

Public report

2018-19

Submitted by

Legal Name:
CSR Limited



Organisation and contact details

Submitting organisation details	Legal name	CSR Limited
	ABN	9000001276
	ANZSIC	C Manufacturing 2090 Other Non-Metallic Mineral Product Manufacturing
	Business/trading name/s	
	ASX code (if applicable)	CSR
	Postal address	Locked Bag 1345 NORTH RYDE BC NSW 1670 AUSTRALIA
	Organisation phone number	99641720
	Reporting structure	Ultimate parent
Number of employees covered by this report		2,800

All organisations covered by this report

Legal name	Business/trading name/s
CSR Limited	
AFS Unit Trust	
CSR Martini Pty Limited	
CSR Building Products Limited	
Bricks Australia Services Pty Limited	

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	1	8	9
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	0	3	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	6	19	25
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	12	34	46
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	1	20	21
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-4	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-2	Full-time permanent	5	8	13
		Full-time contract	1	0	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	20	60	80
		Full-time contract	0	1	1
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	3	23	26
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			54	180	234

Workplace profile

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	104	265	0	1	0	0	370
	Full-time contract	6	6	0	0	0	0	12
	Part-time permanent	20	4	0	0	0	0	24
	Part-time contract	0	0	0	0	0	0	0
	Casual	2	11	1	0	0	0	14
Technicians and trade	Full-time permanent	3	205	0	0	0	3	211
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	2	0	0	0	0	2
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	104	60	0	0	0	0	164
	Full-time contract	2	0	0	0	0	0	2
	Part-time permanent	31	3	0	0	0	0	34
	Part-time contract	2	0	0	0	0	0	2
	Casual	3	2	0	0	0	0	5
Sales	Full-time permanent	159	377	0	0	0	0	536
	Full-time contract	2	1	0	0	0	0	3
	Part-time permanent	39	1	0	0	0	0	40
	Part-time contract	0	0	0	0	0	0	0
	Casual	7	2	0	0	0	0	9
Machinery operators and drivers	Full-time permanent	41	1,085	0	0	0	3	1,129
	Full-time contract	0	6	0	0	0	0	6
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	2	0	0	0	0	2

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		526	2,032	1	1	0	6	2,566

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

NB. IMPORTANT:

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?

1.1 Recruitment

- Yes (select all applicable answers)
- Policy
 - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not a priority

1.2 Retention

- Yes (select all applicable answers)
- Policy
 - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not a priority

1.3 Performance management processes

- Yes (select all applicable answers)
- Policy
 - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not a priority

1.4 Promotions

- Yes (select all applicable answers)
 Policy
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority

1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)
 Policy
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority

1.6 Succession planning

- Yes (select all applicable answers)
 Policy
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority

1.7 Training and development

- Yes (select all applicable answers)
 Policy
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority

1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)
 Policy
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority

1.9 Gender equality overall

- Yes (select all applicable answers)
 Policy
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority

1.10 How many employees were promoted during the reporting period against each category below?

IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	9	12	11	28
Permanent/ongoing part-time employees	0	0	0	1
Fixed-term contract full-time employees	0	0	0	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?

IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	14	54
Number of appointments made to NON-MANAGER roles (including promotions)	124	360

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	10	41	46	168
Permanent/ongoing part-time employees	0	1	8	1
Fixed-term contract full-time employees	0	1	3	3
Fixed-term contract part-time employees	0	0	2	0
Casual employees	0	0	0	3

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

CSR places great importance on our people and remains committed to promoting an inclusive workplace by applying policies and practices designed to improve both gender equality and diversity within our organisation.

Having a diverse workplace brings a range of benefits to our business, such as improved business decision making, wider range of skills, fosters innovation and ultimately better solutions for our customers.

Year on year we strive to improve our recruitment and retention strategies and practices in order to further support gender diversity and equity in our workplace.

We have maintained monthly reporting on attraction, selection and retention of female employees by business unit tracking metrics on:

- The number of women that have joined CSR in the last month.
- Women who have left CSR in the last month and the reason for leaving.
- An overview of current vacant positions and the number of women on the shortlist for each position.
- The gender participation ratio for CSR as well for each business unit.

Our monthly Diversity reports provide rich insights throughout the employee life-cycle. The report is circulated by the HR Services team to each business unit Executive General Manager (EGM), HR Manager and CEO to ensure key stakeholders are aware and up to date on this monthly diversity data. Therefore, challenging traditional recruitment processes and appointment decision making by reviewing:

- Attraction data;
- The recruitment process encourages all suitable applicants but with a positive approach to female applications i.e. including one female on the shortlist and applying a “if not, why not rule”; and
- The performance of labour hire and other recruitment providers to source female talent.

Recruitment and Attraction Strategies:

(i) In addition to our company LinkedIn page, we launched our CSR Careers Instagram page this year as part of our initiative to build the CSR brand and broaden our reach and to showcase our diversity in our business. Through engagement of our posts we were able to source a potential female candidate who had messaged us directly expressing their interest in working with us.

(ii) Through 'talent pipe-lining' we have continued to canvass the passive market to build our pipeline of candidates, whilst we have been speaking with an extremely diverse group of potential candidates, there is particular focus on females especially if they are within our industry.

(iii) Also, this year CSR commenced its' sponsorship of Women in Engineering Graduate program. As part of this sponsorship we have also welcomed two current female students to gain some work experience with us on an internship in partnership with UTS, Sydney.

(iv) Continually reviewing and adjusting our job ads to include more inclusive language.

(v) When recruiting for e.g. Factory Operators that require skills such as a Fork Lift Ticket, we review the possibility of training suitable female applicants that do not have the ticket but a good fit for the role.

(vi) Continued partnership with our Labour Hire agencies, tracking diversity metrics such as female applications, appointments and turnover.

Additional initiatives currently underway within the business to both retain and attract more females and promote diversity include:

(i) Diversity initiatives were promoted, shared and leveraged throughout the organisation through targeted communication.

(ii) Developed Flex@CSR framework to promote a range of flexible work and remuneration practices to support working families at CSR.

(iii) Launched Parental Assist Team to help support parents through their parental leave and return to work program.

(iv) Promoted and sponsored the Women in Industry Awards with ten finalists and two nominated category winners from CSR.

(v) Developed a range of Experience Maps to help employees plan their careers.

(vi) Rolled out ACHIEVE@CSR, our new performance management system, including specific training and support tools for development and Career conversations.

(vii) Celebrated International Women's Day – participating in events which included inspirational guest speakers, as well as social media posts to showcase our appreciation and respect for gender diversity.

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?

CSR Limited

2.1b.1 How many Chairs on this governing body?

	Female	Male
Number	0	1

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

	Female	Male
Number	2	4

2.1d.1 Has a target been set to increase the representation of women on this governing body?

- Yes
- No (you may specify why a target has not been set)
 - Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Do not have control over governing body/board appointments (provide details why):
 - Not a priority
 - Other (provide details):

2.1g.1 Are you reporting on any other organisations in this report?

- Yes
- No

2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?

- Yes (select all applicable answers)
 - Policy
 - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
 - In place for some governing bodies
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Do not have control over governing body appointments (provide details why)
 - Not a priority
 - Other (provide details):

2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an "incorporated" entity - Pty Ltd, Ltd or Inc; or an "unincorporated" entity)?

- Yes
- No

2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.

The CSR Board is committed to, and has achieved for many years, the AICD target to ensure 30% of Directors are female.

In May 2019, the CSR Board announced the appointment of Julie Coates as CEO and Managing Director. This is the first female CEO in CSR's 164 year history.

The CSR Board regularly reviews performance with regards to gender equality through the operation of the Human Resources and Remuneration Committee. This review includes effectiveness of CSR's policies and initiatives, including an annual assessment of performance against measurable objectives and the relative proportion of women at all levels throughout the business.

Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women's economic security and progressing gender equality.

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

- Yes (select all applicable answers)
- Policy
 - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Salaries set by awards/industrial or workplace agreements
 - Non-award employees paid market rate
 - Not a priority
 - Other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

- Yes (provide details in question 3.2 below)
- No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
- Currently under development, please enter date this is due to be completed
 - Salaries set by awards/industrial or workplace agreements
 - Insufficient resources/expertise
 - Non-award employees paid market rate
 - Not a priority
 - Other (provide details):

3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?

