

2014-15 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 1,869 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	4	5
		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	0	17	17
		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	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
Senior Managers	-2	Full-time permanent	8	9	17
		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	5	45	50
		Full-time contract	4	2	6
		Part-time permanent	4	0	4
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	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

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Other managers	-3	Full-time permanent	11	25	36
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	12	63	75
		Full-time contract	0	5	5
		Part-time permanent	0	3	3
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	7	48	55
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	4	33	37
		Full-time contract	0	0	0
		Part-time permanent	4	10	14
		Part-time contract	0	0	0
		Casual	0	2	2
Grand total: all managers			60	271	331

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	83	116	1	0	0	0	200
	Full-time contract	9	4	0	0	0	0	13
	Part-time permanent	13	3	0	0	0	0	16
	Part-time contract	0	1	0	0	0	0	1
	Casual	1	0	0	0	0	0	1
Technicians and trade	Full-time permanent	15	116	0	0	0	0	131
	Full-time contract	0	6	0	0	0	1	7
	Part-time permanent	8	149	0	0	0	10	167
	Part-time contract	0	5	0	0	0	1	6
	Casual	8	11	0	0	0	0	19
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	77	45	0	0	0	1	123
	Full-time contract	6	3	0	0	0	0	9
	Part-time permanent	30	7	0	0	0	0	37
	Part-time contract	2	1	0	0	0	0	3
	Casual	1	0	0	0	0	0	1
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	4	53	0	0	0	0	57
	Full-time contract	0	1	0	0	0	0	1
	Part-time permanent	20	467	0	0	1	2	490
	Part-time contract	2	10	0	0	0	1	13
	Casual	40	187	0	0	0	0	227
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	1	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	1	0	0	0	0	1
Others	Full-time permanent	0	13	0	0	0	0	13
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	1	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		319	1,201	1	0	1	16	1,538

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1 Do you have formal policies 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:

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

GrainCorp's Diversity and Inclusion Strategy, introduced in 2011 and subsequently revamped in 2013, commits us to supporting diversity and equal opportunity in the workplace. Diversity and inclusion continues to be a focus for the People Remuneration and Nominations Committee (PRNC) with a goal of making diversity an integral part of business strategy under the five year HR Roadmap (FY15 to FY20).

The Diversity and Inclusion Strategy was initially executed and monitored by the 'Diversity and Inclusion Champions for Change' subcommittee, a forum for setting direction and monitoring progress. The Committee was chaired by the Managing Director & CEO, and included three Executives and three male senior leaders. Such representation on the subcommittee displays senior leadership commitment to fostering an inclusive workplace that embraces diversity.

The current Executive Leadership Team (ELT) has a refreshed focus on diversity and inclusion. Our new diversity agenda will expand on the objectives of the Diversity, Inclusion and Equal Opportunity Strategy. Our agenda includes building:

- a diverse and inclusive organisation,
- diversity in leadership and talent pipeline,
- workplace flexibility, and
- focussing on minority groups.

The GrainCorp Board, Executive and Leadership Group acknowledge the business case for a more diverse workforce at every level, and a more inclusive workplace. We also recognise progress on these issues benefits not just GrainCorp's business, but all stakeholders, including employees, customers, communities and shareholders.

We continue to invest in the effective execution of our diversity and inclusion strategy to achieve improved business outcomes and performance, including: improved attraction and retention of the best talent available, irrespective of individual background or differences; and, increased employee engagement and productivity, resulting from a more inclusive, flexible and empowered workplace.

Our work across all areas of the business to collate detailed information, analyse results and assess progress against the key people processes of recruitment, development, promotion and employee engagement ensures equal opportunity and high levels of female representation in the Company.

Recruitment

We ensure the delivery of best practice recruitment processes ensuring fairness, transparency and equity as well as strong governance and reporting. We do this by monitoring the diversity in our recruitment cycle on a monthly basis across the number of female applications, 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.

We have also undertaken a project to assess the capability of the external employment agencies we engage with in diversity and inclusion. Each recruitment agency are evaluated in regards to the following aspects of diversity and inclusion:

- Diversity and inclusion policy and/or strategy
- Monitoring of own staff in regards to diversity and inclusion

- Practical steps undertaken by the organisation to maximise the gender and/or other diversity aspects of candidate pools
- Ability to produce diversity and inclusion reports
- Internal training to increase awareness of diversity and inclusion and unconscious bias

We have leveraged the success of our Unconscious Bias Leadership pilot program with the senior leadership team in Storage & Logistics and taken it to the GrainCorp Leadership Group, Oils Human Resources and recruitment team.

Talent Identification

We continue to invest in our global 'Emerging Leaders' program to develop and retain the next generation of leaders. There is a 35% female representation in this program, which are mentored by a member from the Executive Team or Global Leadership Group. We continue to target to attract 50% female participation into leadership and talent programs. We also monitor the number of women in leadership roles as a percentage of overall leaders based on our 'Women in Management' (WIM) measure. WIM increased to 20% in 2014, marking progress towards our target of 25% representation. Our emphasis has been on building talent from the top down, increasing female talent pools, investing in our 'high potentials' and using succession plans as a risk mitigation strategy for critical roles at the senior level. We continue to focus on the development of women in operational and leadership roles through individual development plans, mentoring programs and the development of peer support mechanisms, such as our women's network lunches.

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

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board?

- Yes
 No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a date in the format of YYYY in the 'Year to be reached' column.

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board (enter a percentage number from 0-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F	M	F	M		
1	GrainCorp Limited	0	1	2	6	0	

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
27							
28							
29							
30							

2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

Governing body 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 board appointments (provide details why):

Not a priority

Other (provide details):

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

Yes

Standalone policy

Policy is contained within another policy

Standalone strategy

Strategy is contained within another strategy

No

No, in place for some governing bodies

No, currently under development

No, insufficient human resources staff

No, do not have control over board appointments (provide details why):

No, don't have expertise

No, not a priority

No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table.

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

workplace profile. If you have a separate governing body/board of directors, please enter its composition 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 NOT key management personnel (KMPs)				

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

- Yes
 - 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 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 salary, 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 (details provided 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:

Gender pay equity retains a strong focus throughout the employment lifecycle at GrainCorp. Gender pay equity is assessed through recruitment, promotions and during the annual remuneration review. Based on our 2014 gender remuneration gap analysis, we are pleased to have maintained gender pay equity in fixed remuneration and incentive awards, and made meaningful progress in several key focus areas.

Gender pay equity is a strategic priority in our diversity and inclusion initiatives for 2015 and beyond. One example of achieving gender pay equity is ensuring women on maternity leave continue to be eligible for and receive fixed remuneration reviews, fixed remuneration awards, recognition of contribution, performance reviews and performance-based remuneration. In particular, female total remuneration as a proportion of male have improved from last year for full-time permanent KMP by 5% and senior managers by 18%. These initiatives are driven by the GrainCorp's governing principles to remunerate executives and employees at all levels, fairly and responsibly.

4 Has a gender remuneration gap analysis been undertaken?

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: A like-for-like and an organisation-wide gender remuneration gap analysis were undertaken.

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 to the board
- Reported pay equity metrics to the executive

- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):
Highlighted at annual remuneration review where measures will 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 continues to remain a strong focus at GrainCorp throughout the employment lifecycle including recruitment, promotions and during the annual remuneration review. Due to this focus, we have maintained pay equity on fixed remuneration in Australia. We use a structure that is underpinned by an internationally recognised job evaluation methodology and our reward strategy is modelled on a market based approach. The same process is applied within our international business with no identified gender based pay inequities. We also ensure women on maternity leave receive fixed remuneration increases and are rewarded for their performance throughout the year by being eligible for a pro-rated short-term incentive bonus.

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
- 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 number of weeks of employer funded parental leave that are provided for primary carers.

8

5.2 How is employer funded paid parental leave 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)

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
- Yes, less than one week
- 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 parental leave that are provided for secondary carers.

1

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?

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	2	0	0	8
Non-managers	17	0	0	25

8 What proportion of your total workforce has access to employer funded paid parental leave?

	Primary carer's leave	Secondary carer's leave
%	80	80

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

- Yes
 - 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 or formal strategy to support employees with family and caring responsibilities?

- Yes
 - 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):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?

- 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 To understand where these measures are available, do you have other worksites in addition to your head office?

