



Our commitment to close the gender pay gap

At CSR we place great importance on our people and are committed to promoting a safe and inclusive workplace where our people can grow and develop. We are committed to building and nurturing our team of diverse talent within a culture of high performance. This includes advancing gender equality at every level, creating opportunities for diverse talent to progress in a flexible environment, and our commitment to equitable and market-competitive compensation.

CSR has made progress on gender pay gaps and we are committed to continuous improvement. We have found that the gender pay gap is mainly driven by two historical factors:

- **Gender mix and seniority:** While we have addressed the disparity in like-for-like-roles, we currently employ more men at most levels, including senior roles that attract higher remuneration and incentives.
- **Operational environment:** Men make up most of the warehouse, trades and production wages workforce 96.5% as at November 2023, and these roles attract overtime pay and other allowances.

Action to address broader gender pay gaps has focused on building the pipeline of women in leadership and operational roles across the organisation, reviewing our policies including parental leave, and creating a safe and engaging environment that enables all employees to thrive.

CSR is committed to paying our people accurately and equitably. The median base salary gap between male and female employees in like-for-like roles is 0.1%. We have embedded processes to ensure we maintain fair pay practices for new hires and existing employees.

We are proud of the progress we have made and acknowledge that there is more work to be done. We are fully committed to achieving our goals.

Why closing the gap is important to us

Closing the gender pay gap is not only the right thing to do, but it's also a strategic investment.

It enables CSR to attract a diverse pool of candidates who will represent the communities we serve, and foster a culture of innovation, improved decision-making, and ultimately, better solutions for our customers.

Our commitment to close the gender pay gap

Our approach and actions

CSR has taken a leader-led and data-driven approach to reducing organisation-level gender pay gaps. This includes analysing the data and listening to our people to understand and address the barriers to building a more diverse team at all levels.

The insights gained from these efforts have been used to implement the following actions:

- Executives are responsible for increasing the proportion of women in senior leadership positions through internal development and promotion, and external recruitment.
- The creation of robust processes and systems to address gender pay gaps, including:
 - Twice yearly like-for-like gender pay gap reviews for 'like-for-like' roles. A systemic approach to gender pay disparity means that CSR has successfully eliminated like-for-like gender pay gaps.
 - Applying a gender lens to the annual review cycle – since 2021, CSR has continuously monitored and managed gender pay gaps by embedding principles that address them during the annual review cycle. This has contributed to a decrease in the median total gender pay gap from 21.1% in 2020 to 20.8% in 2023.
 - Increased governance and rigour addressing remuneration on new hires - CSR uses a transparent process, grounded in clear competencies and internal role relativity data, to determine remuneration at the point of hire. This removes the potential for bias to impact salaries at point of hire.
 - Review of position descriptions and job advertisements to remove gender bias.
- Expansion of parental leave policies and family care policies, ensuring they are gender neutral and provide all parents the opportunity to grow their family without financial penalty. Together with superannuation paid for a period of unpaid parental leave, these policies support women to remain in, or return to, the workforce.
- A "Respect at Work Policy" that is applicable to all individuals working at CSR, as well as visitors to CSR sites who engage with CSR employees. This policy includes extensive training for all our team to ensure awareness, acknowledgment, and successful implementation.
- 'Belonging' program - events that bring CSR people together in a 'belonging at CSR' context, acknowledge and celebrate cultural occasions and significant days, such as International Women's Day, throughout the year and provide a starting point for our team to participate in inclusion, learn more about their colleagues and increase visibility of diverse and under-represented groups within CSR.
- A targeted mentoring program - 'Built to Lead'. This resulted from feedback in employee listening sessions and is a formal mentoring program for aspiring women leaders at CSR. Built to Lead serves as a catalyst for cultivating diverse leadership and driving positive change for the next generation of leaders with the right infrastructure of support and opportunity for self-awareness.

Building solutions for a better future.

Our commitment to close the gender pay gap

Next Steps

CSR will continue to prioritise diversity and inclusion through the robust and systematic measures in place, alongside the continued development of policies and practices that empower our people. We are focused on supporting the key drivers of gender equality through a data driven, and leader led approach.



