



Public report

2019-20

Submitted by

Legal Name: South32 Limited







Organisation and contact details

Submitting organisation details	Legal name	South32 Limited				
	ABN	84093732597				
	ANZSIC	B Mining 0809 Other Metal Ore Mining				
	Business/trading name/s					
	ASX code (if applicable)	S32				
	Postal address	108 St Georges Terrace				
		PERTH WA 6000				
		AUSTRALIA				
	Organisation phone number	08 9324 9000				
Reporting structure	Ultimate parent	South32 Limited				
	Number of employees covered by this report	4,949				





All organisations covered by this report

Legal name	Business/trading name/s
South32 Limited	
South32 Cannington Proprietary Limited	
South32 Group Operations Pty Ltd	
South32 International Investment Holdings Pty Ltd	
Eagle Downs Coal Management Pty Ltd	
South32 Worsley Alumina Pty Ltd	
Illawarra Coal Holdings Pty Ltd	Illawarra Coal
Groote Eylandt Mining Company Proprietary Limited	GEMCO
Tasmanian Electro Metallurgical Company Proprietary Limited	TEMCO Pty Ltd





Workplace profile

Manager

Managar acquirational actagarica	Reporting level to CEO	Employment status	No. of employees			
Manager occupational categories	Reporting level to CEO	Employment status	F	М	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	4	1	5	
		Full-time contract	0	0	0	
Key management personnel	-1	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	13	19	32	
		Full-time contract	0	0	0	
	-2	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
Other supportions (Conserve reserve		Casual	0	0	0	
Other executives/General managers		Full-time permanent	1	5	6	
		Full-time contract	0	0	0	
	-3	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	
Caniar Managara		Casual	0	0	0	
Senior Managers		Full-time permanent	4	5	9	
		Full-time contract	1	0	1	
	-2	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	





Managara	Describing level to OFO	Francis was and adolesis		No. of employees		
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees	
		Full-time permanent	13	27	40	
		Full-time contract	0	1	1	
	-3	Part-time permanent	1	0	1	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	1	8	9	
		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	1	1	
		Full-time contract	0	0	0	
	-5	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	1	0	1	
		Full-time contract	2	0	2	
	-2	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	23	60	83	
		Full-time contract	3	2	5	
	-3	Part-time permanent	1	0	1	
		Part-time contract	0	0	0	
		Casual	0	0	0	
Other managers		Full-time permanent	28	103	131	
		Full-time contract	0	1	1	
	-4	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	9	52	61	
		Full-time contract	0	0	0	
	-5	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
	-6	Full-time permanent	0	10	10	





Managar acquiretional actorories	Departing level to CEO	Employment status		No. of employees			
Manager occupational categories	Reporting level to CEO	Employment status	F M		Total employees		
		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	Grand total: all managers				402		





Workplace profile

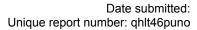
Non-manager

Non manager acquiretional estagaries	Employment status	No. of employees (exclude	ling graduates and apprentices)	No. of graduate	s (if applicable)	No. of apprentice	es (if applicable)	Total ampleyees
Non-manager occupational categories	Employment status	F	M	F	М	F	M	Total employees
	Full-time permanent	206	541	18	27	0	0	792
Professionals	Full-time contract	33	29	3	5	0	0	70
	Part-time permanent	39	7	0	0	0	0	46
	Part-time contract	1	0	1	0	0	0	2
	Casual	0	0	0	0	0	0	0
	Full-time permanent	114	1,954	0	0	0	1	2,069
	Full-time contract	11	69	0	0	19	19	118
Technicians and trade	Part-time permanent	8	7	0	0	0	0	15
	Part-time contract	1	0	0	0	1	0	2
	Casual	0	0	0	0	0	0	0
	Full-time permanent	6	42	0	0	0	0	48
	Full-time contract	1	0	0	0	0	0	1
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	54	42	0	0	0	0	96
	Full-time contract	21	3	0	0	0	0	24
Clerical and administrative	Part-time permanent	16	1	0	0	0	0	17
	Part-time contract	1	0	0	0	0	0	1
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	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	87	1,119	0	0	0	0	1,206
	Full-time contract	1	26	0	0	0	0	27
Machinery operators and drivers	Part-time permanent	7	6	0	0	0	0	13
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0





Non manager equipational estageries	Employment status	No. of employees (exclud	ling graduates and apprentices)	No. of graduate	s (if applicable)	No. of apprentices (if applicable)		Total ampleyage
Non-manager occupational categories	Employment status	F	M	F	М	F	М	l otal employees
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Labourers	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	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		607	3,846	22	32	20	20	4,547







Reporting questionnaire

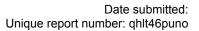
Gender equality indicator 1: Gender composition of workforce

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.

	Mana	Managers		nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	12	36	30	107
Permanent/ongoing part-time employees	0	0	4	0
Fixed-term contract full-time employees	0	0	4	0
Fixed-term contract part-time employees	0	0	1	0
Casual employees	0	0	0	0

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)	63	145
Number of appointments made to NON-MANAGER roles (including promotions)	291	969

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

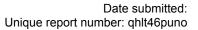
	Mana	Managers		nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	6	23	50	145
Permanent/ongoing part-time employees	1	1	6	2
Fixed-term contract full-time employees	1	0	17	9
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

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

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.



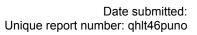




Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.

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.

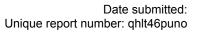
2.1a.1	Organisation name?		
	South32 Limited		
2.1b.1	What gender is the Chair on this gover Chair at your last meeting)?	rning body (if the role of the Chair rota	ites, enter the gender of the
		Female	Male
	Number	1	0
2.1c.1	How many other members are on this	governing body (excluding the Chair/s	s)?
		Female	Male
	Number	2	5
2.1d.1	Has a target been set to increase the re ⊠ Yes	epresentation of women on this gover	ning body?
	 No (you may specify why a target has ☐ Governing body/board has ger ☐ Currently under development, ☐ Insufficient resources/expertise 	nder balance (e.g. 40% women/40% men please enter date this is due to be compl	eted
2.1e.1	What is the percentage (%) target?		
	30		
2.1f.1	What year is the target to be reached?		
	2020		
2.1g.1	Are you reporting on any other organis	sations in this report?	
	☐ Yes ☑ No		
2.2	Do you have a formal selection policy for ALL organisations covered in this i		overning body members
	✓ Yes (select all applicable answers)✓ Policy✓ Strategy		
	☐ No (you may specify why no formal se ☐ In place for some governing be ☐ Currently under development, ☐ Insufficient resources/expertise	odies please enter date this is due to be compl	eted
	☐ Not a priority	Thing body appointments (provide details	vviiy)







		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)?
		□ No
	2.5	If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.
Gen	der	equality indicator 3: Equal remuneration between women and men
	remune r equalit	ration between women and men is a key component of improving women's economic security and progressing y.
3.	Do you	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):
4.		ou analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. cted a gender pay gap analysis)?
	⊠ Yes	s - the most recent gender remuneration gap analysis was undertaken: ☑ Within last 12 months



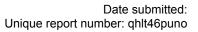




-	☐ Within last 1-2 years ☐ More than 2 years ago but less than 4 years ago ☐ Other (provide details):
∐ No	(you may specify why you have not analysed your payroll for gender remuneration gaps) Currently under development, please enter date this is due to be completed
	☐ Insufficient resources/expertise
	Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or cations)
IS roor	☐ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there m for discretion in pay changes (because pay increases can occur with some discretion such as performance sments)
	□ Non-award employees paid market rate □ Not a priority □ Other (provide details):
	and (provide detaile).
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).
	Remuneration gap analysis is conducted based on roles in each job grade and job family. Given the disproportionate number of women in our Company (approximately 18% of our people), an organisation-wide analysis is not an accurate reflection of any remuneration gap.
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 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
	☐ 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):
4.0	If your appoint in your distance would additional information what is a sound or a well to the sound of the s
4.2	If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:

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

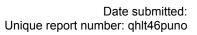






supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

	ou provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women in addition to any government funded parental leave scheme for primary carers?	AND
-		
⊠ Ye	s. (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 	od of
time o	over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks	ou oi
	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). (Pleas	se
	te 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 periods to the periods of the period of the periods of the period of the periods of	od of
time o	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)	
	e, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer	r func
	parental leave is provided to men ONLY):	Turic
,	☐ 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 periods	od of
time o	over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks	
□ Na	As a lump sum payment (paid pre- or post- parental leave, or a combination)	
NO	n, 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 differ amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks	ent
5.1	How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If differ amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:	ent
5.1	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks	ent
If you carers	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 Ir organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other	ent
If you carers arrans	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 Ir organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.	ent
If you carers arrang	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half	ent
If you carers arran South pay; F	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay	ent
If you carers arrans South pay; F for a p	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay period of up to four weeks); \$1,000 superannuation top up (one-off payment). There is no minimum	ent
If you carers arrans South pay; F for a p	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay	ent
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If you carers arrang South pay; F for a p service	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay period of up to four weeks); \$1,000 superannuation top up (one-off payment). There is no minimum eligibility period. What proportion of your total workforce has access to employer funded paid parental leave for PRIMACARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion.	
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If you carers arrang South pay; F for a p service	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay period of up to four weeks); \$1,000 superannuation top up (one-off payment). There is no minimum eligibility period. What proportion of your total workforce has access to employer funded paid parental leave for PRIMACARERS? • In your calculation, you MUST INCLUDE CASUALS when working out the proportion. 31	
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If you carers arrang South pay; F for a p service	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay period of up to four weeks); \$1,000 superannuation top up (one-off payment). There is no minimum eligibility period. What proportion of your total workforce has access to employer funded paid parental leave for PRIMACARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion. 31-40% 31-40% 31-40% 41-50%	
If you carers arrang South pay; F for a p service	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 If or organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay period of up to four weeks); \$1,000 superannuation top up (one-off payment). There is no minimum eligibility period. What proportion of your total workforce has access to employer funded paid parental leave for PRIMACARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion. 31-30% 31-40%	
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If you carers arrang South pay; F for a p service	amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees: 26 It organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below. 32's primary carer parental leave offering includes 26 weeks paid leave at full pay or 52 weeks at half elexible transition to work arrangement for full time employees (return to work at 80% capacity on full pay period of up to four weeks); \$1,000 superannuation top up (one-off payment). There is no minimum e eligibility period. What proportion of your total workforce has access to employer funded paid parental leave for PRIM. CARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion. 31-40% 31-40% 31-40% 41-50% 51-60% 61-70%	







5.3	Please indicate whether your employer funded paid parental leave for primary carers covers:
	☑ Adoption☑ Surrogacy☑ Stillbirth
	ECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the ary carer.
	ou provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and en, in addition to any government funded parental leave scheme for secondary carers?
	by, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave) by, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY (e.g. paternity leave) by (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 provide to eligible employees:
CARI	20 Ir organisation would like to provide additional information on your paid parental leave for SECONDARY ERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.
Secon adopt the op	ar organisation would like to provide additional information on your paid parental leave for SECONDARY ERS e.g. eligibility period, other arrangements you may have in place etc, please do so below. Index carers have access to 4 weeks full pay at the time of birth (or placement of the child in case of tion). The total number of days is determined by an employee's roster. In addition, secondary carers have believe to to request an additional 14 weeks paid parental leave for the purpose of primary carer duties if the large carer returns to work full time (to be completed prior to 12 months from the birth or placement of the
Secon adopt the op prima	ar organisation would like to provide additional information on your paid parental leave for SECONDARY ERS e.g. eligibility period, other arrangements you may have in place etc, please do so below. Index carers have access to 4 weeks full pay at the time of birth (or placement of the child in case of tion). The total number of days is determined by an employee's roster. In addition, secondary carers have believe to the purpose of primary carer duties if the arry carer returns to work full time (to be completed prior to 12 months from the birth or placement of the What proportion of your total workforce has access to employer funded paid parental leave for SECONDAR
Seconadoptithe opprima child)	ar organisation would like to provide additional information on your paid parental leave for SECONDARY ERS e.g. eligibility period, other arrangements you may have in place etc, please do so below. Index carers have access to 4 weeks full pay at the time of birth (or placement of the child in case of tion). The total number of days is determined by an employee's roster. In addition, secondary carers have believe to the purpose of primary carer duties if the large carer returns to work full time (to be completed prior to 12 months from the birth or placement of the
Seconadoptithe opprima child)	ur organisation would like to provide additional information on your paid parental leave for SECONDARY ERS e.g. eligibility period, other arrangements you may have in place etc, please do so below. Indary carers have access to 4 weeks full pay at the time of birth (or placement of the child in case of tion). The total number of days is determined by an employee's roster. In addition, secondary carers have believed to request an additional 14 weeks paid parental leave for the purpose of primary carer duties if the rry carer returns to work full time (to be completed prior to 12 months from the birth or placement of the What proportion of your total workforce has access to employer funded paid parental leave for SECONDAR CARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion. <10%
Secondopithe opprima child) 6.2	with the 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. 10-20%





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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	11	1	0	18

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	72	15	0	139

- 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

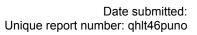
- 8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
 - Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or 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	1

Do you have a formal policy and/or formal strategy on flexible working arrangements	9.	Do you have	e a formal policy	/ and/or formal	strategy on fle	xible working	arrangements
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☐ Employee training is provided throughout the organisation

