



Date Created: 13-06-2023



Australian Government



**Workplace
Gender Equality
Agency**





Date Created: 13-06-2023

2022 - 23 Gender Equality Reporting

Submitted By:

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#Workplace Overview

Policies and Strategies

1. Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

Recruitment: Yes

Policy; Strategy

Retention: Yes

Strategy

Performance management processes: Yes

Policy; Strategy

Promotions: Yes.

Policy; Strategy

Talent identification/identification of high potentials: YesPolicy; Strategy

Succession planning: Yes

Policy; Strategy

Training and development: Yes

Policy; Strategy

Key performance indicators for managers relating to gender equality: YesPolicy; Strategy

2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?

YesPolicy; Strategy

4. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Various strategies and policies support GrainCorp's commitment to equality, diversity and inclusion including:

- GrainCorp's Diversity & Inclusion Strategy focuses on ensuring a culture of inclusion, cognitive diversity and collaboration. Supporting this strategy, we have developed our Inclusion and Diversity Action Plan (iDAP) which incorporates identified activities, initiatives and success measures that support gender equality and increase the representation of women in all roles but particularly those of influence. This also includes targeted development opportunities in order to develop a robust pipeline of women leaders across all areas of the business.
- GrainCorp's Preventing Harassment and Bullying in the Workplace Policy reinforces our commitment to decisions that are transparent, fair, and non-discriminatory relating to people (recruitment, development, work allocation, remuneration, promotions and leave arrangements). This includes providing comprehensive training to all new GrainCorp employees.
- GrainCorp's Remuneration Policy states one of our key principles of remuneration

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philosophy as; “all frameworks, remuneration management processes and programs will be developed and monitored to ensure they are gender neutral, non-discriminatory and free from bias”.

Policies and procedures are reviewed regularly to support the achievement of these goals and to ensure they are inclusive and free from biases.

Governing Bodies

Organisation: Graincorp Operations Limited

1.Name of the governing body: GrainCorp Board of Directors

2.Type of the governing body: Board of Directors

3.Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F) 0	Male (M) 1	Non-Binary 0
Member	Female (F) 2	Male (M) 2	Non-Binary 0

4.Formal section policy and/or strategy: Yes

Selected value: Policy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 30

6.2 Year of target to be reached: 31/03/2024

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Graincorp Foods Australia Pty Ltd

1.Name of the governing body: GrainCorp Board of Directors

2.Type of the governing body: Board of Directors

3.Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F) 0	Male (M) 1	Non-Binary 0
Member	Female (F) 2	Male (M) 2	Non-Binary 0

4.Formal section policy and/or strategy: Yes

Selected value: Policy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 30

6.2 Year of target to be reached: 31/03/2024

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Graincorp Limited

1.Name of the governing body: GrainCorp Board of Directors

2.Type of the governing body: Board of Directors

3.Specified governing body type:

Number of governing body chair and member by gender:

Chair

	Female (F)	Male (M)	Non-Binary
	0	1	0
Member			
	Female (F) 2	Male (M) 2	Non-Binary 0

4. Formal section policy and/or strategy: Yes

Selected value: Policy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 30

6.2 Year of target to be reached: 31/03/2024

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

GrainCorp took specific action during its most recent non-executive director appointment to ensure 40% female representation on our Board. GrainCorp supports the need for increased female representation on public company boards, and in doing so, will continue to identify suitably qualified women for appointment to the GrainCorp Board when the opportunity arises.

#Action on gender equality

Gender Pay Gaps

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

Yes

Policy; Strategy

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1.1 Are specific pay equality objectives included in your formal policy and/or formal strategy?

Yes

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 reviews); To ensure managers are held accountable for pay equity outcomes; To implement and/or maintain a transparent and rigorous performance assessment process

2. What was the snapshot date used for your Workplace Profile?

31/03/2023

4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

As part of the year end performance and remuneration review, outcomes are assessed against several criteria to identify any bias. These include:

- Gender
- Age
- Tenure
- Work pattern – full time / part time
- Seniority (levels away from CEO)

The outcomes are presented to the Executive Leadership Team (ELT) for endorsement prior to finalising the review process.

Our pay gap continues to narrow and will continue to be an area of focus throughout future remuneration activity.

Hiring decisions are also subject to scrutiny, to ensure that pay equity is considered throughout the process.

Employer action on pay equality

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

Yes

1.1 When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

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

No

No unexplained or unjustifiable gaps identified

1.3 What type of gender remuneration gap analysis has been undertaken?

A like-for-like gap analysis

3. If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Pay equity (including gender) remains a focus at 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 that removes gender differentiation and bias. Our reward strategy (variable pay) is modelled on a market-based approach which again limits potential gender bias. Compensation is linked to performance factors including the 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.

Employee Consultation

1. Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes

1.1 How did you consult employees?

Consultative committee or group; Exit interviews; Survey

1.2 Who did you consult?

ALL staff

2. Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

Yes

Strategy

3. On what date did your organisation share your last year's public reports with employees and shareholders?

Employees:

Yes

Date:07/06/2022

Shareholder:

Yes

Date:07/06/2022

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4. Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?

