



Date Created: 28-06-2023



**Australian Government**



**Workplace  
Gender Equality  
Agency**





Date Created: 28-06-2023

# 2022 - 23 Gender Equality Reporting

## Submitted By:

Iluka Resources Limited 34008675018

# #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

**Retention:** Yes  
Strategy

**Performance management processes:** Yes  
Policy

**Promotions:** Yes.  
Policy

**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:** YesStrategy
2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?  
YesPolicy
4. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

## Governing Bodies

**Organisation:** Iluka Resources Limited

**1.Name of the governing body:** Board of Iluka Resources

**2.Type of the governing body:** Board of Directors

**Number of governing body chair and member by gender:**

<b>Chair</b>	<b>Female (F)</b> 0	<b>Male (M)</b> 1	<b>Non-Binary</b> 0
<b>Member</b>	<b>Female (F)</b> 3	<b>Male (M)</b> 2	<b>Non-Binary</b> 0

**4.Formal section policy and/or strategy:** Yes

Selected value: Strategy

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

6.1 Percentage (%) of target: 30

6.2 Year of target to be reached: 31/12/2023

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.

Iluka follows the ASX Corporate Governance Principles and Recommendations for achieving gender diversity in the composition of its Board, Executive Team and workforce. In support of this, 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 representation of women on the Board and Executive was set at the same level as the wider organisation (30%).

# #Action on gender equality

## Gender Pay Gaps

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

Yes

Policy; Strategy

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

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

31/03/2023

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**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 corrects those where appropriate.

## Employer action on pay equality

**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

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); 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

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

A like-for-like gap analysis; A by-level gap analysis; An overall organisation-wide gender pay gap

**3. 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 during the reporting period?**

Yes

**1.1 How did you consult employees?**

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

**1.2 Who did you consult?**

ALL staff

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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:**22/06/2022  
  
**Shareholder:**  
Yes  
**Date:**20/06/2022
  
4. **Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?**  
Yes
  
5. **If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.**

# #Flexible Work

## Flexible Working

1. **Do you have a formal policy and/or formal strategy on flexible working arrangements?**  
Yes  
Policy
  - 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**  
No

Other

**Other:**

**Employees are surveyed on whether they have sufficient flexibility**

Yes

**Employee training is provided throughout the organisation**

No

Other

**Other:** Iluka does not provide formal training on flexible working but provides resources for managers and employees to support all flexible working options, including working from home, where this is an option for employees.

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

No

Other

**Other:** Iluka does not measure the impact of flexible work.

**Flexible working is promoted throughout the organisation**

Yes

**Targets have been set for engagement in flexible work**

No

Other

**Other:** Iluka does not set targets for flexible work.

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

No

Other

**Other:** Iluka does not set metrics to measure the impact of flexible work.

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

No

Other

**Other:** Iluka does not set metrics to measure the impact of flexible work.

**Leaders are held accountable for improving workplace flexibility**

No

Other

**Other:** Leaders are encouraged to work with their team members to facilitate formal and informal flexible working arrangements, allowing team members to balance their responsibilities.

**Leaders are visible role models of flexible working**

Yes

**Manager training on flexible working is provided throughout the organisation**

No

Other

**Other:** Iluka does not provide formal training on flexible working but provides resources for managers and employees to support all flexible working options, including working from home, where this is an option for employees.

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

No

Other

**Other:** Iluka does not set targets for flexible work.

**Team-based training is provided throughout the organisation**

No

Other

**Other:** Iluka does not provide formal training on flexible working but provides resources for managers and employees to support all flexible working options, including working from home, where this is an option for employees.

**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:** No

**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 Formal options are available; Informal options are available

**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; Informal 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.**

In the last 12 months, Iluka has developed Agile Working Guidelines to support those working flexibly. Office based employees regularly work from home and teams can work in a flexible way.

# #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?**

16

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

91-100%

**1.1.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?**

Yes

Within 12 months

**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; 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

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- 1.2.f. **What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?**  
91-100%
- 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 12 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  
  
**Other:** Insufficient impact and demand
  - 2.2. **Return to work bonus (only select if this bonus is not the balance of paid parental leave)**  
No  
Other  
**Other:** Insufficient impact and demand
  - 2.3. **Breastfeeding facilities**  
Yes  
Available at SOME worksites

**2.4. Childcare referral services**

No

Other

**Other:** Perth office has a childcare facility on site.

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

No

**Other:** Informal networks and support is provided by employees.

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

No

**Other:** Not applicable

**2.7. Internal support networks for parents**

No

**Other:** Informal networks and support is provided by employees.

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

No

**Other:** Iluka provides flexible working to support care in addition to leave.

**2.9. Parenting workshops targeting fathers**

No

**Other:** Not identified

**2.10. Parenting workshops targeting mothers**

No

**Other:** Not identified

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

No

**Other:** Iluka provides flexible working to support care in addition to leave.

**2.12. Support in securing school holiday care**

No

**Other:** Not identified through engagement survey as a priority.

**2.13. On-site childcare**

No

**Other:** Perth office has a childcare facility on site.

**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.**

Iluka recognises the value of empowering employees to integrate work and life commitments. Iluka encourages employees to keep in touch with their manager/supervisor whilst on parental leave. Iluka offers up to 10 Keeping in Touch Days for employees on parental leave which can be used for attending a team meeting, a team offsite workshop or function, attending a company training session, discussing return to work plans, or to discuss potential career development and career opportunities that arise.

## **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

Strategy

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

Yes

**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

Other

**Provide Details:** Every one to two years

**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**

Yes

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

No

Other

**Provide Details:** Approved on a case-by-case basis.

**Flexible working arrangements**

Yes

**Offer change of office location**

Yes

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

Yes

**Training of key personnel**

Yes

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

Yes

**Workplace safety planning**

No

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

Yes

**Is the leave period unlimited?**

No

**How many days are provided?**

10

**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? 10**

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

Yes

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**Is the leave period unlimited?**

No

**How many days are provided?**

**Access to unpaid leave**

Yes

**Is the leave period unlimited?**

No

**How many days are provided?**

**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**

We provide additional support on a case-by-case basis to individuals experiencing family and domestic violence.



# 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	Managers	2	4	6
			Non-managers	26	78	104
	Part-time	Permanent	Non-managers	2		2
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	3	12	15
			Non-managers	17	54	71
		Fixed-Term Contract	Non-managers	1	3	4
	Part-time	Permanent	Non-managers	2	3	5
		Fixed-Term Contract	Non-managers		1	1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	3	15	18
			Non-managers	53	137	190
		Fixed-Term Contract	Managers		1	1
			Non-managers	16	9	25
	Part-time	Permanent	Non-managers	5	1	6
	N/A	Casual	Non-managers		12	12

\* Total employees includes Non-binary

# 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	Managers	2	10	12
			Non-managers	21	85	106
		Fixed-Term Contract	Managers		1	1
			Non-managers	1	1	2
	Part-time	Permanent	Managers		1	1
			Non-managers	3	3	6
Fixed-Term Contract		Non-managers		1	1	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	1	2	3
			Non-managers	3	7	10
	Part-time	Permanent	Managers	1		1
			Non-managers	3		3
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		5	5
			Non-managers		21	21

\* Total employees includes Non-binary

# 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	1	1
	Part-time	Permanent	Non-managers	1	1

\* Total employees includes Non-binary

# 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	15	87	0	0	102
	Full-time contract	0	1	0	0	1
	Part-time permanent	3	3	0	0	6
Professionals	Full-time permanent	74	194	2	14	284
	Full-time contract	1	4	0	0	5
	Part-time permanent	16	8	0	0	24
	Part-time contract	0	1	0	0	1
Technicians And Trades Workers	Full-time permanent	22	218	0	0	240
	Full-time contract	17	10	0	1	28
	Part-time permanent	2	1	0	0	3
Clerical And Administrative Workers	Full-time permanent	35	6	1	0	42
	Full-time contract	1	0	0	0	1
	Part-time permanent	12	1	0	0	13
Machinery Operators And Drivers	Full-time permanent	29	164	0	0	193
	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 Non-binary

# Workplace Profile Table

Industry: Metal Ore Mining

Manager category	Employment status	No. of employees		
		F	M	Total*
CEO	Full-time permanent	0	1	1
KMP	Full-time permanent	1	2	3
GM	Full-time permanent	2	7	9
SM	Full-time permanent	5	29	34
	Part-time permanent	0	1	1
OM	Full-time permanent	7	48	55
	Full-time contract	0	1	1
	Part-time permanent	3	2	5

\* Total employees includes Non-binary