



Fonterra Sustainability Report 2017 - Additional Employee Data

Introduction

This document is a supplement to our Sustainability Report 2017 published to provide additional employee data disclosure as required by the GRI Standards.

Assurance

Independent assurance of our Sustainability Report including this appendix has been completed by Bureau Veritas. Please refer to the assurance statement in the main report.

Scope and Methodology

The report covers the activities of Fonterra Co-operative Group Limited and joint ventures under Fonterra's management control.

Our employee data is drawn from our SAP-based employee data systems, and covers our global workforce. The gender, age and turnover data excludes the employees in our Latin America joint venture operations, as further data integration is required for our joint ventures in Latin America. Numbers are reported for all fixed-term and permanent employees on an FTE basis with the exception of turnover and new hires reporting which excludes fixed-term employees and is based on headcount.

Reporting Period

The reporting period is for the 2017 Financial Year (FY17), 1 August 2016 – 31 July 2017. Employee numbers are as of 31 July 2017.

Employee Data FY17

Global Employee Numbers	FTE
New Zealand	12,039
Australia	1,313
Asia, Middle East and Africa (including China)	4,394
Latin America	4,325
Rest of World	198
Global Total	22,269

Diversity (Age)	Percentage by Age Range
All employees	<30: 16% 30-50: 56% >50: 24% Unknown: 5%
Fonterra Management Team (FMT)	<30: 0% 30-50: 71% >50: 29%
Fonterra Board	<30: 0% 30-50: 17% >50: 83%

Contract Type by Gender	Percentage per Contract Type
Male	95.7% Permanent 4.3% Fixed-term
Female	96.4% Permanent 3.6% Fixed-term

Employment Type by Gender	Percentage per Employment Type
Male	99.5% Full-time 0.5% Part-time
Female	95.8% Full-time 4.2% Part-time

Employment Type by Region	Percentage per Employment Type
New Zealand	97.5 % Permanent 2.5% Fixed-term
Australia	94.8% Permanent 5.2% Fixed-term
Asia, Middle East and Africa (including China)	92.1% Permanent 7.9% Fixed-term
Latin America	100% Permanent 0% Fixed-term
Rest of World	89.9% Permanent 10.1% Fixed-term

Employee Data FY17 continued

New Hires	Number	%
Aged <30	735	34.0
Aged 30-50	1226	56.8
Aged 50+	158	7.3
Age Unknown	41	1.9
Male	1367	63.3
Female	793	36.7
Total Rate new employee hires	2160	12.4

Leavers (as a percentage of all leavers)	Number	%
Aged <30	460	23.1
Aged 30-50	1081	54.3
Aged 50+	375	18.9
Age Unknown	73	3.7
Male	1315	66.1
Female	674	33.9

Turnover (as a percentage of total workforce)	Number	%
Voluntary	1547	8.9
Involuntary	272	1.6
Other (Contract end, Legal Retirement, or deceased)	170	1.0
Total Turnover Rate	1989	11.4

Turnover and New Hires by Region	New Hires	Leavers
New Zealand	1028	999
Australia	125	185
Asia, Middle East and Africa (including China)	931	768
Latin America	21	21
Rest of World	55	16
Total	2160	1989