- Yes
- No

11.2 Please indicate what measures are in place and in which worksites they are available (if you do not have multiple worksites, you would select 'Head office only'):

- Employer subsidised childcare
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- On-site childcare
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Breastfeeding facilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Childcare referral services
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Internal support network for parents
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Return to work bonus
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Information packs to support new parents and/or those with elder care responsibilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Referral services to support employees with family and/or caring responsibilities
 - Head office only

- Other worksites only
- Head office and some other worksites
- All worksites including head office
- Targeted communication mechanisms, for example intranet/forums
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- None of the above, please complete question 11.3 below

11.3 Please provide details of any other non-leave based measures that are in place and at which worksites they are available:

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

- Yes
 - 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 (provide details):

Employee Assistance Program (EAP) available to employees. 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. All GrainCorp employees and their immediate family are eligible to use the EAP through PPC worldwide. Counselling is available face to face or through telephone.

13 Other than a policy 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
- Access to leave
- Training of human resources (or other) staff
- Referral to support services
- Other (provide details):
- 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

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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:

We are committed to developing and maintaining a workplace and culture which encourage and support diversity. We value the importance of attracting and retaining the best people, and we recognise that our people have a range of priorities both within and outside the workplace, and that achieving a healthy balance is important. One of the key aims of our diversity, inclusion and equal opportunity strategy is to enhance workplace flexibility opportunities. Provisions such as part-time work, flexible working hours and defined core meeting hours seek to help employees achieve a work-life balance.

Core meeting hours enforces managers to consider the needs of all employees when scheduling meetings. Regular meetings are recommended to be scheduled between 10am and 4pm to accommodate flexible start / finish times and to accommodate those people who are participating in flexible working arrangements. Additionally through offering telecommuting, employees with dependents and / or with caring responsibilities are able to spend more time with families and can more easily participate in home responsibilities.

Our permanent part-time working arrangements offer employees work on a regular number of hours, either on fixed days or a flexible basis. Part-time employees will continue to have access to appropriate training and development opportunities and programs, and will be given reasonable opportunity to work on projects and developmental assignments to further their career.

We support employees who are primary carers to use their personal leave entitlement to care for members of their immediate family or household who are sick and require care and support. In addition, employees are also entitled to up to an additional two days' unpaid leave for each occasion when a member of their immediate family requires care or support because of illness.

We support employees that wish to extend their maternity/parental/adoption leave beyond 12 months. Employees may request for an extension of unpaid maternity/parental/adoption leave of up to a further 52 weeks immediately following the initial period.

Leave without pay is offered to employees with greater than 12 months' service to cater for flexible working requirements.

We also provide access to an Employee Assistance Program (EAP). Through this service employees can access free professional and confidential counselling to help cope with work or personal issues. All GrainCorp employees and their immediate family are eligible to use the EAP and can choose between face to face counselling or you can speak to a counsellor over the phone.

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 eight weeks on top of legislated requirements. In addition, we offer a return to work bonus of six weeks' pay.

We also offer employees eight weeks paid adoption leave, at the time of the 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 procedure. Superannuation is also paid on all forms of paid parental leave. Furthermore, the return to work rate for primary caregivers (all female) was 96% in 2014, which increased from 86% in 2013.

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):

15.2 What categories of employees did you consult?

- 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:
We developed a GrainCorp Equal Employment Opportunity (EEO) program that involved the release of a compulsory online training module into our Learning@GrainCorp system. The module is compulsory for all employees and contractors, which focuses on a general overview of Australian EEO laws in the workplace, understanding of rights and responsibilities under the law and ways for dealing with bullying, harassment, discrimination or victimisation. The module is to be completed biannually to ensure they understand their responsibilities and obligations in the workplace.

Gender equality indicator 6: Sex-based harassment and discrimination

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

- Yes
- 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 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:
We developed a GrainCorp Equal Employment Opportunity (EEO) program that involved the release of a compulsory online training module into our Learning@GrainCorp system. The module is compulsory for all employees and contractors, which focuses on a general overview of Australian EEO laws in the workplace, understanding of rights and responsibilities under the law and ways for dealing with bullying, harassment, discrimination or victimisation. The module is to be completed biannually to ensure they understand their responsibilities and obligations in the workplace.

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.)

Notification and access

List of employee organisations	AWU – Australian Workers Union AMWU – Australian Manufacturing Workers Union NUW – National Union of Workers MUA – Maritime Union of Australia ETU – Electrical Trades Union TWU – Transport Workers Union of Australia Brewers Union
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CEO sign off confirmation

Name of CEO or equivalent	Mark Palmquist
Confirmation CEO has signed the report	Yes
CEO Signature:	Date:
