Public report

2019-20

Submitted by

Legal Name:
GrainCorp Operations Limited

Organisation and contact details

Submitting organisation details	**Legal name**	GrainCorp Operations Limited
	ABN	52003875401
	ANZSIC	I 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	0409856829
Reporting structure	**Ultimate parent**	GrainCorp Limited
	Number of employees covered by this report	1,449

All organisations covered by this report

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

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	1	2	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	0	1
		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	12	17
		Full-time contract	1	1	2
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	4	22	26
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	2	8	10
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Other managers	-2	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	8	4	12
		Full-time contract	1	0	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	14	43	57
		Full-time contract	1	0	1
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	12	59	71
		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	8	85	93
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	1	1
	-7	Full-time permanent	0	5	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			62	243	305

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	55	153	0	0	0	0	208
	Full-time contract	2	10	0	0	0	0	12
	Part-time permanent	7	1	0	0	0	0	8
	Part-time contract	1	1	0	0	0	0	2
	Casual	1	2	0	0	0	0	3
Technicians and trade	Full-time permanent	21	163	0	0	0	0	184
	Full-time contract	1	3	0	0	0	0	4
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	1	0	0	0	0	0	1
	Casual	4	6	0	0	0	0	10
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	71	46	0	0	0	0	117
	Full-time contract	10	5	0	0	0	0	15
	Part-time permanent	12	0	0	0	0	0	12
	Part-time contract	1	1	0	0	0	0	2
	Casual	6	2	0	0	0	0	8
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	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	39	347	0	0	0	0	386
	Full-time contract	0	16	0	0	0	0	16
	Part-time permanent	1	9	0	0	0	0	10
	Part-time contract	0	0	0	0	0	0	0
	Casual	42	103	0	0	0	0	145

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	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		276	868	0	0	0	0	1,144

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 2019 to 31 March 2020. (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	5	20	19	61
Permanent/ongoing part-time employees	0	0	1	0
Fixed-term contract full-time employees	0	0	1	1
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	6	18

1.11 **How many appointments in total were made to manager and non-manager roles (based on WGEA-defined managers/non-managers) during the reporting period (add the number of external appointments and internal promotions together)?**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	24	86
Number of appointments made to NON-MANAGER roles (including promotions)	221	603

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	5	14	26	61
Permanent/ongoing part-time employees	0	0	4	2
Fixed-term contract full-time employees	0	0	6	2
Fixed-term contract part-time employees	0	0	1	0
Casual employees	0	0	30	14

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 cognitive diversity and collaboration. To support this strategy, GrainCorp has identified various 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. A further review was undertaken in 2019 and a purchased leave policy was introduced to allow employees to salary sacrifice for up to an additional four weeks leave. This was implemented to align with market practice, further develop our reward offering in line with our EVP and to give employees greater choice and access to flexibility.
Regarding people practices, GrainCorp continues to focus on:

1. Leadership accountability for gender equality and inclusion in general in day to day activities
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 Partnering for Success (PfS) 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, progressions and succession planning) – Mechanisms such as the use of a behavioural framework and the independent HRBP led 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

6. Towards the end of the reporting period GrainCorp announced a partnership with Women & Leadership Australia/New Zealand (part of the Australian School of Applied Management) to utilise their Accord Program – a professional wellbeing and development program for women in the workplace and we will have our inaugural cohort(s) during 2020.

In line with recognised non-binary views of gender we recognise that we have the need to acknowledge more than the 2 binary Genders. Perhaps the addition of an "Other" column would be useful going forward.

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 What gender is the Chair on this governing body (if the role of the Chair rotates, enter the gender of the Chair at your last meeting)?

	Female	Male
Number	0	1

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

	Female	Male
Number	1	3

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 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.

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 announced the demerger of a significant portion of our business. This ultimately required changes to the timing of some of our usual processes and as a result the gender pay equity review was not specifically conducted in 2019. Outcomes of the annual remuneration review process were analysed however to ensure that no gender inequity was in practice.

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 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:

Pay equity (including gender) remains a focus within GrainCorp and is monitored and addressed throughout the employment lifecycle. GrainCorp's remuneration is structured on fixed and variable pay frameworks. Fixed remuneration is 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 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 **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. **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 **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%
    ☐ 10-20%
    ☐ 21-30%
    ☐ 31-40%
    ☐ 41-50%
    ☐ 51-60%
    ☐ 61-70%
    ☒ 71-80%
    ☐ 81-90%
    ☐ 91-99%
    ☐ 100%

5.3 **Please indicate whether your employer funded paid parental leave for primary carers covers:**

☒ Adoption
☒ Surrogacy
☐ Stillbirth

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   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   What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?
    •   **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

☐ <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:

☒ Adoption
☒ 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 carer's leave	
	Female	Male	Female	Male
Managers	4	1	1	6

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	13	15	13	15

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	1	0

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):

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	☒	☒	☒	☒
Compressed working weeks	☐	☒	☐	☒
Time-in-lieu	☐	☒	☐	☒
Telecommuting	☐	☒	☐	☒
Part-time work	☒	☐	☒	☐
Job sharing	☒	☐	☒	☐
Carer's leave	☒	☐	☒	☐
Purchased leave	☒	☐	☒	☐
Unpaid leave	☒	☐	☒	☐

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):

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);
* Purchased Leave program to enable staff to purchase additional leave to be utilised throughout the year;
* 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.

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):
  On boarding interviews

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):
    Due to a focus in the business on consolidation or our grains and oils business units and the demerger of Malt which resulted in significant organisational restructuring the decision was made to not distract or otherwise survey employees. We continued to monitor sentiment through onboarding and exit survey but no formal engagement with employees was taken.

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 identifies opportunities and risks relating to diversity and inclusion, as well as informing strategy development, progress of initiatives and adherence to policies relevant 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, 1:1 discussions, hiring and promotion processes, talent management discussions, onboarding 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. During the reporting period, as mentioned, GrainCorp was subject to a demerger and divestment of various businesses which put a strain on the GrainCorp D&I Committee which was chaired by the outgoing CEO and Managing Director. This has provided the opportunity to reframe the D&I strategy which will either kickstart the relaunch of a committee or to adopt a more action focused D&I action plan that connect all GrainCorp employees with increased awareness and understanding of the activities and events beyond those who actively play a role as part of an Employee Resource Group. This is intended to support and include all GrainCorp employees as part of a single team to support the retention, engagement, development and productivity of specific under-represented groups across the business, including gender.

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 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 anti-bullying & 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.
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 23.3% females and 76.7% males.

Promotions
2. 24.2% of employees awarded promotions were women and 75.8% were men
    i. 20.0% of all manager promotions were awarded to women
    ii. 25.2% of all non-manager promotions were awarded to women.

3. 2.7% of your workforce was part-time and 0.8% of promotions were awarded to part-time employees.

Resignations
4. 43.6% of employees who resigned were women and 56.4% were men
    i. 26.3% of all managers who resigned were women
    ii. 45.9% of all non-managers who resigned were women.
5. 2.7% of your workforce was part-time and 4.2% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave
    i. 3.2% 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:

- United Workers Union
- United Voice Industrial Union of Employees Queensland
- Australian Manufacturing Workers' Union
- Electrical Trades Union
- Maritime Union of Australia
- Australian Workers' Union

CEO sign off confirmation

Name of CEO or equivalent:

Robert Spurway

Confirmation CEO has signed the report:

CEO signature:

Date:
29/05/2020