

2014-15 public report form submitted by DuluxGroup (Australia) Pty Ltd to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name ABN ANZSIC	DuluxGroup (Australia) Pty Ltd 67000049427 1916 Paint and Coatings Manufacturing
Organisation details	Trading name/s ASX code (if relevant)	DLX
	Postal address	PO Box 60 CLAYTON SOUTH VIC 3169 Australia
	Organisation phone number	
Reporting structure	Ultimate parent Number of employees covered in this report submission	DuluxGroup Limited 2,915
	Other organisations reported on in this report	B&D Australia Pty Ltd Automatic Technology (Australia) Pty Ltd Lincoln Sentry Group Pty Ltd Parchem Construction Supplies Pty Ltd



Workplace profile Manager

Managar accurational actogorica	Reporting level to CEO	Employment status	No. of employees			
Manager occupational categories			F	М	Total employees	
		Full-time permanent	0	1	1	
		Full-time contract	0	0	0	
CEO/Head of Business in Australia	0	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	0	4	4	
		Full-time contract	0	0	0	
Key management personnel	-1	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	2	1	3	
		Full-time contract	0	0	0	
	-1	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
Other executives/General managers		Full-time permanent	1	10	11	
		Full-time contract	0	0	0	
	-2	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	5	31	36	
		Full-time contract	0	0	0	
	-2	Part-time permanent	1	0	1	
		Part-time contract	0	0	0	
		Casual	0	0	0	
Senior Managers		Full-time permanent	3	31	34	
		Full-time contract	0	0	0	
	-3	Part-time permanent	2	0	2	
	-	Part-time contract	0	0	0	
		Casual	0	0	0	
		Full-time permanent	1	0	1	
		Full-time contract	0	0	0	
Other managers	-1	Part-time permanent	0	0	0	
		Part-time contract	0	0	0	
		Casual	0	0	0	



Manager occupational categories	Reporting level to CEO	Employment status		No. d	of employees
ivianager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees
		Full-time permanent	1	0	1
		Full-time contract	0	0	0
	-2	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	19	90	109
		Full-time contract	0	0	0
	-3	Part-time permanent	4	1	5
		Part-time contract	1	0	1
		Casual	0	0	0
		Full-time permanent	46	150	196
		Full-time contract	0	0	0
	-4	Part-time permanent	8	0	8
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	17	41	58
		Full-time contract	0	0	0
	-5	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	7	47	54
		Full-time contract	0	0	0
	-6	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			118	407	525



Non-manager

Non-manager occupational Employment categories status		No. of employees (app	excluding graduates and rentices)	No. of gra appli	aduates (if cable)	No. of ap appl	prentices (if icable)	Total
categories	status	F	М	F	М	F	М	employees
	Full-time permanent	126	184	12	17	0	0	339
	Full-time contract	8	8	0	0	0	0	16
Professionals	Part-time permanent	44	3	0	0	0	0	47
	Part-time contract	1	0	0	0	0	0	1
	Casual	5	0	0	0	0	0	5
	Full-time permanent	1	55	0	0	0	0	56
	Full-time contract	0	0	0	0	0	0	0
Technicians and trade	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	2	0	0	0	0	2
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Community and personal service	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	155	100	0	3	0	0	258
	Full-time contract	4	2	0	0	0	0	6
Clerical and administrative	Part-time permanent	47	1	0	0	0	0	48
	Part-time contract	2	0	0	0	0	0	2
	Casual	12	1	0	0	0	0	13
	Full-time permanent	132	624	0	1	0	0	757
Sales	Full-time contract	2	2	0	0	0	0	4
	Part-time permanent	47	14	0	0	0	0	61



Non-manager occupational	Non-manager occupational Employment categories status		No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)	
categories	Status	F	М	F	M	F	М	employees
	Part-time contract	0	0	0	0	0	0	0
	Casual	51	24	0	0	0	0	75
	Full-time permanent	85	609	0	0	0	0	694
	Full-time contract	1	1	0	0	0	0	2
Machinery operators and drivers	Part-time permanent	3	0	0	0	0	0	3
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	1	0	0	0	0	1
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Labourers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Others	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		726	1,631	12	21	0	0	2,390



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
- \boxtimes 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?

 \boxtimes Yes (you can select policy and/or strategy options)

- Standalone policy
- \boxtimes 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?
- \boxtimes 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?
- \boxtimes 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
 - \boxtimes 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
 - \boxtimes 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

- \boxtimes 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
 - \boxtimes 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: Flexible Work Policy Family Leave Policy

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.

	Organisation	NUN (N percen	er and IBER OT tage) of erson/s	NUMBE percer other	ler and ER (NOT itage) of board nbers	% target for representation of women on each board	Year to be reached
	name	F	M	F	М	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
1	DuluxGroup Limited	0	1	2	4	0	
2							
3							
4							





	Organisation	NUN (N percen	er and IBER OT tage) of erson/s	NUMBE percer other	ler and ER (NOT Itage) of board nbers	% target for representation of women on each board	Year to be reached
	name	F	М	F	М	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							



	Organisation	NUN (N percen	er and IBER OT tage) of erson/s	NUMBE percen other	er and ER (NOT itage) of board nbers	% target for representation of women on each board	Year to be reached
	name	F	M	F	М	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
29							
30							

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):

Not a priority

Other (provide details):

DuluxGroup has not set any formal targets with respect to gender

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? X 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.

	Full-	Part-	Full-	Part-
	time	time	time	time
	females	females	males	males
Equity partners who ARE key management				





	Full- time females	Part- time females	Full- time males	Part- time males
personnel (KMPs) (excluding your managing partner)				
Equity partners who are NOT key management personnel (KMPs)				

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

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

_ 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):

3.1 Are specific gender pay equity objectives included in your formal policy or formal strategy?

Yes (provide details in questions 3.2 and/or 3.3 below)

🗌 No

 $\overline{\boxtimes}$ No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, salaries set by awards or industrial agreements

No, non-award employees are 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):

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):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below:

4.1 Were any actions taken as a result of your gender remuneration gap analysis?

Yes - please indicate what actions were taken (more than one option can be selected):

- Created a pay equity strategy or action plan
- Identified cause/s of the gaps

Reviewed remuneration decision-making processes

Analysed commencement salaries by gender to ensure there are no pay gaps

 \boxtimes Analysed performance ratings to ensure there is no gender bias (including unconscious bias)

 \boxtimes Analysed performance pay to ensure there is no gender bias (including unconscious bias)

Trained people-managers in addressing gender bias (including unconscious bias)

Set targets to reduce any like-for-like gaps

Set targets to reduce any organisation-wide gaps

Reported pay equity metrics to the board

Reported pay equity metrics to the executive

Corrected like-for-like gaps

Conducted a gender-based job evaluation process

Implemented other changes (provide details):

No

- No unexplainable or unjustifiable gaps identified
- No, currently under development

No, insufficient human resources staff

No, don't have expertise

No, salaries set by awards or industrial agreements

- No, non-award employees are paid market rate
- No, unable to address cause/s of gaps (provide details why):

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?

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.12

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

 \boxtimes 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):

6.2 Please indicate the number of days of employer funded parental leave that are provided for secondary carers.

3

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?

atiliood parontal loavo	(paid and/or anpaid) damig the past reporting period.					
	Primary care	r's leave	Secondary carer's leave			
	Female	Male	Female	Male		
Managers	6	0	0	17		
Non-managers	48	0	3	43		

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

	Primary carer's leave	Secondary carer's leave
%	100	100

9 Do you have a formal policy or formal strategy on flexible working arrangements? \boxtimes Yes

Standalone policy

Policy is contained within another policy

- Standalone strategy
- Strategy is contained within another strategy

	ſ	١	С
1			

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

 \boxtimes 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
- Child<u>care</u> 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
 - \boxtimes 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:

12	Do you have a formal policy or formal strategy to support employees who are
experie	ncing 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?

 \boxtimes 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):

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):

•	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work		\square				\square	\square	\square
Compressed working weeks							\boxtimes	
Time-in-lieu		\square		\square		\square	\square	\boxtimes
Telecommuting		\square		\square		\square	\square	\boxtimes
Part-time work		\boxtimes		\square		\square	\square	\boxtimes
Job sharing		\boxtimes		\boxtimes		\square	\square	\square
Carer's leave		\boxtimes		\square		\square	\square	\boxtimes
Purchased leave								
Unpaid leave		\square		\square				\square

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: Phased Retirement

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):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

Survey

Consultative committee or group

Focus groups

Exit interviews

Performance discussions

 \boxtimes Other (provide details):

One on one discussions, Development Programs, Large Group Meetings

15.2 What categories of employees did you consult?

🛛 All staff

Women only

Men only

Human resources managers

Management

Employee representative group(s)

Diversity committee or equivalent

Women and men who have resigned while on parental leave

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):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy or strategy?

🛛 Yes

] No

No, currently under development

No, insufficient human resources staff

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?

 \boxtimes 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.)

DuluxGroup conducts Managing Flexible Work training for line managers. The workshop has been custom developed for DuluxGroup and is designed to equip line managers to manage the needs of their employees to work flexibly whilst maxamising business outcomes. Return to Work coaching is provided for employees returning to work following parental leave.



CEO sign off confirmation

Name of CEO or equivalent

Confirmation CEO has signed the report

CEO Signature:

Yes

Date: