



Public report

2018-19

Submitted by

Legal Name: GrainCorp Operations Limited





Organisation and contact details

Submitting organisation details	Legal name	GrainCorp Operations Limited				
	ABN	52003875401				
	ANZSIC	l Transport, Postal and Warehousing 5301 Grain Storage Services				
	Business/trading name/s					
	ASX code (if applicable)					
	Postal address	PO Box A268				
		South Sydney NSW 1235				
		AUSTRALIA				
	Organisation phone number	0429942389				
Reporting structure	Ultimate parent	GrainCorp Limited				
	Number of employees covered by this report	1,503				





All organisations covered by this report

Legal name	Business/trading name/s	
GrainCorp Operations Limited		
GrainCorp Limited	GrainCorp Limited	





Workplace profile

Manager

				No	No. of employees
Manager occupational categories	Reporting level to CEO	Employment status	F	W	Total employees
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
CEO/Head of Business in Australia	0	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	3	3
		Full-time contract	0	0	0
Key management personnel	-	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	1	3	4
		Full-time contract	1	0	1
Other executives/General managers	7	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
	-1	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	5	28	33
		Full-time contract	0	0	0
Senior Managers	-2	Part-time permanent	3	0	3
		Part-time contract	0	1	
		Casual	0	0	0
		Full-time permanent	6	28	37
		Full-time contract	0	1	1
	-3	Part-time permanent	1	0	
		Part-time contract	0	0	0
		Casual	0	0	0



Monator londination	On other patterned	Cutoto tocomoloma		No	No. of employees
ivialiagei occupational categories	ivepoliting level to one	Employment states	Ь	Σ	Total employees
		Full-time permanent	0	8	8
		Full-time contract	0	0	0
	4-	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	2	2
		Full-time contract	0	0	0
	-2	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	25	51	92
		Full-time contract	0	3	3
	-3	Part-time permanent	2	1	3
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	30	98	116
	1 9 2	Full-time contract	0	3	3
Other managers	4-	Part-time permanent	4	1	5
		Part-time contract	0	2	2
		Casual	0	0	0
		Full-time permanent	7	9/	83
		Full-time contract	2	2	4
	-5	Part-time permanent	1	0	1
		Part-time contract	0	1	1
	The second secon	Casual	0	0	0
		Full-time permanent	3	63	99
		Full-time contract	0	2	2
	9-	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
المرامية المرامية			100	720	181





Non-manager

	ı	No. of employees (excluding	xcluding graduates and apprentices)	No. of graduates	of graduates (if applicable)	No. of apprentices (if applicable)	(if applicable)	H
Non-manager occupational categories	Employment status	Ш	Σ	Ш	Σ	4	Σ	l otal employees
	Full-time permanent	58	75	-	0	0	0	134
	Full-time contract	5	2	0	0	0	0	12
Professionals	Part-time permanent	9	1	0 -	0	0	0	7
	Part-time contract	0	0	0	0	0	0	0
	Casual	4	5	0	0	0	0	6
	Full-time permanent	22	178	0	1	0	0	201
	Full-time contract	1	11	0	1	0	0	13
Technicians and trade	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	6	10	0	0	0	0	19
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Community and personal service	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
	Full-time permanent	48	30	0	0	0	0	78
	Full-time contract	3	2	0	0	0	0	5
Clerical and administrative	Part-time permanent	6	0	0	0	0	0	6
	Part-time contract	1	0	0	0	0	0	1
	Casual	9	3	0	0	0	0	6
	Full-time permanent	1	0	0	0	0	0	1
	Full-time contract	0	0	0	0	0	0	0
Sales	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
	Full-time permanent	34	380	0	0	0	0	414
	Full-time contract	4	15	0	0	0	0	19
Machinery operators and drivers	Part-time permanent	1	4	0	0	0	0	5
	Part-time contract	0	0	0	0	0	0	0
	Casual	21	70	0	0	0	0	91

Date submitted: Unique report number: cg1sswyn7v



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Non monogor occupational cotogorios	Employmont ctotuc	INO. of employees (excluding	graduates and apprentices)	No. or graduates	(iii applicable)	No. of apprentices	(ii applicable)	Total amplance
Notificaliage occupational categories Emproyment status	Employment status	Ь	W	ш	M	Ь	M	rotal elliployees
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Labourers	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	3	10	0	0	0	0	13
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Others	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		238	801	,	2	0	0	1.042





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 2018 to 31 March 2019. (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
	 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.

	Mana	gers	Non-ma	nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	3	10	3	4
Permanent/ongoing part-time employees	0	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	0	3

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)	61	157
Number of appointments made to NON-MANAGER roles (including promotions)	463	475

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

	Mana	igers	Non-ma	nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	20	37	23	61
Permanent/ongoing part-time employees	0	0	1	1
Fixed-term contract full-time employees	0	2	3	8
Fixed-term contract part-time employees	0	0	0	0
Casual employees	1	1	0	0

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

To support GrainCorp's commitment to equity, diversity and inclusion a number of strategies and policies were in place during the reporting period, of which the following were key:

- GrainCorp's Diversity & Inclusion Strategy which focuses on building a culture of inclusion that encourages diversity of thought and collaboration. To support this strategy, GrainCorp has identified a number of activities, initiatives and measures of success to ensure gender equality and improve the representation of women in leadership roles.
- GrainCorp's Equity and Diversity and Preventing Harassment in the Workplace Policy 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.
- GrainCorp's Remuneration Policy states that one of the key principles of GrainCorp's remuneration philosophy is that all frameworks, remuneration management processes and programs will be developed and monitored to ensure they are gender neutral, non-discriminatory and free from bias.

Our policies and procedures are reviewed regularly to support the achievement of these goals. For example, GrainCorp's leave policy was revised in late 2018 to allow men and women to take Primary or Secondary carer's parental leave.

Regarding people practices, GrainCorp continues to focus on:





- 1. Leadership accountability for gender equality For the FY18 performance year, GrainCorp's Executive Leaders had a stretch KPI target aimed at improving the gender balance of our senior leadership group. This target was exceeded in FY18.
- 2. Recruitment We ensure the delivery of best practice recruitment processes by monitoring the diversity in our recruitment cycle across the number of female applicants and appointments/promotions. We request female and male candidates are shortlisted by external recruitment agencies when used.
- 3. Performance Management GrainCorp's Performance Review Process (PRP) provides a framework for ensuring fairness and transparency in the management and rating of employee performance. Mechanisms, such as the calibration process and equity review of performance ratings, limit the impact of any unconscious bias including gender in the rating outcomes for individual employees. Outcomes of the process and equity review are reported to our Executive and Board on an annual basis.
- 4. Remuneration Outcomes from the annual merit remuneration review are calibrated and reviewed to ensure no unconscious bias, including a review by gender.
- 5. 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 all our people (male and female) through individual development plans and our people leaders participate in GrainCorp's leadership programs. All senior employees (CEO-2) and women at CEO-3 level who are identified as high potential through our annual talent review process are discussed as part of Executive Talent Roundtables and cross-Business Unit talent meetings. The aim of these discussions is to raise the visibility of talent across the organisation and identify cross-BU development opportunities for these high potential men and women.

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?

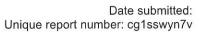
GrainCorp Ltd (non-reporting parent)

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):
	2.1g.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 continues to have 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.
Gen	der	equality indicator 3: Equal remuneration between women and men
Equal r gender		ration between women and men is a key component of improving women's economic security and progressing by.
3.	Do yo	u have a formal policy and/or formal strategy on remuneration generally?
	⊠ Yes	s (select all applicable answers) Policy
	□No	☐ Strategy (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):		
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 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 the 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 high level 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?		





□ No (☑ 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): ☑ 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):

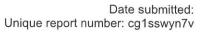
4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:

Pay equity, including gender, 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. Compensation is linked 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.

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.

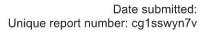
5.	A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.
	Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government 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 ver 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) 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	How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:
		14
5a.	carers	r organisation would like to provide additional information on your paid parental leave for primary se.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.
	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. <10%
6.	Do yo wome	CONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the ry carer. In provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and in, in addition to any government funded parental leave scheme for secondary carers? In we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave) we offer paid parental leave for SECONDARY CARERS that is available to women ONLY (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 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:

10

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		proportion of your total workforce has access to employer funded paid parental leave for SECONDARY ERS?
	•	In your calculation, you MUST INCLUDE CASUALS when working out the proportion.
		☐ <10%

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

6.3. Please indicate whether your employer funded paid parental leave for secondary carers covers:

\boxtimes	Adoption
\times	Surrogacy
	Stillbirth

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	Secondary carer's leave	
	Female	Male	Female	Male	
Managers	5	0	0	16	

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.

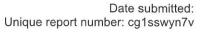
	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	25	0	0	27

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







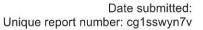
8.1	How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from
	parental leave, regardless of when the leave commenced?

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	3	0

		Non-managers	3	0
9.	Do yo	u have a formal policy and/or formal strategy on flex	ible working arrangements?	
		s (select all applicable answers) Policy Strategy (you may specify why no formal policy or formal strategy		
		 ☐ Currently under development, please enter date this ☐ Insufficient resources/expertise ☐ Don't offer flexible arrangements ☐ Not a priority ☐ Other (provide details): 	is due to be completed	
	9.1	You may indicate which of the following are included A business case for flexibility has been established a Leaders are visible role models of flexible working Flexible working is promoted throughout the organis Targets have been set for engagement in flexible working that have been set for men's engagement in flexible working are held accountable for improving workpla Manager training on flexible working is provided throughout the organi Team-based training is provided throughout the organi Team-based training is provided throughout the organi The organisation's approach to flexibility is integrate The impact of flexibility is evaluated (eg reduced abs Metrics on the use of, and/or the impact of, flexibility Metrics on the use of, and/or the impact of, flexibility	and endorsed at the leadership I ation ork cible work ce flexibility bughout the organisation sation cient flexibility d into client conversations senteeism, increased employee measures are reported to key not ation.	evel engagement) nanagement personnel
10.	⊠ Yes	u have a formal policy and/or formal strategy to suppose (select all applicable answers) Policy Strategy (you may specify why no formal policy or formal strategy Currently under development, please enter date this Insufficient resources/expertise Included in award/industrial or workplace agreement Not a priority Other (provide details):	is in place) is due to be completed	caring responsibilities?
11.	(eg, ei ⊠ Yes	u offer any other support mechanisms, other than lemployer-subsidised childcare, breastfeeding facilities s (you may specify why non-leave based measures are not currently under development, please enter date this Insufficient resources/expertise Not a priority Other (provide details):	s)? ot in place)	or caring responsibilities



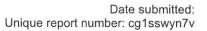




11.1 Please select what support mechanisms are in place and if they are available at all works • Where only one worksite exists, for example a head-office, select "Available at all	
☐ Employer subsidised childcare ☐ Available at some worksites only	
☐ Available at all worksites ☐ On-site childcare ☐ 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	or para paromar roave
 ☐ 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	
Do you have a formal policy and/or formal strategy to support employees who are experiencing violence?	family or domestic
 ✓ 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):	

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?

12.

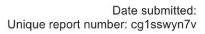






_ 1	☐ Training of key personnel ☐ A domestic violence clause is in an e ☐ Workplace safety planning ☐ Access to paid domestic violence lea ☐ Access to unpaid domestic violence lea ☐ Access to paid domestic violence lea ☐ Access to unpaid leave ☐ Confidentiality of matters disclosed ☐ Referral of employees to appropriate ☐ Protection from any adverse action o ☐ Flexible working arrangements ☐ Provision of financial support (e.g. acc ☐ Offer change of office location ☐ Emergency accommodation assistan ☐ Access to medical services (e.g. docc ☐ Other (provide details): No (you may specify why no other support modes) ☐ Currently under development, please ☐ Insufficient resources/expertise ☐ Not a priority ☐ Other (provide details):	ve (contained in an en leave (contained in an ve (not contained in an ve (not contained in an domestic violence super discrimination based dvance bonus payment ce tor or nurse)	or workplace agree aterprise/workplacenterprise/wor	cement ce agreement) clace agreement cplace agreeme explace agreeme expert advice e of domestic v	int)
	ere any of the following options are available men? flexible hours of work compressed working weeks time-in-lieu telecommuting part-time work	able in your workplad	ce, are those op	tion/s availabl	e to both women
For	job sharing carer's leave purchased leave unpaid leave. ions may be offered both formally and/or example, if time-in-lieu is available to wo ves, the option/s in place are available to both lo, some/all options are not available to both Which options from the list below are Unticked checkboxes mean th	th women and men. h women AND men. available? Please tid	ck the related ch	neckboxes.	lect NO.
For	carer's leave purchased leave unpaid leave. ions may be offered both formally and/or example, if time-in-lieu is available to wo 'es, the option/s in place are available to bo No, some/all options are not available to both	th women and men. h women AND men. available? Please tid is option is NOT avai	ck the related ch	neckboxes. nployees.	
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For	carer's leave purchased leave unpaid leave. ions may be offered both formally and/or example, if time-in-lieu is available to wo ves, the option/s in place are available to both vo, some/all options are not available to both Which options from the list below are unticked checkboxes mean the	th women and men. h women AND men. available? Please tid is option is NOT avai	ck the related chilable to your en nagers	neckboxes. nployees. Non-m Formal	anagers Informal
For	carer's leave purchased leave unpaid leave. ions may be offered both formally and/or example, if time-in-lieu is available to wo es, the option/s in place are available to bo lo, some/all options are not available to both Which options from the list below are Unticked checkboxes mean the	th women and men. h women AND men. available? Please tid is option is NOT avai Mar Formal	ck the related chilable to your ennagers	neckboxes. nployees. Non-m Formal	anagers Informal ⊠
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For	carer's leave purchased leave unpaid leave. ions may be offered both formally and/or example, if time-in-lieu is available to wo ves, the option/s in place are available to both ves, the options are not available to both Which options from the list below are Unticked checkboxes mean the Flexible hours of work Compressed working weeks Time-in-lieu	th women and men. h women AND men. available? Please tid is option is NOT avai Mar Formal	ck the related chilable to your en	neckboxes. nployees. Non-m Formal	anagers Informal ⊠ ⊠
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 $\hfill\square$ Currently under development, please enter date this is due to be completed







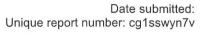
		☐ Insufficient resources/expertise ☐ Not a priority ☐ Other (provide details):
	14.4	If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:
		GrainCorp recognises that our people have a range of priorities both within and outside 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).
		During the reporting period, GrainCorp made changes to our leave policy to better support gender equality. These changes included the introduction of purchased annual leave and Family & Domestic Violence provisions and the enhancement of our parental leave offering. The updated parental leave provisions allow both men and women to take paid primary and secondary carers' leave and increased the amount of paid leave available to secondary carers. Superannuation continues to be paid on all forms of paid parental leave.
		equality indicator 5: Consultation with employees on issues ing gender equality in the workplace
		quality indicator seeks information on what consultation occurs between employers and employees on issues nder equality in the workplace.
15.	Have y	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):

☐ Men only
☐ Human resources managers
☐ Management
☐ Employee representative group(s)

Who did you consult?

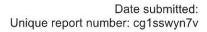
✓ All staff✓ Women only







		_
		☐ 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.
		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 HR undertakes 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.
		During the reporting period, the 2018 employee engagement survey results were analysed to determine the significant differences in favourable responses between men and women (and other demographic groups) in terms of overall engagement, autonomy, customer focus, innovation, work-life balance and inclusion. These differences were then further investigated through discussions with leaders and employees to develop appropriate actions plans.
		To support GrainCorp's Diversity & Inclusion (D&I) Strategy, a D&I Committee was established in 2016 which is chaired by CEO and Managing Director, Mark Palmquist. The role of the Committee is to act as both a steering Committee for GrainCorp's D&I agenda and consult with employees to identify opportunities to improve equality, diversity and inclusion. In addition, a number of Employee Resource Groups have been established to support the retention, engagement, development and productivity of specific under-represented groups across the business, including women.
Gen	der	equality indicator 6: Sex-based harassment and discrimination
particip	oation.	n of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy raining of managers on SBH is in place.
16.	Do yo	u have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?
	⊠ Ye	s (select all applicable answers) Policy
	☐ No	Strategy (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 vo	u provide training for all managers on sex-based harassment and discrimination prevention?
outside)	-	s - please indicate how often this training is provided:
		At induction At least annually Every one-to-two years







17.1	If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:
□ No	□ Varies across business units □ Other (provide details): (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):
	☐ Every three years or more

GrainCorp's Preventing Bullying & Harassment in the Workplace policy aims to prevent all forms of discrimination, harassment, bullying and victimisation in the workplace, including sex-based harassment and discrimination. All new employees (managers and non-managers) are required to complete an online EEO e-Learning module within 90 days of commencement. During the reporting period, mandatory face-to-face antibullying & harassment training was deployed for GrainCorp employees and leaders across Australia to ensure they are aware of their obligations, responsibilities and rights under law as well as outlining the complaint and grievance procedures. Completion rates for this training are reported to our Board.

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.

 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 22.2% females and 77.8% males.

Promotions

- 2. 26.1% of employees awarded promotions were women and 73.9% were men
 - i. 23.1% of all manager promotions were awarded to women
 - ii. 30.0% of all non-manager promotions were awarded to women.
- 3. 2.7% of your workforce was part-time and 0.0% of promotions were awarded to part-time employees.

Resignations

- 4. 30.4% of employees who resigned were women and 69.6% were men
 - i. 34.4% of all managers who resigned were women
 - ii. 27.8% of all non-managers who resigned were women.
- 5. 2.7% of your workforce was part-time and 1.3% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- 10.0% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% 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. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

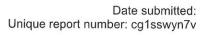
List of employee organisations:

National Union of Workers
United Voice Industrial Union of Employees Queensland
Australian Manufacturing Workers' Union
Community and Public Sector Union
Electrical Trades Union
Transport Workers' Union
Maritime Union of Australia
Australian Workers' Union
Breweries & Bottleyards Employees' Industrial Union of Workers WA

CEO sign off confirmation

Name of CEO or equivalent:

Confirmation CEO has signed the report:







CEO signature:	Date:	