



Australian Government



Workplace
Gender Equality
Agency

2021 - 22 Gender Equality Reporting

Submitted by:

CSR Limited (ABN:90000001276)

Afs Unit Trust (ABN:45576072788)

Csr Martini Pty Limited (ABN:29144714938)

**Bricks Australia Services Pty Limited
(ABN:68604616908)**

Date: 2022-06-20

#Workplace overview

Policies and strategies

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

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

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(<i>Select all that apply</i>)	
...Yes	Policy Strategy

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

Reduce the gender pay gap	
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4: If your organisation would like to provide additional information relating to your gender equality policies and strategies, 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.

We have continuously focused on gender diversity given the current proportion of women within our workforce and always striving to review and improve our recruitment and retention strategies and practices to ensure equality within our workplace.

The following initiatives have been established and maintained to further support gender equality and diversity in our workplace:

1. Attraction, Recruitment and Retention

Year on year we have improved our reporting on attraction, selection and retention of female employees. We have moved from quarterly reporting to much more detailed monthly reporting by business unit. This enables us to review our data on a regular basis. 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.

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

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

Therefore, we are challenging traditional recruitment processes and appointment decision making by reviewing:

- Attraction data
- The application of recruitment policy of having at least 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.

In addition, we have continued our attraction initiatives:

- a) Creating female friendly advertisements on job posts
- b) Continued partnership with Universities e.g. Continuation of Scholarship sponsor for female engineer @ UTS
- c) Continued partnership with our Labour Hire agencies, tracking diversity metrics such as female applications, appointments and turnover
- d) When recruiting for traditionally males dominated roles such as 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, however are a good fit for the role
- e) 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.
- f) Where possible, we create opportunities for work experience for female graduates – e.g. this reporting
- g) In addition to our company LinkedIn page where we actively seek out talented female candidates during passive searches, we have maintained our CSR Careers Instagram page. This page builds the CSR brand and broadens our reach to showcases the diversity in our business.

Governing bodies

CSR Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	CSR Limited
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(<i>Select all that apply</i>)
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either)
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes(<i>Select all that apply.</i>)
	Strategy

Afs Unit Trust

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	CSR Limited
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(<i>Select all that apply</i>)

	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either)
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes(<i>Select all that apply.</i>)
	Strategy

Csr Martini Pty Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	CSR Limited
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(<i>Select all that apply</i>)
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either)
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes(<i>Select all that apply.</i>)
	Strategy

Bricks Australia Services Pty Limited

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1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	CSR Limited
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(<i>Select all that apply</i>)
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either)
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes(<i>Select all that apply.</i>)
	Strategy

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

Afs Unit Trust, Csr Martini Pty Limited and Bricks Australia Services Pty Limited are all having the same governing body as CSR limited (local ultimate parent organisation).

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

In September 2019, Julie Coates commenced as the CEO and Managing Director of CSR Limited. 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

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

...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.

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.)

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?

Corrected like-for-like gaps
Conducted a gender-based job evaluation process
Created a pay equity strategy or action plan
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)
Set targets to reduce any organisation-wide gap

.. Yes

Reported pay equity metrics (including gender pay gaps) to the governing body
Reported pay equity metrics (including gender pay gaps) to the executive
Reviewed remuneration decision-making processes
Identified cause/s of the gaps
Analysed commencement salaries by gender to ensure there are no pay 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)

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.

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

CSR has a rigorous process to achieve pay equity through established annual processes (outlined above) and detailed pay reporting by job grade.

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.*)

1.1: How did you consult employees?	Survey Focus groups Exit interviews Performance discussions Consultative committee or group Other (provide details)
...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.
1.2: Who did you consult?	ALL staff
...Other (provide details)	

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

Yes(*Select all that apply.*)

...Yes Strategy

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

1-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? 28-Oct-2021

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

Don't know

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

Ongoing initiatives include:

- Maintain gender pay equity through established 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.

#Flexible work

Flexible working

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

Yes (Select all that apply)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...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	Yes
...Targets have been set for men's engagement in flexible work	Yes
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...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	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...Other (provide details)	No

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

...Flexible hours of work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Job sharing	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Carer's leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Purchased leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Unpaid leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available

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

Yes

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?

Not applicable

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 (<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	10
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	81-90%
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?	Yes
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?	Within 6 months
.. Yes	

1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	No(<i>You may specify why employer funded paid parental leave for secondary carers is not available.</i>)
...No	Other (provide details)
...Other (provide details)	At CSR we 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 - when planning their parental leave, eligible staff can chose to purchase up to 2 additional weeks of annual leave.

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.

(1) Unpaid Parental Leave

If you have had less 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

All eligible part time or full time employees qualify 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.

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:

Further to the above, the keeping in touch days allow primary carers who elect to participate and 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 help when planning leave and coaching during the leave period and how to manage the level of engagement while on leave. The service also provides assistance with 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 numeration practices to support working families at CSR. These flexible work options 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.

