



## Workplace Gender Equality Act 2016-17 Public Report

For the information of shareholders, attached is a copy of the public report submitted to the Workplace Gender Equality Agency on 31 May 2017, in accordance with the requirements of the Workplace Gender Equality Act.

Further information about the report is available at [www.wgea.gov.au](http://www.wgea.gov.au).

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# Public report

2016-17

Submitted by

Legal Name:  
**St Barbara Limited**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	St Barbara Limited
	<b>ABN</b>	36009165066
	<b>ANZSIC</b>	B Mining 0804 Gold Ore Mining
	<b>Business/trading name/s</b>	St Barbara Limited
	<b>ASX code (if applicable)</b>	SBM
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<b>Reporting structure</b>	<b>Number of employees covered by this report</b>	201

# Workplace profile

## Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	1	5	6
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	3	9	12
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	1	1	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Other managers	-2	Full-time permanent	0	1	1
		Full-time contract	2	0	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	3	13	16
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			11	34	45

# Workplace profile

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	12	48	0	0	0	0	60
	Full-time contract	2	0	1	1	0	0	4
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Technicians and trade	Full-time permanent	3	59	0	0	0	0	62
	Full-time contract	0	0	1	2	0	0	3
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	9	1	0	0	0	0	10
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	2	0	0	0	0	0	2
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	1	6	0	0	0	0	7
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	1	5	0	0	0	0	6
	Full-time contract	0	1	0	0	0	0	1
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		31	120	2	3	0	0	156

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- **References to the Act means the Workplace Gender Equality Act 2012.**
- **A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.**
- **Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2016 to 31 March 2017. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).**
- **Answers need to reflect ALL organisations covered in this report.**
- **If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.**

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority



#### 1.4 Promotions

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

**1.10 How many new appointments were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)? IMPORTANT: this should incorporate appointments from both external and internal sources (including all promotions).**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	2	9
Number of appointments made to NON-MANAGER roles (including promotions)	12	24

**1.11 How many employees were promoted during the reporting period against each category below? IMPORTANT: Because promotions are included in the number of appointments in Q1.10, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	0	3	0	2
Permanent/ongoing part-time employees	0	0	0	0
Fixed-term contract full-time employees	0	0	0	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	2	2	4	7
Permanent/ongoing part-time employees	1	0	0	0
Fixed-term contract full-time employees	0	0	0	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term “governing body” in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

**2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. This question relates to the highest governing body for your Australian entity, even if it is located overseas.**

**2.1 Please answer the following questions relating to each governing body covered in this report.**

**Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.**

If your organisation's governing body is the same as your parent entity's, you will need to add your organisation's name BUT the numerical details of your parent entity's governing body.

**2.1a.1 Organisation name?**

St Barbara Limited

**2.1b.1 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.1 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.1 Has a target been set to increase the representation of women on this governing body?**

- Yes
- No (you may specify why a target has not been set)
  - Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.1 What is the percentage (%) target?**

33

**2.1f.1 What year is the target to be reached?**

2018

**2.1g.1 Are you reporting on any other organisations in this report?**

- Yes
- No

**2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
  - In place for some governing bodies
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body appointments (provide details why)
  - Not a priority
  - Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes  
 No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

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

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Salaries set by awards/industrial or workplace agreements  
 Non-award employees paid market rate  
 Not a priority  
 Other (provide details):

**3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?**

- Yes (provide details in question 3.2 below)  
 No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)  
 Currently under development, please enter date this is due to be completed  
 Salaries set by awards/industrial or workplace agreements  
 Insufficient resources/expertise  
 Non-award employees paid market rate  
 Not a priority  
 Other (provide details):

**3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?**

- 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 pay reviews)  
 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):  
Reduce the organisation's overall pay gap to 8% by 2018.  
Also the strategy includes ensuring fairness in bonus assessments

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was undertaken:  
 Within last 12 months  
 Within last 1-2 years

- More than 2 years ago but less than 4 years ago
- Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
  - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**4.01 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 organisation's overall pay gap is analysed on a monthly basis and reported monthly to the Executive Leadership Team and reported bi-annually to the Board. At the end of the financial year this is reported in the Annual Report.

A like-for-like analysis is conducted annually and reported to the Executive Leadership Team and the Board. At the end of the financial year this is reported in the Annual Report.

**4.1 Did you take any actions as a result of your gender remuneration gap analysis?**

- Yes – indicate what actions were taken (select all applicable answers)
  - 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 ratings to ensure there is no gender bias (including unconscious bias)
  - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
  - Trained people-managers in addressing gender bias (including unconscious bias)
  - Set targets to reduce any like-for-like gaps
  - Set targets to reduce any organisation-wide gaps
  - Reported pay equity metrics (including gender pay gaps) to the governing body
  - Reported pay equity metrics (including gender pay gaps) to the executive
  - Reported pay equity metrics (including gender pay gaps) to all employees
  - Reported pay equity metrics (including gender pay gaps) externally
  - Corrected like-for-like gaps
  - Conducted a gender-based job evaluation process
  - Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
  - No unexplainable or unjustifiable gaps identified
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees are paid market rate
  - Unable to address cause/s of gaps (provide details why):
  - Not a priority
  - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

Like-for-like gaps were analysed and justified with an overall like-for-like gap of -3.77% (i.e. favourable to women), the analysis showed that no corrections were required.

## Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

### 5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.

Do you provide **EMPLOYER FUNDED** paid parental leave for **PRIMARY CARERS** that is available for women **AND** men, in addition to any government funded parental leave scheme for primary carers?

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
- By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
    - By paying the gap between the employee's salary and the government's paid parental leave scheme
    - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
    - By paying the gap between the employee's salary and the government's paid parental leave scheme
    - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, not available (you may specify why this leave is not provided)
    - Currently under development, please enter date this is due to be completed
    - Insufficient resources/expertise
    - Government scheme is sufficient
    - Not a priority
    - Other (provide details):

### 5.1 How many weeks of **EMPLOYER FUNDED** paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the **MINIMUM** number of weeks provided:

18

### 5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.

Twelve (12) months service is required to be eligible to access the 18 weeks Company Paid Parental Leave.

Return to work incentives are provided to employees who are the primary carer and return to work within 12 months of their parental leave. The incentives include annual leave accrual for the period of unpaid parental leave and superannuation contributions for the parental leave period i.e. both paid and unpaid parental leave.

### 5.2 What proportion of your total workforce has access to employer funded paid parental leave for **PRIMARY CARERS**?

- In your calculation, you **MUST INCLUDE CASUALS** when working out the proportion.

- <10%
- 10-20%
- 21-30%

- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.**

**Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?**

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided:**

5

**6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.**

Depending on the situation, the Company reserves discretion to provide more parental leave for the secondary carer. In 2016 there were two cases where the Company provided 10 days paid parental leave for the secondary carer.

**6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?**

- **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	1	0	0	4

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	1	0	0	2

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Females	Males
Managers	0	0

**8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	0	0

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

**9.1 You may indicate which of the following are included in your flexible working arrangements strategy:**

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- Targets have been set for engagement in flexible work
- Targets have been set for men's engagement in flexible work
- Leaders are held accountable for improving workplace flexibility
- Manager training on flexible working is provided throughout the organisation
- Employee training is provided throughout the organisation
- Team-based training is provided throughout the organisation
- Employees are surveyed on whether they have sufficient flexibility
- The organisation's approach to flexibility is integrated into client conversations
- The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
- Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body



**10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**

- **Where only one worksite exists, for example a head-office, select "Available at all worksites".**

- Employer subsidised childcare
  - Available at some worksites only
  - Available at all worksites
- On-site childcare
  - Available at some worksites only
  - Available at all worksites
- Breastfeeding facilities
  - Available at some worksites only
  - Available at all worksites
- Childcare referral services
  - Available at some worksites only
  - Available at all worksites
- Internal support networks for parents
  - Available at some worksites only
  - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
  - Available at some worksites only
  - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
  - Available at some worksites only
  - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
  - Available at some worksites only
  - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only

- Available at all worksites  
 None of the above, please complete question 11.2 below

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

- Yes (select all applicable answers)  
 Policy  
 Strategy  
 No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Included in award/industrial or workplace agreements  
 Not aware of the need  
 Not a priority  
 Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)  
 Employee assistance program (including access to a psychologist, chaplain or counsellor)  
 Training of key personnel  
 A domestic violence clause is in an enterprise agreement or workplace agreement  
 Workplace safety planning  
 Access to paid domestic violence leave (contained in an enterprise/workplace agreement)  
 Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)  
 Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)  
 Access to unpaid leave  
 Confidentiality of matters disclosed  
 Referral of employees to appropriate domestic violence support services for expert advice  
 Protection from any adverse action or discrimination based on the disclosure of domestic violence  
 Flexible working arrangements  
 Provision of financial support (e.g. advance bonus payment or advanced pay)  
 Offer change of office location  
 Emergency accommodation assistance  
 Access to medical services (e.g. doctor or nurse)  
 Other (provide details):  
 No (you may specify why no other support mechanisms are in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not aware of the need  
 Not a priority  
 Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.  
 No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**  
 • Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

## Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

**15. Have you consulted with employees on issues concerning gender equality in your workplace?**

- Yes
- No (you may specify why you have not consulted with employees on gender equality)
  - Not needed (provide details why):
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**15.1 How did you consult with employees on issues concerning gender equality in your workplace?**

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

**15.2 Who did you consult?**

- All staff

- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

**15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.**

St Barbara has launched a Women's Internal Network to provide an open forum for women from all of our locations to connect and discuss relevant and contemporary issues and topics. The aim of the Network is also to provide a forum for women to share ideas and seek feedback directly from other women in the Company.

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

**16. Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?**

- Yes
- No (you may specify why a grievance process is not included)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17. Do you provide training for all managers on sex-based harassment and discrimination prevention?**

- Yes - please indicate how often this training is provided:
  - At induction
  - At least annually
  - Every one-to-two years
  - Every three years or more
  - Varies across business units
  - Other (provide details):
- No (you may specify why this training is not provided)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

St Barbara has received the WGEA Employer of Choice for Gender Equality each year from 2014 to 2016 and is currently the only Gold Mining company in Australia with this recognition.

St Barbara's Managing Director and CEO, Bob Vassie is a WGEA Pay Equity Ambassador and is active in promoting gender equality through public addresses including presentations to fellow industry colleagues at the Sydney and Melbourne Mining Club, Dealers and Diggers Conference and Gold Forums in Europe and the US. Bob also advocates gender equality initiatives as a member of the Minerals Council of Australia Board.

St Barbara's General Manager of Human Resources, Val Madsen has been a member of the Minerals Council of Australia's Gender Diversity Reference Group since 2014; is Alternate Board Member of SkillsDMC and has represented and advocated gender equality at a number of events including MCA Gender Diversity Reference Group (Feb 2016) speaking on the Company's strategy for Indigenous Engagement and our Domestic Violence Strategy; the MCA Workforce of the Future in Canberra, Guest Speaker at Diversity Council Australia Mining & Resource Diversity Network Group, Guest Speaker at the WA Signature Leadership Program, Guest Speaker at National Rewards Group Conference by invitation from WGEA, Keynote Speaker for AWRA webinar presentation and participated in a WGEA Panel event in Sydney looking at strategies to attract women and men to non-traditional careers. Most recently Val has been invited by AMMA to join the Australian Women in Resources Alliance (AWRA) Advisory Board as a champion for workforce diversity and inclusion. The letter of invitation from the Director of Industry Services stated

"St Barbara's work in gender diversity and in particular your commitment to decreasing the gender pay gap within your organisation is fantastic and I believe the AWRA Advisory Board would greatly benefit from your expertise".

The Advisory Board is limited to 6-8 members. AWRA's charter is to assist employers on their gender diversity journey with the overarching goal to increase women's participation in the resources, allied and related construction sectors to 25% by 2020.

St Barbara also promotes our female employees to be recognised in their field and within their professions through a number of award programs.

Over the last 12 months, the Company has prepared and submitted the following nominations:

1. AMMA award for Young Professional
2. WIM Victoria award for Exceptional Woman in Resources
3. CME Women in Resources WA award for Women in Resources Champion

St Barbara has been featured in the following publications within the last 12 months:

1. KPMG (October 2016), She's Price(d)less publication – The Economics of the Gender Pay Gap for Diversity Council of Australia and Workplace Gender Equality Agency
2. Minerals Council of Australia (MCA) and Chamber of Minerals Western Australia (October 2016) RUSH Australia's 21st Century Gold Industry publication
3. The WGEA published a video on 4 May 2017 of Val Madsen, General Manager Human Resources, talking about St Barbara's strategy to reduce our gender pay gap and our reporting practices.

Other Initiatives Include:

St Barbara's parental leave provisions for the primary carer includes 18 weeks full pay and generous return to work incentives including superannuation and leave provisions. According to benchmark data, these provisions are well above what our peers in the resources industry are providing.

As part of our Recruitment System we review all role descriptions to ensure there is no gender-specific language; there is a requirement for gender balanced candidate short-lists and all approvals to appoint must detail the changes to the Company's gender composition and overall pay gap. The Company also utilises a tool on LinkedIn which enables us to be proactive in reaching out to talented females. We are currently exploring whether we can customise our recruitment system to provide blind short-lists for hiring managers to address potential unconscious bias.

Talent Pooling – St Barbara has developed a talent pool from expressions of interest to ensure we have balanced short-lists for vacant roles. We have also engaged external parties to develop female talent pools with a particular focus on our operational and hard to fill roles.

The annual Calibration process for performance reviews and talent identification includes a session for leaders on 'unconscious bias' to eliminate bias and ensure fairness and equity.

We have designed, developed and implemented Company-wide Leadership Development Programs across all levels including Frontline Supervisor, Superintendent, Manager and Senior Leader Programs. These programs are aimed to encourage equal opportunity for females and males in the Company to build their capability and to have the knowledge and skills to be effective leaders at all levels. All programs include representatives from the Company's high potential talent.

We have designed and implemented our own internal Mentoring Program with the mandate of 'developing our people by our people' encouraging females and males to be mentored and to mentor others with the aim of building capability and strong relationships across the Company.

A recent initiative is the Women's Internal Network (WIN). This was introduced in early 2017 and aims to provide a safe and supportive forum for women to discuss relevant topics of interest, share ideas and challenges and ask questions. WIN is sponsored by the MD & CEO Bob Vassie and our aim is to conduct monthly meetings via videoconference where women from across all sites and offices come together to discuss topics of interest. In designing this network, we reached out to a number of other resources companies that had implemented a similar network. We then conducted a survey with the women across the Company and identified widespread support for the network. Through the survey, we were able to design the content around the main topics of interest. At the first meeting conducted in March, the topic was 'Building Confidence'. There was good discussion and contribution from all including Bob Vassie (MD & CEO) and Ms Kerry Gleeson (Non-Executive Director).

We conduct bi-annual analysis of exit interviews and this Exit Report is provided to the Executive Leadership Team with the aim of identifying any trends for people leaving the organisation. This report includes specific gender analysis of the exit data.

The Company's Procurement Policy shows our commitment to an inclusive and diverse workforce and our intention to partner with likeminded suppliers. The Policy was updated to include the following paragraph: "St Barbara recognises that an inclusive and diverse workforce supports a high performance culture and is actively seeking to enhance the diversity of the workforce and suppliers St Barbara partners with. St Barbara is committed to achieving adequate representation of women throughout its workforce. As such, in assessing potential suppliers, consideration will be given to suppliers who value gender diversity".

The Company conducts an annual company-wide Employee Opinion Survey to collect anonymous feedback including our employee's perception of the Company's focus on gender diversity, flexible work and an environment free from gender based harassment.

We are active sponsors of a number of programs and initiatives supporting gender diversity including Platinum Sponsor of 'Get Into Resources', Sponsor of the CME WA Inspiring Girls Initiative, Women in Mining WA Mentoring Program Participants, Women in Mining WA Summit and also Gold Sponsor of the Women in Victoria Network. In 2016 we sponsored the Women in Victoria Network's December 2016 Book Launch where the 'Rules of the Game, Women in Masculine Industries' written by Teagan Dowler was launched.

St Barbara has Company membership with the Diversity Council of Australia which provides access to research, articles and events in relation to diversity.

St Barbara has developed a domestic violence strategy with the purpose of ensuring an engaged workforce and to be recognised as a leader in supporting employees to address domestic and family sexual violence. We are a member of the Business Coalition of Women in Papua New Guinea who aim to be the driving positive change for women in PNG. Rates of gender-based violence in Papua New Guinea are some of the highest in the world. Through this membership St Barbara, as the only Mining Company, participated in the 2016 Gender Smart Safety Project Pilot. This project is aimed to assist organisations to develop robust and sustainable gender-smart safety management and practices. Part of the project incorporated identifying a Gender Smart Taskforce who were selected from our employees. These employees attended intensive training on how to

develop and use gender-smart safety tools. Once the tools were developed, we conducted our first gender-smart safety audit which incorporated focus group meetings with women on site, one-on-one interviews and an audit of the site safety procedures to identify and mitigate risks to women working on site. We have just completed the 2017 audit where a wider group of women were consulted on their views of safety on site. A report will be compiled and provided to the Executive with the results compared with the 2016 audit.

## Gender composition proportions in your workplace

### Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 21.9% females and 78.1% males.

#### Promotions

2. 0.0% of employees awarded promotions were women and 100.0% were men
  - i. 0.0% of all manager promotions were awarded to women
  - ii. 0.0% of all non-manager promotions were awarded to women.
3. 2.0% of your workforce was part-time and 0.0% of promotions were awarded to part-time employees.

#### Resignations

4. 43.8% of employees who resigned were women and 56.2% were men
  - i. 60.0% of all managers who resigned were women
  - ii. 36.4% of all non-managers who resigned were women.
5. 2.0% of your workforce was part-time and 6.2% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 0.0% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. N/A - non-managers who utilised parental leave and ceased employment before returning to work were women.

## Notification and access

### List of employee organisations:

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## CEO sign off confirmation

Name of CEO or equivalent:

Bob Vassie

CEO signature:

Confirmation CEO has signed the report:

Date: