

2015-16 public report form submitted by GrainCorp Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name ABN ANZSIC	GrainCorp Limited 60057186035 5301 Grain Storage Services
Organisation details	Trading name/s ASX code (if relevant) Postal address Organisation phone number	GrainCorp Limited GNC PO Box A268 SYDNEY SOUTH NSW 1235 AUSTRALIA (02) 9325 9100
Reporting structure	Ultimate parent Number of employees covered in this report submission Other organisations reported on in this report	GrainCorp Limited 2,044 Barrett Burston Malting Company Pty Ltd GrainCorp Commodity Management (Holdings) Pty Ltd GrainCorp Liquid Terminals Australia Pty Ltd Graincorp Oilseeds Pty Ltd GrainCorp Operations Limited Auscol Pty Ltd GrainCorp Commodity Management Pty Ltd Champion Liquid Feeds Pty Limited

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	1	8	9
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	6	22	28
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	0	4	4
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	4	9	13
		Full-time contract	0	0	0
		Part-time permanent	0	1	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	9	46	55
		Full-time contract	0	2	2
		Part-time permanent	5	1	6
		Part-time contract	1	0	1
		Casual	0	0	0
	-4	Full-time permanent	1	18	19
		Full-time contract	0	2	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Other managers	-2	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	11	22	33
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	1	0	1
		Casual	0	0	0
	-4	Full-time permanent	11	61	72
		Full-time contract	1	2	3
		Part-time permanent	1	1	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	5	49	54
		Full-time contract	0	1	1
		Part-time permanent	1	1	2
		Part-time contract	0	0	0
		Casual	0	1	1
	-6	Full-time permanent	6	58	64
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
Casual		1	1	2	
-7	Full-time permanent	1	0	1	
	Full-time contract	0	0	0	
	Part-time permanent	0	0	0	
	Part-time contract	0	0	0	
	Casual	0	0	0	
Grand total: all managers			67	314	381

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	89	131	1	0	0	0	221
	Full-time contract	9	17	0	1	0	0	27
	Part-time permanent	10	2	0	0	0	0	12
	Part-time contract	0	1	0	0	0	0	1
	Casual	1	0	0	0	0	0	1
Technicians and trade	Full-time permanent	26	262	0	0	0	6	294
	Full-time contract	3	14	0	0	0	6	23
	Part-time permanent	3	0	0	0	0	0	3
	Part-time contract	0	0	0	0	0	0	0
	Casual	14	14	0	0	0	1	29
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	83	45	0	0	0	1	129
	Full-time contract	6	5	0	0	0	0	11
	Part-time permanent	21	0	0	0	0	0	21
	Part-time contract	0	1	0	0	0	0	1
	Casual	2	1	0	0	0	0	3
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	28	503	0	0	1	2	534
	Full-time contract	5	10	0	0	0	2	17
	Part-time permanent	1	11	0	0	0	0	12
	Part-time contract	0	0	0	0	0	0	0
	Casual	64	257	0	0	0	2	323
Labourers	Full-time permanent	0	1	0	0	0	0	1
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		365	1,275	1	1	1	20	1,663

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.2 Retention?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.3 Performance management processes?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.4 Promotions?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.5 Talent identification/identification of high potentials?

- Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.6 Succession planning?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.7 Training and development?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.8 Resignations?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.10 Gender equality overall?

- Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

GrainCorp remains committed to building high performing teams which include employees from multiple backgrounds, with diverse mindsets and ways of thinking. To support this commitment and provide the framework for improved diversity (including gender diversity) and inclusion at GrainCorp, a number of strategies and policies were in place during the reporting period, of which the following were key:

1. GrainCorp's continuing Diversity & Inclusion strategy (revised in 2014) outlines GrainCorp's aim to build a diverse and inclusive organisation; establish a diverse representative leadership group and talent pipeline; and increase the use of flexible working arrangements.
2. GrainCorp's Equity and Diversity, and Preventing Harassment in the Workplace Policy which reinforces GrainCorp's commitment to ensuring that decisions in relation to recruitment, training, work allocation, remuneration, promotions and leave arrangements are fair and non-discriminatory.

In regards to specific people practices, we continued a number of ongoing activities which support our aim of improving the diversity within GrainCorp and further developing the inclusivity of our organisational culture. These activities include:

1. Recruitment - We ensure the delivery of best practice recruitment processes by monitoring the diversity in our recruitment cycle on a monthly basis across the number of female applicants, screened, shortlisted, interviewed and selected for roles. We specifically require female representation in shortlisted candidates for operational and senior management roles and request females to be shortlisted by external recruitment agencies. Where we engage an external recruitment agency, we evaluate their internal capability in regards to a range of aspects of diversity & inclusion - including policy, action plans, training, reporting and monitoring – initially and on an ongoing basis.
2. Performance management – GrainCorp's Performance Management Procedure provides a framework for ensuring fairness and transparency in the management and rating of employee performance. Mechanisms, such as the calibration process, limit the impact of any potential gender bias in the rating outcomes for individual employees.
3. Talent management (identification, retention, promotions, succession planning) – A number of mechanisms, such as the use of a behavioural framework and the calibration process, limit the impact of any potential gender bias in GrainCorp's talent identification process. We then invest in our identified talent through a number of leadership and talent development programs in which we target 50% female representation. For example, our global 'Emerging Leaders' – which aims to develop and retain the next generation of leaders – has a 44% female representation (up from 35% in 2014-15 reporting period). We continue to focus on the development of women in operational and leadership roles through individual development plans and mentoring. We also monitor the number of women in leadership roles as a percentage of overall leaders on an ongoing basis.

In March 2016, a diversity and inclusion session was held as part of the GrainCorp Leadership Group (GLG) conference and members of the GLG (approx. 100 leaders from across GrainCorp’s global business) were surveyed about how to drive better diversity and inclusion outcomes moving forward. Results of this survey are currently being analysed to support the development of a new D&I Strategy. During the GLG conference, CEO and Managing Director, Mark Palmquist, also declared his commitment to chair GrainCorp’s Diversity Committee. In May 2016, a new Diversity & Inclusion Manager has been appointed to:

- review our current position in regards to diversity and inclusion;
- develop and implement a D&I Strategy and action plan for FY17 (commencing October 2016) onwards and
- convene the Diversity Committee moving forward.

1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	11	45	57	100

1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

(‘Promotion’ means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

No cell should be left blank, please enter ‘0’ (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	5	21	11	14
Permanent/ongoing part-time employees	0	0	0	0
Fixed-term contract full-time employees	0	0	0	4
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	4	6

1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).

(‘Resigned’ refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

No cell should be left blank, please enter ‘0’ (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	5	14	17	45
Permanent/ongoing part-time employees	1	0	3	1
Fixed-term contract full-time employees	0	1	5	11
Fixed-term contract part-time employees	0	0	1	0
Casual employees	0	0	0	2

1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:

As reported in previous years, GrainCorp’s Executive Leadership Team are committed to driving improved diversity and inclusion (D&I) at GrainCorp. In support of this, D&I (including gender diversity) is a standing item on the People Remuneration and Nomination Committee’s (PRNC) agenda. Further, in March 2016, a diversity and inclusion session was held as part of the GrainCorp Leadership Group (GLG) conference and members of the GLG (approx. 100 leaders from across GrainCorp’s global business) were surveyed about how to drive better diversity and inclusion outcomes moving forward. Results of this survey are currently being analysed to support the development of a new D&I Strategy. During the GLG conference, CEO and Managing Director, Mark Palmquist, also declared his commitment to chair GrainCorp’s Diversity Committee. In May 2016, a new Diversity & Inclusion Manager has been appointed to:

- review our current position in regards to diversity and inclusion;
- develop and implement a D&I Strategy and action plan for FY17 (commencing October 2016); and
- convene the Diversity Committee moving forward.

In relation to the data provided for Q1.12, it should be noted: GrainCorp appoints a very large number of seasonal, casual staff to support our busy harvest period. For the purposes of this report, we have excluded these ‘harvest casuals’ for Q1.12. However, for the sake of inclusion and completeness, for the relevant reporting period, GrainCorp appointed 3 female and 7 male (total 10) casual managers and 720 female, 1061 male (total 1781) casual non-managers.

Gender equality indicator 2: Gender composition of governing bodies

2 Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”.) For the purposes of reporting under the Act, this question relates to the ultimate or ‘highest’ governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.

For private or publicly listed companies, you will have one or more directors or a board of directors.

For trusts, the trustee is the governing body/board.

For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.

For organisations whose governing body/board is the same as their parent entity’s governing body/board, it is still deemed to have a governing body/board.

- o For religious structures, you may have a canonical advisor, bishop or archbishop.
- o For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

2.1 Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation's governing body/board is the same as your parent entity's governing body/board, you will need to enter your organisation's name but the details of your parent entity's governing body/board in the table below.

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
01	GrainCorp	0	1	2	6	30	2018
02							
03							
04							
05							
06							
07							
08							
09							
10							
11							
12							
13							
14							
15							
16							
17							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30							

2.2 If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below:

- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Do not have control over governing body/board appointments (provide details why):

- Not a priority
- Other (provide details):

2.3 Do you have a formal selection policy and/or formal selection strategy for governing body/board members for ALL organisations covered in this report?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy

- No
- No, in place for some governing bodies/boards
- No, currently under development
- No, insufficient human resources staff
- No, do not have control over governing body/board appointments (provide details why):

- No, don't have expertise
- No, not a priority
- No, other (provide details):

2.4 Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).

Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are "Other executives/General managers"				
Equity partners who are "Senior managers"				
Equity partners who are "Other managers"				

2.5 Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:
We are pleased to advise that GrainCorp has 22% female representation on our Board. GrainCorp supports the need for increased female representation on public company boards, and in doing so, will continue to identify suitably qualified women for appointment to the GrainCorp Board to meet the 30% target by 2018.

Gender equality indicator 3: Equal remuneration between women and men

- 3 Do you have a formal policy and/or formal strategy on remuneration generally?
- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
 - No
 - No, currently under development
 - No, insufficient human resources staff
 - No, included in workplace agreement
 - No, don't have expertise
 - No, salaries set by awards or industrial agreements

- No, non-award employees paid market rate
- No, not a priority
- No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

- Yes (provide details in questions 3.2 and/or 3.3 below)
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees are paid market rate
- No, not a priority
- No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

- To achieve gender pay equity
- 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 pay 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
- Other (Please provide details in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:
In relation to remuneration, GrainCorp's governing principle is to remunerate employees at all levels fairly and responsibly. To support this, gender pay equity is monitored throughout the employment lifecycle at GrainCorp and is assessed through our recruitment and promotions processes as well as during the annual remuneration review. Gender pay equity has continued as a strategic priority in our continuing Diversity & Inclusion Strategy and we have continued to actively support a number of gender pay equity initiatives including, for example, women being eligible to receive fixed remuneration reviews, fixed remuneration awards, recognition of contribution, performance reviews and performance-based remuneration whilst on parental leave.

4 Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)

- Yes. When was the most recent gender remuneration gap analysis undertaken?
 - Within last 12 months
 - Within last 1-2 years
 - More than 2 years ago but less than 4 years ago
 - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)

- No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- No, non-award employees are paid market rate
- No, not a priority
- No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below:

- 4.1 Were any actions taken as a result of your gender remuneration gap analysis?
- Yes - please indicate what actions were taken (more than one option can be selected):
- Created a pay equity strategy or action plan
 - Identified cause/s of the gaps
 - Reviewed remuneration decision-making processes
 - Analysed commencement salaries by gender to ensure there are no pay gaps
 - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
 - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
 - Trained people-managers in addressing gender bias (including unconscious bias)
 - Set targets to reduce any like-for-like gaps
 - Set targets to reduce any organisation-wide gaps
 - Reported pay equity metrics (including gender pay gaps) to the governing body/board
 - Reported pay equity metrics (including gender pay gaps) to the executive
 - Reported pay equity metrics (including gender pay gaps) to all employees
 - Reported pay equity metrics (including gender pay gaps) externally
 - Corrected like-for-like gaps
 - Conducted a gender-based job evaluation process
 - Implemented other changes (provide details):
Highlighted at annual remuneration review where measures need to be taken to close the gap.
- No
- No unexplainable or unjustifiable gaps identified
 - No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, salaries set by awards or industrial agreements
 - No, non-award employees are paid market rate
 - No, unable to address cause/s of gaps (provide details why):
- No, not a priority
- No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below:

Gender pay equity continues to be a focus at GrainCorp and is monitored and addressed throughout the employment lifecycle. GrainCorp's remuneration is structured on fixed and variable pay framework. Fixed remuneration continues to be determined using an internationally recognised job evaluation methodology which does not differentiate between genders. Our reward strategy (variable pay) is modelled on a market based approach which again limits any potential gender bias. We differentiate total compensation based on relative performance of the organisation and individuals and link compensation awards to performance factors which include performance of GrainCorp as a whole, the relevant business unit and individual achievements. As such, GrainCorp's remuneration framework continues to ensure fairness and equity across the organisation for both genders.

