

# Public report

2017-18

Submitted by

Legal Name:  
**GrainCorp Limited**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	GrainCorp Limited
	<b>ABN</b>	60057186035
	<b>ANZSIC</b>	I Transport, Postal and Warehousing 5301 Grain Storage Services
	<b>Business/trading name/s</b>	GrainCorp Limited
	<b>ASX code (if applicable)</b>	GNC
	<b>Postal address</b>	PO Box A268 SYDNEY SOUTH NSW 1235 AUSTRALIA
	<b>Organisation phone number</b>	(02) 9325 9100
<b>Reporting structure</b>	<b>Ultimate parent</b>	GrainCorp Limited
	<b>Number of employees covered by this report</b>	1,831

## All organisations covered by this report

<b>Legal name</b>	<b>Business/trading name/s</b>
GrainCorp Limited	GrainCorp Limited
GrainCorp Operations 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	2	2
		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	0	3	3
		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	-1	Full-time permanent	1	3	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	5	28	33
		Full-time contract	0	1	1
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	8	31	39
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
	-4	Full-time permanent	0	4	4
		Full-time contract	0	0	0
		Part-time permanent	0	1	1
		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	1	1
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	12	31	43
		Full-time contract	0	1	1
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	12	59	71
		Full-time contract	1	0	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	8	40	48
		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	37	41	
	Full-time contract	0	1	1	
	Part-time permanent	0	0	0	
	Part-time contract	0	0	0	
	Casual	0	0	0	
Grand total: all managers			55	244	299

# Workplace profile

## 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	90	186	6	2	0	0	284
	Full-time contract	6	22	0	0	0	0	28
	Part-time permanent	10	4	0	0	0	0	14
	Part-time contract	1	1	0	0	0	0	2
	Casual	7	6	0	0	0	0	13
Technicians and trade	Full-time permanent	21	187	0	0	0	1	209
	Full-time contract	0	13	0	0	0	2	15
	Part-time permanent	3	0	0	0	0	0	3
	Part-time contract	0	0	0	0	0	0	0
	Casual	36	17	0	0	0	0	53
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	62	28	0	0	0	0	90
	Full-time contract	6	2	0	0	0	0	8
	Part-time permanent	15	0	0	0	0	0	15
	Part-time contract	1	0	0	0	0	0	1
	Casual	9	7	0	0	0	0	16
Sales	Full-time permanent	0	4	0	0	0	0	4
	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
Machinery operators and drivers	Full-time permanent	26	393	0	0	0	0	419
	Full-time contract	3	38	0	0	0	0	41
	Part-time permanent	1	12	0	0	0	0	13
	Part-time contract	0	0	0	0	0	0	0
	Casual	34	151	0	0	0	0	185

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	
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	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	46	73	0	0	0	0	119
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		377	1,144	6	2	0	3	1,532

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2017 to 31 March 2018. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority



#### 1.4 Promotions

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	2	3	4	9
Permanent/ongoing part-time employees	2	0	0	0
Fixed-term contract full-time employees	0	0	0	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	4	2

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	25	81
Number of appointments made to NON-MANAGER roles (including promotions)	750	891

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	7	26	32	75
Permanent/ongoing part-time employees	0	0	4	2
Fixed-term contract full-time employees	1	1	7	11
Fixed-term contract part-time employees	1	1	1	0
Casual employees	0	0	0	0

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

At GrainCorp we want to increase the diversity of our workforce because we know that this will give us the range of different thinking, perspective and ideas that create the innovation we need to drive better business results. We also know that to attract and empower people from diverse backgrounds with different skills, strengths and experiences to reach their full potential and deliver better business outcomes – we need to ensure we have a work environment that is inclusive.

To support this commitment, we continue to work towards our Diversity & Inclusion (D&I) Strategy: GrainCorp's 2020 D&I strategy is focused on fostering a culture of inclusion and leveraging diversity of thought to drive collaboration, innovation and better business results, by improving or encouraging greater:

- Gender equality and balance, and ensuring greater representation of women in leadership roles;
- Cultural, religious and linguistic diversity;
- Optimising people's careers at various life stages;
- Diversity of sexual orientation (LGBTI+); and
- Accessible and inclusive employment for people with disabilities.

Our Policies and Procedures are reviewed regularly to support achievement of these goals. For example, GrainCorp's Preventing Workplace Harassment and Bullying Policy was revised March 2018. As part of this review the messages of fostering a culture of inclusion and increasing the diversity of our workforce were strengthened.

Regarding people practices GrainCorp continues to focus on:

1. Leadership accountability for gender equality – for the FY18 performance our Executive Leaders were given a stretch KPI target which aims to improve gender balance of our senior leadership group.
2. Recruitment – We ensure the delivery of best practice recruitment processes by monitoring the diversity in our recruitment quarterly, including number of female candidates who apply, screened, shortlisted, interviewed and selected for positions.  
 We request female candidates to be shortlisted by external recruitment agencies when used.
3. 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 and gender review of performance ratings limit the impact of any potential gender bias in the rating outcomes for individual employees
4. Talent Management (identification, retention, promotions and succession planning) – 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 invest in our identified talent through leadership and talent programs in which we target 50% female representation.

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term “governing body” in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. This question relates to the highest governing body for your Australian entity, even if it is located overseas.

2.1 Please answer the following questions relating to each governing body covered in this report.

**Note:** If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.

If your organisation’s governing body is the same as your parent entity’s, you will need to add your organisation’s name BUT the numerical details of your parent entity’s governing body.

2.1a.1 Organisation name?

GrainCorp Limited

2.1b.1 How many Chairs on this governing body?

	Female	Male
Number	0	1

2.1c.1 How many other members are on this governing body (excluding the Chair/s)?

	Female	Male
Number	2	6

2.1d.1 Has a target been set to increase the representation of women on this governing body?

- Yes  
 No (you may specify why a target has not been set)

- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Do not have control over governing body/board appointments (provide details why):
- Not a priority
- Other (provide details):

**2.1e.1 What is the percentage (%) target?**

30

**2.1f.1 What year is the target to be reached?**

2018

**2.1g.1 Are you reporting on any other organisations in this report?**

- Yes
- No

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

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
  - In place for some governing bodies
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body appointments (provide details why)
  - Not a priority
  - Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes
- No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

GrainCorp has 25% 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 when a position becomes vacant, to meet the Australian Institute of Company Director’s 30% target by 2018.

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

**3. Do you have a formal policy and/or formal strategy on remuneration generally?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Salaries set by awards/industrial or workplace agreements
- Non-award employees paid market rate
- Not a priority
- Other (provide details):

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

- Yes (provide details in question 3.2 below)
- No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
  - Currently under development, please enter date this is due to be completed
  - Salaries set by awards/industrial or workplace agreements
  - Insufficient resources/expertise
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?**

- 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 (provide details):

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was 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 (you may specify why you have not analysed your payroll for gender remuneration gaps)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - 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)
  - 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)
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**4.01 You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).**

During the reporting period we undertook a like-for-like gender pay equity review to identify any potential gaps. Whilst this review showed no significant gaps further analysis will be undertaken to monitor and ensure the equity of our remuneration practices.

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

- Yes – indicate what actions were taken (select all applicable answers)

- 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
- 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):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
  - No unexplainable or unjustifiable gaps identified
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees are paid market rate
  - Unable to address cause/s of gaps (provide details why):
  - Not a priority
  - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to 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

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, 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, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):

- 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, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
- 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, not available (you may specify why this leave is not provided)
- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Government scheme is sufficient
- Not a priority
- Other (provide details):

**5.1.1 How many weeks of EMPLOYER FUNDED paid parental leave is provided for PRIMARY CARERS that is available for WOMEN ONLY (e.g. maternity leave)? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:**

8

**5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.**

**5.2.1 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS that is available for WOMEN ONLY?**

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.**

**Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?**

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Government scheme is sufficient
- Not a priority
- Other (provide details):

**6.1.1 How many days of EMPLOYER FUNDED paid parental leave is provided for SECONDARY CARERS that is available for MEN ONLY? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:**

5

**6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.**

**6.2.1 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS that is available for men only?**

- In your calculation, you **MUST INCLUDE CASUALS** when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	3	0	0	12

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	38	0	0	36

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	0

**8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.



	Female	Male
Non-managers	4	1

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

**9.1 You may indicate which of the following are included in your flexible working arrangements strategy:**

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- Targets have been set for engagement in flexible work
- Targets have been set for men's engagement in flexible work
- Leaders are held accountable for improving workplace flexibility
- Manager training on flexible working is provided throughout the organisation
- Employee training is provided throughout the organisation
- Team-based training is provided throughout the organisation
- Employees are surveyed on whether they have sufficient flexibility
- The organisation's approach to flexibility is integrated into client conversations
- The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
- Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**

- **Where only one worksite exists, for example a head-office, 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

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

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):  
GrainCorp provides all employees and their immediate family with access to an Employee Assistance Program (EAP). The EAP is a free professional and confidential counseling service through which employees can access professional advice to help cope with work or personal issues. Counseling is available face-to-face or via telephone.

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - 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
- Provision of 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):
- No (you may specify why no other support mechanisms are in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.
- No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input checked="" 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"/>
Telecommuting	<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"/>
Job sharing	<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"/>
Purchased leave	<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"/>

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

GrainCorp is currently in the process of reviewing our approach to flexible working arrangements to determine if our current approach is working and meets the future needs of the organisation and, if not, what changes are required.

**14.4 If your organisation would like to provide additional information relating to 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 week' pay. We offer 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. For employees experiencing domestic violence GrainCorp, at a minimum provides the employee unpaid leave. Additionally, at the discretion of GrainCorp and on a case-by-case basis, access to other forms of leave including paid (such as annual and/or carer's leave) may be made available. 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 practiced outlined in Q14, we have additional practices in place to support flexible working arrangements, employees experiencing domestic violence and those with carer's 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 52 weeks following the initial period where reasonable;
- Leave without pay for special circumstances where employees have more than 12 months continuing service; and
- Our Employee Assistance Program (EAP).

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

This gender equality indicator seeks information on what consultation occurs between employers and 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 (you may specify why you have not consulted with employees on gender equality)  
 Not needed (provide details why):  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

**15.1 How did you consult with employees on issues concerning gender equality in your workplace?**

- Survey  
 Consultative committee or group  
 Focus groups  
 Exit interviews  
 Performance discussions  
 Other (provide details):

**15.2 Who 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 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.**

To support GrainCorp's Diversity and Inclusion strategy a D&I Committee was established in 2016 which is chaired by CEO and MD, Mark Palmquist. Thirteen employees were selected to form the Committee on the basis that they represent a broad range of diversity across several different dimensions, including business unit; personal strengths and capabilities; work experience; geographic location; age and life stage; gender; and cultural background. The role of the Committee is to act as both a steering committee for GrainCorp's D&I agenda and a working group responsible for executing annual implementation plans. In addition to the D&I Committee a number of Employee Resource Groups (ERGs) have also been established to identify and implement a range of specific initiatives aimed at increasing the retention, engagement and productivity of specific under-represented groups across the business i.e. women, Indigenous peoples, culturally and linguistically diverse (CALD) people, people who identify as LGBTI+, and people with disabilities. 'Chickpeas' our ERG is focused on promoting diversity and inclusion within the workplace, enabling support tools, connections and experiences to represent female GrainCorp employee's contribution within Agribusiness. Chickpeas is made up of male and female employees from across the company. Key activities during the reporting year included 'Bring Your Daughter to Work Day' to attract more females to GrainCorp and Agribusiness, celebrating International Day of Rural Women and International Women's Day.

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

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

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

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

- Yes
- No (you may specify why a grievance process is not included)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17. Do you provide training for all managers on sex-based harassment and discrimination prevention?**

- Yes - please indicate how often this training is provided:
  - At induction
  - At least annually

- Every one-to-two years
- Every three years or more
- Varies across business units
- Other (provide details):
- No (you may specify why this training is not provided)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

GrainCorp's Preventing Workplace Harassment and Bullying Policy aims to prevent all forms of discrimination, harassment, bullying and victimisation in the workplace, including sex-based discrimination and harassment. This policy aims to ensure that employees and leaders 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 e-learning module with 90 days of commencement. In March 2018 a new face-to-face Preventing Bullying & Harassment training pack was launched for Human Resources to rollout to all employees. Once rolled out these sessions will continue to be run as required.

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, 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 23.9% females and 76.1% males.

#### Promotions

2. 46.2% of employees awarded promotions were women and 53.8% were men
  - i. 57.1% of all manager promotions were awarded to women
  - ii. 42.1% of all non-manager promotions were awarded to women.
3. 2.9% of your workforce was part-time and 7.7% of promotions were awarded to part-time employees.

#### Resignations

4. 31.4% of employees who resigned were women and 68.6% were men
  - i. 24.3% of all managers who resigned were women
  - ii. 33.3% of all non-managers who resigned were women.
5. 2.9% of your workforce was part-time and 5.3% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 9.8% of all women who utilised parental leave ceased employment before returning to work
- ii. 2.1% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. 80.0% 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

CEO signature:



Confirmation CEO has signed the report:

Date: