

2020 - 21 Compliance Program

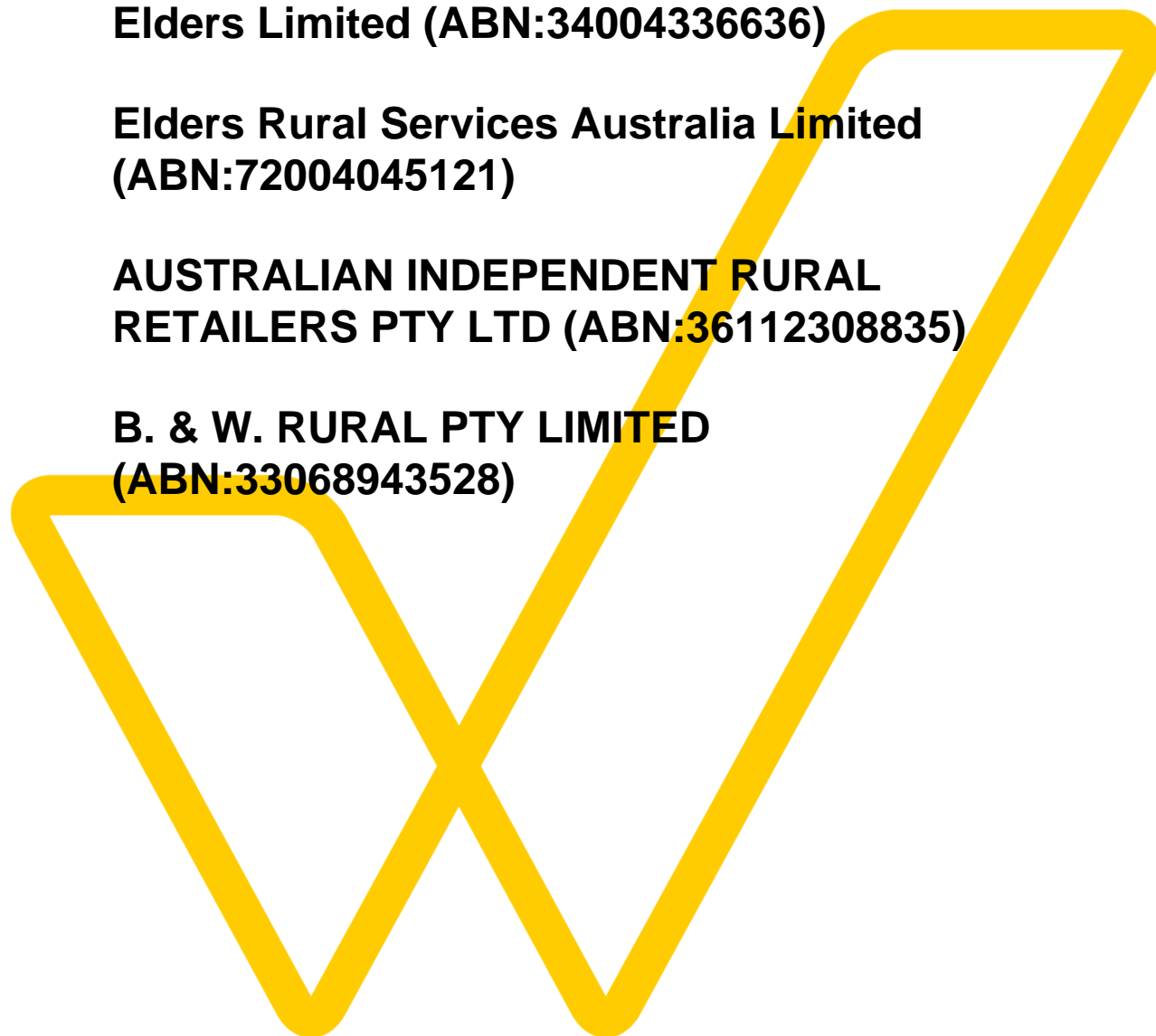
Submitted by:

Elders Limited (ABN:34004336636)

**Elders Rural Services Australia Limited
(ABN:72004045121)**

**AUSTRALIAN INDEPENDENT RURAL
RETAILERS PTY LTD (ABN:36112308835)**

**B. & W. RURAL PTY LIMITED
(ABN:33068943528)**



#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
...Retention	Yes(<i>Select all that apply</i>)
...Yes	Policy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Policy
...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	No(<i>Select all that apply</i>)

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

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

Governing bodies

Elders 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?	Elders Limited Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	

...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	3
...Male (M)	2
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(Select all that apply)
1.5: Has a target been set to increase the representation of women on this governing body?	No(Select all that apply)

Elders Rural Services Australia Limited

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

AUSTRALIAN INDEPENDENT RURAL RETAILERS PTY LTD

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

B. & W. RURAL PTY LIMITED

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

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

#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

Policy
Strategy

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

No(*Select all that apply*)

2: Did your organisation receive JobKeeper payments?