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?
 Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):

By paying the gap between the employee's salary and the government's paid parental leave scheme

By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

As a lump sum payment (paid pre- or post- parental leave, or a combination)

- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the MINIMUM number of weeks of EMPLOYER FUNDED paid parental leave that is provided for primary carers.
8

Optional: If you wish to provide additional details on the eligibility period/s and the maximum number of paid parental leave offered to primary carers, please do so below:

5.1a What is the eligibility period for employees to access the MINIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MINIMUM amount - in months)?
12

5.1b If you offer different amounts of employer funded paid parental leave, what is the MAXIMUM number of weeks of employer funded paid parental leave that is provided for primary carers (in weeks)?

5.1c What is the eligibility period for employees to access the MAXIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MAXIMUM amount – in months)?

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for PRIMARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

You may enter a number that represents the actual percentage of employees, or round the number to the nearest 10th percentile, e.g. if 23.4% enter 20; if 45.7% enter 50).

	Primary carer's leave
Percentage:	80

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater (please go to 6.1)
- Yes, less than one week (please go to 6.2)
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

6.1 Please indicate the number of weeks of employer funded paid parental leave that is provided for secondary carers.

1

6.3 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for SECONDARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

Please enter a whole number that represents the percentage of employees to the nearest 10th percentile, (e.g. if 23.4% enter 20; if 45.7% enter 50).

	Secondary carer's leave
Percentage:	80

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?

No cell should be left blank, please enter '0' (zero) where there is no data.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	7	0	0	15
Non-managers	31	0	0	19

8 Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).

This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

No cell should be left blank, please enter '0' (zero) where there is no data.

	Female	Male
Managers	0	0
Non-managers	5	0

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

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, included in workplace agreement
 - No, don't have expertise
 - No, don't offer flexible arrangements
 - No, not a priority
 - No, other (provide details):

10 Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, included in workplace agreement
 - No, don't have expertise
 - No, not a priority
 - No, other (provide details):

11 Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?

- Yes
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, not a priority
 - No, other (provide details):

11.1 Please indicate what measures are in place and if they are available at all worksites (where only one worksite exists, for example a head-office, please select "Available at all worksites"):

- Employer subsidised childcare
 - Available at some worksites only
 - Available at all worksites
- On-site childcare
 - Available at some worksites only
 - Available at all worksites
- Breastfeeding facilities
 - Available at some worksites only
 - Available at all worksites
- Childcare referral services
 - Available at some worksites only
 - Available at all worksites
- Internal support networks for parents

- Available at some worksites only
- Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave).
 - Available at some worksites only
 - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
 - Available at some worksites only
 - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
 - Available at some worksites only
 - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
 - Available at some worksites only
 - Available at all worksites
- Support in securing school holiday care
 - Available at some worksites only
 - Available at all worksites
- Coaching for employees on returning to work from parental leave
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting mothers
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting fathers
 - Available at some worksites only
 - Available at all worksites
- None of the above, please complete question 11.2 below

11.2 Please provide details of any other non-leave based measures that are in place and whether they are available at all worksites.

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

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (please provide details):

GrainCorp provides all employees and their immediate family with access to an Employee Assistance Program (EAP) through PPC worldwide. The EAP is a free professional and confidential counselling service through which employees can access professional advice to help cope with work or personal issues. Counselling is available face-to-face or via telephone.

13 Other than a policy and/or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- Yes - please indicate the type of measures in place (more than one option can be selected):
 - Employee assistance program (including access to a psychologist, chaplain or counsellor)

- Training of key personnel
- A domestic violence clause is in an enterprise agreement or workplace agreement
- Workplace safety planning
- Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
- Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
- Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
- Access to unpaid leave
- Confidentiality of matters disclosed
- Referral of employees to appropriate domestic violence support services for expert advice
- Protection from any adverse action or discrimination based on the disclosure of domestic violence
- Flexible working arrangements
- Provide financial support (e.g. advance bonus payment or advanced pay)
- Offer change of office location
- Emergency accommodation assistance
- Access to medical services (e.g. doctor or nurse)
- Other (provide details):
GrainCorp provides all employees and their immediate family are eligible to use an Employee Assistance Program (EAP) through PPC worldwide. The EAP is a free professional and confidential counselling service through which employees can access professional advice to help cope with work or personal issues. Counselling is available face-to-face or via telephone.

- No
- No, currently under development
- No, insufficient human resources staff
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

GrainCorp recognises that our people have a range of priorities both within and outside the workplace, and that achieving a healthy balance is important. GrainCorp's Flexible Work Policy and Procedure demonstrate our commitment to providing employees with flexible working arrangements where possible. In addition to terms, conditions and practices outlined in Q14, we have additional practices in place to support flexible working arrangements, employees experiencing domestic violence and those with carers responsibilities which include:

- Core meeting hours between 10am and 4pm, Monday to Friday;
- Provision of up to 2 weeks unpaid leave, where an employee has exhausted their paid personal or carer's leave balance and is required to care for immediate family or household members;
- Extended parental leave of up to a further 52wks following the initial period (where reasonable);
- Leave without pay is available for special circumstances where employees have more than 12months continuing service; and
- Our Employee Assistance Program (EAP).

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Not a priority
- Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:

We continue to offer paid parental leave of 8 weeks on top of legislated requirements. In addition, we offer a return to work bonus of 6 weeks' pay. We also offer employees 8 weeks paid adoption leave, at the time of placement of the child. An employee seeking to adopt a child is entitled to up to two days unpaid leave, as required by the employee to attend any compulsory interviews or examinations necessary as part of the adoption process. Superannuation is also paid on all forms of paid parental leave. Our return to work rate for primary caregivers has been 87% during the reporting period which decreased from 96% (all female) in the 2014-15 reporting period and will be further investigated this year.

In regards to employees experiencing domestic violence, GrainCorp would, at a minimum, provide the employee unpaid leave. In addition, GrainCorp exercises discretion on a case-by-case basis in relation to providing access to other forms of leave including paid leave (such as annual leave and/or carer's leave).

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- No
- No, not needed (provide details why):
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):
Information sessions and consultation on matters relating to diversity and inclusion formed part both the GrainCorp Leadership Group (GLG) conference in March 2016 and the Malt Business Unit's Leadership Conference in October 2015.

15.2 Please indicate what categories of employees you consulted.

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

15.3 Should you wish to provide additional information on any of your responses under gender equality indicator 5, please do so below:

Ongoing consultation with the GrainCorp HR team aims to identify opportunities and risks relating to diversity and inclusion as well as informing strategy development, progress of initiatives and adherence to policies relating to Diversity & Inclusion. This process is informed by the consultation General Managers of HR and HR Business Partners undertake with leaders, managers and employees across the business through mechanisms such as leadership team meetings, one-on-one discussions, hiring and promotion processes, talent management discussions and exit interviews.

In March 2016, a diversity and inclusion session was held as part of the GrainCorp Leadership Group (GLG) conference and members of the GLG (approx. 100 leaders from across GrainCorp's global business) were surveyed about how to drive better diversity and inclusion outcomes moving forward. Results of this survey are currently being analysed to support the development of a new D&I Strategy for FY16 onwards. In October 2015, a diversity and inclusion session, "Diversity & Inclusion = Innovation", was included as part of the Malt Business Unit's leadership conference and provided the opportunity for leaders to provide feedback on our D&I strategy and supporting initiatives within the Malt business.

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy and/ or formal strategy on sex-based harassment and discrimination prevention?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise

- No, not a priority
- No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

- At induction
- At least annually
- Every one-to-two years
- Every three years or more
- Varies across business units
- Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below:

GrainCorp's Equity and Diversity, and Preventing Harassment in the Workplace Policy aims to prevent all forms of discrimination, harassment, bullying and victimisation in the workplace, including sex-based discrimination and harassment. This policy also aims to ensure that employees and managers are aware of their obligations, responsibilities and rights under law as well as outlining the complaint and grievance procedure.

All new employees (managers and non-managers) are required to complete an online EEO elearning module within 90 days of commencement. In March 2015, a new face-to-face EEO module was launched for managers to run for intact teams and a number of managers ran sessions for their various worksite teams during March 2016.

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

Gender composition proportions in your workplace

Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes **after** you have pressed **Re-submit** at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 21.2% females and 78.8% males.

Promotions

2. 30.8% of employees awarded promotions were women and 69.2% were men
 - i. 19.2% of all manager promotions were awarded to women
 - ii. 38.5% of all non-manager promotions were awarded to women.
3. 3.1% of your workforce was part-time and 0.0% of promotions were awarded to part-time employees.

Resignations

4. 30.2% of employees who resigned were women and 69.8% were men
 - i. 28.6% of all managers who resigned were women
 - ii. 30.6% of all non-managers who resigned were women.
5. 3.1% of your workforce was part-time and 5.7% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 13.2% of all women who utilised parental leave and ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave and ceased employment before returning to work
- iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 10.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

CEO sign off confirmation

Name of CEO or equivalent

Mark Palmquist

Confirmation CEO has signed the report

Yes

CEO Signature:



Date: 2 June 2016