- To achieve gender pay equity
- To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
- To be transparent about pay scales and/or salary bands
- To ensure managers are held accountable for pay equity outcomes
- To implement and/or maintain a transparent and rigorous performance assessment process
- Other (provide details):

At CSR to achieve gender pay equity our position descriptions are analysed and evaluated based on the "HAY Grading" system, which is assessed on specific key job requirements and not about the "person" per se. This is an unbiased methodology of determining the relative importance of the jobs in an organisation in a structured, objective and consistent manner that takes into consideration both the job content and organisational context. In addition, our job evaluation process supports us to accurately compare against other job designs in the market

and creates data-supported reward systems that are demonstrably 'fair' – both internally and externally. Therefore, further ensuring that both women and men are paid equitably for their performance.

In addition, we have assessed performance reviews and incentive arrangements by gender to ensure gender equity on variable pay.

In 2019 as part of the roll-out of our new performance management system, ACHIEVE@CSR we invested significant resources to inform employees on our job evaluation, salary policy and how performance impacts remuneration.

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

- Yes - the most recent gender remuneration gap analysis was undertaken:
- Within last 12 months
 - Within last 1-2 years
 - More than 2 years ago but less than 4 years ago
 - Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
- Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
 - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
 - Non-award employees paid market rate
 - Not a priority
 - Other (provide details):

4.01 You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).

CSR has always remunerated its employees based on either EBA specifications or based on the expected job requirements using the "Hay Grading" of a role. As part of the Hay Grading evaluation process, once a role evaluation is completed, then the evaluation is compared to like for like roles in the organisation.

Each year CSR completes two detailed pay equity reviews. The first is completed as part of the annual salary review process. The second is completed as part of the talent review process, where the Executive General Manager of the business, the HR Manager and the Executive General Manager of Human Resources review pay equity, development and career aspirations of female employees.

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

- Yes – indicate what actions were taken (select all applicable answers)
- Created a pay equity strategy or action plan
 - Identified cause/s of the gaps
 - Reviewed remuneration decision-making processes
 - Analysed commencement salaries by gender to ensure there are no pay gaps
 - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
 - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
 - Trained people-managers in addressing gender bias (including unconscious bias)
 - Set targets to reduce any like-for-like gaps
 - Set targets to reduce any organisation-wide gaps
 - Reported pay equity metrics (including gender pay gaps) to the governing body
 - Reported pay equity metrics (including gender pay gaps) to the executive
 - Reported pay equity metrics (including gender pay gaps) to all employees
 - Reported pay equity metrics (including gender pay gaps) externally
 - Corrected like-for-like gaps
 - Conducted a gender-based job evaluation process
 - Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
- No unexplainable or unjustifiable gaps identified

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Salaries set by awards/industrial or workplace agreements
- Non-award employees are paid market rate
- Unable to address cause/s of gaps (provide details why):
- Not a priority
- Other (provide details):

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

CSR has a rigorous process to achieve pay equity through established bi-annual processes (outlined above) and detailed pay reporting by job grade. As a result, we have confidence in the focus and actions that result.

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.

Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
 - By paying the gap between the employee's salary and the government's paid parental leave scheme
 - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
 - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
 - By paying the gap between the employee's salary and the government's paid parental leave scheme
 - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
 - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
 - By paying the gap between the employee's salary and the government's paid parental leave scheme
 - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
 - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, not available (you may specify why this leave is not provided)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Government scheme is sufficient
 - Not a priority
 - Other (provide details):

5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:

10

5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.

(1) Unpaid Parental Leave

If you have had more than one year of continuous full or part time employment immediately prior to the birth or placement of the child, and you are the primary carer, you will be eligible for Unpaid Parental Leave for a period of up to 52 weeks. In addition, you may request up to a further period of 52 weeks' Unpaid Parental Leave.

(2) Paid Parental Leave

In addition, all eligible part time or full time employees are eligible for 10 weeks paid parental leave.

Payment for the first 10 weeks of leave at your base rate of pay immediately prior to commencing the leave (or for the first 20 weeks if the election to take the leave on half pay is selected).

To be eligible for these 10 weeks, you must:

- Have 12 months or more of continuous service as a permanent employee; and
- Be the first primary carer of an eligible child.

Return to Work Bonus:

In addition to the 10 weeks paid parental leave, you will also be entitled to a 2 week Return to Work Bonus. To be eligible for the Return to Work Bonus, you must have returned to work for a minimum 3 month period, following your return from parental leave.

Keeping in Touch Days:

The keeping in touch days allow primary carers who chose to participate to remain connected to the workplace and also support their transition back into work. You can access up to 10 paid keeping in touch days.

