



Additional Employee Data- Sustainability Report 2018

Introduction

This document is a supplement to our Sustainability Report 2018 published to provide additional detail and 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 global SAP-based employee data systems. The gender, age and turnover data excludes the employees in our Latin America joint venture operations. Numbers are reported for all fixed-term and permanent employees on a full-time equivalent (FTE) basis, except for turnover and new hires reporting which excludes fixed-term employees and is based on headcount, and gender pay gap data, which includes permanent staff only.

There are no significant seasonal variations in the employee data reported. Casual staff contracted by Fonterra are excluded from these figures as this represents only a very small proportion of the regular workforce.

Reporting Period

The reporting period is for the 2018 Financial Year (FY18), 1 August 2017 – 31 July 2018. Employee numbers are as of 31 July 2018.

Definitions

Term	Definition
Significant locations of operation	Significant locations of operations are countries where more than 5% of our employees are located.
Employee categories	Our organisation has a banded approach to remuneration based on business roles.
<ul style="list-style-type: none"> • Senior Leaders • Managers • Supervisory & Professional • Operators, Techs, Drivers, Farm Workers 	<ul style="list-style-type: none"> Bands 14 and above Bands 10-13 Bands 3-9 Bands 1 & 2 and our waged workforce

Employee Data FY18

Full-time equivalent employees by employment contract by gender

Contract Type by Gender	Percentage per Contract Type	
	Permanent	Fixed-term
Male	95.1%	4.9%
Female	95.6%	4.4%

Full-time equivalent employees by region

Global Employee Numbers	FTE (Permanent & fixed term)
New Zealand	12,298
Australia	1,432
Greater China	1,858
Brazil	1,433
Chile	1,808
Rest of Asia	2,231
Rest of World	1,298
Global Total	22,358

Employment contract by region

Contract Type by Region	Percentage per Employment Type	
	Permanent	Fixed-term
New Zealand	97.3%	2.7%
Australia	90.9%	9.1%
Greater China	93.9%	6.1%
Brazil	100.0%	0.0%
Chile	100.0%	0.0%
Rest of Asia	88.8%	11.2%
Rest of World	96.6%	3.4%

Employment type by gender

Employment Type by Gender	Percentage per Employment Type	
	Full-time	Part-time
Male	99.5%	0.5%
Female	95.7%	4.3%
Gender diverse	100.0%	0.0%
Undeclared	100.0%	0.0%

Hiring from Local Communities

Global Employee Numbers	Percentage of Senior Management
New Zealand	82%
Australia	67%
Brazil	100%
Chile	100%
Greater China	70%

Reported for significant locations of operation only.

'Senior Management' is defined as the most senior employee working in a country plus all direct reports to the senior manager, excluding employees working in a different country and non-management staff (e.g. PAs, TAs, drivers, other admin staff).

Locally hired employees are citizens or permanent residents of the given country.

Diversity of governance bodies and employees by age

Diversity (Age)	Percentage by Age Range
All employees	<p><30: 15%</p> <p>30-50: 56%</p> <p>>50: 25%</p> <p>Unknown: 4%</p>
Fonterra Management Team (FMT)	<p><30: 0%</p> <p>30-50: 67%</p> <p>>50: 33%</p>
Fonterra Board	<p><30: 0%</p> <p>30-50: 9%</p> <p>>50: 91%</p> <p>Unknown: 0%</p>

Diversity of employee categories by age

Diversity (Age)	Percentage by Age Range
Senior Leaders	<p><30: 0%</p> <p>30-50: 71%</p> <p>>50: 26%</p> <p>Unknown: 3%</p>
Managers	<p><30: 6%</p> <p>30-50: 73%</p> <p>>50: 18%</p> <p>Unknown: 3%</p>
Supervisory & Professional	<p><30: 21%</p> <p>30-50: 61%</p> <p>>50: 16%</p> <p>Unknown: 2%</p>
Operators, Techs, Drivers, Farm Workers	<p><30: 14%</p> <p>30-50: 52%</p> <p>>50: 30%</p> <p>Unknown: 4%</p>

Diversity of governance bodies and employees by gender

Diversity (Gender)	Percentage by Gender
All employees	Male: 71% Female: 29%
Fonterra Management Team (FMT)	Male: 83% Female: 17%
Fonterra Board	Male: 82% Female: 18%

Diversity (Gender)	Percentage by Gender
Senior Leaders	Male: 70% Female: 30%
Managers	Male: 63% Female: 37%
Supervisory & Professional	Male: 59% Female: 41%
Operators, Techs, Drivers, Farm Workers	Male: 84% Female: 16%

New hires by age and gender

New Hires	Number	%
Aged <30	596	32.7
Aged 30-50	1005	55.1
Aged 50+	140	7.7
Age Unknown	82	4.5
Male	1139	62.5
Female	684	37.5
Total new employee hires	1823	10.7

Leavers by age and gender

Leavers	Number	% (of all leavers)
Aged <30	392	20.0
Aged 30-50	1070	54.6
Aged 50+	416	21.2
Age Unknown	80	4.1
Male	1258	64.2
Female	700	35.8

Turnover by reason

Turnover reason	Number	% (of total workforce)
Voluntary	1602	9.0
Involuntary	169	1.0
Other (Contract end, Legal Retirement, or deceased)	187	1.1
Total Turnover Rate	1958	11.1

New hires and leavers by region

Region	New Hires	Leavers
New Zealand	956	1079
Australia	136	95
Greater China	386	380
Brazil	3	4
Chile	0	0
Rest of Asia	280	324
Rest of World	62	76
Total	1823	1958