2019-20 Application

WGEA Employer of Choice for Gender Equality

Alcoa of Australia Limited
Introduction

The EOCGE citation is the Workplace Gender Equality Agency’s (Agency) leading practice recognition program. The citation aims to promote and improve gender equality for women and men, while recognising the historically disadvantaged position of women in the workplace. It is a voluntary program, open to all compliant employers covered under the Workplace Gender Equality Act (Act).

The citation recognises that gender equality is critical to an organisation’s success and is a feature of well-managed, leading organisations. Research has demonstrated that groups with diverse perspectives and flexibility in thinking almost always outperform homogenous groups, leading to higher levels of creativity, innovation and organisational agility.

Being awarded the EOCGE citation provides recipients with significant differentiation in a competitive marketplace. The citation provides public recognition of an organisation’s focus on gender equality, which supports its ability to attract and retain the best possible talent to build a high-performance workforce.

While EOCGE citation holders must meet a rigorous set of criteria, the citation does not certify that organisations have achieved equal outcomes between women and men. The citation recognises organisations that are taking significant action towards improving gender equality outcomes in their workplaces. The process of investigating whether an organisation complies with the citation criteria can also be an excellent driver of change.

As part of the Agency’s commitment to continually improving the standard of leading practice in workplace gender equality, every five years the Agency reviews the citation to ensure it continues to reflect best practice and remains relevant and accessible to employers. In 2017, the Agency commissioned a strategic review of the EOCGE citation. This revised citation, effective from 2019-20, reflects findings from the latest academic research into drivers of improved gender equality outcomes, and consultation with gender equality experts and practitioners, industry groups, and employers.
Focus Areas

1. Leadership, strategy and accountability

This focus area recognises that creating a workplace in which women and men are equally represented, valued and rewarded requires leadership, accountability and a focus on gender equality as a strategic priority.

It assesses an organisation’s overall strategies and leadership commitment to achieving gender equality.

Notes:

- To assess whether you meet all prerequisites, we strongly advise that you review the EOCGE Guide to citation document PRIOR to answering the citation questions.

- IMPORTANT: view “MORE INFORMATION” for details on what will need to be provided in subsequent applications.

- Please submit your EOCGE application BEFORE you submit your application payment.

- Please list all the organisations covered in this application below. By providing the names of these organisations, you are confirming that all responses contained within this application apply to them all:

  Alcoa of Australia Limited

Certificate

- Please enter the name of the organisation that you would like to appear on your EOCGE certificate below, should your organisation’s EOCGE application be successful.

  Alcoa of Australia Limited
1.1. Your organisation must have a strategy in place aimed at achieving gender equality in ALL the following areas:

- gender balance in leadership
- gender balance across the organisation
- gender pay equity at a like-for-like and an organisation-wide basis
- flexible work and support available for employees at all levels, including those with caring responsibilities.

Please confirm the following:
☑ Yes, we have a strategy that supports gender equality in all the above areas.

1.2. Your organisation must have a policy/policies in place supporting gender equality that covers ALL the following:

- promotions
- performance review processes
- recruitment – internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process
- restructures and significant operational changes including planned redundancies
- employment and engagement of casuals
- engagement of independent contractors

Please confirm the following (NB: please read “More information” for future requirements in this area).

☑ Yes, we have a policy/policies in place supporting gender equality in all the above areas.
1.3. Your organisation’s gender equality strategy must include clear objectives and measures, and an evaluation process that occurs at least every two years.

Please provide an outline of the objectives, measures and evaluation process specified in your gender equality strategy. (NB: please read “More information” for future requirements in this area).

Alcoa’s gender equity strategy recognises and seeks to enhance the capability of all employees to create a supportive, flexible and fair workplace. Inclusion is about acknowledging the value of individual differences and making the most of these differences in our workplace. We recognise and value the different attributes, life experiences, capabilities and skills that each employee brings to the organisation. Our workforce is one of the greatest strengths of Alcoa.

We know that managing diversity and developing a culture of inclusion is a continuous process of improvement, not a one-off initiative.

This strategy prioritises action on the following:

1. Leadership
Developing visible and active leadership on gender equity, diversity and inclusion in talent acquisition, building the capacity and capabilities of managers and senior staff to lead change.

2. Gender balance
A proactive approach to building a diverse pipeline of talent to senior and leadership roles.

3. Pay equity
Alcoa strives to ensure equitable treatment of all employees including gender pay equity by analysing and closing the pay gap and ensuring no gender bias occurs at any point in the remuneration review process.

4. Flexible working
Increasing opportunities for flexible working (both day-to-day and career flexibility) as a driver of the attraction, retention and engagement of employees, and an enabler of flexibility in the provision of services to persons of concern.

5. Governance and reporting
A robust system of governance, responsibility, accountability and reporting on progress.

Alcoa are committed to achieving the following targets for the organisation (including key personnel):

**GENDER COMPOSITION - BY CATEGORY**

Male Manager - Gender composition
Current % (WGEA 2018) = 79.4%
% Target = 78%
Year to be reached = December 2020

Female Manager - Gender composition
Current % (WGEA 2018) = 20.6%
% Target = 22%
Year to be reached = December 2020

Male non-Manager - Gender composition
Current % (WGEA 2018) = 85%
% Target = 84%
Year to be reached = December 2020

Female non-Manager - Gender composition
Current % (WGEA 2018) = 15%
% Target = 16%
Year to be reached = December 2020

GENDER COMPOSITION - PROMOTION

Male Manager - Gender composition
Current % (WGEA 2018) = 85%
% Target = 80%
Year to be reached = December 2020

Female Manager - Gender composition
Current % (WGEA 2018) = 15%
% Target = 20%
Year to be reached = December 2020

Male non-Manager - Gender composition
Current % (WGEA 2018) = 83%
% Target = 78%
Year to be reached = December 2020

Female non-Manager - Gender composition
Current % (WGEA 2018) = 17%
% Target = 22%
Year to be reached = December 2020

TRACKING - Recruitment and Exit

Male - Recruitment
Current % (WGEA 2018) = 71%

Female - Recruitment
Current % (WGEA 2018) = 29%

Male - Exit
Current % (WGEA 2018) = 82%

Female - Exit
Current % (WGEA 2018) = 18%

TRACKING - Graduate programs and paid internships

Male - Graduate program
Current % (WGEA 2018) = 54%

Female - Graduate program
Current % (WGEA 2018) = 46%

Male - Internships
Current % (WGEA 2018) = 68%

Female - Internships
Current % (WGEA 2018) = 32%

TRACKING - Utilisation of formal flexible working arrangements

Male - Manager
Current % (WGEA 2018) = 0.5%

Female - Manager
Current % (WGEA 2018) = 24%

Male - non-Manager
Current % (WGEA 2018) = 1%

Female - non-Manager
Current % (WGEA 2018) = 20%

TRACKING - Utilisation of, and return from parental leave

Male - Parental leave
Current % (WGEA 2018) = 69%

Female - Parental leave
Current % (WGEA 2018) = 31%

Male - Return from parental leave
Current % (WGEA 2018) = 100%

Female - Return from parental leave
1.4. Your gender equality strategy must be incorporated into your broader business strategy and planning process, and endorsed by your governing bodies/boards.

Please confirm the following:

☑ Yes, our gender equality strategy is incorporated into our broader business strategy and planning process, and is endorsed by our governing body/board

☑ Evidence of the governing body’s endorsement (e.g. extract of governing body/board minutes) has been/will be emailed to WGEA when the EOCGE application is submitted
1.5. Your organisation must evaluate its progress against its gender equality strategy by 1) tracking the metrics below and 2) reporting progress to the following stakeholder groups in your organisation/s at least every year.

Please select all the boxes below to confirm this has occurred:

1.5 a). For all your workforce (including Partners in Partnership structures):
- gender composition of your workforce by manager and non-manager categories
- promotions by gender and manager and non-manager categories
- recruitment and exit (voluntary and involuntary) numbers by gender
- graduate programs and paid or unpaid internships (where applicable)
- utilisation of formal flexible working arrangements (including part-time) for women and men by manager and non-manager categories
- utilisation of, and return from, parental leave (paid and unpaid), of women and men

1.5 b). For key management personnel AND your governing body/board (1.5 c) also applies to these stakeholders):
- ALL of the areas listed in 1.5 a)
- the results of your gender remuneration gap analysis, including pay equity metrics and actions taken
- progress on narrowing your organisation-wide gender pay gap
- all results from your EOCGE employee survey questions (refer section “Lived experience – Employee Survey”)

1.5 c). For key management personnel AND your governing body/board

All the following metrics on gender-based harassment and discrimination and sexual harassment complaints must also be reported to these stakeholders:
- number and nature of complaints received
- process for responding to the complaint
- time taken to resolve complaint (e.g. complaint made in February, resolved in July)
- outcomes for complainant and respondent, including whether a complaint was settled
- any organisational change following the complaint
- complainant and respondent turnover

1.5 d). Your organisation must provide evidence (e.g. extract of governing body/board minutes) that all the areas covered in questions 1.5 a), 1.5 b) and 1.5 c) have been reported to the governing body/board.

Please confirm that this has been/will be emailed to WGEA:
- Yes, evidence that progress on all the above areas has been reported to the governing body/board has been/will be emailed to WGEA
1.6. Where gender discrepancies exist for any areas listed under questions 1.5 a), b) and c), your organisation must analyse systems and processes to identify gender bias in decision making, and take actions to address issues identified.

Please confirm this has occurred:

☐ Not applicable - no gender discrepancies exist for any areas listed under questions 1.5 a), b) and c)

☑ Yes, gender discrepancies were found and systems and processes were analysed to identify gender bias in decision making

1.6 a). Your organisation must take action to eliminate gender biases identified in the analysis of your systems and processes.

Please outline the gender biases identified, and use examples to describe actions that were taken to address these issues:

Our updated Gender Equity Strategy incorporates actions to address any identified bias across a number of areas. These include:

Gender composition of workforce

Our gender composition of our workforce is 85% male and 15% female. Our strategy and policies indicate that we are on the right path, with a 1% increase on gender balance in 2018. We continue to improve on our strategy and have included targeted actions to improve the percentage of women working at Alcoa.

Promotions

16% of our most recent promotions were women. This number is reflective of our workforce and the number of women that Alcoa employs. Our analysis and tracking indicate that we are on the right path and we have updated our strategy, improving our career development processes and have included targeted actions to improve the percentage of women who are promoted at Alcoa.

Recruitment and exit

We have updated our recruitment strategy and policies and have included targeted actions to improve the percentage of women who are recruited at Alcoa.

We assess female exits to ensure that retention and development strategies continue to improve and build.

As a key initiative, we have recently also hired two employees as Talent Sourcing Specialists, who are specifically tasked with ensuring that our talent pipelines and initiatives are targeting diverse hires.

Flexible working arrangements

This is an area of focus for Alcoa and we have spent considerable time developing and implementing pragmatic policies, training, education and strategies to ensure that both men and women can access and use flexible work arrangements.

Parental leave (paid and unpaid), of women and men

With the increase of paid parental leave available to men, as well as the addition of other means of leave available we anticipate more uptake of primary carers leave for men. Additionally, improvement to our return to work for all employees provides for continuous engagement and a sustained focus on maintaining our 100% return to work rate of all parents.
Gender remuneration gap analysis

In depth analysis continues to support the actions against our strategy. These include the use of discretionary budget and review of ‘hot spots’ eg shift allowances. Knowledge and awareness training to HR teams and further analysis of rosters is in plan.

1.7

1.7. Your governing body must be provided with a copy of your completed EOCGE application once submitted.

Please confirm this will occur:

☑ Yes, the governing body will be provided with a copy of this EOCGE application. Please provide a date when this will occur:

Next Board meeting on 29th November 2019.
1.8. Your CEO/head of business must be a visible champion of gender equality in the following areas.

Please provide information in the questions below to confirm each requirement has been met.

1.8 a). Your CEO/head of business must have communicated your organisation’s business case for improving gender equality, to all workers (and Partners in Partnership structures) in the last 12 months, and every year thereafter.

Please provide the statement, how it was communicated and the date of the communication below:

Our Managing Director, Michael Parker has communicated on the business case for improving gender equality to all employees. Examples include the following;

- Australian Update (internal newsletter) following announcement of Michael Parker as finalist in Women in Resources Champion Award, on 16th January 2019;
- Australian Update (internal newsletter), announcing Employer of Choice citation award, on 27th February 2019 (extract below);
- International Women’s Day, email to all employees on 7th March 2019;
- Australian Update #BalanceforBetter on 13th March 2019 (extract below);
- Inclusion Survey email to all employees on 29th April 2019.

Two of these extracts:

Australian Update Article to all Alcoa employees, dated 27th Feb 2019:

“...I’m extremely proud of Alcoa’s gender equality achievements to date and we continue to look for new ways to drive change in our traditionally male dominated workplace,” Michael said.

“If we want to stimulate new ideas and drive productivity at Alcoa, we need to bring together people who think differently from one another, with diverse experience and backgrounds.

“We’ve put diversity and inclusion as a standing agenda item at all leadership meetings, analysed our payroll for pay gaps, updated our recruitment strategies and refreshed policies, and we continue to seek out and implement best practice," he said…”

Australian Update Article to all Alcoa employees (#BalanceforBetter), dated 13th March 2019:

"...Alcoa of Australia Chairman and Managing Director Michael Parker, who is a WGEA Pay Equity Ambassador, said International Women’s Day was an opportune time to reflect on the company’s progress to achieve a gender balanced workplace.

“I firmly believe we are all accountable to make a difference and it’s everyone’s job to build a culture of equality, encourage diversity and enact positive change in our workplace,” Michael said.

“Gender balance makes the workplace better. I want women to achieve financial independence, pay parity and enjoy career opportunities throughout every life stage…”

1.8 b). Your CEO/head of business must have communicated their commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying to all employees (including Partners in Partnership structures), in the last 12 months and every year thereafter.

Please provide the statement, how it was communicated and the date of the communication:
As our Managing Director, Michael has communicated to all Alcoa employees on our commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying to all employees to all staff. Examples include the following.

Michael provided support at the Inclusion Steering Committee presentation to Alcoa joining as alliance members to the ‘Peel Says No to Violence’ initiative. The initiative is a community project to help raise awareness, understanding and take action to prevent family and domestic violence in the Peel region. The Peel Community Development Group [PCDG] is working with Founding alliance members to build an Alliance of community organisations and individuals to raise community awareness, understanding of family and domestic violence (FDV) and actions that can help to prevent it and support survivors.

Additionally Michael has ensured that Alcoa contributes to broader industry in the gender equity conversation. Examples include:

- CEO’s Roundtable on Family and Domestic Violence with Hon Minister Simone McGurk, MLA, and Hon Premier Mark McGowan, MLA;
- WA Women’s Reference 10 year plan.

Excerpt from Australian Update - 25 Sept 2019:

‘...Alcoa’s internal workplace policies reflect the push for a safer and more inclusive work environment — but we’re also adding our voice and support for important social initiatives like ‘Peel Says No to Violence’ (PSNTV), which we believe will improve the quality of life for local people.

In 2011, the Peel region represented 4.8% of the total WA population, yet accounted for 12.5% of all reported domestic violence incidents in the State.

Alcoa of Australia first introduced the Domestic and Family Violence Policy in 2016, after Chairman and Managing Director Michael Parker took on key learnings from government and industry recommendations on gender equality. Earlier this year, Alcoa became a PSNTV alliance member, pledging to;

• Work with Alcoa Peer Supporters to build their awareness of family and domestic violence, its occurrence in the community and effects on everyone involved;
• Involve Alcoa Peer Supporters in the Silent March and 16 days of activism in November 2019;
• Connect male Peer Supporters with White Ribbon and becoming ambassadors.

“We take a zero-tolerance approach to harassment and discrimination, sexual harassment and bullying in the workplace, but if we hope to create a truly inclusive and productive environment, we also need to properly address the tough issues like domestic and family violence,” Michael said.....’

‘Talking Alcoa’ article, March 2019 – publication distributed to all employees to the home address, in which Michael states:

…“I firmly believe that it’s everyone’s job to build a culture of equality, diversity and change in our workplace. We all have a role to play and we are all accountable to make a difference,” he said.

"And the most important difference we can make is to shape the culture of the workplace to create an environment where women want to work and can excel. This is absolutely critical to our success and is my key focus.” …

1.8 c). Your CEO/head of business must have communicated the organisation’s overall gender equality strategy, priorities and progress, to all employees (and Partners in Partnership structures), in the last 12 months and every year thereafter.

Please provide the statement, how it was communicated and the date of the communication:

Michael has previously communicated Alcoa’s gender equality strategy (Sept 2018) and has shared our updated strategy in September 2019, via his email to all employees: Excerpt below:
‘...We have recently submitted our application to again be recognised as an Employer of Choice for Gender Equality. We are currently one of only three organisations in WA to hold this esteemed honour and if successful, 2020 will mark Alcoa’s 18th citation.

The submission is designed to encourage, recognise and promote an active commitment to achieving equality for the benefit of women and men. It includes details on our commitment to gender balanced leadership, learning and development, gender pay gaps, flexible working and other initiatives to support family responsibilities, preventing sex-based harassment and discrimination, and targets for improving gender equality outcomes.

A snapshot of the gender-based metrics within our submission is included in the attached document.

If you have any suggestions on how Alcoa can improve in this area or to provide feedback, please contact Narelle Macfarlane. You can read more about our commitments in the Gender Equity Strategy and Gender Diversity Policy. …'

1.8 d). Your CEO/head of business must have communicated the organisation’s commitment to gender pay equity to all employees (and Partners in Partnership structures) in the last 12 months and every year thereafter.

Please provide the statement, how it was communicated and the date of the communication:

Our Managing Director, Michael Parker has been a WGEA Pay Equity Ambassador for over two years, and has provided his commitment including:

On Equal Pay Day (August 2019) this year Michael Parker communicated both internally and externally on Alcoa’s commitment to gender pay equity. He posted on his personal LinkedIn page as well as including details of our commitment in the Australian Update (internal newsletter) on 28th August 2019 – excerpt below:

'...Why does it matter?
The gender pay gap does not just impact a woman once in her life. It has a compounding effect that results in a woman’s reduced earning capacity over her lifetime.

On average, women are less likely to progress as far as men in their career and accumulate less money for retirement.

"The gap matters because all of our employees, men and women, deserve access to the same opportunities and pay throughout all stages of their career," Alcoa MD Michael Parker said.’

Excerpt from Michael Parker LinkedIn post 28th August 2019:

'#TheGapMatters because men and women deserve access to the same opportunities and pay throughout all stages of their career.

Each year, Alcoa conducts a pay gap analysis and we act on the results.

As a proud Pay Equity Ambassador, I encourage all leaders to seek ways to address the gap, remove barriers and help all employees reach their full potential in the workforce.’

Excerpt from speech at Minter Ellison ‘Inspire’ Gender diversity event – July 2019

"We have undertaken extensive work to understand and reduce our pay gap, including annual salary reviews and adjustments, and ensuring the salaries of women are reset when they return to work after parental leave.

It’s paying off. Today we have an 8.6% total remuneration gender pay gap compared to our industry peers’ 12% and the State’s 23% pay gaps.

We know that 6% of our gap is now attributed to shift work payments and clearly this is an area where we must focus much of our attention."
1.9. Your organisation must have a group, committee or council with representation from senior management level or above, that is responsible for the implementation and oversight of your organisation’s gender equality strategy.

Please confirm this is in place:

☑ Yes

1.9 a). Please provide the job title of the Chair of this group/committee/council:
Michael Parker, President, Alcoa Alumina and Managing Director, Alcoa of Australia.

1.10. Your CEO/head of business must have direct involvement with your organisation’s gender equality initiatives.

Please list what your CEO/head of business does in this regard:

Michael Parker is integral to many of the Alcoa of Australia gender initiatives. Some of these include:

• The Chair of the Australian Inclusion Steering Committee;
• Executive Sponsor of the Australian and Global Alcoa Women’s Network;
• Hosts round tables at global locations to share best practice and support development and retention;
• Member of the Alcoa Catalyst for Change program;
• Creates opportunities to provide ‘intentional actions’ for leadership;
• Tracks and reports the targets to the Global Operating Committee, including the Chief Executive Officer;
• Provides input and support for gender presentations to the Alcoa of Australia Board;
• Sponsor of the Alcoa of Australia ‘Inclusion Survey’;
• Sponsor of the Parents and Kids Forums and attends quarterly events;
• WGEA Pay Equity Ambassador, and promotes awareness and actions internally and externally;
• Member of CEO’s for Gender Equity;
• Publicly posts statement of commitment on Linkedin and media statements;
• Sponsors membership to the Diversity Council of Australia, allowing key leaders access to resources and education material;
• Attends and participates in innumerable business events focused on D&I and gender equity;
1.11. Your organisation must ensure that women and men can access opportunities that are considered career-enhancing, equitably.

Using typical examples in your organisation, please explain how you ensure this occurs for women and men (maximum 500 words).

Access to equal opportunities sits at the heart of Alcoa’s Values. They are central to every decision we make as a business and are fully embedded in our Alcoa Behaviour Model and People Development Program.

Our People Development Program Mission is:

“Everyone matters - We recognise every single employee has potential and it's our role to provide them with meaningful opportunities to help them to achieve their potential either within or beyond their current role”.

This Mission underpins our People Development Program and includes:

• Our high-profile training courses have a gender balance requirement included as part of the criteria. The programs include: Advanced Supervisor Excellence, Group Leader Essentials, Advanced Leadership Program, Leadership Fundamentals Program and Women in Operations:
  o The Women in Operations program - 16 months targeting women eager to progress their careers but lacking the confidence to move into an operational leadership position;
  o Provides training and mentoring, personal development coaching and networking with leaders, with the aim of retaining top talent to move into leadership roles;
  o In 2018, 27 women graduated from the inaugural program, with more than 85% earning a career opportunity either during or since the program’s completion;
  o In February 2019, a new cohort of 22 women joined the program;
• Access to mentors is encouraged and well supported by managers.

Outcomes

Michael Parker has mandated a gender graph as part of the nomination process for leadership programs which seeks to ensure a gender balance in participation rates.

Last year, across three of our key leadership development programs we had an average of 35% female participation. This is strong participation given we have 15% women in the organisation and we believe our focus on improving the access to leadership programs is going to support growth in promotions and development of our female future leaders.

Recruitment (including projects, promotions and secondments)

• We have appointed two Diversity Sourcing Specialists to support our 50:50 gender balance target for candidate slates;
• We’ve revised job prerequisite requirements to reduce the barriers to women applying for ‘traditionally male’ roles;
• Jobs advertisements and positions descriptions are formatted and evaluated through the Textico tool, which encourages the use of language that is gender neutral. We also use imagery that includes diverse employees, male and female workers;
• To ensure that employees have the opportunity to see that they have a career path and opportunities, all vacant positions over 6 months, are advertised. This enables employees to have the opportunity to be visible to hiring managers, senior leaders, talent managers and to receive development feedback;
• The recruitment policy is specific as to the gender balance of any panel interview and there are tools to support awareness of unconscious bias;
Ongoing learning

Our People Development Program is built on ensuring that ongoing learning is a key enabler for career development. This is supported by our systems that include:

• Access to Tuition Aid for tertiary studies (including leave and flexibility);
• Access to Professional Institute memberships;
• Access to significant online platforms for eLearning;
• Access to external programs, conferences and workshops.
1.12. You must hold your managers accountable for contributing to the implementation of your gender equality strategy.

Please outline how managers are held accountable e.g. describe KPIs (up to 500 words).

Our current and future gender equality strategies will continue to be a shared responsibility as cascaded and endorsed by our Managing Director.

Our senior leaders are involved in the development of the gender diversity targets that are linked to the variable compensation outcomes of all leaders. The KPIs are tracked and reported and each BU President provides feedback regularly on status. An example from recent communication from Michael Parker to all leaders included the following:

‘...You will recall each BU has established its own target for gender balance which represents 10 per cent of the plan. After a good start in Q1, progress toward our year-end target of 14.2 per cent stagnated during Q2. Please continue to work with your HR business partners on recruitment, development and retention strategies to help shape the business for future success, including improved gender balance.’

In addition, each location has a Diversity and Inclusion Committee which reports directly to the Location Manager as well as the Australian Inclusion Steering Committee. Each location Committee develops the enablers and actions to support the target achievement and implement business wide initiatives. The Committees then report up to the Business Unit President, who then reports progress to the Global Operating Committee and the CEO. Additionally, each Lead Team is required to include Diversity and Inclusion on their meeting agenda, alongside Production and Safety.

By its very nature, mining and manufacturing involves repetitive, manual work. Upwards of 90% of our workers are in operations, so our Managing Director has requested that managers actively look for opportunities to reduce the physical aspect of roles and in doing so, build a workplace that protects the health and well-being of all employees, both men and women. We have incorporated this ‘rethink’ into our attraction, recruiting and training programmes.

Our leaders are also accountable for ensuring that options of flexibility are considered and that employees on parental leave have access to keep in touch entitlements and transition/flexible return to work options. We track all requests and declines, and our Policy has a clause where any declines must have the approval of the HR Director. This policy ensures that our leaders are very supported in ensuring that all requests have a solution.

Across the business we have implemented our ‘Catalyst for Change’ (C4C) program. From the highest levels of management to mine, refinery and office employees, hundreds of employee-catalysts have pledged to promote the development of women, build networks, advocate for change and showcase the successes of women in the workplace.

C4C was named the CME Women in Resources Outstanding Company Initiative in 2019 and is backed by Alcoa of Australia Chairman and Managing Director Michael Parker. Michael has challenged leaders to identify and implement solutions to improve gender balance by growing a pipeline of future female leaders for themselves. One response was the creation of Women in Operations, which aims to promote women into leadership roles within mining and refining operations through professional training, development and networking.
2. Developing a gender balanced workforce

This focus area recognises that the Australian workforce is highly segregated by industry and occupation.

Organisations need robust, targeted learning and development, talent identification and leadership programs to support women’s progress through the leadership pipeline, and provide career opportunities across all levels of the workforce for women and men.

<table>
<thead>
<tr>
<th>2.1</th>
<th>2.1. Your organisation must have a policy or strategy that includes learning and development (including leadership and/or career development training) for women and men.</th>
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<td>Please confirm what is in place:</td>
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<td></td>
<td>☐ Formal policy</td>
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<td>☒ Formal strategy</td>
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<th>2.2</th>
<th>2.2. Your organisation must have learning and development plans for all your permanent workforce and long-term casuals.</th>
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<td>Please confirm this is in place:</td>
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<td></td>
<td>☒ Yes</td>
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2.3. Each year, your organisation must track how many women and men, full-time and part-time, have participated in FORMAL leadership development programs. Please indicate the types of programs you have in place:

- [ ] Formal sponsorship program
- [x] Formal mentoring program
- [x] Formal succession plan
- [x] Formal leadership networks
- [ ] Other

2.3 b). Please complete the table below with the numbers of participants in this program. All cells must be completed, please enter “0” where there were no participants.

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th></th>
<th>Men</th>
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<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
<tr>
<td>Formal mentoring program</td>
<td>47</td>
<td>2</td>
<td>108</td>
<td>0</td>
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</tbody>
</table>

2.3 c). Please complete the table below with the numbers of participants in this program. All cells must be completed, please enter “0” where there were no participants.

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th></th>
<th>Men</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
<tr>
<td>Formal succession program</td>
<td>34</td>
<td>2</td>
<td>122</td>
<td>0</td>
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</table>

2.3 d). Please complete the table below with the numbers of participants in this program. All cells must be completed, please enter “0” where there were no participants.

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th></th>
<th>Men</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
<tr>
<td>Formal leadership program</td>
<td>10</td>
<td>1</td>
<td>15</td>
<td>0</td>
</tr>
</tbody>
</table>

2.3 e). For the other formal leadership development programs in place, please complete the table below, entering the name of the program, and number of participants in the program for each category.

<table>
<thead>
<tr>
<th>Program type</th>
<th>Women</th>
<th></th>
<th>Men</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
<tr>
<td>1 Women in Operations</td>
<td>22</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2 Alcoa Management Essentials</td>
<td>2</td>
<td>0</td>
<td>6</td>
<td>0</td>
</tr>
</tbody>
</table>
2.4. Your organisation must set numerical targets (with timeframes) to improve the representation of WOMEN in any manager category where their representation is less than 40%. Progress against manager targets must also be tracked.

Please confirm this has occurred below. (NB: please read “More information” for future requirements in this area).

☑ Yes, targets have been set for every level of management where the representation of women is less than 40%, and targets are tracked
☐ Targets are not required as the representation of women across all levels of management is at least 40%. Please provide details below:

2.4 a). In the table below, please indicate the targets and timeframes that have been set:

<table>
<thead>
<tr>
<th>Management level where target is set, e.g. KMP?</th>
<th>% Target?</th>
<th>Year target to be reached?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Key Management Personnel target increase of 1%</td>
<td>1</td>
<td>2020</td>
</tr>
<tr>
<td>2 General Managers target increase of 1%</td>
<td>1</td>
<td>2020</td>
</tr>
<tr>
<td>3 Senior Managers target increase of 1%</td>
<td>1</td>
<td>2020</td>
</tr>
<tr>
<td>4 Other Managers target increase of 1%</td>
<td>1</td>
<td>2020</td>
</tr>
</tbody>
</table>

| 5 |
| 6 |
2.5. Your organisation must set gender targets for internal and external recruitment shortlists where the representation of women at any level of management is less than 40%.

Please confirm this has occurred:
☑ Yes, targets for internal and external recruitment shortlists have been set
☐ Targets are not required as the representation of women across all levels of management is at least 40%. Please provide details:

2.5 a). In the table below, please indicate the targets and timeframes that have been set for internal and external recruitment shortlists of management levels where the representation of women is less than 40%:

<table>
<thead>
<tr>
<th></th>
<th>% Target</th>
<th>Year to be reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal recruitment shortlists</td>
<td>30</td>
<td>2019</td>
</tr>
<tr>
<td>External recruitment shortlists</td>
<td>30</td>
<td>2019</td>
</tr>
</tbody>
</table>
2.6. If your organisation has set targets to improve the representation of WOMEN in any non-manager occupational category where their representation is less than 40%, please indicate below:

(NB: this will become a requirement in 2021-22, so if no targets have been set, please proceed to the next question.)

☑ Yes, targets have been set for every non-manager occupational category where the representation of WOMEN is less than 40%

☐ Targets are not required as the representation of women across all non-manager occupational categories is at least 40%. Please provide details:

2.6 a). In the table below, please indicate the targets and timeframes that have been set for WOMEN in non-manager occupational categories where their representation is less than 40%:

<table>
<thead>
<tr>
<th>Occupational category where target for women is set, e.g. technicians and trades, labourers etc?</th>
<th>% Target?</th>
<th>Year target to be reached?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Technicians and trade – target increase of 1%</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Machinery operators and drivers – target increase of 1%</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Labourers – target increase of 1%</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.7. If your organisation has set targets to improve the representation of MEN in any non-manager occupational category where their representation is less than 40%, please indicate below:

(NB: this will become a requirement in 2021-22, so if no targets have been set, please proceed to the next question).

☐ Yes, targets have been set for every non-manager occupational category where the representation of MEN is less than 40%

☑ Targets are not required as the representation of men across all levels of management is at least 40%. Please provide details:

Not required as men represent at least 40% in each category.
2.8. The following questions relate to governing body appointments.

2.8 a). Does your organisation have control over governing body appointments of ALL the organisations covered in this application (as listed at the beginning)?

☐ Yes

☐ No, it has control only over SOME of the organisations included in this application. Please provide the names of those organisations whose governing body appointments you do not have control over, and explain why.

☑ No, please provide details why your organisation does not have control over appointments to ALL the governing bodies/boards in this application?

The composition of Alcoa of Australia Limited’s Board is controlled by Alcoa of Australia’s two ultimate shareholders, Alcoa Corporation and Alumina Limited. Alcoa Corporation appoints three members to the Board and Alumina Limited two.

The appointments by Alcoa Corporation are typically position based (e.g. the Managing Director and Chief Financial Officer of Alcoa of Australia) and we have a strategy in place to ensure our succession pipeline into these positions has strong gender equity representation. For example, there are currently women in the succession plan for the Chief Financial Officer position. In addition, our Legal Counsel (female) is Secretary of the Board.

We also note that the board of Alcoa of Australia Retirement Plan Pty Ltd (AARP) consists of 6 directors; 3 elected members, 1 Chairperson and 2 employer sponsored. The two employer sponsored positions were allocated to key Managers on a gender balance basis of 50:50 and both received equal formal training.

2.8 b). Does your organisation have control over OTHER governing bodies/boards not included in this application, AND have control over appointments to those governing bodies?

☐ Yes, the names of these organisations are:

☐ No, this organisation does not have control over OTHER governing bodies/boards

☐ No, this organisation does not have control over appointments to other governing bodies it controls. Please explain why, and whether there are other actions taken to improve gender balance on those governing body/boards.
2.9. Your organisation must identify and address gender segregation challenges relevant in your organisation and/or industry, for example (but not limited to) under-representation of women or men in caring, administrative, technical, trades or senior roles.

Please provide a written response using the structure below to outline a summary of key details (maximum 750 words):

- How does gender segregation impact your organisation and/or industry?
- What measures have you implemented to improve gender balance in your organisation?
- Where have you made progress and what were/are the biggest challenges?

Alcoa is one of the world’s largest integrated bauxite mining, alumina refining and aluminium smelting systems and adds value to Australia’s local, state and national economies at every stage. Alcoa’s operations support approximately 4,275 direct jobs, predominantly in regional Australia.

Our Australian workforce is 85% male and 15% female and the largest demographic in our workforce are men between the ages of 40 and 50 who have worked with Alcoa for an average of over 16 years. Most of our current workforce are tradespersons and operational roles, and is typical of the industry in which we operate.

The combination of a low turnover rate and the length of tenure of our workforce is a challenge. There are limited opportunities to increase the female participation rate since so few males leave the organisation.

We have introduced a number of measures to improve our gender balance:

We have appointed a Diversity Sourcing Specialist to support our 50:50 gender balance target for candidate slates.

We offer unconscious bias training for hiring managers.

We’ve revised job prerequisite requirements to reduce the barriers to women applying for ‘traditionally male’ roles. This includes placing far greater emphasis on broader skill sets, not just technical capability and direct experience.

We ensure recruitment language is inclusive to attract top female talent.

And we are challenging our policies, for example offering paid parental leave to women who are new to the business and have not completed the traditional 12 months of service before taking leave.

We are also increasing the number of entry level positions we are offering which provides more opportunities to women. Our 2018-2019 recruitment campaigns for apprentices, graduates, trainees and vacation students resulted in 30% female representation.

Our last traineeship recruitment campaign saw us employee nearly 60% women. And in a true demonstration of intentional action, last year we recruited our first all-female traineeship cohort at our Wagerup refinery.

We are committed to investing in the future of STEM careers and have partnered with the Kwinana Industries Council. In 2018, Kwinana refinery was Project Sponsor of the iWomen program for year 10 female students; in 2019 Kwinana was Project Sponsor of iMen (year 10 male students) and Bright Sparx (after-school year 9 STEM homework club), and co-Project Partner of iScience (for year 10 male and female students) with Murdoch University. In summary, the purpose of the iP&iProjects is to expose students to the numerous career opportunities in industry, to get an insight into what industry does, and what industry expects of employees.

In order to focus our attention, we have set targets for gender balance within the cohorts of our graduates, vocational education and vacation students. Our target for our graduates and vacation students is 50% female and 50% male. For our Vocational Education talent pipeline program for
University students, our target is 70% female.

We have a strong commitment to the local community, schools and TAFE’s and attend career fairs, open days, and provide information sessions to showcase careers in the resources sector.

Alcoa’s flexible work strategy recognises and seeks to enhance the capability of all employees to create a supportive, flexible and fair workplace. Flexible work is a key building block for the creation of diverse and inclusive workplaces.

We are aware that unless both men and women are equally encouraged to access flexible work and share family responsibilities, we will continue to see the gender pay gap widen and dramatic drops in the progression of women to leadership positions within Alcoa. To this end we provide access to leave and flexible working hours to all of our staff. For Alcoa workplace flexibility also includes flexible working hours (reduced hours, split shifts, autonomy in start and finish times), working places (working from home or working from another location) as well as working practices (purchased leave, phased retirement, job-sharing, annualised hours).

Our challenges for flexible working are, and continue to be, principally within our operations and the stigma for men associated with working less than full time, and our strategy and initiatives are targeted in this area.

By far our biggest progress has been the ‘acceptance’ of the business case by our leaders at every level. From the sponsorship, drive and genuine passion of our Managing Director, supported by our Catalyst for Change program, our leaders are ‘on the gender equity bus’ and taking real actions to support the strategy.
3. Gender pay equity

This focus area recognises an organisation’s commitment to gender pay equity. It assesses the policies and strategies in place to address gender pay equity and the steps taken to improve identified gender pay gaps.

Gender pay gaps can occur at a like-for-like, level-by-level, and on an overall organisation-wide basis.

3.1. Your organisation must have a formal remuneration policy and formal remuneration strategy that contains specific gender pay equity objectives.

Please confirm this is in place:
- [x] Yes, we have a formal remuneration policy that contains gender pay equity objectives
- [x] Yes, we have a formal remuneration strategy that contains gender pay equity objectives
- [ ] Our gender pay equity objectives are contained within our award/industrial or workplace agreement

3.1 a). Gender pay equity objectives must be included in your formal policy, formal strategy or award/industrial or workplace agreement.

Please indicate which objectives are included in your policy/strategy:
- [x] To achieve gender pay equity
- [x] 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/or 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):
3.2. Your organisation must undertake a gender pay gap analysis of its workforce on a like-for-like and organisation-wide basis each year on what is listed below.

Please select all items to confirm this has occurred:

- A gender pay gap analysis has been conducted on our workforce covering all the items below at a like-for-like AND organisation-wide basis in the past year
- Base salary
- Total remuneration (i.e. including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation)
- Performance pay
- Starting salaries
- Annual salary increases
- Salaries on promotion

3.3. Where gender pay gaps are identified from your analysis, your organisation must set targets and take other actions to reduce any like-for-like and organisation-wide gender pay gaps.

Please confirm whether targets have been set (NB: please read “More information” for future requirements in this area):

- Yes, targets have been set to reduce gender pay gaps
- No targets are required as no unexplainable or unjustifiable gaps were identified in our analysis of like-for-like and organisation-wide gender pay gaps

3.3 b). Please provide details on why there are no unexplainable or unjustifiable gaps:
Our detailed analysis, conducted by our Compensation team, has assessed that any gaps can be explained or justified. These outcomes include;
- the numbers of men receiving shift allowance;
- Longevity/experience levels of men.

Our systems and processes are embedded to ensure that we have strong visibility on all compensation changes.

3.4. Women and men on primary carer’s leave must be included in your organisation’s annual reviews of salaries and annual bonus payments.

Please confirm this occurs:

- Yes
3.5. Your organisation must analyse and compare the results of performance reviews by gender.

Please confirm this occurs:
☑ Yes
Focus area 4 assesses an organisation's initiatives and programs to support employees with caring responsibilities, including but not restricted to parenting. It covers access to parental leave for women and men, return to work from parental leave and measures to support employees with elder or disability care responsibilities.

Focus area 5 assesses an organisation's support of flexible working arrangements. It recognises that successful implementation of flexibility needs visible leadership commitment as well as skills and support for managers and the workforce in general.

### 4.1. Your organisation must have a formal policy AND formal strategy to support its workforce (including Partners in Partnership structures) who have family or caring responsibilities as below.

Please confirm these are in place (NB: please read “More information” for future requirements in this area):

- Yes there is a formal policy AND strategy supporting those with family or caring responsibilities
- Yes the policy and/or strategy covers support for those who return to work from parental leave, and for parents at all stages of children’s lives.

### 4.2. At least eight weeks of employer-funded paid parental leave at full pay, plus superannuation, must be provided to primary carers who are permanent employees (and Partners in Partnership structures). All of the following must also be in place in relation to this employer-funded paid parental leave.

Please tick all the boxes below to confirm they are all in place (NB: please read "More information" for future requirements in this area):

- Our scheme is paid in addition to the government scheme (not just topping up the government funded scheme)
- It is available under any circumstances where there is a new baby e.g: adoption, same-sex couple, surrogacy. This must be available for parents of a stillborn baby.
- There is no requirement for anyone to repay any portion if they do not return to work
- It is available to women AND men who are primary carers
- There is flexibility in how this can be taken (e.g. part-time for part of the paid duration)
4.3. At least two weeks of employer-funded paid parental leave at full pay must be provided to all secondary carers who are permanent employees (and Partners in Partnership structures).

Please tick all the boxes below to confirm they are all in place (NB: please read “More information” for future requirements in this area).

☑ our scheme is paid in addition to the government scheme (not just topping up the government funded scheme)
☑ it is available under any circumstances where there is a new baby e.g: adoption, same-sex couple, surrogacy. This must be available for parents of a stillborn baby.
☑ there is no requirement for anyone to repay any portion if they do not return to work
☑ it is available to women AND men who are secondary carers
☑ there is flexibility in how this can be taken (e.g. part-time for part of the paid duration)

4.4. Please confirm that the maximum eligibility period to access employer-funded paid parental leave is 12 months or less. (NB: please read “More information” for future requirements in this area).

☑ Yes
4.5. Your organisation must actively encourage men to take parental leave.

Please provide examples on how this has been done in the past year:

In the last year we have actively encouraged our male employees to take parental leave in a variety of mediums.

Some examples include:

- Parental Leave Policy and Flexible Work training to managers and HR teams;
- Work/life blend brochure highlighting entitlements on internal portal;
- New hires (2 men) provided with parental leave with no qualifying period;
- Quarterly Parents and Kids Forums and email network – men included to participate;
- Flexibility Workshop – including discussions on support for men, stigma and parental leave
- A paediatric health training course, all men invited to participate;
- Parental leave explained to all employees at induction, including our encouragement of men taking both primary and secondary;
- Michael Parker (MD), sought personal feedback from men taking parental leave for improvement opportunities;
- HR teams and managers actively discuss entitlements with male employees (including same sex couples seeking advice on adoption entitlements);
- Articles on parental leave for men, excerpt below:

Parental Leave for New Dad, Australian Update: ‘Kwinana Refinery Area Reliability Engineer Michael Cannizzo recently took full advantage of Alcoa’s Parental Leave Policy (AOA) when his first child, daughter Sophie, was born… Mike said the extra time was crucial time in allowing him to spend time adjusting to fatherhood and supporting Bec through all the changes that welcoming a newborn brings...’

4.6. Your organisation must track the following metrics relating to paid parental leave.

Please tick all the boxes to confirm these metrics are tracked:

- [x] utilisation of parental leave by women and men (manager and non-manager)
- [x] return to work of women and men following parental leave
- [x] promotions during parental leave
- [x] voluntary and involuntary departures (including dismissals and redundancies ) within 12 months of return from parental leave
4.7. Your organisation must have an action plan to maximise the rate of return to work from parental leave (paid or unpaid) that includes the following.

Please tick all boxes to confirm these are in place:

- keep-in-touch program while on parental leave
- on-boarding support
- tracking the reasons why, where applicable, women and men who return from parental leave do not return to their original role and to which role they return.

4.8. Your organisation must have support mechanisms in place, other than leave, for those with family or caring responsibilities, including elder- and disability-care.

Please provide details of these support mechanisms:

The other initiatives that that Alcoa has in place to support those with family or caring responsibilities include:

- Childcare referral services;
- Elder and Disability care referral services;
- Appropriate breastfeeding facilities;
- Newsletter articles on flexibility support for care of sick or elderly family members;
- Quarterly Parent's and Kids Forums – an internal support for working Mums and Dads;
- Mentoring availability for employees returning from Parental Leave;
- Comprehensive checklists to support Manager and employee on parental leave commencement and return to work;
- Flexible Work at Alcoa – resources for Managers and Employees on company intranet;
- Information/articles distributed to our Parents support network;
- Paediatric first aid course for Parents, provided by external organisation;
- HR and Manager coaching and support on Flexible Work Arrangements best practice;
- Improved Keeping in Touch days processes and awareness;
- Managing Director one/one feedback discussions for those returning from parental leave to support improvements;
- Easy access to Employee Assistance Program for employees and family members;
- Employee Assistance Program training opportunities for a variety of topics such as:
  - ‘Understanding Attention Deficit Disorder’
  - ‘Dealing with Stress’
  - ‘Shift work and fatigue’
  - ‘Self Compassion’
- Managing Director ‘round table discussions’ with Engineers and women, including discussions on work/life balance, caring responsibilities and flexibility.
4.9. Your organisation must have a policy or strategy to support those who are experiencing family or domestic violence.

Please confirm what is in place:
- Formal policy
- Formal strategy

4.9 a). Please provide details of the support available for those experiencing family or domestic violence:
- paid or unpaid leave
- employee assistance program
- training of key staff
- domestic violence clause in enterprise agreement or equivalent
- referral to domestic violence support services for expert advice
- other – please provide details:

Alcoa has the following to support employees who are experiencing family or domestic violence:

- Family and Domestic Violence Policy which includes;
  - Paid leave and access to other leave entitlements;
  - Referral services;
  - Access to Employee Assistance program;
  - Access to flexibility, security, relocation and other support;
  - Confidentiality;
  - Flexible support to tailor for individual circumstances.

Other initiatives include;
- Alcoa has pledged to the ‘Peel Says No to Violence’ initiative. The initiative is a community project to help raise awareness, understanding and take action to prevent family and domestic violence in the Peel region. The Peel Community Development Group [PCDG] is working with Founding alliance members to build an Alliance of community organisations and individuals to raise community awareness, understanding of family and domestic violence (FDV) and actions that can help to prevent it and support survivors.
- ‘HR Alert’ to all leaders at Alcoa providing a case study on FDV and awareness, discussion points and direction on policy. Excerpt below:
  ‘…One Tuesday morning an employee arrived late to work with heavy makeup on her neck. Her supervisor had noticed that there had been an increase in the number of unexplained absences over the last few weeks and that the employee has become more secretive about her home life. When asked, the employee told her supervisor that she had an accident, but that she’s fine now and able to work. Later, the supervisor overheard the employee telling a fellow coworker that her adult son tried to choke her and hit her. The employee made it clear to her coworker that she didn’t want anyone to know…’
- Peer Support Volunteers attended a ½ day training on support for Employees relating to Domestic and family violence.
5.1. Your organisation must have a flexible working policy AND flexible working strategy that includes the following.

Please confirm the following are included by selecting all the boxes below:

- a business case for flexible working endorsed at the leadership level is communicated to all our workforce (including Partners in Partnership structures)
- manager accountability for flexible working is in place (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons)
- where relevant, our organisation’s approach to flexibility is integrated into client/customer interactions (e.g. having a conversation with a client about their account manager working flexibly and meeting contract requirements)

5.1 a). 5.1 a) Where relevant, in the box below please describe how you have worked with clients/customers to challenge assumptions that the work cannot be done flexibly and what the outcome was (if not relevant, please enter NA):

NA

5.2. Flexible working must be promoted throughout the organisation, to women and men regardless of caring responsibilities, and to prospective employees.

Please provide examples of how this is done.

We promote flexible working as an option throughout the organisation and as part of our Gender Equity Strategy. Some initiatives include:

- Appointment of a rotating (6 month) ‘Flex Champion’ who will provide a single point of accountability for leaders on successful flexible working case studies across Alcoa and identify the factors which make flexible working a success. They will also be responsible for using their insights to produce guidance on flexible working for staff, on how to develop and robustly evaluate their own flexible working proposals from the perspective of their manager, their team and the work to be done, before submitting a formal request;

- As part of our attraction strategy, every job vacancy states the following:
  - “For the right candidate, flexible work arrangements would be considered for this role.”

- Our talent team advertises on ‘Flex Careers’ site, which provides prospective employees with the knowledge that we are prepared to support flexibility;

- At induction, we discuss flexible working options;

- HR Director, President and Managing Director share personal stories and support on their flex arrangements at forums and lead teams;

- ‘HR alerts’ that have been shared with leaders about flexible working;

- Resources, training packs, checklists and tools to support flexible working on our HR portal which also includes details and examples of returning to work following parental leave;

- New ‘Flex Leave’ policy.
5.3. ALL people managers must complete training on how to manage flexible working. (From 2020-21, this training must include addressing gender stereotypes that prevent men from requesting flexible working arrangements.)

Please confirm that this has occurred:
☒ Yes, all people managers have completed training on how to manage flexible working

5.3 a). Please provide an outline of the training provided such as topics covered and ways in which training is provided.

We have provided training sessions to our leadership about flexible work, and this is ongoing.

Other mechanisms of awareness/education, include:
- Availability of tools, training packages and checklists available on the HR portal and updated regularly;
- Formal requests for flexible work are supported on each locations weekly People approval process;
- Articles to showcase flexible work in the employee Newsletters;
- 'HR Alerts’ The HR team draft a typical scenario, in this case about a flexible work request, and include details about the legal aspects of the scenario and pertinent questions. The intent is that leaders initiate a conversation with their teams about the topic and discuss how best to handle the scenario in question. We have found that this initiative drives the greatest engagement and provides opportunities to discuss how best to handle a situation, rather than being directed. We provide key takeaways for each HR alert so that there is a consistent message about what is the best outcome. One such scenario is outlined below.

**SCENARIO**

‘...Frank joined Alcoa 2 years ago as a Senior Engineer working in Pinjarra. His partner and children were enjoying living in Pinjarra and they visited his parents in Fremantle every second Sunday for dinner. One Sunday he noticed that his Dad couldn’t remember certain things and didn’t seem quite right. After visiting his GP, the GP had referred his Dad for further tests at a specialist centre in Perth the following week.

The specialist Doctor confirmed that his Dad had Alzheimer's Disease. She provided some information to suggest that his Dad would get progressively worse, would suffer from memory loss, confusion and mood swings. She also mentioned that his Mum would need some extra support and they made another appointment to meet in 2 weeks' time...’

**DISCUSSION POINTS**

• Does the request fall under one of the NES criteria? If it doesn’t why would we approve it?
• Can the supervisor reject Frank’s request?
• Has the supervisor talked to Frank about what he needs?
• What steps can the supervisor take after she received the request?
• Where could Frank/his supervisor find more details about flexible work?
• How else could Frank have approached his request?
5.4. Managers, including the CEO/head of business, must be VISIBLE role models of flexible working.

Please provide details, using examples, on how managers (including the CEO/head of business) personally role model flexible working within the organisation.

Michael is a role model for flexibility and encourages his lead team to do the same. He openly and frequently works from home. Michael has also established a personal quote on flexibility which is ‘if you try it and it doesn’t work, change it and try it again until it does work’. He has extended this philosophy to his managers to encourage flexible working practices.

Michael has also shared his experiences in numerous events including at the recent Wagerup Flexible Work Panel on the 20th March 2019 and at forums, round tables and lead team events. Other actions include:

- Externally, Michael talks about the flexibility philosophy as part of his key note speeches on gender diversity;
- Michael provides his support in the foreword on the Work/Life Blend brochure on the Alcoa portal;
- Refinery Manager, Wagerup approved and supported the Flexible Work Panel event;
- Key Leaders have provided support to flexibility events and are transparent in their personal flexibility requirements, by ‘leaving loudly’, indicating a reschedule of a meeting due to ‘family commitments’ or ‘school drop off’ or ‘footy coaching time’;
- A number of senior leaders/manager have or currently work part-time/job-share.
5.5. At least four of the following options must be available to women AND men in your workplace.

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

Please confirm these are in place:
☑ Yes

5.5 a). In addition to the previous question’s options, if other flexible working arrangements are in place in your organisation, please provide details on them below:

Other flexible working arrangements at Alcoa include:

- In accessing Long Service Leave, employees have the opportunity to take their leave in weekly blocks or at half pay rather in one long period. This encourages individuals to consider working shortened months to provide them with flexibility;
- Our rosters are individualised to accommodate those with caring responsibilities or other flexibility support;
- Transition to retirement options. We have found that this program, in conjunction with the workplace flexibility arrangements, has been a great success.
5.6. How does your organisation support part-time / reduced hours in manager roles?

Outline your organisation’s approach, including how you address real or perceived barriers, to requesting reduced hours in senior roles (maximum 500 words).

Alcoa’s approach to supporting those who work less than full time is that we find a way to make it work. As mentioned in a previous answer, our MD has a commitment to making flexibility work and encourages all staff to do the same. Michael has a visible and genuine leadership commitment to flexibility and provides permission to his leadership team to seek flexibility which in turn cascades to other parts of the organisation.

There is also a strong and embedded culture of acceptance of informal flexible work arrangements and available technology to support. For Alcoans this means working hours such as reduced hours, split shifts, autonomy in start and finish times; working places including working from home or working from another location, and working practices such as purchased leave, phased retirement and job-sharing.

There are several examples of managers who worked or have worked less than full time and have had the full support of the organisation. These roles include;

- Strategy Director;
- Financial Controller;
- General Counsel;
- Director of Corporate Affairs;
- Financial Shared Services Managers (job share);
- Alumina Pumps, Valves and Mechanical Equipment Specialist.

Initially, the conversation about flexibility is with the manager or hiring manager to consider how to adjust the work to provide flexibility while maintaining coverage.

Awareness and education are ongoing by showcasing real stories in our all employee Newsletter and training sessions with lead teams. Open and honest conversations is a key to ensuring that all ‘barriers’ are addressed, and solutions found.

The flexible work register, for best practice sharing and the allocation of the ‘Flex Champion’ to provide support and champion the removal of perceived barriers.
6. Preventing gender-based harassment and discrimination, sexual harassment and bullying

This focus area assesses the way an organisation builds a culture where gender-based harassment and discrimination, sexual harassment and bullying are not tolerated.

| 6.1 | 6.1. Your organisation must have a policy on the prevention of gender-based harassment and discrimination, sexual harassment and bullying.

Please confirm that a policy is in place which includes the above by selecting either the first two options, or the third option below:

- prevention of gender-based harassment and discrimination
- prevention of sexual harassment and bullying
- prevention of gender-based harassment and discrimination, sexual harassment and bullying, is covered in our award/industrial or workplace agreement

6.1 a). A formal grievance process relating to gender-based harassment and discrimination, sexual harassment and bullying (GbHD, SH&B), must be in place in your organisation.

Please confirm this is in place:

- Yes, a formal GbHD, SH&B grievance process is in place
6.2. All of your workforce* must have completed training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying at induction and at least every two years.

* This must include all managers, non-managers, contract and casual staff, and Partners in Partnership structures.

The training must include:

- a legislative definition of gender-based harassment and discrimination, sexual harassment and bullying
- definition of a workplace, rights and responsibilities of all the workforce
- details of the grievance/complaints procedure
- details of the internal and external contact support resources
- clear explanation of organisational expectations around conduct and consequences for respondents.

Please tick all boxes below to confirm the above is in place:

- [x] Yes, training covers all points itemised above
- [x] Yes, as defined above, everyone in our organisation receives this training
- [x] Yes, the training is completed at induction and at least every two years.

6.2 a). Please indicate the way/s in which this gender-based harassment and discrimination, sexual harassment and bullying training is conducted in your organisation:

<table>
<thead>
<tr>
<th>Method</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Face to face</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Management meetings</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Video presentations</td>
<td>☑</td>
<td></td>
</tr>
</tbody>
</table>
6.2 b). If you have answered ‘No’ to ALL the training options in question 6.2 a), please provide details on the way/s in which gender-based harassment and discrimination, sexual harassment and bullying training for all managers is conducted in your organisation (an email with an attached policy and/or advising rights and responsibilities relating to gender-based harassment and discrimination, sexual harassment and bullying is NOT considered to be training):

n/a

6.3

6.3. Your organisation must have had no judgment or adverse final order made against it by a court or other tribunal relating to gender-based harassment or discrimination and sexual harassment in the last three years.

Please confirm this is the case:

☑ No judgment or adverse final order has been made against the organisations covered in this application relating to gender-based harassment or discrimination and sexual harassment in the last three years
7. Driving change beyond your workplace

This focus area recognises the efforts of leading employers in driving change outside their organisation’s boundaries. It assesses the external advocacy work of leaders and the policies or plans in place to ensure procurement, supply chain and employment practices actively support gender equality objectives.
7.1 In the last 12 months your CEO/head of business, or a member of your governing body, must have made at least one external statement regarding their commitment to gender equality overall (each year for subsequent applications).

Please provide the statement, how it was communicated and the date of the communication, below:

1. Women in Resources Champion acceptance speech, March 2019 – CME Awards
   ‘...I’m one of 4000 people working to increase the visibility and opportunities for women at Alcoa. I firmly believe that it’s everyone’s responsibility to build a culture of equality, promote diversity and to affect positive change in our workplace. We are all accountable to make a difference. And the most important difference we can make is to shape the culture of the workplace to create an environment where women want to work and can excel.
   This is absolutely critical to our success and is my key focus...’

2. WIMWA speech, 2019
   ‘...Alcoa is committed to achieving gender balance, developing women in non-traditional roles, promoting women and addressing the pay gap.
   Since being appointed to my current role in 2015, these have been key priorities for me as a leader... I'm convinced that a diverse, talented workforce is the best asset for the sustainability and success of business and that action now, is imperative to our long-term success...’

3. WA Women’s Reference Plan speech, June 2019
   ‘...The resources sector has a responsibility to create equality for women to enjoy a long-term and meaningful career which will grow and adapt with them throughout all stages of their lives.
   As we continue to improve gender balance and participation at Alcoa I look forward to a time when we don’t need to talk about gender targets, pay parity and equality because it has become the norm for the resources sector and beyond.
   And with the resources sector conservatively employing in excess of 100,000 (one hundred thousand) people in Western Australia, by driving equality and equity in our sector, we make our local communities better places and our State will be the ultimate beneficiary...’

4. Media Release – Alcoa Chief recognised as gender diversity change maker
   Mr Parker actively champions gender equality as a hallmark of his leadership. In the knowledge actions speak louder than words, he leads by example sending clear signals of his commitment to achieve a gender balance in a traditionally male dominated environment.
   “I have a deep and personal commitment to continually transform Alcoa as an inclusive workplace which values women,” Mr Parker said.

5. Media Release – Alcoa commits to #BalanceforBetter
   Alcoa of Australia Chairman and Managing Director Michael Parker, who is a WGEA Pay Equity Ambassador, said International Women’s Day was an opportune time to reflect on the company’s progress to achieve a gender balanced workplace. “I firmly believe we are all accountable to make a difference and it’s everyone’s job to build a culture of equality, encourage diversity and enact positive change in our workplace,” Mr Parker said.

6. Michael Parker statement on our Alcoa external website, (permanent)
   ‘...It is proven and compelling – companies with gender equity outperform. At Alcoa, we are committee to making gender invisible for pay, performance and career advancement. Gender
inequality should be a relic of the past...

### 7.2

7.2. Does your organisation have procurement guidelines that encourage gender equality across your supply chain?

- Yes
- No

### 7.3

7.3. Each year, your CEO/head of business must be actively involved in at least one external event focused on gender equality.

Please provide details of the gender equality external event/s your CEO/head of business has been involved in this past year.

Michael Parker has been involved in many events, as either key note speaker or panel member. Some of these include:

- March 19 - CEO’s for gender equity ‘CEO Summit: Lessons Learned, Lessons Shared’ South32;
- March 19 - Chamber of Minerals and Energy (CME) Women in Resources Event – Awarded the Gender Diversity Champion and also presented an Award;
- May 19 - CEO’s Roundtable on Family and Domestic Violence, with the Honorable Minister Simone McGurk MLA, Minister for Prevention of Family and Domestic Violence and the Honorable Premier Mark McGowan, MLA;
- May 19 - Women in Resources WA/Clayton Utz event;
- June 19 - WA Women’s Reference 10 year Plan speech;
- July 19 - Minter Ellison ‘Inspire’ Launch event;
7.4. Your organisation must be involved in a program or initiative to address gender equality issues in your industry or community.

Please describe the program and explain how it is addressing gender equality issues in your industry or community.

Alcoa of Australia is involved and partners with several organisations to support industry and community in developing/addressing gender balance.

Some of these include:

Corporate
- Women in Resources Awards (WA Chamber of Minerals and Energy)
  The Awards recognise individuals and organisations working to build a world-class industry which provides attractive career opportunities and enhances the recognition and participation of women in the sector. Alcoa supports the awards as the Career Development Sponsor.
- Inspiring Girls Forum (WA Chamber of Minerals and Energy)
  The Inspiring Girls initiative is a unique careers event that showcases the resources industry and promotes the benefits and opportunities for females working at companies like Alcoa. A group of 14 female students from secondary schools in the areas closest to Alcoa’s south west operations joined Alcoa mentors at the 2019 event.
- Peel Says no to Violence
  Alcoa has made a pledge to the Peel Says No to Domestic Violence alliance. We believe business leaders cannot champion gender balanced leadership without addressing domestic and family violence, whose victims are overwhelmingly women. Several initiatives to support our pledge have commenced including training of our Peer Support Volunteers and our Inclusion Steering Committee.
- Women in Mining WA
  Alcoa and WIMWA have been associated since its inception. We have either sponsored or participated in the Conference including sponsoring over 30 Alcoa employees to attend each year, sponsoring a table of local school girls to attend, hosting a information booth at the Conference, and participating in the School Girls forum each year.

Pinjarra
- Pinjarra Prospects
  The program aims to introduce year 10 and 11 students to the mining and resources industry and raise awareness about the many varied roles available at Alcoa and the entry pathways for those roles. Now in its third year, the program is delivered by Alcoa in partnership with Pinjarra Senior High School.
- Coodenup Girls Academy
  Pinjarra Alumina Refinery partnership with not-for-profit group Role Models and Leaders Australia to help operate and meet growing demands of the Girls Academy at Coodanup College. The partnership is aimed at breaking down the barriers that prevent Indigenous girls from completing their education and reaching their full potential. Activities focus on increasing school attendance and advancing academic and personal achievement.
- Robogals
  Alcoa is partnered with Robogals to inspire girls in the Peel region to pursue careers in the areas of science, engineering and technology. Robogals chapters run workshops free-of-charge in their local communities, focusing on encouraging girls from primary to secondary school to explore an interest, as well as cultivate self-confidence, in these areas.

Portland
- Future Leaders of Industry
Alcoa’s Portland Aluminium is the key partner and major sponsor of the program which builds the
talent of young people and encourages them to look to careers that keep them in the local area.
The program showcases the innovative career paths Portland offers, while in return it continues to
build the local talent pool, strengthen businesses and drive community capacity.

- Standing Tall partnership

The program matches students at schools nearby to Alcoa’s Portland Aluminium, who are at risk of
not completing their schooling, with trained volunteer mentors from the community.

Wagerup

- Wagerup Refinery has partnered with Manea College in Bunbury to run the SMILE
(Student Mentoring Inspiring Leadership Excellence) program to encourage female students to
consider career pathways toward the industrial sector. The initiative launched off early 2019 with a
visit to the school of female Alcoa employees, who shared their career paths and personal stories
of how they come to work for one of the world’s largest alumina producers. The group included
women who have careers in the fields of engineering, finance, laboratory, plant operations,
environment and logistics to introduce the students to the wide array of work choices that exist in
the industry. Our goal is to increase our gender balance across all Alcoa locations, through
introducing the girls to all the career choices available and through a program of regular visits to
Manea we hope to inspire them to consider pursuing study pathways that could result in them
working in the resources sector.

- Production Traineeship Program

In 2018 Wagerup expanded the Production Traineeship Program from 2 to 10 trainees. The
additional 8 were selected through a new and more expansive recruiting process that targeted
women in local communities using more directed advertising, social media and a referral process.
The applicants then went through an Alcoa first process of video interview screening, on site tours,
psychometric and aptitude testing and assessment centres, plus a more relaxed interview process.
The majority of successful applicants are from the local area and the campaign produced a 50/50
gender balance at assessment centre, testing and final selection. The onboarding and basic skills
training was modified/expanded to allow for increased skill, conditioning and network development
before trainees were allocated to operating areas to complete their traineeship.

These trainees are now finding permanent roles within Wagerup and the strong feedback indicates
they’re some of the best trainees produced at Wagerup.

Willowdale

- Internal rotations

Commenced internal rotations in 2019 occurring across all departments within Willowdale to
provide an opportunity for employees to broaden their skill set and obtain different experience.

- Family Day

Hosted a family day at our Production to promote Mining and its many careers as alternative career
choices for young people.

- Job Share Expressions of Interest

Launched a campaign across site to assist with workplace flexibility and to serve as an attraction
mechanism. Through this process, we retained an operator who was going to resign had she not
been provided an opportunity to consider the alternative of job share.

Kwinana

- Kwinana Industries Council (KIC) runs “iProjects”:
  - iWOMEN (Year 10 female students)
  - iMEN (Year 10 male students)
  - iSCIENCE (Year 10 male and female students)
  - iDIVERSITY (Year 10 male and female students from Ed Support Centres)
Each year, KIC member industries are given the opportunity to support one or more of the above projects as either Project Partner ($5,000) or Project Sponsor ($2,500). The process for Alcoa support goes through the Kwinana community partnership process and budget. Different levels of support determine the brand visibility during the project’s timeline.

In 2018, Kwinana refinery was Project Sponsor of the iWomen program; in 2019 Kwinana was Project Sponsor of iMEN and Bright Sparx, and co-Project Partner of iSCIENCE with Murdoch University.

In summary, the purpose of the iPROJECTS is to expose students to the numerous career opportunities in industry, to get an insight into what industry does, and what industry expects of employees. This is achieved through industry excursions and meeting people employed in industry. In addition to the excursions, students actively participate in workshop sessions, which cover resume writing, mock interviews and other activities, to give them the confidence to realise their full potential. Alcoa Kwinana was actively involved in these activities in 2018 & 2019. Students graduate at the end of the programs.

Students are drawn from the KIC Education Compact; high schools in the Kwinana, Cockburn and Rockingham areas. The industry focus is on their own backyards: WA’s premier industrial area, the Kwinana Industrial Area. The idea is to plant the seed that world-class industry careers are right here, close to home.

---

### 7.5

7.5. Your CEO/head of business must aim to achieve gender balance on internal / external speaking panels, by taking action in the following ways:

This involves:

- requesting confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved

- insisting that as a condition of acceptance, you expect women to participate in a meaningful way

- reserving the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised

- offering names of women from within your organisation or network and if helpful, point them to resources for support in finding women.

☑ Yes, the CEO has taken these actions.

☐ Not applicable as the CEO has not participated on any internal or external speaking panels.
## Lived Experience Check

These measures aim to verify leadership commitment to gender equality and ensure that the above focus areas translate into employees’ lived experience of a workplace culture that is leading practice in actively promoting and supporting gender equality.

<table>
<thead>
<tr>
<th>8.</th>
<th>Your CEO/head of business must participate in a 15-20 minute telephone interview with a WGEA representative regarding their leadership and commitment to gender equality.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>This is applicable for first time applications, or existing citation holders where your CEO is new to your organisation.</td>
</tr>
<tr>
<td></td>
<td>Please confirm whether the CEO/head of business needs to be interviewed as part of the assessment of this EOCGE application.</td>
</tr>
<tr>
<td></td>
<td>☐ Our organisation’s current CEO/head of business has not been interviewed previously for the EOCGE citation and will participate in a 15-minute telephone interview with a representative from WGEA.</td>
</tr>
<tr>
<td></td>
<td>☑ Our organisation’s current CEO (or equivalent) has been interviewed previously for the EOCGE citation. Please indicate when this last occurred:</td>
</tr>
<tr>
<td></td>
<td>The interview with Michael was last conducted in 2015.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9.</th>
<th>Employee consultation on your EOCGE application</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To promote transparency around the citation process, employees must have an opportunity to contribute to the application and be given access to the final submission. At a minimum, all the requirements below must be met, please tick all the boxes to confirm this occurs.</td>
</tr>
<tr>
<td></td>
<td>☑ The group or committee responsible for the implementation and oversight of our gender equality strategy (identified at Q1.9) has been consulted in the development of our EOCGE application</td>
</tr>
<tr>
<td></td>
<td>☑ All the workforce (including Partners in Partnership structures) has been informed that the organisation is applying for the citation</td>
</tr>
<tr>
<td></td>
<td>☑ Our completed EOCGE application (minus any confidential remuneration data) will be formally available to all workers (and Partners in Partnership structures) before, or upon successful granting, of the citation</td>
</tr>
</tbody>
</table>
10. Your organisation must consult with its workforce, including casuals, and Partners in Partnership structures, on issues concerning gender equality in the workplace by means of a survey and this must have been undertaken in the past two years.

Please confirm this has occurred:
- Yes, this organisation’s survey was conducted on (provide the month and year):
  - April 2019

10.1. Please confirm that the survey you used facilitated anonymous participation:
- Yes

10.2. Please confirm that the survey used a FIVE-POINT SCALE and the questions were either the three below or alternatives that were comparable to, and aligned with, the intent of these questions. (If you wish to use alternative questions, you must obtain written approval from WGEA before administering your survey, to ensure your questions are aligned).

Survey questions:

Question 1: “My immediate supervisor/manager genuinely supports equality between genders.”

Question 2: “I have the flexibility I need to manage work and other commitments.”

Question 3: “In my organisation gender-based harassment and sexual harassment is not tolerated.”

Please confirm:
- Yes, the above three questions, using a five-point scale, were included in this organisation’s employee survey
- Alternative questions, using a five-point scale, were used in this organisation’s employee survey and approval was given by WGEA for their use.
10.3. SURVEY METHOD: What survey method did your organisation use?

- A pulse survey
- ☐ The questions were incorporated into an existing survey (eg a biennial employee engagement survey)
- ☐ The survey questions were asked as part of an existing process, for example via other confidential feedback mechanisms (provide details):

- ☐ Other (provide details):

10.4. SAMPLE SIZE: Please confirm either of the following:

- ☒ All workers were given an opportunity to complete the survey
- ☐ The survey was administered to a statistically significant and representative sample of workers

10.5. RESPONSE RATES: Your organisation’s survey sample is considered representative if you have either:

i) obtained 400 or more responses,

OR

ii) where samples of less than 400 are collected, you have achieved a response rate of 60% of your workforce, and the sample is comparable to your employee profile for age and gender distributions. Please indicate below which response rate option applies to your organisation:

- ☒ 400 or more survey responses were received
- ☐ Less than 400 survey responses were received, but a response rate of at least 60% of our workforce was obtained, and the sample is comparable (within 2.5 percentage points above or below) to the employee profile by gender and age of our organisation
- ☐ This organisation, despite following the required methodology as stated above, was unable to achieve the desired response rate

10.6. ANALYSIS: Please confirm that your organisation has analysed its survey responses by gender:

- ☒ Yes
10.7 RESULTS: Your organisation must have analysed ALL responses to its employee survey (including ‘not sure’ or equivalent) and achieved the thresholds below.

Indicate what agreement threshold was achieved:

☑ an agreement threshold of at least 70% ‘agree’ or ‘strongly agree’ was achieved on the first two questions above

☑ an agreement threshold of at least 80% ‘agree’ or ‘strongly agree’ was achieved on the third question regarding gender-based harassment and sexual harassment

☐ one or more of the above threshold requirements were not reached. We have contacted WGEA to discuss why these thresholds were not achieved and have been advised that we remain eligible to apply for the EOCGE citation

☐ one or more of the above threshold requirements were not reached BUT an agreement threshold above the industry norm for an externally-validated survey tool used was achieved (i.e. not just that survey software was used)

10.8 RESULTS: Please provide the following results of your survey below:

• total number of survey responses received by gender

• combined number of ‘agree’ and ‘strongly agree’ responses for each of the three questions asked

<table>
<thead>
<tr>
<th>What was the total number of female responses?</th>
<th>210</th>
</tr>
</thead>
<tbody>
<tr>
<td>What was the total number of male responses?</td>
<td>558</td>
</tr>
<tr>
<td>Total number of responses (male plus female)?</td>
<td>768</td>
</tr>
</tbody>
</table>

10.8 a). Please complete the following table:

<table>
<thead>
<tr>
<th>Survey question</th>
<th>Total NUMBER of ‘agree’ and ‘strongly agree’ (male plus female)</th>
<th>% agreement threshold reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>671</td>
<td>84</td>
</tr>
<tr>
<td>2</td>
<td>608</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>719</td>
<td>88</td>
</tr>
</tbody>
</table>
10.9. Where gender equality issues have been identified through the employee consultation process your organisation must take action/s to address these issues.

Please confirm this has occurred:

☑ Yes
☐ No gender equality issues were identified in our consultation process

10.9 a). Please provide details of actions that were taken to address gender equality issues identified through your consultation process.

21% of those individuals who participated in the survey provided further commentary. Based on the commentary and results, we consolidated the commentary into themes and analysed the feedback which included:

- Diversity and flexibility;
- Equality and development;
- Bullying and harassment, and
- Leadership

Following the survey Michael Parker sent an email to all employees on 6th June, outlining both the results, and some responses to the feedback received. The email raised awareness about quotas versus targets in line with our strategy and provided emphasis on career development planning and commitment to gender balance. Our strategy provides for a number of actions to support this feedback. Some of these include:

- More active engagement of senior leadership;
- Focussed development plans;
- Flexibility awareness and sharing of successes

The results have been shared with all location lead teams across Australia, Inclusion Steering Committee, all employees and actions cascaded across the business. The HR Lead Team continues to review and assess for opportunities to impact and support.

11. Outstanding initiative - we encourage you to provide information on any outstanding or innovative initiatives in advancing gender equality that have been implemented in your workplace in the past two years.

Please provide the following information:
11.1. What was the gender equality challenge?

Whilst we continued to deliver on our strategy, build awareness and ‘acceptance’ of the business case for gender equity, our movement was slow. Assessing our gap showed that our key challenge was getting women, at all levels, in to applicant pools.

In blue collar roles, this was especially challenging as we assessed that we did not have the ‘role models’ that other women could see working in our business and therefore, to get women to the pipeline did not happen easily and if it did, they did not ‘fit’.

In our professional roles, we struggled to get top talent in to roles for similar reasons. That is, the view to the top did not seem attractive and or the perception of mining being a ‘dirty’ and physically challenging industry.

The issues were raised constantly at our Inclusion Steering Committee (ISC), and the leadership group drew a line in the sand and challenged the group to ‘finalise the ask’. That is, ‘what do we need to do to support closing this gap’?

11.2. What was the initiative?

A small project team went away, assessed the issues, and came up with the ask:

**The implementation of a Talent Sourcing Specialist (TSS) tasked with building our pipeline of diverse talent, with a focus on women. (An investment of $160,000 was allocated.)**

Under the sponsorship of the Inclusion Steering Committee Chair and President of Alumina, Michael Parker and the President of Bauxite, Garret Dixon, the role was approved.

The positions purpose is outlined as:

The Talent Sourcing Specialist is a newly created role which will be critical in helping to advance diversity recruitment by identifying and building diverse candidate talent pools and pipelines for the Alcoa of Australia business in both Hourly & Staff roles.

The purpose of this role is to identify both active and passive candidates to fill the organization’s diversity and talent gaps, by using a variety of sourcing techniques on social networks, resume data bases, referrals and other advanced methods. The Incumbent will be expected to build networks at career events, search for potential hires through individual connections (i.e. new employees), be familiar with online and offline sourcing techniques and resume databases, with a view to bring in talented and diverse candidates. This role will be accountable for all entry level talent and pipeline projects; set the branding and sourcing strategy to contribute to the diversity targets and build talent pipelines for our future hiring needs.

11.3. Who was involved in the initiative?

Once the sponsorship was provided by the Inclusion Steering Committee, which of course is the two senior leaders in the business, the role was progressed quickly to our Talent Acquisition lead and our search began.
11.4. What were the outcomes?

In Oct 2018, the Talent Sourcing Specialist began work at Alcoa.

The key focus for our TSS has been to build the networks and pipelines with key stakeholders, such as schools, TAFE's, Universities, networking groups, specific diversity groups, etc.

Much focus by our TSS has involved building branding and connections with key pipeline groups to enable young women to imagine a future career in the resources industry. Attendance at career events has also been a key strategy for the TSS.

To date, Alcoa has now represented at over 25 events. Some of these have included:

- AustIMM International Women’s Day 2019 Conference;
- SEEK’s Diversity & Inclusion Breakfast;
- UWA’s Diversity in Engineering, WA Mining Club’s ‘Culture - Our Most Precious Resource’;
- The Women in Mining & Resources Curtin University event.

Another key outcome to date is that our Talent Pool has increased by over 400% from 30 potential employees to over 250 potential employees. In addition, we have made a number of key appointments from these pools.

11.5. Other information:

This initiative has long term plans. The key is to build the pipeline and encourage young women to make the choice to look at a career in the mining/manufacturing business.

The Talent Sourcing Specialist has worked hard to actively promote Alcoa’s diversity and inclusion goals and credentials, to ensure prospective employees are aware of our genuine commitment in this area. Over time, we expect to see increasing benefits as a direct result of this role, which focuses on achieving a more gender balanced workforce at Alcoa.
Next Steps

Please use the following as a checklist to ensure all steps are actioned:

1) Submit this QUESTIONNAIRE (click the “Submit” button – on bottom right of any page).
2) Download and print the draft application for review and CEO sign off.
3) Submit your APPLICATION (click green “Submit” button on the Recognition page).
4) Complete your payment form AFTER submitting your application (see hyperlink near green “Submit” button on the Recognition page).
5) Email supporting documentation to EOCGE@wgea.gov.au:
   a. page containing the CEO's signature approving submission of application,
   b. evidence that your governing body/board has endorsed your gender equality strategy and that it is incorporated into your broader business strategy and planning process (question 1.4), and
   c. evidence that progress on key metrics listed in questions 1.5 a), b) and c) have been reported to your governing body/board.

CEO Sign-Off

I confirm the content of the 2019-20 WGEA Employer of Choice for Gender Equality application is accurate and approve its submission to WGEA.

Name of CEO/head of business: __________________________________________

CEO/head of business signature: __________________________________________
Appendix 1

Copy of 2018-19 public report
### Organisation and contact details

<table>
<thead>
<tr>
<th>Submitting organisation details</th>
<th>Legal name</th>
<th>Alcoa of Australia Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABN</td>
<td>93004879298</td>
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<tr>
<td>ANZSIC</td>
<td>C Manufacturing 2131 Alumina Production</td>
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<tr>
<td>Business/trading name/s</td>
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<tr>
<td>ASX code (if applicable)</td>
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<tr>
<td></td>
<td>APPLECROSS WA 6953</td>
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<td>AUSTRALIA</td>
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<tr>
<td>Postal address</td>
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<tr>
<td>Organisation phone number</td>
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<table>
<thead>
<tr>
<th>Reporting structure</th>
<th>Ultimate parent</th>
<th>Alcoa Australian Holdings Pty Ltd</th>
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</thead>
<tbody>
<tr>
<td>Number of employees covered by this report</td>
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<td></td>
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</table>
## Workplace profile

### Manager

<table>
<thead>
<tr>
<th>Manager occupational categories</th>
<th>Reporting level to CEO</th>
<th>Employment status</th>
<th>No. of employees</th>
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</thead>
<tbody>
<tr>
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<tr>
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<tr>
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<td>No. of employees</td>
</tr>
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</tr>
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<td></td>
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<td>M</td>
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<td>Other managers</td>
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<tr>
<td></td>
<td></td>
<td>0</td>
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</tr>
<tr>
<td>Grand total: all managers</td>
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<td>50</td>
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## Workplace profile

### Non-manager

<table>
<thead>
<tr>
<th>Non-manager occupational categories</th>
<th>Employment status</th>
<th>No. of employees (excluding graduates and apprentices)</th>
<th>No. of graduates (if applicable)</th>
<th>No. of apprentices (if applicable)</th>
<th>Total employees</th>
</tr>
</thead>
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<td></td>
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<td>M</td>
<td>F</td>
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<td>Part-time permanent</td>
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<tr>
<td></td>
<td>Casual</td>
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<td>18</td>
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<tr>
<td>Technicians and trade</td>
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<td>Casual</td>
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<td>Community and personal service</td>
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<td>Casual</td>
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<td>Clerical and administrative</td>
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</tr>
<tr>
<td></td>
<td>Casual</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Machinists and drivers</td>
<td>Full-time permanent</td>
<td>53</td>
<td>387</td>
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</table>

WGEA Employer of Choice for Gender Equality: 2019-20 application; Alcoa of Australia Limited
<table>
<thead>
<tr>
<th>Non-manager occupational categories</th>
<th>Employment status</th>
<th>No. of employees (excluding graduates and apprentices)</th>
<th>No. of graduates (if applicable)</th>
<th>No. of apprentices (if applicable)</th>
<th>Total employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
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<tr>
<td>Full-time contract</td>
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<td>1</td>
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</tr>
<tr>
<td>Casual</td>
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<td>0</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>570</td>
<td>3,328</td>
<td>15</td>
<td>15</td>
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<tr>
<td>Labourers</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>Full-time permanent</td>
<td>60</td>
<td>993</td>
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<td>Part-time permanent</td>
<td>5</td>
<td>6</td>
<td>0</td>
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<td>Part-time contract</td>
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<tr>
<td></td>
<td>Casual</td>
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<tr>
<td>Others</td>
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<tr>
<td></td>
<td>Full-time permanent</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td></td>
<td>Full-time contract</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Part-time permanent</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Part-time contract</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Casual</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grand total: all non-managers</td>
<td></td>
<td>570</td>
<td>3,328</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>
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 mean 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 2018 to 31 March 2019. (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 employees were promoted during the reporting period against each category below?

IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

<table>
<thead>
<tr>
<th>Category</th>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Permanent/ongoing full-time employees</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Permanent/ongoing part-time employees</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fixed-term contract full-time employees</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fixed-term contract part-time employees</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Casual employees</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?

IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of appointments made to MANAGER roles (including promotions)</td>
<td>12</td>
<td>51</td>
</tr>
<tr>
<td>Number of appointments made to NON-MANAGER roles (including promotions)</td>
<td>122</td>
<td>389</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Permanent/ongoing full-time employees</td>
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<td>6</td>
</tr>
<tr>
<td>Permanent/ongoing part-time employees</td>
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</tr>
<tr>
<td>Fixed-term contract full-time employees</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fixed-term contract part-time employees</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Casual employees</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.

Further initiatives include:
- The Alcoa Women’s Network (AWN) has formal chapters at global, regional and location/plant level, with a mission ‘to provide inspiration, awareness and connections to advance a culture of inclusiveness and improve gender diversity’. The Australian AWN, available to all female and male Alcoa employees, has formal links to, and a member of, the Alcoa Inclusion Steering Committee and the Global AWN Steering Committee and an outreach program with key business leaders. The AWN also facilitates opportunities with global senior executive women to host round table discussions and forums to share experiences and support, as well as development forums with external experts on particular topics;
- Our Managing Director is the Global Executive Sponsor for the AWN and attends and host events at locations globally;
- We have implemented a number of programs from the sponsorship of the AWN, including our Catalyst for Change program which incorporates both men and women across the organisation to take real action to make a difference to the development of women;
- Scholarships and programs provided to attract women to careers in non-traditional roles include: Bev Corless Memorial Scholarship, Chanelle Carter Memorial Fund, Future Leaders of Industry, Women in Operations and the Prospects program;
- All employees have access to a centrally hosted development library, consisting of resources primarily focussed on gender equity in the workplace;
- Diversity targets are established, tracked and reported for applicant pools;
- Funding support is provided for men and women to attend internal and external forums focused on the advancement of women in the workforce, such as the WA Women in Mining Conference and similar events in the eastern states;
- HR Policies were reviewed and updated again this year to improve on broadening opportunities for gender diversity and inclusion;
- Improvement of our parental and return to work programs for both men and women, including our support for parents via our Parents and Kids network and a continued action of Managing Director catch ups upon return to work. These enable us to have full support in ensuring that real actions are developed from feedback;
- Continue with exit tracking of women to support policy development and improvement;
- In 2019 Alcoa nominated for two awards, and also sponsored an award, in the Chamber of Minerals & Energy Women in Resources Awards. Chairman and Managing Director Michael Parker was named 2019 Women in Resources Champion for his commitment to promoting and empowering women, while the company’s employee-driven ‘call to action’ program, Catalysts for Change, received the 2019 Outstanding Company Initiative award;
- A continued Women in Operations program to support top talented women improve their confidence and willingness to seek opportunities in line roles. In our first cohort, we graduated 27 participants and we now have a further 22 participating in the second program.

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?

Alcoa of Australia Limited

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

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
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<tbody>
<tr>
<td>Number</td>
<td>0</td>
<td>1</td>
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</table>

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

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<tr>
<th></th>
<th>Female</th>
<th>Male</th>
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<tbody>
<tr>
<td>Number</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

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):

The composition of Alcoa of Australia Limited’s board is controlled by Alcoa of Australia’s two ultimate shareholders, Alcoa Corporation and Alumina Limited. Alcoa Corporation appoints three members of the board and Alumina Limited two. The appointments by Alcoa Corporation are typically position based (e.g. Managing Director and Chief Financial Officer of Alcoa of Australia) and we have a strategy in place to ensure our succession pipeline into these positions has strong gender equity representation. For example, there are currently women in the succession plan for the Chief Financial Officer. We also note that the board of Alcoa of Australia Retirement Plan Pty Ltd (AARP) consists of six directors, three employer-sponsored and three members elect. Of the three employer-sponsored directors Alcoa of Australia Limited has appointed one woman. The vast majority of the employees are members of the AARP.

In our parent company, Alcoa Inc our Board consists of 33% women. That is 4 of the 12 Directors.

☐ Not a priority
☐ Other (provide details): 

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):
    The appointments by Alcoa Corporation are typically position based (e.g. the Managing Director and Chief Financial Officer of Alcoa of Australia) and we have a strategy in place to ensure our succession pipeline into these positions has strong gender equity representation. For example, there are currently women in the succession plan for the Chief Financial Officer.

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
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):

Alcoa’s compensation policy ensures there is no gender discrimination. The policy provides for gender comparison in new hires, promotions, and the performance based increase review and performance appraisal process, and an ongoing review process. Ensures pay equity is maintained for women who take maternity leave.

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).

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

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 to eligible employees:

16

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.

Primary carers can access the 16 weeks paid leave at half pay, i.e. 32 weeks.

Each eligible member of an employee couple may take a separate period of up to 12 months leave allowing primary caring responsibilities to be shared.

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%

5.3 Please indicate whether your employer funded paid parental leave for primary carers covers:

☒ Adoption
☒ Surrogacy
☒ Stillbirth

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 to eligible employees:
7

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.

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%

6.3 Please indicate whether your employer funded paid parental leave for secondary carers covers:
- Adoption
- Surrogacy
- Stillbirth

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.

<table>
<thead>
<tr>
<th></th>
<th>Primary carer's leave</th>
<th>Secondary carer's leave</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Managers</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

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.
### Table

<table>
<thead>
<tr>
<th></th>
<th>Primary carer's leave</th>
<th>Secondary carer's leave</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Non-managers</td>
<td>39</td>
<td>1</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
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<th>Female</th>
<th>Male</th>
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</thead>
<tbody>
<tr>
<td>Managers</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-managers</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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
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):
    Awareness sessions on DFV were hosted at some locations. The policy was further updated to include specific support references to LGBTI support for domestic and family violence and the latest support services and helplines available.
☐ 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.

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th></th>
<th>Non-managers</th>
<th></th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Formal</td>
<td></td>
<td>Informal</td>
</tr>
<tr>
<td>Flexible hours of work</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Compressed working weeks</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Time-in-lieu</td>
<td>☐</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Telecommuting</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Part-time work</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Job sharing</td>
<td>☒</td>
<td>☒</td>
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<td>☒</td>
</tr>
<tr>
<td>Carer’s leave</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Purchased leave</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Unpaid leave</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
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</table>

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:

- Regular articles in company-wide electronic newsletter which provide tools and tips on family and caring responsibilities;
- Employee Assistance Provider offers free workshops on a variety of topics including family and caring responsibilities. Some of these included Understanding Self Compassion, The Bro Code: Understanding Male Mental Health, Resilience and Shift Work and Fatigue. The Employee Assistance Provider is available to all Alcoa employees and family members of Alcoa employees;
- Parents and Kids quarterly forums for new and existing families;
- Our medical centres on-site offer counselling and medical advice for all employees.

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):

We regularly consult with the following diverse groups across our organisation:
- Alcoa Women’s Network at all locations;
- Quarterly Parents and Kids forums, attended by Managing Director and HR Director;
- Focus groups in a variety of formats with both diverse and collective groups e.g. Engineers, women only and graduates;
- Returning Primary carers one-on-one with Managing Director;
- One-on-one exit interview with women;
- Inclusion Steering Committee provides overarching resourcing and strategy, with contribution from our operations;
- Diversity and Inclusion committees at all locations;
- Catalyst for Change Events;
- Managing Director is a member of CEO’s for Gender Equity, and there is two way feedback through this in implementing initiatives or sharing our initiatives;
- Global Diversity and Inclusion survey;
- Global ‘Trusting Workplaces’ survey.

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.

We facilitate a bi-annual employee consultation to all employees on equality, flexibility, sex-based harassment and promotional opportunities. This includes three questions in addition to the compulsory three for WGEA reporting.

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

Quarterly report of sex-based harassment statistics are provided to senior management and HR lead team and to our Board annually. Analysis is reviewed to support future action plans if required.

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.)

We have implemented a number of new initiatives, these include:
- Sourcing Specialist - new position appointed in August 2018 to focus on building our candidate pipeline with the objective being to increase our gender balance;
- Textio - we began using Textio, a writing tool used to improve the language used in all recruitment advertisements, candidate communication and position descriptions to achieve a gender-neutral tone;
- Talent Neuron - introduction of TalentNeuron, a market intelligence tool used to determine the talent acquisition strategy of roles by analysing talent supply and demand geographically, salary comparisons, competitor data, where to source and what industries to target and to evaluate gender and ethnic diversity data by function.
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 15.4% females and 84.6% males.

Promotions
2. 16.9% of employees awarded promotions were women and 83.1% were men
   i. 15.4% of all manager promotions were awarded to women
   ii. 17.1% of all non-manager promotions were awarded to women.
3. 3.8% of your workforce was part-time and 1.8% of promotions were awarded to part-time employees.

Resignations
4. 18.5% of employees who resigned were women and 81.5% were men
   i. 14.3% of all managers who resigned were women
   ii. 18.7% of all non-managers who resigned were women.
5. 3.8% of your workforce was part-time and 3.8% 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:
AMWU WA/VIC
CEPU WA/VIC
AWU WA/VIC
CFMEU WA/VIC

CEO sign off confirmation

Name of CEO or equivalent: Michael A Parker

Confirmation CEO has signed the report: 

CEO signature: 

Date: 