## Organisation and contact details

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<tr>
<th>Organisation registration</th>
<th>Legal name</th>
<th>ABN</th>
<th>ANZSIC</th>
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<td>8023 Combined Primary and Secondary Education</td>
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<table>
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<th>Organisation details</th>
<th>Trading name/s</th>
<th>ASX code (if relevant)</th>
<th>Postal address</th>
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<tr>
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<td></td>
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<table>
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<tr>
<th>Reporting structure</th>
<th>Ultimate parent</th>
<th>Number of employees covered in this report submission</th>
<th>Other organisations reported on in this report</th>
</tr>
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<tbody>
<tr>
<td>Cranbrook School</td>
<td>306</td>
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## 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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>CEO/Head of Business in Australia</td>
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<tr>
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</tbody>
</table>

Note: The table shows the number of employees by gender (F for female, M for male) for each role category, with the total number of employees in the last column.
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<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>
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<td>25 26</td>
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Non-manager

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<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>
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<td>No. of graduates (if applicable)</td>
<td>No. of apprentices (if applicable)</td>
<td>Total employees</td>
</tr>
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<td>96</td>
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</tbody>
</table>
Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1. Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.2 Retention?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.3 Performance management processes?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.4 Promotions?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
1.5 Talent identification/identification of high potentials?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.6 Succession planning?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.7 Training and development?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.8 Resignations?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.9 Key performance indicators for managers relating to gender equality?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority
1.10 Gender equality overall?
☐ Yes (you can select policy and/or strategy options)
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
☒ No
☒ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

1.12 Should you wish to provide additional information on any of your responses under Gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board?
☒ Yes
☐ No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the ' % Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the ' % Target' column and a date in the format of YYYY in the ' Year to be reached' column.

<table>
<thead>
<tr>
<th>Organisation name</th>
<th>Gender and NUMBER (NOT percentage) of chairperson/s</th>
<th>Gender and NUMBER (NOT percentage) of other board members</th>
<th>% target for representation of women on each board</th>
<th>Year to be reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>(enter a percentage number from 0-100)</td>
</tr>
<tr>
<td>1 Cranbrook School</td>
<td>1</td>
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<td>2 Cranbrook Foundation</td>
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</tr>
<tr>
<td>3</td>
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<td>4</td>
<td></td>
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<tr>
<td>Organisation name</td>
<td>Gender and NUMBER (NOT percentage) of chairperson/s</td>
<td>Gender and NUMBER (NOT percentage) of other board members</td>
<td>% target for representation of women on each board</td>
<td>Year to be reached</td>
</tr>
<tr>
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<td>--------------------------------------------------------</td>
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</tr>
<tr>
<td></td>
<td>F  M</td>
<td>F  M</td>
<td>(enter a percentage number from 0-100)</td>
<td>(in YYYY format; if no target has been set, leave blank)</td>
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<tr>
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<td>28</td>
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</tbody>
</table>
### Gender and Representation of Chairs and Other Board Members

<table>
<thead>
<tr>
<th>Organisation name</th>
<th>Gender and NUMBER (NOT percentage) of chairperson/s</th>
<th>Gender and NUMBER (NOT percentage) of other board members</th>
<th>% target for representation of women on each board</th>
<th>Year to be reached</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
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<td>29</td>
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<tr>
<td>30</td>
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</tbody>
</table>

2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

☐ Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

- Governing body has gender balance (e.g. 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Do not have control over board appointments (provide details why):
  - Board members are appointed by a nominations committee who identify potential board members through skill set gap analysis, religion (as per Constitution) and relationship to School.
- Not a priority
- Other (provide details):

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

☐ Yes
- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

☐ No
- No, in place for some governing bodies
- No, currently under development
- No, insufficient human resources staff
- No, do not have control over board appointments (provide details why):
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.
<table>
<thead>
<tr>
<th>Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)</th>
<th>Full-time females</th>
<th>Part-time females</th>
<th>Full-time males</th>
<th>Part-time males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity partners who are NOT key management personnel (KMPs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

- [ ] Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- [x] No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don’t have expertise
  - No, salaries set by awards or industrial agreements
  - No, non-award employees paid market rate
  - No, not a priority
  - No, other (provide details):

4 Has a gender remuneration gap analysis been undertaken?

- [ ] Yes. When was the most recent gender remuneration gap analysis undertaken?
  - Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):
- [x] No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don’t have expertise
  - No, 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)
  - No, 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)
  - No, non-award employees are paid market rate
  - No, not a priority
  - No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:
Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?
☑ Yes
☑ No
☑ No, currently being considered
☑ No, insufficient human resources staff
☑ No, government scheme is sufficient
☑ No, don’t know how to implement
☑ No, not a priority
☐ No, other (provide details):

5.1 Please indicate the number of weeks of employer funded parental leave that are provided for primary carers.
14

5.2 How is employer funded paid parental leave 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)

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?
☒ Yes, one week or greater
☐ Yes, less than one week
☐ No
☐ No, currently being considered
☐ No, insufficient human resources staff
☐ No, government scheme is sufficient
☐ No, don’t know how to implement
☐ No, not a priority
☐ No, other (provide details):

6.1 Please indicate the number of weeks of employer funded parental leave that are provided for secondary carers.
2

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period?

<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>1</td>
<td>0</td>
</tr>
<tr>
<td>Non-managers</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

8 What proportion of your total workforce has access to employer funded paid parental leave?

<table>
<thead>
<tr>
<th></th>
<th>Primary carer’s leave</th>
<th>Secondary carer’s leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>79</td>
<td>79</td>
</tr>
</tbody>
</table>
9. Do you have a formal policy or formal strategy on flexible working arrangements?
   - Yes
     - Standalone policy
     - Policy is contained within another policy
     - Standalone strategy
     - Strategy is contained within another strategy
   - No
     - No, currently under development
     - No, insufficient human resources staff
     - No, included in workplace agreement
     - No, don’t have expertise
     - No, don’t offer flexible arrangements
     - No, not a priority
     - No, other (provide details):

10. Do you have a formal policy or formal strategy to support employees with family and caring responsibilities?
    - Yes
      - Standalone policy
      - Policy is contained within another policy
      - Standalone strategy
      - Strategy is contained within another strategy
    - No
      - No, currently under development
      - No, insufficient human resources staff
      - No, included in workplace agreement
      - No, don’t have expertise
      - No, don’t offer flexible arrangements
      - No, not a priority
      - No, other (provide details):

11. Do you have any non-leave based measures to support employees with family and caring responsibilities?
    - Yes
    - No
    - No, currently under development
    - No, insufficient human resources staff
    - No, don’t have expertise
    - No, not a priority
    - No, other (provide details):

11.1 To understand where these measures are available, do you have other worksites in addition to your head office?
    - Yes
    - No

11.2 Please indicate what measures are in place and in which worksites they are available (if you do not have multiple worksites, you would select ‘Head office only’):
    - Employer subsidised childcare
      - Head office only
      - Other worksites only
      - Head office and some other worksites
      - All worksites including head office
    - On-site childcare
      - Head office only
      - Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office

☐ Breastfeeding facilities
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office

☐ Childcare referral services
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office

☐ Internal support network for parents
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office

☐ Return to work bonus
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office

☐ Information packs to support new parents and/or those with elder care responsibilities
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office

☐ Referral services to support employees with family and/or caring responsibilities
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office

☒ Targeted communication mechanisms, for example intranet/forums
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☒ All worksites including head office

☐ None of the above, please complete question 11.3 below

11.3 Please provide details of any other non-leave based measures that are in place and at which worksites they are available:
We allow flexible working hours where practical to assist employees with family and caring responsibilities.

12 Do you have a formal policy or formal strategy to support employees who are experiencing family or domestic violence?
☐ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy

☒ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):
13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- Yes - please indicate the type of measures in place (more than one option can be selected):
  - Employee assistance program
  - Access to leave
  - Training of human resources (or other) staff
  - Referral to support services
  - Other (provide details):
    - On-site counsellors

- No
- No, currently under development
- No, insufficient human resources staff
- No, not aware of the need
- No, don’t have expertise
- No, not a priority
- No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

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

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- Currently under development
- Insufficient human resources staff
- Don’t have expertise
- Not a priority
- Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 4, please do so below:
Gender equality indicator 5: Consultation with 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
☐ No, not needed (provide details why):

☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

15.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy or formal strategy on sex-based harassment and discrimination prevention?
☐ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy

☒ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?
☐ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):
☐ At induction
☐ At least annually
☐ Every one-to-two years
☐ Every three years or more
☐ Varies across business units
☐ Other (provide details):

☒ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):
17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)
Notification and access

<table>
<thead>
<tr>
<th>List of employee organisations</th>
<th>Independent Education Union</th>
</tr>
</thead>
</table>

CEO sign off confirmation

- **Name of CEO or equivalent**: 
- **Confirmation CEO has signed the report**: Yes
- **CEO Signature**: 
- **Date**: 

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