Pre Purchasing Annual Leave:

While planning your parental leave, eligible staff can also nominate to purchase up to 2 additional weeks of annual leave.

CSR Parental Leave Assist Team:

An internal CSR team that provide targeted support for parents and managers pre, during leave and upon your transition back to work. The service is designed to provide assistance when planning leave and coaching during the leave period and how to manage the level of engagement while on leave. The service also provides guidance for when transitioning back to work including guidance on having conversations around flexible work arrangements.

(3) Flex@CSR

We understand that our people have different commitments, priorities and interests in both their personal and working lives and we acknowledge the need to work flexibly to better integrate both aspects of work and life.

The purpose of our CSR Flex Project Team has been to enhance employee experience by creating internal support functions and digital automation e.g. through 'Parental Assist Team', new intranet sites and revised online forms.

In addition, we have also developed and launched the "Flex@CSR Framework" to promote a range of flexible work and remuneration practices to support working families at CSR.

Flexible work options at CSR include:

- (i) FlexLeave: pre-purchased flexi leave.
- (ii) FlexHours: part time, varied shift start and finish times, time in lieu.
- (iii) Flex Benefits: novated leases, additional superannuation contributions and reduced fees, share plans, salary sacrifice for super and share plans.
- (iv) FlexPlace: working at different sites (CSR has 150 locations across ANZ), working from home.
- (v) FlexCareers: study leave and education support, career breaks.
- (vi) Flex@CSR Supporting our Community: community service leave, community support programs/mentoring school kids.

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?

- In your calculation, you **MUST INCLUDE CASUALS** when working out the proportion.

<10%

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

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

- Adoption
- Surrogacy
- Stillbirth

6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Government scheme is sufficient
 - Not a priority
 - Other (provide details):

6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:

10

6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.

We currently offer 8 weeks unpaid leave.

From 1 April 2019, eligible secondary carers are entitled to up to 2 weeks paid leave from their employer funded personal leave balance.

Pre Purchasing Annual Leave:

While planning your parental leave, eligible staff can also nominate to purchase up to 2 additional weeks of annual leave.

CSR Parental Leave Assist Team:

An internal CSR team that provide targeted support for parents and managers pre, during leave and upon your transition back to work. The service is designed to provide assistance when planning leave and coaching during the leave period and how to manage the level of engagement while on leave. The service also provides guidance for when transitioning back to work including guidance on having conversations around flexible work arrangements.

6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?

- **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

- <10%

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

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

- Adoption
- Surrogacy
- Stillbirth

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	5	0	0	3

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	19	3	0	8

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

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	0

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

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	3	0

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

- Yes (select all applicable answers)
- Policy

- Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Don't offer flexible arrangements
 - Not a priority
 - Other (provide details):

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

- Yes (select all applicable answers)
 - Policy
 - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Included in award/industrial or workplace agreement
 - Not a priority
 - Other (provide details):

11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?

- Yes
- No (you may specify why non-leave based measures are not in place)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not a priority
 - Other (provide details):

11.1 Please select what support mechanisms are in place and if they are available at all worksites.

- **Where only one worksite exists, for example a head-office, select "Available at all worksites".**

- Employer subsidised childcare
 - Available at some worksites only
 - Available at all worksites
- On-site childcare
 - Available at some worksites only
 - Available at all worksites
- Breastfeeding facilities
 - Available at some worksites only
 - Available at all worksites
- Childcare referral services
 - Available at some worksites only
 - Available at all worksites
- Internal support networks for parents
 - Available at some worksites only
 - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
 - Available at some worksites only
 - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
 - Available at some worksites only
 - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
 - Available at some worksites only
 - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
 - Available at some worksites only
 - Available at all worksites
- Support in securing school holiday care
 - Available at some worksites only

- Available at all worksites
- Coaching for employees on returning to work from parental leave
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting mothers
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting fathers
 - Available at some worksites only
 - Available at all worksites
- None of the above, please complete question 11.2 below

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

- Yes (select all applicable answers)
 - Policy
 - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Included in award/industrial or workplace agreements
 - Not aware of the need
 - Not a priority
 - Other (please provide details):
We provide all of our employees with Employee Assistance Program (EAP) via an external provider that is 100% confidential and free of charge. Allowing our employees access to confidential counselling support 24 hours a day, 7 days a week.

EAP supports employees with work-related problems as well as personal problems that may impact on their job performance, health and mental well-being.

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

- Yes (select all applicable answers)
 - Employee assistance program (including access to a psychologist, chaplain or counsellor)
 - Training of key personnel
 - A domestic violence clause is in an enterprise agreement or workplace agreement
 - Workplace safety planning
 - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
 - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
 - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
 - Access to unpaid leave
 - Confidentiality of matters disclosed
 - Referral of employees to appropriate domestic violence support services for expert advice
 - Protection from any adverse action or discrimination based on the disclosure of domestic violence
 - Flexible working arrangements
 - Provision of financial support (e.g. advance bonus payment or advanced pay)
 - Offer change of office location
 - Emergency accommodation assistance
 - Access to medical services (e.g. doctor or nurse)
 - Other (provide details):
- No (you may specify why no other support mechanisms are in place)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not aware of the need
 - Not a priority
 - Other (provide details):

14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?

- flexible hours of work

- **compressed working weeks**
- **time-in-lieu**
- **telecommuting**
- **part-time work**
- **job sharing**
- **carer's leave**
- **purchased leave**
- **unpaid leave.**

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.
- No, some/all options are not available to both women AND men.

14.1 Which options from the list below are available? Please tick the related checkboxes.

- **Unticked checkboxes mean this option is NOT available to your employees.**

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

14.3 You may specify why any of the above options are NOT available to your employees.

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:

At CSR we have a great success rate in return to work for mothers/primary carers who took parental leave. From the 28 women/primary carers who commenced parental leave this reporting year, 9 are still on leave, 16 have returned to work on various arrangements that are suitable for their individual circumstances. These include:

- * Full-time
- * Full-time, with option for work from home on set day(s)
- * Part-time
- * Part-time on flexible hours (i.e. earlier start and finish times)
- * Part-time and working at different CSR work sites closer to their place of residence.

In addition, 3 of the individuals decided not to return to work.

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

15. Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
 No (you may specify why you have not consulted with employees on gender equality)
 Not needed (provide details why):
 Insufficient resources/expertise
 Not a priority
 Other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace?

- Survey
 Consultative committee or group
 Focus groups
 Exit interviews
 Performance discussions
 Other (provide details):
The CSR Diversity Council, led by the Managing Director continue to review progress, consult and learn from gender equality initiatives across CSR.

In addition, the CSR Board has established measurable objectives for promoting diversity and undertakes an annual assessment of those objectives and CSR's progress in achieving them.

In developing our Parental Leave Policies and Flex@CSR framework we engaged a broad cross section of employees to help us formulate the final proposals which have been implemented.

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.

Ongoing initiatives include:

- Maintain gender pay equity through established bi-annual processes.
- The CEO and our EGMs have reaffirmed our policy of having at least one suitable female candidate in all of our shortlist and if this does not occur then we apply "if not, why not" rule.

Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

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

- Yes (select all applicable answers)
 Policy
 Strategy
 No (you may specify why no formal policy or formal strategy is in place)

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Included in award/industrial or workplace agreement
- Not a priority
- Other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?

- Yes
- No (you may specify why a grievance process is not included)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not a priority
 - Other (provide details):

17. Do you provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided:
 - At induction
 - At least annually
 - Every one-to-two years
 - Every three years or more
 - Varies across business units
 - Other (provide details):
- No (you may specify why this training is not provided)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Not a priority
 - Other (provide details):

17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:

CSR encourages the highest standards of ethical behaviour and is committed to providing an environment where people in the workplace are treated fairly, with respect and free from discrimination, harassment, bullying or victimisation.

Any complaint is treated with utmost seriousness and urgency with an independent investigation process completed on every occasion.

Our process for resolving complaints is clearly detailed in the Fairness, Respect and Diversity training that all staff complete upon starting with CSR and this module is also revised during their tenure with CSR.

CSR staff members are also encouraged to speak to their Manager or HR representative if they have a complaint or grievance. However, when an employee wishes to remain completely anonymous they can contact the CSR confidential hotline.

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.)

CSR recognises that a workplace that promotes diversity and equality of opportunity will deliver superior business results and help its people achieve their full potential.

Our achievements for YEM19 and the initiatives for YEM20, as approved by the Remuneration and Human Resources Committee are set out below.