Date Created: 01-09-2023



Australian Government



**Workplace
Gender Equality
Agency**





Date Created: 01-09-2023

2022 - 23 Gender Equality Reporting

Submitted By:

CSR Limited 90000001276

Afs Unit Trust 45576072788

Csr Martini Pty Limited 29144714938

Bricks Australia Services Pty Limited 68604616908

#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

Policy; Strategy

Retention: Yes

Strategy

Performance management processes: Yes

Policy; Strategy

Promotions: Yes.

Strategy

Talent identification/identification of high potentials: YesStrategy

Succession planning: Yes

Strategy

Training and development: Yes

Strategy

Key performance indicators for managers relating to gender equality: YesPolicy;

Strategy

2. **Do you have a formal policy and/or formal strategy in place that supports gender equality overall?**

YesPolicy; Strategy

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. 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: Attraction, Recruitment and Retention:Year

Date Created: 01-09-2023

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: 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. Therefore, we are challenging traditional recruitment processes and appointment decision making by reviewing: 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: Creating female friendly advertisements on job posts Continued partnership with Universities e.g. Continuation of Scholarship sponsor for female engineer @ UTS Continued partnership with our Labour Hire agencies, tracking diversity metrics such as female applications, appointments and turnover 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 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. here possible, we create opportunities for work experience for female graduates – e.g. this reporting 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

Organisation: CSR Limited

1.Name of the governing body: CSR Limited

2.Type of the governing body: Board of Directors

3.Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F)	Male (M)	Non-Binary
	0	1	0

Member	Female (F)	Male (M)	Non-Binary
	3	3	0

4. Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 40

6.2 Year of target to be reached: 05/04/2023

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Afs Unit Trust

1. Name of the governing body: CSR Limited

2. Type of the governing body: Board of Directors

3. Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F)	Male (M)	Non-Binary
	0	1	0
Member	Female (F)	Male (M)	Non-Binary
	3	3	0

4. Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 40

6.2 Year of target to be reached: 05/04/2023

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Csr Martini Pty Limited

1.Name of the governing body: CSR Limited

2.Type of the governing body: Board of Directors

3.Specified governing body type:

Number of governing body chair and member by gender:

Chair	Female (F) 0	Male (M) 1	Non-Binary 0
Member	Female (F) 3	Male (M) 3	Non-Binary 0

4.Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 40

6.2 Year of target to be reached: 05/04/2023

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

Organisation: Bricks Australia Services Pty Limited**1.Name of the governing body:** CSR Limited**2.Type of the governing body:** Board of Directors**3.Specified governing body type:****Number of governing body chair and member by gender:**

Chair	Female (F)	Male (M)	Non-Binary
	0	1	0
Member	Female (F)	Male (M)	Non-Binary
	3	3	0

4.Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: Yes**6.1 Percentage (%) of target:** 40**6.2 Year of target to be reached:** 05/04/2023

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please 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

Strategy

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

Yes

To achieve gender pay equity; 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)

Other:At CSR to achieve gender pay equity our position descriptions are analysed and evaluated based on the “HAY Grading” system (an unbiased methodology), which is assessed on specific key job requirements and not about the “person” per se.

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

31/03/2023

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

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. This is an unbiased methodology of determining the relative importance of the jobs in an organisation in a structured, methodical, objective and consistent manner that takes into account 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 ‘fair’ both internally and externally. Consequently, ensuring that both women and men are paid equitably for their position and performance. Furthermore, we have assessed performance reviews and incentive arrangements by gender to ensure gender equity on variable pay.