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

Yes (*Please indicate the availability of this support mechanism.*)

...Yes

Available at SOME worksites

...Breastfeeding facilities

Yes (*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Childcare referral services

No (*You may specify why the above support mechanism is not available to your employees.*)

...No

Insufficient resources/expertise

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

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, 13 are still on leave, 23 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.

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 harassment and discrimination prevention formal policy and/or formal strategy?	Yes

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

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

CSR encourages the highest standards of ethical behaviour and is devoted to providing a work environment free from discrimination, harassment, vilification, bullying and 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.

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?

...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)

Yes(Is the leave period unlimited?)

...Yes

No

...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(<i>Is the leave period unlimited?</i>)
...Yes	No
: How many days of unpaid domestic violence leave are provided?	5
...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(<i>Select all that apply</i>)
...No	Insufficient resources/expertise
...Access to medical services (e.g. doctor or nurse)	No(<i>Select all that apply</i>)
...No	Insufficient resources/expertise
...Other (provide details)	Yes
...Yes	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.

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

In line with our recently launched Wellbeing @ CSR program, in this reporting year we launched out Family & Domestic Leave policy, which has been created in consultation with the CSR Staff Association. The policy is aimed at supporting employees who are experiencing or escaping family or domestic violence or may need time away from work to address family matters.

Under the new policy, and as per the national employment standards, employees will have access to five days' unpaid leave. In addition to this, CSR will provide an additional five days' paid leave that can be used when dealing with family or domestic issues.

This new leave policy will ensure we are taking steps to support and protect our employees.

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	Managers	2	4	6
			Non-managers		7	7
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs		2	2
			Managers	4	30	34
			Non-managers	20	46	66
		Fixed-Term Contract	Non-managers		1	1
	Part-time	Permanent	Managers		1	1
			Non-managers	3		3
	N/A	Casual	Non-managers		1	1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	18	42	60
			Non-managers	82	254	336
		Fixed-Term Contract	Managers	2	3	5
			Non-managers	10	13	23
	Part-time	Permanent	Managers	1		1
			Non-managers	2	2	4
		Fixed-Term Contract	Non-managers	3		3
	N/A	Casual	Non-managers	1	4	5

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	Managers	14	40	54
			Non-managers	63	140	203
		Fixed-Term Contract	Managers	5	13	18
			Non-managers	16	61	77
	Part-time	Permanent	Managers	1		1
			Non-managers	7		7
		Fixed-Term Contract	Non-managers	4		4
	N/A	Casual	Non-managers	2		2
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Non-managers	34	1	35
	Part-time	Permanent	Non-managers	8		8
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		4	4
			Non-managers		21	21

* Total employees includes Gender X

Workforce Management Statistics Table

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Workforce Management Statistics Table

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Workplace Profile Table

Industry: Non-Metallic Mineral Product Manufacturing

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	80	360	0	0	440
	Full-time contract	2	3	0	0	5
	Part-time permanent	5	4	0	0	9
Professionals	Full-time permanent	86	146	0	0	232
	Full-time contract	6	11	0	0	17
	Part-time permanent	10	1	0	0	11
	Part-time contract	2	1	0	0	3
	Casual	2	4	0	0	6
Technicians And Trades Workers	Full-time permanent	14	176	0	6	196
	Part-time permanent	2	3	0	0	5
	Casual	0	1	0	0	1
Clerical And Administrative Workers	Full-time permanent	86	74	0	0	160
	Full-time contract	3	6	0	0	9
	Part-time permanent	19	2	0	0	21
	Part-time contract	1	0	0	0	1
	Casual	0	4	0	0	4
Sales Workers	Full-time permanent	129	232	0	0	361
	Full-time contract	2	1	0	0	3
	Part-time permanent	28	0	0	0	28
	Casual	1	1	0	0	2
Machinery Operators And Drivers	Full-time permanent	27	933	0	0	960
	Full-time contract	0	1	0	0	1
	Part-time permanent	0	1	0	0	1
Labourers	Full-time permanent	0	5	0	0	5

* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Gender X

Workplace Profile Table

Industry: Non-Metallic Mineral Product Manufacturing

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	1	0	1
KMP	-1	Full-time permanent	2	6	8
GM	-2	Full-time permanent	8	26	34
		Part-time permanent	1	0	1
	-3	Full-time permanent	0	1	1
SM	-2	Full-time permanent	3	1	4
	-3	Full-time permanent	0	6	6
OM	-2	Full-time permanent	1	14	15
	-3	Full-time permanent	44	130	174
		Full-time contract	2	3	5
		Part-time permanent	0	2	2
	-4	Full-time permanent	17	132	149
		Part-time permanent	4	1	5
	-5	Full-time permanent	4	44	48
		Part-time permanent	0	1	1

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