

2020 - 21 Compliance Program

Submitted by:

**Iluka Resources Limited
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Workplace Profile Table

Industry: Metal Ore Mining

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	11	57	0	0	68
	Part-time permanent	2	1	0	0	3
Professionals	Full-time permanent	43	149	0	0	192
	Full-time contract	3	1	0	1	5
	Part-time permanent	19	12	0	0	31
	Part-time contract	1	0	0	0	1
	Casual	0	1	0	0	1
Technicians And Trades Workers	Full-time permanent	24	166	0	0	190
	Full-time contract	0	1	0	0	1
	Part-time permanent	5	1	0	0	6
Clerical And Administrative Workers	Full-time permanent	21	10	1	0	32
	Full-time contract	1	0	0	0	1
	Part-time permanent	12	1	0	0	13
	Part-time contract	0	1	0	0	1
	Casual	1	0	0	0	1
Machinery Operators And Drivers	Full-time permanent	17	149	0	0	166
	Full-time contract	0	1	0	0	1

* 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: Metal Ore Mining

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	1	2	3
GM	-1	Full-time permanent	2	2	4
	-2	Full-time permanent	0	1	1
SM	-2	Full-time permanent	3	13	16
		Part-time permanent	0	1	1
	-3	Full-time permanent	0	5	5
OM	-2	Full-time permanent	1	10	11
		Part-time permanent	1	0	1
	-3	Full-time permanent	4	21	25
		Part-time permanent	1	0	1
	-4	Full-time permanent	0	2	2

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Metal Ore Mining

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	2	5	7
			Non-managers	4	22	26
	Part-time	Permanent	Non-managers	1		1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	1	2	3
			Non-managers	13	47	60
		Fixed-Term Contract	Non-managers	4	1	5
	Part-time	Permanent	Non-managers	3	1	4
			Fixed-Term Contract	Non-managers	1	
	N/A	Casual	Non-managers		1	1

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Metal Ore Mining

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	CEO, KMPs, and HOBs		1	1
			Managers		5	5
			Non-managers	19	51	70
		Fixed-Term Contract	Non-managers	3	5	8
	Part-time	Permanent	Non-managers	6	1	7
			Fixed-Term Contract	Non-managers	1	
N/A	Casual	Non-managers	1	1	2	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Non-managers	8	4	12
	Part-time	Permanent	Non-managers	5		5
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Non-managers		20	20

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Metal Ore Mining

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

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

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

Governing bodies

Iluka Resources 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?	Board of Iluka Resources
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)	
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	3
...Male (M)	3
...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(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	Yes(<i>Provide further details on your target</i>)
10.6: What is the percentage (%) target?	30.00%
10.7: What year is the target to be reached (select the last day of the target year)?	31-Dec-2021

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

Iluka's diversity reporting was updated in 2019 to detail gender breakdown at Board and Executive level as well as generally across the organisation. A target for Board and Executive female representation was set at the same level as the wider organisation (30%). This target has been exceeded since its inception.

#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?	Yes(<i>Select all that apply</i>)
...Yes	To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews)

2: Did your organisation receive JobKeeper payments?

Yes

2.1: Please indicate which months in the reporting period your organisation received JobKeeper payments:	Yes
.. April 2020	
...May 2020	Yes
...June 2020	Yes
...July 2020	Yes
...August 2020	Yes
...September 2020	Yes
...October 2020	No
...November 2020	No
...December 2020	No
...January 2021	No
...February 2021	No
...March 2021	No

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

31-Mar-2021

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

Each year the Company undertakes a review of pay to determine whether there are any gender pay gaps, and correct those where appropriate.

In relation to the JobKeeper claims outlined above, Iluka qualified for the allowance following a significant decline in zircon sales and revenue in the first quarter of 2020. We responded to the economic crisis with market and operational discipline, ultimately preserving strong margins across our core product suite. As a result, Iluka paid back all JobKeeper subsidies received.

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(<i>Select all that apply</i>)
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	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)
.. Yes	Reported pay equity metrics (including gender pay gaps) to the governing body Reported pay equity metrics (including gender pay gaps) to the executive Trained people-managers in addressing gender bias (including unconscious bias) Corrected like-for-like gaps
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	The review is organisation-wide and compares levels across the organisation hierarchy and across like-for-like roles.

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
Exit interviews
Performance discussions

1.2: Who did you consult?

ALL staff

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>)
...No	Other (provide details)
...Other (provide details)	Iluka does not set targets for flexible work as it is not always a possible option for those in rostered operational roles. Where flexible work is possible, it is encouraged in both formal and informal capacities.
...Targets have been set for men's engagement in flexible work	No (<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Iluka does not set targets for flexible work as it is not always a possible option for those in rostered operational roles. Where flexible work is possible, it is encouraged in both formal and informal capacities.
...Leaders are held accountable for improving workplace flexibility	No (<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Where possible and practical to do so, leaders are encouraged to work with their team members to facilitate formal and informal flexible working arrangements, allowing team members to balance responsibilities.
...Manager training on flexible working is provided throughout the organisation	No (<i>Select all that apply</i>)
...No	Other (provide details)
	Iluka does not provide formal training on flexible

...Other (provide details)	working but provides resources for managers and employees to support options around working from home, where this is an option for employees.
...Employee training is provided throughout the organisation	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Iluka does not provide formal training on flexible working but provides resources for managers and employees to support options around working from home, where this is an option for employees.
...Team-based training is provided throughout the organisation	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Iluka does not provide formal training on flexible working but provides resources for managers and employees to support options around working from home, where this is an option for employees.
...Employees are surveyed on whether they have sufficient flexibility	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Many Iluka employees are in rostered operational roles where flexible work is not possible. Where flexible work can be accommodated, it is encouraged in both formal and informal capacities.
...The organisation's approach to flexibility is integrated into client conversations	No(<i>Select all that apply</i>)
...No	Not a priority
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Iluka does not measure the impact of flexible work as it is not always a possible option for those in rostered operational roles. Where flexible work is possible, it is encouraged in both formal and informal capacities.
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No(<i>Select all that apply</i>)
...No	Other (provide details)
	Iluka does not set metrics to measure the impact of flexible work as it is not always a

...Other (provide details)	possible option for those in rostered operational roles. Where flexible work is possible, it is encouraged in both formal and informal capacities.
...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>)
...No	Other (provide details)
...Other (provide details)	Iluka does not set metrics to measure the impact of flexible work as it is not always a possible option for those in rostered operational roles. Where flexible work is possible, it is encouraged in both formal and informal capacities.
...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	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Other (provide details)
...Other (provide details)	Iluka favours a flexible working approach, where practical to do so, to enable managers and team members to balance responsibilities while focusing on work outputs.
...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>)
	SAME options for women and men(<i>Select all that apply</i>)

...Yes	<i>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: 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?

Yes, for both women and men

6: 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 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?	91-100%
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?	90-100%

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.

Subsequent to the reporting period covered by this submission, Iluka has extended its employer-funded paid parental leave for primary carers to 16 weeks, from 8 weeks previously.

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

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

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

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

No (You may specify why the above support

...Support in securing school holiday care	<i>mechanism is not available to your employees.)</i>
...Coaching for employees on returning to work from parental leave	No(<i>You may specify why the above support mechanism is not available to your employees.)</i>)
...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(*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	Every one-to-two years
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	Every one-to-two years

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

Family or domestic violence

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

Yes(*Select all that apply*)

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

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