



2021 - 22 Compliance Program

Submitted by:

Metcash Trading Limited (ABN:61000031569)

Date: 2022-06-03

#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?

equality in t	ine following areas:	
Reci	ruitment	Yes(Select all that apply)
Yes		Policy Strategy
Rete	ention	Yes(Select all that apply)
Yes		Policy Strategy
Perf	ormance management processes	Yes(Select all that apply)
Yes		Policy Strategy
Pron	notions	Yes(Select all that apply)
Yes		Policy Strategy
Tale potenti	nt identification/identification of high als	Yes(Select all that apply)
Yes		Policy Strategy
Succ	cession planning	Yes(Select all that apply)
Yes		Policy Strategy
Trair	ning and development	Yes(Select all that apply)
Yes		Strategy
	performance indicators for managers g to gender equality	Yes(Select all that apply)
Yes		Policy Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall? Yes(Select all that apply)

...Yes Policy Strategy

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

Reduce the gender pay gap Increase the number of women in leadership positions Increase the number of women in male-dominated roles Increase the number of men in female-dominated roles

Increase the number of men taking parental leave Increase the number of men using flexible work arrangements

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

Metcash continues to design and offer key strategies and initiatives that drive and support gender equality, Key initiatives include:

- 1. Women's Strategy implemented to create a strategic, accountable, integrated culture that champions women in the workplace in a fair, respectful, and inclusive manner
- 2. Senior Women's Forum and Senior Women's Network new initiatives for women leaders to enable other women leaders, to empower and inform in a diverse, open, and real environment, to make a difference for each other and ensuring the next generation of women leaders grow, connect and influence
- 3. Belonging and Gender Equality Strategy underpins the future work and commitments in the diversity and inclusion and gender equality spaces
- 4. Diversity Equity & Inclusion Council members represent Pillars and Functions across the business who influence and champion and drive diversity, equity and inclusion across the organisation and endorse the gender equality strategy (Gender Agenda) and internal gender-related initiatives or programs
- 5. Remuneration Review employ a robust, unbiased, and market-driven job and remuneration frame across our organisation, which includes specific analysis of gender pay across the organisation by both WGEA levels and Hay job bands, to ensure equal pay in like for like roles, for existing employees and new hires. These are conducted annually and as required basis
- 6. Board and Executive Leadership Team Action tangible action is taken by the Board, People & Culture Committee and Executive Leadership Team to reduce gender pay inequity through dedicated gender pay parity budgets, resulting in a significant decrease in our gender pay gap
- 7. Targets annualised targets for female representation across Metcash to ensure we achieve our goal of 40:40:20 by FY25
- 8. Metcash is committed to leadership development and acceleration and has programs in place for our top 500 leaders to strengthen leadership capability including inclusivity. By investing in developing constructive and mindful leaders we build leadership capability and leaders who role- model our Metcash expectations of

behaviour in relation to a culture of inclusion. We overlay this with a regular review of our talent pipeline in relation to gender split to enable diversity of thought. Our talent acceleration programs are designed to strengthen the talent pipeline and provide mentoring support for both men and women with both female and male mentors

Governing bodies

Metcash Trading Limited

1: Does this organisation have a governing body?	Yes(Provide further details on the governing body(ies) and its composition)
1.1: What is the name of your governing body?	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	0
Male	1
Non-binary	0
Members	
Female	3
Male	3
Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(Select all that apply)
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	Yes(Provide further details on your target)
10.6: What is the percentage (%) target?	40.00%
10.7: What year is the target to be reached (select the last day of the target year)?	30-Jun-2022
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes(Select all that apply.)
	Strategy
1.1.a.3: How many members are on the governing body and who holds the predominant Chair position?	

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?	Yes(Select all that apply)
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) To implement and/or maintain a transparent and rigorous performance assessment process Other (provide details)
Other (provide details)	To maintain a transparent and rigorous pay review process (both fixed and variable pay)

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

31-Mar-2022

3: Does your organisation publish its organisation-wide gender pay gap?

Yes(Select all that apply.)

Yes Shared internally with employees Shared internally with shareholders Shared externally	Yes	
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4: Do you give WGEA permission to publicly publish your organisation-wide gender pay gap?

No

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

Metcash is committed to achieving gender pay equity – which during this reporting period was 1%. Over the past reporting period we have taken the following steps:

- 1. Utilise the embedded Hay job evaluation and remuneration framework across the workforce and benchmark remuneration practices against over 400 leading Australian and global organisations
- 2. Regularly analyse and report on gender pay statistics to the People & Culture Committee, with firm commitment from the Board to address like for like salary gaps via the annual Pay Review
- 3. Consciously consider commencement salaries by gender to ensure there are no pay gaps at the beginning of the employee life cycle
- 4. Consciously consider promotional salary adjustments, throughout the year, by gender to mindfully manage pay parity
- 5. We conduct a final review of pay equality as part of our annual remuneration review to avoid any unconscious bias in pay decisions

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.)

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	Created a pay equity strategy or action plan Identified cause/s of the gaps Reviewed remuneration decision-making processes 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

	Trained people-managers in addressing gender bias (including unconscious bias) Corrected like-for-like gaps Implemented other changes (provide details):
Implemented other changes (provide details):	We have a process throughout the year for consciously considering pay adjustments during promotions to ensure pay parity
	At Metcash we regularly report on both the 'like for like' gender remuneration gap as well as the organisation-wide gap. The 'like for like' gap is done in two ways:
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)	(1) using WGEA classification levels and
	(2) using Hay job levels. The organisation-wide gap enables us to identify broader issues impacting gender pay, including female representation at leadership levels

2: For organisations with partnership structures: Have you undertaken a gender remuneration gap analysis ('gender pay gap analysis') in the current reporting period to determine if there are any remuneration gaps between women partners and men partners in your organisation?

No

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(Provide further details on the employee consultation process.)

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1.1: How did you consult employees?	Survey Consultative committee or group Focus groups Exit interviews
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(Select all that apply.)

...Yes Strategy

- 3: On what date did your organisation share your previous year's public reports with employees? 15-Aug-2021
- 4: Does your organisation have shareholders?

Yes

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

15-Aug-2021

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

Yes

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

At Metcash we consult on gender equity through many forums such as:

- Board of Directors
- People and Culture Committee
- Diversity Equity and Inclusion Council
- Senior Women's Forum
- Open Q&A Forums with internal and external panels during our diversity and inclusion events eg. International Men's Day and International Women's Day
- Team Focus Groups for Culture and Engagement Survey action planning sessions
- Annual Engagement Employee Survey and Employee Exit Interviews provide employees with the opportunity to provide confidential feedback and suggestions by responding to quantitative and qualitative questions
- Feedback and results are analysed to identify and address any items specifically relating to gender inequality outcomes. Initiatives developed, as a result of these consultations, are communicated to all employees through intranet, onsite digital communication screens newsletters and national road shows conducted by senior leaders

#Flexible work

Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements? Yes(Select all that apply)

Yes(Select all that apply)	
Yes	Policy Strategy
A business case for flexibility has been established and endorsed at the leadership level	Yes
Leaders are visible role models of flexible working	Yes
Flexible working is promoted throughout the organisation	Yes
Targets have been set for engagement in flexible work	No(Select all that apply)
No	Not aware of the need
Targets have been set for men's engagement in flexible work	No(Select all that apply)
No	Not aware of the need
Leaders are held accountable for improving workplace flexibility	Yes
Manager training on flexible working is provided throughout the organisation	Yes
Employee training is provided throughout the organisation	Yes
Team-based training is provided throughout the organisation	Yes
Employees are surveyed on whether they have sufficient flexibility	Yes
The organisation's approach to flexibility is integrated into client conversations	Yes
The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes

Other (provide details)	No
2: Do you offer any of the following flexible working	ng options to MANAGERS in your workplace?
Flexible hours of work	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Compressed working weeks	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Time-in-lieu	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Telecommuting (e.g. working from home)	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Part-time work	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Job sharing	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Carer's leave	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Purchased leave	Yes(Select one option only)
Yes	SAME options for women and men(Select all that apply)
SAME options for women and men	Formal options are available Informal options are available
Unpaid leave	Yes(Select one option only)

Yes	SAME options for women and men(Select all that apply)
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

4: Has your organisation implemented an 'all roles flex' approach to flexible work?

Yes

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Don't know / Not applicable

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

Training for managers on how to work with flexible and remote/hybrid teams
Training for non-managers on how to work with flexible and remote/hybrid teams
Training for all employees on how to work with flexible and remote/hybrid teams
Employee performance is measured by performance and not presenteeism

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

We offer flexible work arrangements, including, time in lieu, part time, job sharing arrangements and working from home opportunities. Unless a flexibility agreement results in a change to the terms and conditions of a team member's employment, these agreements are managed between a team member and their leader. Within our warehouse environment, where they are governed by an Enterprise Agreement, there are flexibility clauses incorporated in and where the EA doesn't allow for this, there is an opportunity for individuals to ask for Individual Flexibility Agreements, which help support individuals flexible work arrangements to suit their needs. For employees who have used their four weeks' annual leave entitlement in a year we also offer an additional fifth week of annual leave

#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	·
1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(Please indicate how employer funded paid parental leave is provided to the primary carers.)
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?	12
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	81-90%
1.1.g: Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	No
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 12 months
Yes	

1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(Please indicate how employer funded paid parental leave is provided to the secondary carers.)
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?	4
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	80-90%
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
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?	Within 12 months
Yes	

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.

Primary Carers:

Metcash parental leave is connected to the birth, surrogacy, adoption or stillbirth of a child. To be eligible, primary carers need to be permanent full time or part time employees. Carers can choose to receive 12 weeks at full base rate or 24 weeks at half pay

Secondary Carers:

Paid parental leave for secondary carers is four weeks at Metcash. In addition, Metcash encourages secondary carers to utilise the flexible work options offered by Metcash during the first 12 months following the birth/adoption of their child

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
Strategy

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

responsibilities?	
Employer subsidised childcare	No(You may specify why the above support mechanism is not available to your employees.)
No	Not aware of the need
On-site childcare	No(You may specify why the above support mechanism is not available to your employees.)
No	Not a priority Not aware of the need
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.)
No	Not aware of the need
Internal support networks for parents	Yes(Please indicate the availability of this support mechanism.)
Yes	Available at ALL worksites
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.)
No	Not aware of the need
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.)
No	Currently under development(Select the estimated completion date.) Not a priority
Currently under development	31-Mar-2023
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)	Yes(Please indicate the availability of this support mechanism.)			
Yes	Available at ALL worksites			
Support in securing school holiday care	No(You may specify why the above support mechanism is not available to your employees.)			
No	Insufficient resources/expertise			
Coaching for employees on returning to work from paid parental leave	Yes(Please indicate the availability of this support mechanism.)			
Yes	Available at ALL worksites			
Parenting workshops targeting mothers	No(You may specify why the above support mechanism is not available to your employees.)			
No	Not aware of the need			
Parenting workshops targeting fathers	No(You may specify why the above support mechanism is not available to your employees.)			
No	Not aware of the need			
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.

We work to ensure our policies are reviewed and updated to support gender equality and workplace flexibility, such as:

- 1. Paid parental leave for primary carers for the birth, surrogacy, adoption or stillbirth of a child is 12 weeks at full pay and eligible secondary carers can access up to four weeks paid leave
- 2. Paid and unpaid leave for eligible employees impacted by Domestic and Family Violence, in addition to support mechanisms available through the Employee Assistance Program
- 3. Continue to promote the uptake of a fifth week of annual leave for eligible employees, designed to encourage our people to balance work and home commitments by taking accrued annual leave and reward this balance with an additional week of annual leave.
- 4. Resources and toolkits to assist team members and managers to discuss and implement flexible work practices.

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	Yes
any sex-based harasssment and	
discrimination prevention formal policy	
and/or formal strategy?	

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

All managers	Yes(Please indicate how often is this training provided (select all that apply):)
Yes	At induction Every one-to-two years
All employees	Yes(Please indicate how often is this training provided (select all that apply):)
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(Select all that apply)	
Yes	Policy

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

modification in place to support employees when	are experiencing farmly or defriced treferree.
Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
Training of key personnel	No(Select all that apply)
No	Other (provide details)
Other (provide details)	Due to the importance and confidentiality of these cases; we provide support including resources under our policy and respond to these scenarios via a tailored advice mechanism managed by our People Advisors on case-by-case basis.
A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
Workplace safety planning	Yes
Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(Select all that apply)
No	Not aware of the need

Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes(Is the leave period unlimited?)
 Yes	No
Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes(Is the leave period unlimited?)
 Yes	No
: How many days of paid domestic violence leave (not contained in an enterprise/workplace agreement) are provided?	5
Access to unpaid leave	Yes(Is the leave period unlimited?)
 Yes	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)	No(Select all that apply)
 No	Not aware of the need
Offer change of office location	Yes
Emergency accommodation assistance	No(Select all that apply)
 No	Not aware of the need
Access to medical services (e.g. doctor or nurse)	No(Select all that apply)
 No	Insufficient resources/expertise
Other (provide details)	No

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

#Diversity and inclusion

Voluntary section

1: Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?

Yes(Select all that is covered.)

Aboriginal and/or Torres Strait Islander identity

Sexual orientation

Gender identity

2: Do you collect data on whether employees identify as Aboriginal and/or Torres Strait Islander? No

...If this data can be shared and is not confidential, please complete the below table:

3: Do you currently collect data on any of the following dimensions of employees' identities? Gender identity





Workplace Gender Equality Agency 2021–22 Compliance Program Submission approval

I, the CEO (or equivalent), confirm that the data provided in the 2021-22 Compliance Program submission is complete and correct, as reported in the full data appendices:

- Public Workplace Profile
- Public Workforce Management Statistics
- Public Questionnaire
- Confidential Data.

I approve the submission of this data to WGEA.

I also confirm that the organisation/s covered by this submission will meet the notification and access requirements as detailed below.

Mame of CEO (or equivalent)

DOUG JOMES

CEO (or equivalent) signature

Date of signature

1/6/2022

What next?

The contact nominated for the submission of this report must complete the declaration and consent process in the WGEA Portal. The Agency does not require physical evidence of the CEO's signature.

To comply with the notification and access requirements, your organisation/s must:

- inform its employees and members or shareholders that it has lodged its report with the Agency and advise how the public data may be accessed
- provide access to the public data to employees and members or shareholders
- Inform employee organisations with members in its workplace that the report has been lodged
- inform its employees and those employee organisations with members in its workplace of the opportunity to comment on the report to the employer or the Agency.

For more information on the notification and access requirements, read here.

Workforce Management Statistics Table

Industry: Grocery, Liquor and Tobacco Product Wholesaling

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
were promoted?			Managers	15	27	43
			Non-managers	53	69	124
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	3	3	6
			Non-managers	4	3	7
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	4	0	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
including partners with an			Managers	23	39	63
employment contract) were nternally appointed?			Non-managers	85	83	170
пстану арроппос:		Fixed Term Contract	CEO, KMPs, and HOBs	0	0	0
		Tixed-Term Contract		4	3	7
			Managers Non managers	5	4	11
	Dout times	Damasasat	Non-managers	0		
	Part-time	Permanent	CEO, KMPs, and HOBs	1	0	0
			Managers			1
		F: 1.T. 0 1 1	Non-managers	5	0	5
		Fixed-Term Contract	, ,	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an		Permanent	CEO, KMPs, and HOBs	0	1	1
employment contract) were			Managers	19	21	40
externally appointed?			Non-managers	273	558	831
		CEO, KMPs, and HOBs	0	0	0	
			Managers	11	9	20
			Non-managers	64	54	118
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	29	28	57
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	8	2	10
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
	. 3333		Managers	0	0	0
			Non-managers	178	476	654

^{*} Total employees includes Gender X

Workforce Management Statistics Table

Industry: Grocery, Liquor and Tobacco Product 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	CEO, KMPs, and HOBs	0	1	1
			Managers	9	29	38
, ,			Non-managers	101	101	202
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	3	4	7
			Non-managers	17	11	28
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	45	44	89
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	1	3
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	112	284	396
5. How many employees have taken primary carer's	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
parental leave (paid and/or unpaid)?			Managers	6	8	14
			Non-managers	43	87	130
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	0	1	1
	Part-time Permanent Fixed-Term Contra	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	12	3	15
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

^{*} Total employees includes Gender X

Workforce Management Statistics Table

Industry: Grocery, Liquor and Tobacco Product Wholesaling

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
parental leave, regardless of when the leave commenced?			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time Permanent	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

^{*} Total employees includes Gender X