Yes

5. If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

Ongoing consultation with the GrainCorp HR and Organisational Development teams identify opportunities and risks relating to diversity and inclusion. This also informs people plan development, progress of initiatives and adherence to policies relevant to diversity & inclusion. This process is informed by the ongoing consultation HR undertakes with leaders, managers and employees across the business through channels such as leadership team meetings, 1:1 discussion, hiring and promotion processes, talent management discussions, onboarding and exit interviews and employee surveys. Regular engagement with our governing body occurs throughout the year and covers progress against goals and activity.

During the reporting period, our people data continued to evolve and is a source of rich insights into our people and business diversity, including gender.

In line with our Inclusion and Diversity Action Plan (iDAP) we lead through an action focused approach to D&I. This approach empowers all GrainCorp employees with increased awareness and understanding of the activities and events through a network of 'iDAP Ambassadors'. The iDAP connects GrainCorp employees as part of a single team to support the inclusion, retention, engagement, development and productivity of identified under-represented groups across the business, including gender.

An all-business employee survey was conducted during the reporting period and our employee listening and feedback channels extended. Results were analysed to determine any significant differences in favourable responses between men and women (and other demographic groups) regarding overall satisfaction, advocacy, autonomy, leadership, work-life balance, and inclusion. This is part of a wider approach to gathering employee feedback at various time. This leads to development and execution of enterprise action plans to address any differences.

#Flexible Work

Flexible Working

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

Yes

Policy; Strategy

1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:

A business case for flexibility has been established and endorsed at the leadership level

Yes

The organisation's approach to flexibility is integrated into client conversations

No

Not aware of the need

Employees are surveyed on whether they have sufficient flexibility

Yes

Employee training is provided throughout the organisation

Yes

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

Yes

Flexible working is promoted throughout the organisation

Yes

Targets have been set for engagement in flexible work

No

Not a priority

Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

No

Not aware of the need

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

No

Not aware of the need

Leaders are held accountable for improving workplace flexibility

No

Currently under development

Estimated Completion Date: 2023-09-30

Leaders are visible role models of flexible working

Yes

Manager training on flexible working is provided throughout the organisation

Yes

Targets have been set for men's engagement in flexible work

No

Not aware of the need

Team-based training is provided throughout the organisation

No

Not aware of the need

Other: No

2. Do you offer any of the following flexible working options to MANAGERS in your workplace?

Carer's leave: Yes

SAME options for women and men Formal options are available; Informal options are available

Compressed working weeks: Yes

SAME options for women and men Formal options are available; Informal options are available

Flexible hours of work: Yes

SAME options for women and men Formal options are available; Informal options are available

Job sharing: Yes

SAME options for women and men

Part-time work: Yes

SAME options for women and men

Purchased leave: Yes

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SAME options for women and men Formal options are available

Remote working/working from home: Yes

SAME options for women and men

Time-in-lieu: Yes

SAME options for women and men

Informal options are available

Unpaid leave: Yes

SAME options for women and men Formal options are available

3. Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

5. Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?

Yes, women and men

7. If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

GrainCorp recognises that our people have priorities both within and outside the workplace, and that achieving a healthy balance is important. GrainCorp's Flexible Work Policy and guidelines demonstrate our commitment to providing all employees with flexible working arrangements where possible including working from home, altered working patterns and Reduced or altered hours working. Our Flexible Working Policy was reviewed and enhanced prior to COVID19 and again since the transition to a post-pandemic world. This has been essential to transitioning back to the workplace as part of a hybrid model as well as supporting an understanding or role based flexible working.

In addition to terms, conditions and practices, we have 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 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 (2 weeks). Unlike many schemes, there are multiple windows through the year to allow for changing circumstances;

* Leave without pay is available for special circumstances where employees have more than 12 months continuing service; and

* Our Employee Assistance Program (EAP).

We have continued to support employees and gather data on hybrid working effectiveness over the last 12 months, both for the individuals and for the wider business. This will help inform future shaping of our flexible working approach.

We seek feedback from employees as part of our Employee Survey regarding their awareness and utilisation of flexible working at GrainCorp.

#Employee Support

Paid Parental leave

1. Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?

Yes, we offer employer funded parental leave using the primary/secondary carer definition

1.1. Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?

Yes

1.1.a. Please indicate whether your employer-funded paid parental leave for primary carers is available to:

All, regardless of gender

1.1.b. Please indicate whether your employer-funded paid parental leave for primary carers covers:

Birth; Adoption; Surrogacy

1.1.c. How do you pay employer funded paid parental leave to primary carers?

Paying the employee's full salary

1.1.d. Do you pay superannuation contribution to your primary carers while they are on parental leave?

Yes, on employer funded parental leave

1.1.e. How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?

14

1.1.f. What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?

61-70%

1.1.g. Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access

employer funded parental leave?

Yes

How long is the qualifying period (in months)?

1.1.h. Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?

Yes

Within 12 months

1.2. Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?

Yes

1.2.a. Please indicate whether your employer-funded paid parental leave for secondary carers is available to:

All, regardless of gender

1.2.b. Please indicate whether your employer-funded paid parental leave for secondary carers covers:

Birth; Adoption; Surrogacy

1.2.c. How do you pay employer funded paid parental leave to Secondary carers?

Paying the employee's full salary

1.2.d. Do you pay superannuation contribution to your secondary carers while they are on parental leave?

Yes, on employer funded parental leave

1.2.e. How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?

2

1.2.f. What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?

61-70%

1.2.g. Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?

Yes

How long is the qualifying period (in months)?

1

1.2.h. Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?

Yes

Within 12 months

2. If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

91-100% of permanent workforce have access to paid parental leave. The reason for the lower amount specified above is due to the amount of seasonal labour at the time of the report end period.

GrainCorp provides unpaid leave for Stillbirth parents if the pregnancy ends after 12 weeks.

The parental leave provisions within GrainCorp's Leave Policy and Procedures enables all genders to take paid primary and secondary carers' leave. For primary carers parental leave can be taken at full or half pay to be determined by the employee providing an increased level of flexibility to fit the individual's preference. The amount of paid leave available to secondary carers has also been increased, providing increased financial support to families.

Superannuation continues to be paid on all forms of paid parental leave with up to 14 weeks counting towards an employee's continuous service.

Support for carers

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

Yes

Policy; Strategy

2. Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

2.1. Employer subsidised childcare

No

2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No

Not aware of the need

2.3. Breastfeeding facilities

Yes

Available at SOME worksites

2.4. Childcare referral services

No

Not aware of the need

2.5. Coaching for employees on returning to work from parental leave

No

Currently under development

Estimated Completion Date: 2023-10-31

2.6. Targeted communication mechanisms (e.g. intranet/forums)

No

Currently under development

Estimated Completion Date: 2023-10-31

2.7. Internal support networks for parents

No

2.8. Information packs for new parents and/or those with elder care responsibilities

Yes

Available at ALL worksites

2.9. Parenting workshops targeting fathers

No

Other: Investigating both the need and the opportunity

2.10. Parenting workshops targeting mothers

No

Other: Investigating both the need and the opportunity

2.11. Referral services to support employees with family and/or caring responsibilities

Yes

Available at ALL worksites

2.12. Support in securing school holiday care

No

2.13. On-site childcare

No

2.14. Other details: No

3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Date Created: 13-06-2023

Paid and unpaid carers leave is available to GrainCorp permanent employees as stated within Leave Policy and Procedures and allows carers to provide support to a member of the employee's immediate family, or a member of the employee's household, who requires care.

Unpaid carers leave is available to employees who have exhausted any accumulated paid personal leave and is determined based on individual circumstances.

Additionally, access to EAP support is available for both the carer and their immediate family.

Sexual harassment, harassment on the grounds of sex or discrimination

1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?

Yes

Policy

- 1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?

2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?

All Managers:

Yes

At induction

Annually

9. If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.

Date Created: 13-06-2023

GrainCorp's Code of Conduct and Preventing Bullying & Harassment in the Workplace policy aims to prevent all forms of discrimination, harassment and bullying in the workplace, including sex-based harassment and discrimination.

All new employees (managers and non-managers) are required to complete the online 'Code of Conduct' and 'Preventing Bullying & Harassment' modules within their first 90 days as an employee.

Seasonal labour employees are required to complete targeted learning focusing on "Acceptable Workplace Behaviours" which concentrates on our zero tolerance appetite when it comes to harassment and discrimination of any kind.

Family or domestic violence

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

Yes

Policy

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

A domestic violence clause is in an enterprise agreement or workplace agreement

Yes

Confidentiality of matters disclosed

Yes

Protection from any adverse action or discrimination based on the disclosure of domestic violence

Yes

Employee assistance program (including access to psychologist, chaplain or counsellor)

Yes

Emergency accommodation assistance

No

Insufficient resources/expertise

Provision of financial support (e.g. advance bonus payment or advanced pay)

No

Not aware of the need

Flexible working arrangements

Yes

Offer change of office location

No

Not aware of the need

Access to medical services (e.g. doctor or nurse)

Yes

Training of key personnel

Yes

Referral of employees to appropriate domestic violence support services for expert advice

Yes

Workplace safety planning

Yes

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

No

Not aware of the need

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

No

Not aware of the need

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Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

No

How many days are provided? 5

Access to unpaid leave

Yes

Is the leave period unlimited?

No

How many days are provided?

5

Other: No

Provide Details:

2. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below

GrainCorp is committed to supporting all permanent and casual employees who may be experiencing family or domestic violence, protecting their employment, health and well-being in a sensitive manner. GrainCorp's Leave Policy and Procedures include purchased annual leave and Family & Domestic Violence provisions and the enhancement of our parental leave offering.

Based upon the individual needs and circumstances of the employee, access to more forms of paid and unpaid leave of absence, including authorised leave of absence may be considered. Each instance is managed based upon its own unique circumstances.

Additionally, support materials were made available and the Employee assistance Program benefits were communicated.