Employer action on pay equality

Date Created: 01-09-2023

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

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

Created a pay equity strategy or action plan; Identified cause/s of the gaps; Analysed commencement salaries by gender to ensure there are no pay gaps; Analysed performance pay to ensure there is no gender bias (including unconscious bias); Analysed performance ratings to ensure there is no gender bias (including unconscious bias); Set targets to reduce any organisation-wide gap; Reported pay equity metrics (including gender pay gaps) to the governing body; Reported pay equity metrics (including gender pay gaps) to the executive; Corrected like-for-like gaps; Conducted a gender-based job evaluation process

1.3 What type of gender remuneration gap analysis has been undertaken?

A like-for-like gap analysis

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

1.1 How did you consult employees?

Consultative committee or group; Focus groups; Exit interviews; Survey; Performance discussions; Other

Other: 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

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

Yes
Strategy

3. On what date did your organisation share your last year's public reports with employees and shareholders?

Employees:

Yes

Date:11/01/2022

Shareholder:

Yes

Date:28/10/2022

4. Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?

Don't know

5. 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

#Flexible Work

Flexible Working

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

Yes

Policy; Strategy

1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:

A business case for flexibility has been established and endorsed at the leadership level

Yes

The organisation's approach to flexibility is integrated into client conversations

Yes

Employees are surveyed on whether they have sufficient flexibility

Yes

Employee training is provided throughout the organisation

Yes

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

Yes

Flexible working is promoted throughout the organisation

Yes

Targets have been set for engagement in flexible work

Yes

Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

Yes

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

Yes

Leaders are held accountable for improving workplace flexibility

Yes

Leaders are visible role models of flexible working

Yes

Manager training on flexible working is provided throughout the organisation

Yes

Targets have been set for men's engagement in flexible work

Yes

Team-based training is provided throughout the organisation

Yes

Other: No

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

Carer's leave: Yes

SAME options for women and men Formal options are available

Compressed working weeks: Yes

SAME options for women and men Informal options are available

Flexible hours of work: Yes

available
SAME options for women and men Formal options are available; Informal options are available

Job sharing: Yes

SAME options for women and men

Formal options are available

Part-time work: Yes

SAME options for women and men Formal options are available

Purchased leave: Yes

SAME options for women and men Formal options are available

Remote working/working from home: Yes

SAME options for women and men

Time-in-lieu: Yes

SAME options for women and men

Formal options are available; Informal options are available

Unpaid leave: Yes

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

5. Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting

periods?

Yes, women and men

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

#Employee Support

Paid Parental leave

1. **Do you provide employer-funded paid parental leave 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

- 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?**

14

- 1.1.f. **What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?**

71-80%

- 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

How long is the qualifying period (in months)?

12

- 1.1.h. **Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?**

No

1.2. Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?

Yes

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

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?

No

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?

71-80%

1.2.g. Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?

Yes

How long is the qualifying period (in months)?

12

1.2.h. Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?

Yes

Within 6 months

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

Policy

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

- 2.1. **Employer subsidised childcare**

No

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

Yes

Available at ALL worksites

- 2.3. **Breastfeeding facilities**

Yes

Available at ALL worksites

- 2.4. **Childcare referral services**

No

Insufficient resources/expertise

- 2.5. **Coaching for employees on returning to work from parental leave**

Yes

Available at ALL worksites

- 2.6. **Targeted communication mechanisms (e.g. intranet/forums)**

Yes

Available at ALL worksites

- 2.7. **Internal support networks for parents**

Yes

Available at ALL worksites

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

Yes

Available at ALL worksites

- 2.9. **Parenting workshops targeting fathers**

No

- 2.10. **Parenting workshops targeting mothers**

No

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

Yes

Available at ALL worksites

2.12. Support in securing school holiday care

No

2.13. On-site childcare

No

2.14. Other details: No

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

Sexual harassment, harassment on the grounds of sex or discrimination

- 1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?**

Yes

Policy

- 1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?**

- 2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?**

All Managers:

Yes

At induction

9. If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or 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

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?

A domestic violence clause is in an enterprise agreement or workplace agreement

Yes

Confidentiality of matters disclosed

Yes

Protection from any adverse action or discrimination based on the disclosure of domestic violence

Yes

Employee assistance program (including access to psychologist, chaplain or counsellor)

Yes

Emergency accommodation assistance

No

Insufficient resources/expertise

Provision of financial support (e.g. advance bonus payment or advanced pay)

Yes

Flexible working arrangements

Yes

Offer change of office location

Yes

Access to medical services (e.g. doctor or nurse)

No

Insufficient resources/expertise

Training of key personnel

Yes

Referral of employees to appropriate domestic violence support services for expert advice

Yes

Workplace safety planning

Yes

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

No

Other

Provide Details:Enterprise agreement not due to renew, it's captured in a separate policy

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

No

How many days are provided? 5

Date Created: 01-09-2023

Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

No

How many days are provided? 5

Access to unpaid leave

Yes

Is the leave period unlimited?

No

How many days are provided?

5

Other: No

Provide Details:

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

CSR provide 5 days paid and additional 5 days unpaid leave in total for full time, part time or casual employee who are experiencing domestic and family violence.

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	CEO, KMPs, and HOBs		1	1
			Managers	32	57	89
			Non-managers	42	57	99
		Fixed-Term Contract	Non-managers		1	1
	Part-time	Permanent	Managers	2		2
			Non-managers	2		2
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	7	21	28
			Non-managers	21	68	89
		Fixed-Term Contract	Non-managers	2	1	3
	Part-time	Permanent	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	13	36	49
			Non-managers	128	407	535
		Fixed-Term Contract	Managers	1	5	6
			Non-managers	23	26	49
	Part-time	Permanent	Non-managers	11	5	16
		Fixed-Term Contract	Managers	2		2
			Non-managers	3	1	4
	N/A	Casual	Non-managers	5	3	8

* Total employees includes Non-binary

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	15	45	60
			Non-managers	73	235	308
		Fixed-Term Contract	Managers	2	1	3
			Non-managers	8	6	14
	Part-time	Permanent	Managers	1		1
			Non-managers	15	2	17
		Fixed-Term Contract	Non-managers	2		2
	N/A	Casual	Non-managers	1		1
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	9	4	13
			Non-managers	20		20
	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		3	3
			Non-managers		26	26

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Managers		1	1
			Non-managers	1	1	2

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

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	Part-time	Permanent	Managers	1		1
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		Fixed-Term Contract	Non-managers	2		2
	N/A	Casual	Non-managers	1		1
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			Non-managers		26	26

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Managers		1	1
			Non-managers	1	1	2

* Total employees includes Non-binary

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	110	397	0	0	507
	Full-time contract	1	5	0	0	6
	Part-time permanent	5	2	0	0	7
	Part-time contract	2	0	0	0	2
Professionals	Full-time permanent	83	204	2	1	290
	Full-time contract	16	17	0	0	33
	Part-time permanent	7	6	1	0	14
	Part-time contract	1	1	0	0	2
	Casual	2	4	0	0	6
Technicians And Trades Workers	Full-time permanent	9	174	0	0	183
	Full-time contract	0	3	0	0	3
	Part-time permanent	0	4	0	0	4
	Casual	0	1	0	0	1
Clerical And Administrative Workers	Full-time permanent	87	90	0	0	177
	Full-time contract	4	5	0	0	9
	Part-time permanent	20	1	0	0	21
	Part-time contract	1	0	0	0	1
	Casual	1	4	0	0	5
Sales Workers	Full-time permanent	140	233	0	0	373
	Full-time contract	1	1	0	0	2
	Part-time permanent	27	1	0	0	28
	Part-time contract	0	1	0	0	1
	Casual	2	0	0	0	2
Machinery Operators And Drivers	Full-time permanent	41	972	0	0	1,013
	Full-time contract	1	2	0	0	3
	Part-time permanent	0	1	0	0	1
	Casual	0	1	0	0	1
Labourers	Full-time permanent	0	3	0	0	3

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

** Total employees includes Non-binary

Workplace Profile Table

Industry: Non-Metallic Mineral Product Manufacturing

Manager category	Employment status	No. of employees		
		F	M	Total*
CEO	Full-time permanent	1	0	1
KMP	Full-time permanent	2	7	9
GM	Full-time permanent	10	26	36
	Part-time permanent	1	0	1
SM	Full-time permanent	8	15	23
OM	Full-time permanent	89	349	438
	Full-time contract	1	5	6
	Part-time permanent	4	2	6
	Part-time contract	2	0	2

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