



# 2021 - 22 Gender Equality Reporting

Submitted by:

Dyno Nobel Asia Pacific Pty Limited (ABN:38003269010)

Incitec Pivot Limited (ABN:42004080264)

Dyno Nobel Moranbah Pty Ltd (ABN:63115650649)

Date: 2022-07-11

### **#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?

9	daily in the fellewing areas.	
	Recruitment	Yes(Select all that apply)
	Yes	Policy Strategy
	Retention	Yes(Select all that apply)
	Yes	Strategy
	Performance management processes	Yes(Select all that apply)
	Yes	Policy
	Promotions	Yes(Select all that apply)
	Yes	Strategy
	Talent identification/identification of high potentials	Yes(Select all that apply)
	Yes	Strategy Policy
	Succession planning	Yes(Select all that apply)
	Yes	Strategy
	Training and development	Yes(Select all that apply)
	Yes	Policy Strategy
	Key performance indicators for managers relating to gender equality	Yes(Select all that apply)
	Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall? Yes(Select all that apply)

...Yes Strategy

3: Does your organisation have any of the following targets to address gender equality in your workplace?

Increase the number of men taking parental leave Reduce the gender pay gap

Increase the number of women in leadership positions

Increase the number of women in male-dominated roles

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

#### Dyno Nobel Asia Pacific Pty Limited

1: Does this organisation have a governing body?	No
1.3: How many members are on the governing body and who holds the predominant Chair position?	
Chairs	
Female	
Male	
Non-binary	
Members	
Female	
Male	
Non-binary	
1.1: Is the governing body the same as the local or overseas ultimate parent?	Local ultimate parent organisation
1.1.a: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.
Incitec Pivot Limited	
1: Does this organisation have a governing body?	Yes(Provide further details on the governing body(ies) and its composition)
1.1: What is the name of your governing body?	Incitec Pivot Limited Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
Chairs	
Female	0
Male	1
Non-binary	0
Members	
Female	3
Male	3
Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(Select all that apply)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(Select all that apply)

	Governing body has gender balance (i.e. 40% women / 40% men / 20% either) Other (provide details)
	A target of 30% female representation was achieved in 2021. The governing body now has gender balance (40/40/20).
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes(Select all that apply.)
	Strategy
Dyno Nobel Moranbah Pty Ltd	
1: Does this organisation have a governing body?	No
1.3: How many members are on the governing body and who holds the predominant Chair position?	
Chairs	
Female	
Male	
Non-binary	
Members	
Female	
Male	
Non-binary	
1.1: Is the governing body the same as the local or overseas ultimate parent?	Local ultimate parent organisation
1.1.a: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

Board size and composition are addressed in the Board's Charter, which sets out the roles, responsibilities and structure. In addition, the charter for the Nominations Committee sets out the Committee's responsibilities on Board composition and nominations. The Company's annual Corporate Governance Statement outlines key aspects of the Company's corporate governance framework.

## #Action on gender equality

#### **Gender pay gaps**

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

Yes(Select all that apply)	
Yes	Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes(Select all that apply)
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 Other (provide details)
Other (provide details)	Annual reviews of potential gender pay gaps based on grade positioning and experience.  Annual post review analysis of outcomes by gender for remuneration reviews and incentive payments

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

31-Mar-2022

#### **Employer action on pay equity**

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(Provide further details on the most recent gender remuneration gap analysis that was undertaken.)

undertaken.)	
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?	Yes(Select all that apply)
1.2: Did you take any actions as a result of your gender remuneration gap analysis?  Yes	Identified cause/s of the gaps Reviewed remuneration decision-making processes Analysed performance ratings to ensure there is no gender bias (including unconscious bias) Reported pay equity metrics (including gender pay gaps) to the executive Corrected like-for-like gaps

1.3: 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)

The analysis considers a range of factors including:

The role categorisation (occupational category and grade); The base salary positioning against the pay policy;

Level of experience/tenure; Performance rating; Location; Job family market positioning.