No

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

31-Jan-2021

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

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?

.. Yes

Corrected like-for-like gaps
Analysed performance pay to ensure there is no gender bias (including unconscious bias)
Reviewed remuneration decision-making processes
Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
Reported pay equity metrics (including gender pay gaps) to the executive
Reported pay equity metrics (including gender pay gaps) to the governing body

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

Employee consultation

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

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

1.1: How did you consult employees?	Survey
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1.2: Who did you consult?	ALL staff
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2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

#Employee work/life balance

Flexible working

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

Yes(*Select all that apply*)

...Yes	Policy
...A business case for flexibility has been established and endorsed at the leadership level	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	No(<i>Select all that apply</i>)
...Targets have been set for men's engagement in flexible work	No(<i>Select all that apply</i>)
...Leaders are held accountable for improving workplace flexibility	No(<i>Select all that apply</i>)
...Manager training on flexible working is provided throughout the organisation	No(<i>Select all that apply</i>)
...Employee training is provided throughout the organisation	No(<i>Select all that apply</i>)
...Team-based training is provided throughout the organisation	No(<i>Select all that apply</i>)
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	No(<i>Select all that apply</i>)
...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	No(<i>Select all that apply</i>)

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>)
	SAME options for women and men(<i>Select all</i>)

...Yes	<i>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	Formal options are available 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 Informal 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: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

No

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

In regard to Question 5, an increase in informal flexible working arrangements was evident.

#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 Stillbirth
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?	8
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	61-70%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i>)
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary

1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	2
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	60-70%

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

Support for carers

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

Yes(Select all that apply)

...Yes

Policy

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

...Employer subsidised childcare

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

...On-site childcare

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

...Breastfeeding facilities

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

...Yes

Available at SOME worksites

...Childcare referral services

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

...Internal support networks for parents

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

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

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

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

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

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

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

...Yes

Available at ALL worksites

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

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

...Support in securing school holiday care

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

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

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

...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Other (provide details)	No

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

Sex-based harassment and discrimination

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

Yes(<i>Select all that apply</i>)	
...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 At least annually
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction At least annually

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

Family or domestic violence

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

Yes(<i>Select all that apply</i>)	
...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	No(<i>Select all that apply</i>)
...A domestic violence clause is in an enterprise agreement or workplace agreement	No(<i>Select all that apply</i>)

...Workplace safety planning	No(<i>Select all that apply</i>)
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	No(<i>Select all that apply</i>)
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...Access to medical services (e.g. doctor or nurse)	No(<i>Select all that apply</i>)
...Other (provide details)	Yes
...Yes	Paid leave on a case by case basis

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

Workplace Profile Table

Industry: All Industries

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	53	267	0	0	320
	Full-time contract	0	3	0	0	3
	Part-time permanent	7	2	0	0	9
Professionals	Full-time permanent	30	54	0	0	84
	Full-time contract	2	3	0	0	5
	Part-time permanent	10	2	0	0	12
	Casual	1	1	0	0	2
Technicians And Trades Workers	Full-time permanent	0	3	0	0	3
	Casual	0	2	0	0	2
Clerical And Administrative Workers	Full-time permanent	274	38	0	0	312
	Full-time contract	8	6	0	0	14
	Part-time permanent	109	0	0	0	109
	Part-time contract	1	0	0	0	1
	Casual	62	5	0	0	67
Sales Workers	Full-time permanent	237	746	0	1	984
	Full-time contract	6	7	7	2	22
	Part-time permanent	55	19	0	1	75
	Part-time contract	1	1	0	0	2
	Casual	20	27	1	0	48
Machinery Operators And Drivers	Full-time permanent	2	54	0	0	56
	Part-time permanent	1	0	0	0	1
	Casual	5	37	0	0	42
Labourers	Full-time permanent	26	43	0	0	69
	Full-time contract	0	1	0	0	1
	Part-time permanent	8	2	0	0	10
	Part-time contract	1	1	0	0	2
	Casual	77	169	0	0	246

* 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: All Industries

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	0	2	2
HOB	-1	Full-time permanent	0	1	1
	-3	Full-time permanent	0	1	1
GM	-1	Full-time permanent	3	4	7
	-2	Full-time permanent	0	5	5
SM	-1	Full-time permanent	0	3	3
	-2	Full-time permanent	7	25	32
		Part-time permanent	1	0	1
	-3	Full-time permanent	4	25	29
		Part-time permanent	2	0	2
	-4	Full-time permanent	2	3	5
	-5	Full-time permanent	0	1	1
OM	-2	Full-time permanent	4	12	16
		Full-time contract	0	1	1
	-3	Full-time permanent	12	59	71
		Part-time permanent	3	0	3
	-4	Full-time permanent	20	113	133
		Full-time contract	0	2	2
		Part-time permanent	1	2	3
	-5	Full-time permanent	1	12	13

* Total employees includes Gender X

Workplace Profile Table

Industry: Agriculture, Forestry and Fishing Support Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	45	233	0	0	278
	Full-time contract	0	2	0	0	2
	Part-time permanent	7	2	0	0	9
Professionals	Full-time permanent	27	52	0	0	79
	Full-time contract	2	3	0	0	5
	Part-time permanent	10	2	0	0	12
	Casual	1	1	0	0	2
Technicians And Trades Workers	Full-time permanent	0	3	0	0	3
	Casual	0	2	0	0	2
Clerical And Administrative Workers	Full-time permanent	252	37	0	0	289
	Full-time contract	8	6	0	0	14
	Part-time permanent	107	0	0	0	107
	Part-time contract	1	0	0	0	1
	Casual	55	3	0	0	58
Sales Workers	Full-time permanent	228	717	0	1	946
	Full-time contract	6	7	7	2	22
	Part-time permanent	53	19	0	1	73
	Part-time contract	1	1	0	0	2
	Casual	14	22	1	0	37
Machinery Operators And Drivers	Full-time permanent	0	13	0	0	13
	Casual	0	8	0	0	8
Labourers	Full-time permanent	26	41	0	0	67
	Full-time contract	0	1	0	0	1
	Part-time permanent	8	2	0	0	10
	Part-time contract	1	1	0	0	2
	Casual	74	165	0	0	239

* 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: Agriculture, Forestry and Fishing Support Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
GM	-1	Full-time permanent	1	0	1
	-2	Full-time permanent	0	3	3
SM	-1	Full-time permanent	0	3	3
	-2	Full-time permanent	6	22	28
		Part-time permanent	1	0	1
	-3	Full-time permanent	4	23	27
		Part-time permanent	2	0	2
	-4	Full-time permanent	0	1	1
OM	-2	Full-time permanent	4	11	15
	-3	Full-time permanent	11	56	67
		Part-time permanent	3	0	3
	-4	Full-time permanent	19	107	126
		Full-time contract	0	2	2
		Part-time permanent	1	2	3
	-5	Full-time permanent	0	7	7

* Total employees includes Gender X

Workplace Profile Table

Industry: Basic Material Wholesaling

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	5	24	0	0	29
	Full-time contract	0	1	0	0	1
Professionals	Full-time permanent	1	1	0	0	2
Clerical And Administrative Workers	Full-time permanent	20	1	0	0	21
	Part-time permanent	2	0	0	0	2
	Casual	7	2	0	0	9
Sales Workers	Full-time permanent	9	29	0	0	38
	Part-time permanent	2	0	0	0	2
	Casual	6	5	0	0	11
Machinery Operators And Drivers	Full-time permanent	2	41	0	0	43
	Part-time permanent	1	0	0	0	1
	Casual	5	29	0	0	34
Labourers	Full-time permanent	0	2	0	0	2
	Casual	3	4	0	0	7

* 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: Basic Material Wholesaling

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
HOB	-1	Full-time permanent	0	1	1
	-3	Full-time permanent	0	1	1
SM	-2	Full-time permanent	0	2	2
	-3	Full-time permanent	0	2	2
	-4	Full-time permanent	2	2	4
	-5	Full-time permanent	0	1	1
OM	-2	Full-time permanent	0	1	1
		Full-time contract	0	1	1
	-3	Full-time permanent	1	3	4
	-4	Full-time permanent	1	6	7
	-5	Full-time permanent	1	5	6

* Total employees includes Gender X

Workplace Profile Table

Industry: Auxiliary Finance and Insurance Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	3	10	0	0	13
Professionals	Full-time permanent	2	1	0	0	3
Clerical And Administrative Workers	Full-time permanent	2	0	0	0	2

* 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: Auxiliary Finance and Insurance Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	0	2	2
GM	-1	Full-time permanent	2	4	6
	-2	Full-time permanent	0	2	2
SM	-2	Full-time permanent	1	1	2

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs		1	1
			Managers	9	19	28
			Non-managers	22	28	50
	Part-time	Permanent	Non-managers	3		3
			Fixed-Term Contract	Non-managers	1	
	N/A	Casual	Non-managers		1	1
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	4	7	11
			Non-managers	23	39	62
			Fixed-Term Contract	Non-managers	3	2
	Part-time	Permanent	Managers	1		1
			Non-managers	4	1	5
	N/A	Casual	Non-managers	2		2
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	8	30	38
			Non-managers	139	176	315
			Fixed-Term Contract	Non-managers	22	19
	Part-time	Permanent	Managers	1	1	2
			Non-managers	26	9	35
			Fixed-Term Contract	Non-managers	1	1
N/A	Casual	Non-managers	76	63	139	

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: All Industries

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	4	12	16
			Non-managers	83	119	202
		Fixed-Term Contract	Non-managers	6	4	10
	Part-time	Permanent	Managers		1	1
			Non-managers	21	8	29
		Fixed-Term Contract	Non-managers	2		2
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	2	1	3
			Non-managers	23		23
	Part-time	Permanent	Non-managers	29		29
	N/A	Casual	Non-managers	2		2
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		1	1
			Non-managers		3	3

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Non-managers	3	3
	Part-time	Permanent	Non-managers	3	3

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Agriculture, Forestry and Fishing Support Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	Managers	8	19	27
			Non-managers	19	28	47
	Part-time	Permanent	Non-managers	3		3
		Fixed-Term Contract	Non-managers	1		1
	N/A	Casual	Non-managers		1	1
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	4	7	11
			Non-managers	23	37	60
			Fixed-Term Contract	Non-managers	3	2
	Part-time	Permanent	Managers	1		1
			Non-managers	4	1	5
	N/A	Casual	Non-managers	1		1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	8	25	33
			Non-managers	130	160	290
			Fixed-Term Contract	Non-managers	22	19
	Part-time	Permanent	Managers	1	1	2
			Non-managers	25	9	34
			Fixed-Term Contract	Non-managers	1	1
	N/A	Casual	Non-managers	64	44	108

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Agriculture, Forestry and Fishing Support Services

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	2	11	13
			Non-managers	78	111	189
		Fixed-Term Contract	Non-managers	6	4	10
	Part-time	Permanent	Managers		1	1
			Non-managers	21	8	29
		Fixed-Term Contract	Non-managers	2		2
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	1	1	2
			Non-managers	23		23
	Part-time	Permanent	Non-managers	28		28
	N/A	Casual	Non-managers	2		2
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		1	1
			Non-managers		3	3

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Agriculture, Forestry and Fishing Support Services

Question	Contract Type	Employment Type	Manager Category	Female	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Non-managers	3	3
	Part-time	Permanent	Non-managers	2	2

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Basic Material Wholesaling

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	Non-managers	2		2
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Non-managers		2	2
	N/A	Casual	Non-managers	1		1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers		4	4
			Non-managers	9	16	25
	Part-time	Permanent	Non-managers	1		1
	N/A	Casual	Non-managers	12	19	31

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Basic Material Wholesaling

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	2	1	3
			Non-managers	5	8	13
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Part-time	Permanent	Non-managers	1		1

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Basic Material Wholesaling

Question	Contract Type	Employment Type	Manager Category	Female	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Part-time	Permanent	Non-managers	1	1

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs		1	1
			Managers	1		1
			Non-managers	1		1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers		1	1

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Total*
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	1	1

* Total employees includes Gender X

Workforce Management Statistics Table

* Total employees includes Gender X