



Australian Government



Workplace  
Gender Equality  
Agency

# 2021 - 22 Gender Equality Reporting

Submitted by:

**CARBON REVOLUTION OPERATIONS PTY  
LTD (ABN:40154435355)**

**Carbon Revolution Limited  
(ABN:96128274653)**

Date: 2022-11-08

# #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
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Talent identification/identification of high potentials	No( <i>Select all that apply</i> )
...No	Other (please provide) Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	31-Dec-2022
...Other (please provide)	31-Dec-2022
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Key performance indicators for managers relating to gender equality	No( <i>Select all that apply</i> )
...No	Other (please specify)
...Other (please specify)	A Gender Metrics framework has been developed and is being reported on to the Diversity & Inclusion Council. KPI Metrics to manager level will be developed as other supporting initiatives (e.g. improved job evaluation, employee survey tools and talent identification/succession planning are implemented and progress becomes more quantifiable.

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

Yes(*Select all that apply*)

...Yes	Policy
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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 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.

Carbon Revolution has developed a dedicated Diversity and Inclusion council to support and promote our workplace diversity. This consistent of a number of staff, both male and female, from different levels of the organisation to discuss and promote Gender and culture diversity in the workplace. 55% female members.

D&I council will provide input and play a consultative role in the implementation of the suit of policies that include;

- succession plan talent management
- KPI / gender metric frameworks,
- flexibility in work and parental leave
- Remuneration and pay equity

## Governing bodies

### CARBON REVOLUTION OPERATIONS 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?	Carbon Revolution Limited
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	
...Male	1
...Non-binary	0
...Members	
...Female	1
...Male	3
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this	Yes( <i>Select all that apply</i> )

organisation's governing body members?	
	Policy
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
	Other (provide details)
	Our Diversity and Inclusion Policy establishes a criteria for nomination as a director, including diversity, but a specific numeric target has not yet been established.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	Our Diversity and Inclusion Policy establishes a criteria for nomination as a director, including diversity, but a specific numeric target has not yet been established.

*Carbon Revolution Limited*

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

While a specific numeric target has not been set, this was identified as an area to improve during the Board self- review process.

# #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> )
...Yes	To achieve gender pay equity To implement and/or maintain a transparent and rigorous performance assessment process

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

31-Mar-2022

## 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 1-2 years
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	No( <i>Select all that apply</i> )
...No	Salaries set by awards/industrial or workplace agreements Non-award employees paid market rate
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	The Company complies with the standard classification structure under the relevant award for production workforce. Outside of this, there were few similar roles with multiple incumbents. No gender gaps were identified through the analysis however in the absence of a robust job evaluation system at the time of conducting the analysis, the data only provides limited insights. The results of the review were discussed at the Diversity & Inclusion Council and will be reported to the Board.

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

To provide a greater understanding on pay equity across the company, the company has implemented well recognised Job Evaluation methodology KornFerry Hay. This tool enables detailed analysis of our current and future employee compensation arrangements to ensure fairness and equity across the business and genders.

## 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?

Consultative committee or group

1.2: Who did you consult?

Diversity committee or equivalent

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

Yes(*Select all that apply.*)

...Yes

Strategy

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

10-Aug-2021

4: Does your organisation have shareholders?

Yes

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

10-Aug-2021

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

Yes

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

The Carbon Revolution Diversity Council meets to discuss a cadence of agenda items that have been established. Minutes and action items are recorded and distributed among Council members following the completion of each meeting Action items are discussed and/or closed out between meetings and updated at each subsequent meeting.

# #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
...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)
...Other (provide details)	CR encourages employees to assess their own circumstances and bring forward requests to a supportive management team. The approach is based on a "pull" rather than "push" strategy.
...Targets have been set for men's engagement in flexible work	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	As above: CR encourages employees to assess their own circumstances and bring forward requests to a supportive management team. The approach is based on a "pull" rather than "push" strategy.
...Leaders are held accountable for improving workplace flexibility	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	As above: CR encourages employees to assess their own circumstances and bring forward requests to a supportive management team. The approach is based on a "pull" rather than "push" strategy.
...Manager training on flexible working is provided throughout the organisation	No ( <i>Select all that apply</i> )
...No	Other (provide details)
	The size of the organisation allows managers and employees to liaise directly with the P&C

...Other (provide details)	Team for support guidance and upskilling. All employees are made aware of the policy and coached on the FWA at induction.
...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	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Carbon Revolution is currently reviewing the effectiveness of its employee engagement survey process and tools. It is expected that workplace flexibility will be included in the new survey, due to be conducted in August 2022, along with a broader range of D&I related questions.
...The organisation's approach to flexibility is integrated into client conversations	No( <i>Select all that apply</i> )
...No	Not aware of the need
...Other (provide details)	
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Initial metrics have been identified by the D&I council. Improvements are being made in 2022 to the company HRIS and employee engagement tool to enable regular reporting to key stakeholders.
...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)	Initial metrics have been identified by the D&I council. Improvements are being made in 2022 to the company HRIS and employee engagement tool to enable regular reporting to key stakeholders.
...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)	Initial metrics have been identified by the D&I council. Improvements are being made in 2022 to the company HRIS and employee



	engagement tool to enable regular reporting to key stakeholders.
...Other (provide details)	No
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	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	The collaborative nature of the business, makes the application of a compressed working week difficult to sustain at this time. To be discussed further in the D&I council once the business attains greater operational stability
...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	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	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> )
...SAME options for women and men	Formal 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
...Purchased leave	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Not aware of the need
...Unpaid leave	Yes( <i>Select one option only</i> )
	SAME options for women and men( <i>Select all</i>

...Yes	<i>that apply)</i>
...SAME options for women and men	Formal options are available
3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?	
No	
3.1: You need to indicate which of the following flexible working options are available to NON-MANAGERS in your workplace.	Yes( <i>Select one option only</i> )
.. Flexible hours of work	
...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
...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	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> )
...SAME options for women and men	Formal 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
...Purchased leave	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Not aware of the need

...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

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?

No

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?

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.

Carbon Revolution will continue to discuss, design and promote a flexible framework to formalise and improve communication about the flexible working arrangements available to staff.

# #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 (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i> )
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	8
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.1.g: Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	Yes
1.1.g.1: How long is the qualifying period?	12
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 12 months

.. Yes	
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i> )
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary
1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	2
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%
1.2.g: Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	Yes
1.2.g.1: How long is the qualifying period?	12
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 12 months
.. Yes	

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

### Support for carers

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

No(*Select all that apply*)

...No	Other (provide details)
...Other (provide details)	As a relatively new organisation CRs current focus has been on laying the foundations of workable D&I strategies and policies. As the workforce continues to diversify and once the preconditions are in place for the expansion of our D&I initiatives, CR will give consideration to these benefits as part of its talent attraction activities.

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	Other (provide details)
...Other (provide details)	The initial emphasis of CR the Diversity strategy is on workplace flexibility to support employees with family/caring responsibilities. Diversity & Inclusion Council will continue to provide monitor and provide feedback on carers support initiatives and give consideration at a future time to including them in the flexibility framework.
...On-site childcare	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	The initial emphasis of CR the Diversity strategy is on workplace flexibility to support employees with family/caring responsibilities. Diversity & Inclusion Council will continue to provide monitor and provide feedback on carers support initiatives and give consideration at a future time to including them in the flexibility framework.
...Breastfeeding facilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Childcare referral services	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details) Not aware of the need
...Other (provide details)	Employee requests for this type of support have not arisen thus far. This may change as the workforce diversifies and as employee opinion survey processes improve. Diversity & Inclusion Council will continue to provide monitor and provide feedback on carers support initiatives and give consideration at a future time to including them in the framework.
	No( <i>You may specify why the above support</i>

...Internal support networks for parents	<i>mechanism is not available to your employees.)</i>
...No	Other (provide details)
...Other (provide details)	A company-wide EAP service is available to all members of the Carbon Revolution team. The EAP is able to assist parent connect with support networks.
...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 aware of the need
...Other (provide details)	
...Information packs for new parents and/or those with elder care responsibilities	No( <i>You may specify why the above support mechanism is not available to your employees.)</i> )
...No	Other (provide details) Not aware of the need
...Other (provide details)	While there are no specific information packs for new parents or employees providing elder care, support is provided on an as needs basis by HR team and employees may consult with the EAP provider
...Referral services to support employees with family and/or caring responsibilities	No( <i>You may specify why the above support mechanism is not available to your employees.)</i> )
...No	Other (provide details)
...Other (provide details)	A company-wide EAP service is available to all members of the Carbon Revolution team. The EAP is able to assist parents connect with support networks.
...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 aware of the need
...Coaching for employees on returning to work from paid parental leave	No( <i>You may specify why the above support mechanism is not available to your employees.)</i> )
...No	Other (provide details)
...Other (provide details)	While formal coaching is not provided, workplace reorientation training is provided, in particular OHS, and flexible work options are discussed and offered at the time employees return from Parental Leave
...Parenting workshops targeting mothers	No( <i>You may specify why the above support mechanism is not available to your employees.)</i> )
...No	Not aware of the need
	No( <i>You may specify why the above support</i>

...Parenting workshops targeting fathers	<i>mechanism is not available to your employees.)</i>
...No	Not aware of the need
...Other (provide details)	No

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

### Sex-based harassment and discrimination

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

Yes (*Select all that apply*)

...Yes	Policy
1.1: Do you provide a grievance process in 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
...All employees	Yes ( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction

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

...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	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Carbon Revolution does not operate under an Enterprise or Workplace agreement.
...Workplace safety planning	Yes



...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Carbon Revolution does not operate under an Enterprise or Workplace agreement.
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Carbon Revolution does not operate under an Enterprise or Workplace agreement.
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes( <i>Is the leave period unlimited?</i> )
...Yes	No
: How many days of paid domestic violence leave (not contained in an enterprise/workplace agreement) are provided?	10
...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)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Carbon Revolution has implemented a domestic and family violence policy to support workers which includes leave options available to staff
...Offer change of office location	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Carbon Revolution currently only operates from one Australian site.
...Emergency accommodation assistance	No( <i>Select all that apply</i> )
...No	Other (provide details)
	A company-wide EAP service is available to all members of the Carbon Revolution team. The

...Other (provide details)	EAP is able to assist employees connect with support networks with access to emergency accommodation.
...Access to medical services (e.g. doctor or nurse)	Yes
...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.