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

#### **Employee consultation**

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

Yes(*Provide further details on the employee consultation process.*)

Consultative committee or group

1.1: How did you consult employees?

Exit interviews

Human resources managers

1.2: Who did you consult?

Management

Employee representative group(s)

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

No

...No
Other(*Provide details*)
...Currently under development

- 3: On what date did your organisation share your previous year's public reports with employees? 15-Nov-2021
- 4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders?

15-Nov-2021

5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

Yes

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

# #Flexible work

#### Flexible working

	riexible working	
1:	: Do you have a formal policy and/or formal strat	egy on flexible working arrangements?
	Yes(Select all that apply)	
	Yes	Policy
	A business case for flexibility has been established and endorsed at the leadership level	No(Select all that apply)
	No	Other (provide details)
	Other (provide details)	Discussions in progress and business case/strategy development is ongoing
	Leaders are visible role models of flexible working	Yes
	Flexible working is promoted throughout the organisation	Yes
	Targets have been set for engagement in flexible work	No(Select all that apply)
	No	Not a priority
	Targets have been set for men's engagement in flexible work	No(Select all that apply)
	No	Not a priority
	Leaders are held accountable for improving workplace flexibility	No(Select all that apply)
	No	Not a priority
	Manager training on flexible working is provided throughout the organisation	No(Select all that apply)
	No	Currently under development(Select the estimated completion date.)
	Employee training is provided throughout the organisation	No(Select all that apply)
	No	Currently under development(Select the estimated completion date.)
	Team-based training is provided throughout the organisation	No(Select all that apply)
	No	Not aware of the need
	Employees are surveyed on whether they have sufficient flexibility	No(Select all that apply)
	No	Not aware of the need

The organisation's approach to flexibility is integrated into client conversations	No(Select all that apply)
No	Not aware of the need
The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No(Select all that apply)
No	Other (provide details)
Other (provide details)	Reporting metrics are under development
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No(Select all that apply)
No	Other (provide details)
2: Do you offer any of the following flexible working	ng options to MANAGERS in your workplace?
Flexible hours of work	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Compressed working weeks	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Time-in-lieu	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Telecommuting (e.g. working from home)	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Part-time work	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Job sharing	Yes(Select one option only)
	SAME options for women and men(Select all

Yes	that apply)
SAME options for women and men	Formal options are available Informal options are available
Carer's leave	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Purchased leave	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Unpaid leave	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available

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

Yes

4: Has your organisation implemented an 'all roles flex' approach to flexible work?

No

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Yes, for both women and men

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location? Employee performance is measured by performance and not presenteeism

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

# #Employee support

#### **Paid parental leave**

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) 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(Please indicate how employer funded paid parental leave is provided to the primary carers.)	
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 Stillbirth	
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the gap between the employee's salary and the government's paid parental leave scheme	
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?	12	
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	21-30%	
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	
1.1.g.1: How long is the qualifying period?	12	
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?	No	
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(Please indicate how employer funded paid parental leave is provided to the secondary carers.)	

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 Stillbirth
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?	1
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	80-90%
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
1.2.g.1: How long is the qualifying period?	12
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?	No

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.

#### **Support for carers**

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

Yes(Select all that apply)	
Yes	Policy

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

Employer subsidised childcare	No(You may specify why the above support mechanism is not available to your employees.)
No	Insufficient resources/expertise
On-site childcare	No(You may specify why the above support mechanism is not available to your employees.)
No	Insufficient resources/expertise
	Yes(Please indicate the availability of this

Breastfeeding facilities	support mechanism.)
Yes	Available at SOME worksites
Childcare referral services	No(You may specify why the above support mechanism is not available to your employees.)
No	Not aware of the need
Internal support networks for parents	No(You may specify why the above support mechanism is not available to your employees.)
No	Not aware of the need
Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(You may specify why the above support mechanism is not available to your employees.)
No	Not a priority
Information packs for new parents and/or those with elder care responsibilities	No(You may specify why the above support mechanism is not available to your employees.)
No	Insufficient resources/expertise
Referral services to support employees with family and/or caring responsibilities	No(You may specify why the above support mechanism is not available to your employees.)
No	Insufficient resources/expertise
Targeted communication mechanisms (e.g. intranet/forums)	Yes(Please indicate the availability of this support mechanism.)
Yes	Available at ALL worksites
Support in securing school holiday care	No(You may specify why the above support mechanism is not available to your employees.)
No	Not aware of the need
Coaching for employees on returning to work from paid parental leave	No(You may specify why the above support mechanism is not available to your employees.)
No	Insufficient resources/expertise
Parenting workshops targeting mothers	No(You may specify why the above support mechanism is not available to your employees.)
No	Not a priority
Parenting workshops targeting fathers	No(You may specify why the above support mechanism is not available to your employees.)
No	Not a priority
Other (provide details)	No

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

#### **Sex-based harassment and discrimination**

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(Select all that apply)	
Yes	Policy

1.1: Do you provide a grievance process in any sex-based harasssment and	Yes
discrimination prevention formal policy and/or formal strategy?	

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

All managers	Yes(Please indicate how often is this training provided (select all that apply):)
Yes	At induction Every one-to-two years
All employees	Yes(Please indicate how often is this training provided (select all that apply):)
Yes	At induction Every one-to-two years

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

#### 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(Select all that apply)	
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?

meen ample of the complete of	
Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
Training of key personnel	Yes
A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
Workplace safety planning	Yes
Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	Yes(Is the leave period unlimited?)
Yes	No
: How many days of paid domestic violence leave (contained in an enterprise/workplace agreement) are provided?	5
Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No(Select all that apply)
No	Other (provide details)
	This leave would be offered and covered under

Other (provide details)	our personal leave policy (unpaid leave)
Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes(Is the leave period unlimited?)
Yes	No
: How many days of paid domestic violence leave (not contained in an enterprise/workplace agreement) are provided?	5
Access to unpaid leave	Yes(Is the leave period unlimited?)
Yes	Yes
Confidentiality of matters disclosed	Yes
Referral of employees to appropriate domestic violence support services for expert advice	Yes
Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
Flexible working arrangements	Yes
Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
Offer change of office location	Yes
Emergency accommodation assistance	No(Select all that apply)
Access to medical services (e.g. doctor or nurse)	Yes
Other (provide details)	No

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

Domestic and Family Violence Policy published on company intranet. Policy provides for 5 days of paid domestic

violence leave per year.

EAP Counseling available to all employees.

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	1	1	2
were promoted?			Managers	13	38	51
			Non-managers	36	121	157
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	4	1	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
including partners with an employment contract) were			Managers	2	25	27
internally appointed?			Non-managers	15	70	85
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	0	3
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
(including partners with an employment contract) were			Managers	9	21	30
externally appointed?			Non-managers	90	249	339
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	2	3
			Non-managers	34	62	96
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	9	0	9
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	1	1	2
(including partners with an employment contract)			Managers	6	15	21
voluntarily resigned?			Non-managers	72	160	232
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	2	2
			Non-managers	7	16	23
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	0	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
nave taken primary carer's parental leave (paid and/or			Managers	2	0	2
unpaid)?			Non-managers	8	0	8
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	5	0	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
nave taken secondary carer's parental leave (paid			Managers	0	0	0
and/or unpaid)?			Non-managers	0	1	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	1	1	2
were promoted?			Managers	13	37	50
			Non-managers	33	113	146
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	4	1	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
		Tixou Tomi Communic	Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
	N/A	Gasual	Managers	0	0	0
			•			
) Hawanani	Full 45	Dames	Non-managers	0	0	0
2. How many employees including partners with an	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
employment contract) were			Managers	2	22	24
nternally appointed?			Non-managers	14	66	80
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	0	3
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
including partners with an			Managers	9	17	26
employment contract) were externally appointed?			Non-managers	87	241	328
satisfication appointed:		Fixed Term Contract	CEO, KMPs, and HOBs	0	0	0
		Tixeu-Term Contract		1	2	3
			Managers			
	Dest #	D	Non-managers	34	62	96
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	9	0	9
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	1	1	2
including partners with an employment contract)			Managers	6	13	19
oluntarily resigned?			Non-managers	64	145	209
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	2	2
			Non-managers	7	16	23
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	0	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
nave taken primary carer's			Managers	2	0	2
parental leave (paid and/or inpaid)?			Non-managers	7	0	7
,		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	5	0	5
		Fixed-Term Contract	<u> </u>	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
	19/75	Casuai	Managers	0	0	0
			Non-managers	0	0	0
6. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
nave taken secondary	i dii tiillo	Cimanent	Managers	0	0	0
carer's parental leave (paid and/or unpaid)?			Non-managers	0	1	1
ana, or unpaid):		Fixed Torre Centuret	CEO, KMPs, and HOBs	0	0	0
		Tixeu-Term Contract	Managers	0	0	0
			•	0	0	0
	Part-time	Permanent	Non-managers CEO, KMPs, and HOBs	0	0	0
	r art-ullie	remanell				
			Managers Non managers	0	0	0
		Fixed Tarms Carrier 1	Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
parental leave, regardless of when the leave commenced?			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time Permanent  Fixed-Term Contr	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	3	8	11
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
including partners with an			Managers	0	3	3
employment contract) were nternally appointed?			Non-managers	1	4	5
memany appearate		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
		Tixod Tomi Comidae	Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract		0	0	0
		r ixed Term Contides	Managers	0	0	0
			-	0	0	0
	N/A	Casual	Non-managers			
	IN/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
) H	Full Aires	D	Non-managers	0	0	0
3. How many employees including partners with an	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
employment contract) were			Managers	0	4	4
externally appointed?			Non-managers	3	8	11
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
		_	Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
(including partners with an employment contract)			Managers	0	2	2
oluntarily resigned?			Non-managers	8	15	23
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
nave taken primary carer's			Managers	0	0	0
parental leave (paid and/or unpaid)?			Non-managers	1	0	1
,		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
		Cimanent	Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	•	0	0	0
		rixed reini contract	Managers	0	0	0
				0	0	0
	NI/A	Casual	Non-managers			
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0		0
N. I.I	Forth Alice a	D	Non-managers	0	0	0
6. How many employees nave taken secondary	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
carer's parental leave (paid			Managers	0	0	0
and/or unpaid)?			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
		_	Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
parental leave, regardless of when the leave commenced?			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time Permanent  Fixed-Term Contract	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

<sup>\*</sup> Total employees includes Gender X

		No. of employees		Number of ap graduates	Total employees**	
Occupational category*	Employment status	F	М	F	М	employees
Managers	Full-time permanent	57	219	0	0	276
	Full-time contract	1	2	0	0	3
	Part-time permanent	12	1	0	0	13
Professionals	Full-time permanent	97	282	3	1	383
	Full-time contract	5	10	0	2	17
	Part-time permanent	13	2	0	0	15
Technicians And Trades Workers	Full-time permanent	48	400	0	0	448
	Full-time contract	0	8	0	0	8
	Part-time permanent	2	0	0	0	2
Clerical And Administrative Workers	Full-time permanent	98	37	0	0	136
	Full-time contract	6	2	0	0	8
	Part-time permanent	15	1	0	0	16
	Part-time contract	1	0	0	0	1
Sales Workers	Full-time permanent	1	16	0	0	17
Machinery Operators And Drivers	Full-time permanent	73	453	0	0	526
	Full-time contract	21	36	0	0	57
	Part-time permanent	12	7	0	0	19
	Part-time contract	0	1	0	0	1
Labourers	Full-time permanent	2	8	0	0	10

<sup>\*</sup> Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)
\*\* Total employees includes Gender X

			No. of employees		
Manager category	Level to CEO	Employment status	F	М	Total*
CEO	0	Full-time permanent	1	0	1
KMP	-1	Full-time permanent	1	6	7
GM	-2	Full-time permanent	8	23	31
		Full-time contract	0	1	1
	-3	Full-time permanent	0	7	7
SM	-2	Full-time permanent	2	6	8
	-3	Full-time permanent	13	49	62
		Part-time permanent	3	0	3
	-4	Full-time permanent	3	23	26
		Full-time contract	0	1	1
		Part-time permanent	1	0	1
	-5	Full-time permanent	1	1	2
	-6	Full-time permanent	0	1	1
ОМ	-2	Full-time permanent	5	1	6
		Part-time permanent	1	0	1
	-3	Full-time permanent	11	23	34
		Full-time contract	1	0	1
		Part-time permanent	3	0	3
	-4	Full-time permanent	9	42	51
		Part-time permanent	4	1	5
	-5	Full-time permanent	3	32	35
	-6	Full-time permanent	0	5	5

<sup>\*</sup> Total employees includes Gender X

		No. of employees		Number of ap graduates	Total employees**		
Occupational category*	Employment status	F	М	F	М	етрюуесь	
Managers	Full-time permanent	56	209	0	0	265	
	Full-time contract	1	2	0	0	3	
	Part-time permanent	12	1	0	0	13	
Professionals	Full-time permanent	91	264	3	1	359	
	Full-time contract	5	10	0	2	17	
	Part-time permanent	13	2	0	0	15	
Technicians And Trades Workers	Full-time permanent	41	334	0	0	375	
	Full-time contract	0	8	0	0	8	
	Part-time permanent	2	0	0	0	2	
Clerical And Administrative Workers	Full-time permanent	94	37	0	0	132	
	Full-time contract	6	2	0	0	8	
	Part-time permanent	15	1	0	0	16	
	Part-time contract	1	0	0	0	1	
Sales Workers	Full-time permanent	1	16	0	0	17	
Machinery Operators And Drivers	Full-time permanent	73	451	0	0	524	
	Full-time contract	21	36	0	0	57	
	Part-time permanent	12	7	0	0	19	
	Part-time contract	0	1	0	0	1	
Labourers	Full-time permanent	2	8	0	0	10	

<sup>\*</sup> Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)
\*\* Total employees includes Gender X

			No. of employees		
Manager category	Level to CEO	Employment status	F	М	Total*
CEO	0	Full-time permanent	1	0	1
КМР	-1	Full-time permanent	1	6	7
GM	-2	Full-time permanent	8	23	31
		Full-time contract	0	1	1
	-3	Full-time permanent	0	5	5
SM	-2	Full-time permanent	2	6	8
	-3	Full-time permanent	13	49	62
		Part-time permanent	3	0	3
	-4	Full-time permanent	2	19	21
		Full-time contract	0	1	1
		Part-time permanent	1	0	1
	-5	Full-time permanent	1	1	2
ОМ	-2	Full-time permanent	5	1	6
		Part-time permanent	1	0	1
	-3	Full-time permanent	11	23	34
		Full-time contract	1	0	1
		Part-time permanent	3	0	3
	-4	Full-time permanent	9	42	51
		Part-time permanent	4	1	5
	-5	Full-time permanent	3	31	34
	-6	Full-time permanent	0	3	3

<sup>\*</sup> Total employees includes Gender X

			nployees	Number of ap graduates	Total employees**	
Occupational category*	Employment status	F	М	F	М	employees
Managers	Full-time permanent	1	10	0	0	11
Professionals	Full-time permanent	6	18	0	0	24
Technicians And Trades Workers	Full-time permanent	7	66	0	0	73
Clerical And Administrative Workers	Full-time permanent	4	0	0	0	4
Machinery Operators And Drivers	Full-time permanent	0	2	0	0	2

<sup>\*</sup> Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

<sup>\*\*</sup> Total employees includes Gender X

Manager category	Level to CEO	Employment status	F	М	Total*
GM	-3	Full-time permanent	0	2	2
SM	-4	Full-time permanent	1	4	5
	-6	Full-time permanent	0	1	1
ОМ	-5	Full-time permanent	0	1	1
	-6	Full-time permanent	0	2	2

<sup>\*</sup> Total employees includes Gender X