Overview of our YEM19 achievements include:

LEADERSHIP AND CULTURE

- Over 2500 online training modules focusing on Fairness, Respect and Diversity were completed.
- Achieved gender pay equity through established bi-annual processes and detailed pay reporting by job grade.
- Diversity reporting within the organisation was maintained to drive more informed recruitment decisions.
- The CEO led diversity council meetings throughout the year to implement and review diversity initiatives.
- Diversity initiatives were promoted, shared and leveraged throughout the organization through targeted communication.

CAREER MANAGEMENT

- Rolled out ACHIEVE@CSR, our new performance management system, including specific training and support tools for development and career conversations.
- Developed a range of Experience Maps to help employees plan their careers.
- Developed Flex@CSR framework to promote a range of flexible work and remuneration practices to support working families at CSR.
- Launched Parental Assist Team to help support women through their parental leave and return to work program.
- Insights from the female talent review were leveraged to further support female talent within the business units.
- Promoted and sponsored the Women in Industry Awards with 10 finalists nominated and two category winners from CSR.

RECRUITMENT AND RETENTION

- Diversity reporting within the organisation was maintained to drive more informed recruitment decisions.
- Voluntary turnover of women held steady.
- In addition to our company LinkedIn page, we launched our CSR Careers Instagram page this year as part of our initiative to build the CSR brand and broaden our reach and to showcase our diversity in our business. Through engagement of our posts we were able to source a potential female candidate who had messaged us directly expressing their interest in working with us.
- Through 'talent pipe-lining' we have continued to canvass the passive market to build our pipeline of candidates, whilst we have been speaking with an extremely diverse group of potential candidates, there is a particular focus on females especially if they are within our industry.
- Also, this year CSR commenced its' sponsorship of Women In Engineering Graduate program. As part of this sponsorship we have also welcomed two current female students to gain some work experience with us on an internship in partnership with UTS, Sydney.
- Adjusting our job ads to include more inclusive language.
- When recruiting for e.g. Factory Operators that require skills such as a Fork Lift Ticket, we review the possibility of training suitable female applicants that do not have the ticket but a good fit for the role.
- Continued partnership with our Labour Hire agencies, tracking diversity metrics such as female applications, appointments and turnover.
- Celebrated International Women's Day – by hosting site events and social media posts to showcase our appreciation and respect for gender diversity.

Overview of our YEM20 initiatives include:

LEADERSHIP AND CULTURE

- Continue to provide opportunities for women to develop and enhance their careers through attending CSR leadership programs.
- Convene specific diversity forums with senior leaders to promote discussion on what has worked well and where we can make future improvements in gender diversity.
- Maintain gender pay equity through established bi-annual processes including reviews by the executive team and CSR board.
- Continue to promote, share and leverage diversity initiatives and achievements through targeted and regular communication.

CAREER MANAGEMENT

- Continue to leverage learnings from the detailed review of female talent, and maintain focus on pay equity, development and career aspirations.
- Develop and promote Female Career Champions to support other women in CSR to grow their careers.
- Finalise and deploy Experience Maps for all job families to promote career planning.
- Complete a comprehensive rollout of the Flex@CSR framework sharing examples of how employees have used this to improve their working experience at CSR.

RECRUITMENT AND RETENTION

- Implement recommendations from our review of strategic workforce planning and recruitment.

- Continue to report and track operational diversity metrics such as female applications, appointments and turnover.

We recognise that our industry in general has lower female representation and this is also reflected within our business. Dating back to 2016, our overall female participation rate was 16%. However, through dedicated leadership, commitment and ongoing organisational provisions, our female talent now cover 21% of our workforce. We are proud of the progress we have achieved but also acknowledge that our journey continues. Diversity for our employee population requires long-term commitment, collaboration and development of an inclusive culture which CSR has already begun to develop.

Gender composition proportions in your workplace

Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 20.8% females and 79.2% males.

Promotions

2. 32.8% of employees awarded promotions were women and 67.2% were men
 - i. 42.9% of all manager promotions were awarded to women
 - ii. 27.5% of all non-manager promotions were awarded to women.
3. 3.9% of your workforce was part-time and 1.6% of promotions were awarded to part-time employees.

Resignations

4. 24.0% of employees who resigned were women and 76.0% were men
 - i. 18.9% of all managers who resigned were women
 - ii. 25.2% of all non-managers who resigned were women.
5. 3.9% of your workforce was part-time and 4.2% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 12.5% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

CEO sign off confirmation

Name of CEO or equivalent:

Rob Sindel

CEO signature:

Confirmation CEO has signed the report:

Date: