



# 2021 - 22 Compliance Program

Submitted by:

**Lion Pty Ltd (ABN:50128004268)**

# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)

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

Reduce the gender pay gap

Increase the number of women in leadership positions

Increase the number of women in male-dominated roles

Increase the number of men in female-dominated roles  
Increase the number of men taking parental leave

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

N/A

## Governing bodies

Lion Pty Ltd

1: Does this organisation have a governing body?	Yes( <i>Provide further details on the governing body(ies) and its composition</i> )
1.1: What is the name of your governing body?	Lion Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	1
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <i>Select all that apply</i> )
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
	Do not have control over governing body/appointments Other (provide details)
	Kirin leads the appointment of the members of its governing body, however strongly encourages Lion's sourcing strategies.
	Kirin leads the appointment of the members of its governing body, however strongly encourages Lion's sourcing strategies.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of	No

your governing body?	
	Other (provide details)
	Kirin leads the appointment of the members of its governing body, however strongly encourages Lion's sourcing strategies.
1.1.a.3: How many members are on the governing body and who holds the predominant Chair position?	
2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.	
N/A	

# #Action on gender equality

## Gender pay gaps

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes( <i>Select all that apply</i> )  To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To implement and/or maintain a transparent and rigorous performance assessment process
...Yes	

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

31-Mar-2022

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

Yes(*Select all that apply*)

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

Yes

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

Lion first completed a detailed review of all salary packages on a like for like basis in 2016 and immediate steps were taken to close the identified gaps and improve the overall competitiveness of salaries for both men and women. Since then, each year gender pay equity gaps are identified and closed – this is both men earning more than women and women earning more than men in like for like roles.

In 2019, we updated our performance and reward framework to further remove impacts of unconscious bias during salary review processes. In 2021, our current strategy and policy are under review to see how we can better utilise reward within the business in further support of gender equality and equal pay.

## Employer action on pay equity

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

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	No( <i>Select all that apply</i> )
...No	No unexplained or unjustifiable gaps identified

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

3: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

### Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Survey Other (provide details) Focus groups Consultative committee or group Exit interviews Performance discussions
...Other (provide details)	Lion runs a People Pulse survey, sent out to all Lion team members, once a year. In our 2021 People Pulse Survey, we had an array of Inclusivity questions that were asked, including: o I have the flexibility I need in my work schedule to meet both work and personal commitments o I feel included at work. o My Leader genuinely supports equality between genders. o Team members are treated equally and fairly regardless of gender, age, race, disability, religion... o Diverse perspectives are valued and encouraged in my team. o Gender-based harassment and sexual harassment is not tolerated The analysis of this data is done through various lenses, included a gender engagement lens. We also build awareness and capability of gender equality issues through our Women at Lion 9-month self-development program.
1.2: Who did you consult?	ALL staff

2: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

**Yes(Select all that apply.)**

...Yes

Policy  
Strategy

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

14-Feb-2022

4: Does your organisation have shareholders?

No

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

Yes

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

Lion's commitment to gender equality is well underway. We set a target to achieve a business gender target of 50:50 by 2026, and just this year, have announced a new gender target. Our new goal set in 2021 is that together each team will achieve a minimum gender representation of 40% both men and women by 2030. This target is bold and we are making a statement. This will create an environment to alternative approaches to problems and as a result, different outcomes -This target ensures that the diversity exists throughout our business and also addressed the increasing non-binary nature of gender. We understand consulting our business in relation to gender equality is important, some of the things we have done to do this includes:

- Asking our team members on parental leave how frequently they'd like to meet and what they'd like to meet about to improve our current Lion Cubs / Families at Lion initiative.
- Create robust hiring strategies to attract female talent, ensuring our recruitment team are aware of their involvement in this. Some examples included advertising, 50:50 shortlist guides, 50:50 interview panel guides. Within Supply Chain, we have embedded compulsory gender balanced shortlists to ensure both genders are represented.
- Supply Chain Bold Solutions – Female ambassadors who work in supply chain are strong talent advocates for females who are within the manufacturing industry, help give insights of what life is like at Lion in manufacturing.
- Increased the focus on gender balance during our Succession Planning conversations and reporting
- Increased senior leader sponsorship of female talent
- Our CEO, Stuart Irvine, is currently participating in focus groups to consult with various team members in the business on issues such as gender equality, support for parents, sexual harassment / discrimination within the workplace. Results from the focus groups will be help us in understanding what more we need to do to support our business in moving forward and not shying away from the hard topics.
- We also send our People Pulse surveys to our business, asking questions around team members engagement, accountability perspectives, leadership and decision making with the business, innovation, and inclusion & diversity.

- We survey our team members when they are leaving Lion to better understand the different experiences of our diversity groups

# #Flexible work

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes(*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No( <i>Select all that apply</i> )
...No	Other (provide details) Not a priority
...Other (provide details)	Flex at Lion is accessible to all team members at Lion. We have a CoFlex policy with various toolkits to support leaders in having flexible working arrangement conversations with their team members. Flexible working targets are not required, as the majority of team members are accessing the CoFlex ways of working and are often encouraged to do so. The flexible working arrangements for team members is worked out providing the three-way win is met (the flexible working request must meet the needs of our customers/consumers, the team and the individual).
...Targets have been set for men's engagement in flexible work	No( <i>Select all that apply</i> )
...No	Not a priority
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes

...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	We don't track flex to enable reporting on usage.
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	We don't track flex to enable reporting on usage.

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Time-in-lieu	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
	Formal options are available

...SAME options for women and men	Informal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Purchased leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

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

No

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

Yes, for both women and men

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

Training for all employees on how to work with flexible and remote/hybrid teams

Employee performance is measured by performance and not presenteeism

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

In relation to 'all roles flex', we have a large number of manufacturing roles and as such, not all roles are able to be done flexibly.

# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave that is gender equal (without using the primary/secondary carer definition)

1.1: Please indicate whether your employer-funded paid parental leave is available to:	All, regardless of gender
1.2: Please indicate whether your employer-funded paid parental leave covers:	Birth Adoption Stillbirth Surrogacy
1.3: How do you pay employer funded paid parental leave?	Paying the employee's full salary
1.4: Do you pay superannuation contribution to your carers while they are on parental leave?	Yes, on employer funded parental leave Yes, on unpaid parental leave
1.5: How many weeks (minimum) of employer funded paid parental leave is provided?	12
1.6: What proportion of your total workforce has access to employer funded paid parental leave, including casuals?	91-100%
1.7: Do you require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	No
1.8: Do you require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.8: Do you require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?  .. Yes	Over 24 months

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

## Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(Select all that apply)

...Yes

Policy  
Strategy

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

...Employer subsidised childcare	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...On-site childcare	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Breastfeeding facilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at SOME worksites
...Childcare referral services	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Internal support networks for parents	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Information packs for new parents and/or those with elder care responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Support in securing school holiday care	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Coaching for employees on returning to work from paid parental leave	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	Yes( <i>Please indicate the availability of this support mechanism.</i> )

...Yes	Available at ALL worksites
...Parenting workshops targeting fathers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

### Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

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

...All managers	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction Every one-to-two years
...All employees	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction Every one-to-two years

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

### Family or domestic violence

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

Yes(*Select all that apply*)

...Yes	Policy
...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	Yes

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

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

# #Diversity and inclusion

## Voluntary section

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

Yes(*Select all that is covered.*)

...Yes

Aboriginal and/or Torres Strait Islander identity  
Cultural and/or language and/or race/ethnicity background  
Disability and/or accessibility  
Sexual orientation  
Gender identity

2: Do you collect data on whether employees identify as Aboriginal and/or Torres Strait Islander?

Yes

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

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

Cultural and/or language and/or race/ethnicity background  
Disability  
Sexual orientation  
Gender identity