.
- **Knowledge Portal** - a shared storage space with links to useful resources. Articles will be created to cover a range of queries from staff. The Knowledge Portal will also serve as a 'self-help' option for staff in resolving their queries.
- **Live Chat facility** - a feature that will allow users to have interactive assistance from the ESD team during business hours. Tickets can be created directly from the chat, with the dialogue copied to the ticket.

LISTENING TO OUR COMMUNITY TO IMPROVE OUR SERVICE

Tell Them From Me (TTFM) is a rigorous yearly process for seeking feedback from parents, teachers and students on a range of schooling and learning experiences. These include parental information and engagement, mission, teacher collaboration, teaching strategies, learning, and socio emotional outcomes such as student engagement, anxiety and wellbeing. These anonymous surveys align with our strong commitment to promoting student voice and wellbeing, enhancing parent engagement and strengthening teacher professional learning. Over 80 percent of primary students (above year 3), 76 percent of secondary students, 70% of teachers and 21% of parents responded to the survey in 2019. School and system leaders have used insights from the surveys to enhance learning and improve services provided by schools to their respective communities.

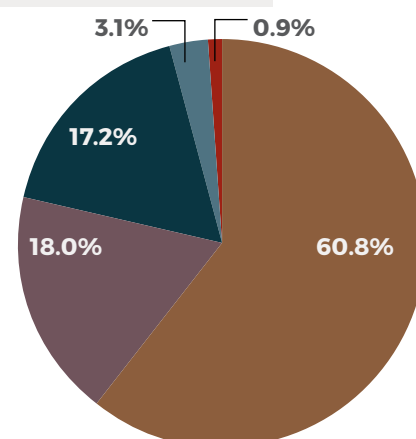
DETAILED STATEMENT OF REVENUE AND EXPENDITURE

CATHOLIC EDUCATION DIOCESE OF PARRAMATTA, 1 JANUARY 2019 TO 31 DECEMBER 2019

	\$'000
OPERATING REVENUE	
Commonwealth - General Recurrent Grants	404,334
State - General Recurrent Grants	114,127
Other Commonwealth & State Grants	6,078
Parent Fees	119,700
Investment Revenue	8,707
Other Revenue	11,753
TOTAL OPERATING REVENUE	664,699
OPERATING EXPENDITURE	
Salaries & Wages Costs	371,181
Salaries & Wages Oncosts (Super, LSL & W/Comp)	105,869
Depreciation	38,475
Administration & Doubtful Debts	29,448
Resources & ICT Expenses	53,418
Insurance & Staff Development	12,381
Facility Occupancy & Maintenance Expenses	24,389
TOTAL OPERATING EXPENDITURE	635,161
SURPLUS FROM OPERATIONS BEFORE CAPITAL	29,538

REVENUE \$664.7 MILLION

Commonwealth Recurrent Grants	\$404.3m	60.8%
State Recurrent Grants	\$114.1m	17.2%
Other Commonwealth & State Grants	\$6.1m	0.9%
Parents Fees	\$119.7m	18.0%
Other Sources of Income	\$20.5m	3.1%



	\$ '000
SCHOOL BUILDING PROGRAM	
CAPITAL REVENUE	
Commonwealth & State Capital Grants	4,457
Diocesan School Building Fund Net Revenue	19,335
Interest Subsidy	1,515
TOTAL CAPITAL REVENUE	25,307
CAPITAL EXPENDITURE AND REPAYMENTS	
Capital Expenditure	144,538
Interest Expense	2,004
Repayments of Borrowings	6,387
TOTAL CAPITAL EXPENDITURE AND REPAYMENTS	152,929
NET CAPITAL OUTFLOWS	127,623
OTHER CAPITAL EXPENDITURE	22,704
Net Surplus	52,841

EXPENDITURE \$635.2 MILLION

Salaries and Wages	\$477.1m	75.1%
Other Operating Expenses	\$158.1	24.9%