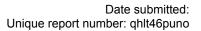
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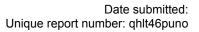
	 ☐ Team-based training is provided throughout the organisation ☐ Employees are surveyed on whether they have sufficient flexibility ☐ The organisation's approach to flexibility is integrated into client conversations ☐ The impact of flexibility is evaluated (eg reduced absenteeism, increased employee 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
Do yo	u have a formal policy and/or formal strategy to support employees with family or caring responsibilities?
	s (select all applicable answers) Policy 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):
	u offer any other support mechanisms, other than leave, for employees with family or caring responsibilities nployer-subsidised childcare, breastfeeding facilities)?
	(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 some worksites Internal support networks for parents Available at some worksites only Available at some 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 some worksites only Available at all worksites Targeted communication mechanisms, for example intranet/ forums Available at all worksites Support in securing school holiday care Available at all works
	∑ Yes □ No Do you (eg, er







	☐ 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?
	⊠ Strategy □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal policy or formal strategy is in place) □ No (you may specify why no formal strategy is in place) □ No (you may specify why no formal strategy is in place) □ No (you may specify why no formal strategy is in place) □ No (you may specify why no 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)
	☐ 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 rest time week
	part-time workjob sharing
	• carer's leave
	purchased leave

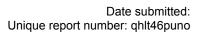






14.1	 Which options from the list below are available? Please tick the related checkboxes. Unticked checkboxes mean this option is NOT available to your employees. 					
		Managers		Non-managers		
		Formal	Informal	Formal	Informa	
	Flexible hours of work		\boxtimes	\boxtimes		
	Compressed working weeks			\boxtimes		
	Time-in-lieu		\boxtimes			
	Telecommuting					
	Part-time work					
	Job sharing			\boxtimes		
	Carer's leave					
	Purchased leave					
	Unpaid leave					
14.3	You may specify why any of the above	ontions are NOT av	vailable to your	emplovees.		
	Currently under development, please	enter date this is due	to be completed			
	I I Incufficient recources/expertise					
	Insufficient resources/expertise					
	☐ Not a priority					
	☐ Not a priority					
14.4	☐ Not a priority	ide additional inforn	nation relating t	o gender equa	ality indicat	
14.4	☐ Not a priority ☐ Other (provide details): If your organisation would like to prov	ide additional inforn	nation relating t	o gender equa	ality indicat	
14.4	☐ Not a priority ☐ Other (provide details): If your organisation would like to prov	ide additional inforn	nation relating t	o gender equa	ality indicat	
14.4	☐ Not a priority ☐ Other (provide details): If your organisation would like to prov	ide additional inforn	nation relating t	o gender equa	ality indicat	
	☐ Not a priority ☐ Other (provide details): If your organisation would like to prov please do so below:					
nder	☐ Not a priority ☐ Other (provide details): If your organisation would like to prov please do so below: equality indicator 5: Con	nsultation w	ith emplo			
nder	☐ Not a priority ☐ Other (provide details): If your organisation would like to prov please do so below:	nsultation w	ith emplo			
nder Iceri	□ Not a priority □ Other (provide details): If your organisation would like to prov please do so below: equality indicator 5: Coining gender equality in the	nsultation w he workplac	ith emplo e	yees on	issues	
nder Iceri	□ Not a priority □ Other (provide details): If your organisation would like to prov please do so below: equality indicator 5: Coining gender equality in the equality indicator seeks information on what	nsultation w he workplac	ith emplo e	yees on	issues	
nder Iceri	□ Not a priority □ Other (provide details): If your organisation would like to prov please do so below: equality indicator 5: Coining gender equality in the	nsultation w he workplac	ith emplo e	yees on	issues	
nder ICERI Jender G	Not a priority Other (provide details): If your organisation would like to provide ase do so below: equality indicator 5: Coning gender equality in the equality in the workplace.	nsultation w he workplac t consultation occurs	ith emplo e between employ	yees on ers and employ	issues yees on issu	
nder ICERI Jender G	□ Not a priority □ Other (provide details): If your organisation would like to prov please do so below: equality indicator 5: Coining gender equality in the equality indicator seeks information on what	nsultation w he workplac t consultation occurs	ith emplo e between employ	yees on ers and employ	issues yees on issu	
nder iceri gender e erning g Have	Not a priority Other (provide details): If your organisation would like to provide as do so below: equality indicator 5: Coning gender equality in the equality in the workplace. you consulted with employees on issue as	nsultation whe workplace to consultation occurs as concerning gender	ith emplo e between employ er equality in yo	yees on ers and employ ur workplace?	issues yees on issu	
nder iceri gender e erning g Have	Not a priority Other (provide details): If your organisation would like to provide as do so below: equality indicator 5: Conting gender equality in the equality in the workplace. you consulted with employees on issue as a (you may specify why you have not consulted):	nsultation whe workplace to consultation occurs as concerning gender	ith emplo e between employ er equality in yo	yees on ers and employ ur workplace?	issues yees on issu	
nder iceri gender e erning g Have	□ Not a priority □ Other (provide details): If your organisation would like to provide ase do so below: equality indicator 5: Conting gender equality in the equality in the workplace. you consulted with employees on issue as a (you may specify why you have not consulted (provide details why):	nsultation whe workplace to consultation occurs as concerning gender	ith emplo e between employ er equality in yo	yees on ers and employ ur workplace?	issues yees on issu	
nder iceri gender e erning g Have	☐ Not a priority ☐ Other (provide details): If your organisation would like to provide ase do so below: equality indicator 5: Conting gender equality in the equality in the workplace. you consulted with employees on issue as a (you may specify why you have not consulted in the consulted with resources/expertise)	nsultation whe workplace to consultation occurs as concerning gender	ith emplo e between employ er equality in yo	yees on ers and employ ur workplace?	issues yees on issu	
nder iceri gender e erning g Have	□ Not a priority □ Other (provide details): If your organisation would like to provide ase do so below: equality indicator 5: Conting gender equality in the equality in the workplace. you consulted with employees on issue as a (you may specify why you have not consulted (provide details why):	nsultation whe workplace to consultation occurs as concerning gender	ith emplo e between employ er equality in yo	yees on ers and employ ur workplace?	issues yees on issu	
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nder iceri gender e erning g Have	☐ Not a priority ☐ Other (provide details): If your organisation would like to provide ase do so below: equality indicator 5: Conting gender equality in the equality in the workplace. you consulted with employees on issue as a (you may specify why you have not consumpted in the consumpted in the workplace). Not needed (provide details why): ☐ Insufficient resources/expertise ☐ Not a priority	nsultation whe workplace to consultation occurs as concerning genderal ted with employees of	ith emplo e between employ or equality in yo on gender equali	yees on ers and employ ur workplace?	issues yees on issu	
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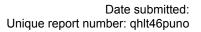
unpaid leave.
 Options may be offered both formally and/or informally.
 For example, if time-in-lieu is available to women formally but to men informally, you would select NO.







		☑ Exit interviews☐ Performance discussions☐ Other (provide details):
	15.2	Who did you consult?
		 All staff Women only Men only Human resources managers Management Employee representative group(s) Diversity committee or equivalent Women and men who have resigned while on parental leave Other (provide details):
	15.3	If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.
The pr	eventio	equality indicator 6: Sex-based harassment and discrimination 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?
		s (select all applicable answers) Policy 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 yo	u provide training for all managers on sex-based harassment and discrimination prevention?
	⊠ Yes	s - 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):







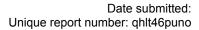
■ No	(you may specify why this training is not provided)
	Currently under development, please enter date this is due to be completed
	☐ Insufficient resources/expertise
	☐ Not a priority
	Other (provide details):
17.1	If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:

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.)

In 2020 we have maintained our focus on embedding measures to build a more inclusive workplace. Supplementary to our Inclusion & Diversity Policy (I&D), Framework and associated documents we introduced an online I&D Toolkit for all employees. The toolkit is designed to make conversations about equity (relating to all aspects of inclusion as well as gender) more approachable and relatable. South32's CEO and senior leadership continue to be active champions of inclusion and diversity both within the business, and externally through their involvement in gender & diversity advocacy groups and events.







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 15.2% females and 84.8% males.

Promotions

- 2. 26.3% of employees awarded promotions were women and 73.7% were men
 - i. 25.0% of all manager promotions were awarded to women
 - ii. 26.7% of all non-manager promotions were awarded to women.
- 3. 2.0% of your workforce was part-time and 2.6% of promotions were awarded to part-time employees.

Resignations

- 4. 31.0% of employees who resigned were women and 69.0% were men
 - i. 25.0% of all managers who resigned were women
 - ii. 31.9% of all non-managers who resigned were women.
- 5. 2.0% of your workforce was part-time and 3.8% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 3.6% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.6% 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. 75.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations:	
AWU	
CFMMEU	
AMWU	
CEPU	
ETU	
United Voice	
APESMA (Professionals Australia) TWU	
1 4 4 5	
CEO sign off confirmation	
Name of CEO or equivalent:	Confirmation CEO has signed the report:
Name of CEO of equivalent.	Commination CEO has signed the report.
CEO signature:	Date:

