

# 2020 - 21 Compliance Program

Submitted by:

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# #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 Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Policy
...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	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	No( <i>Select all that apply</i> )
...No	Not a priority

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?  
Yes(*Select all that apply*)

...Yes	Policy Strategy
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3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Gender equality is one of our key focus areas as part of our Diversity & Inclusion Strategy.

During our Performance Review and Talent Review processes, we also do an analysis on potential biases in the proposed ratings

## Governing bodies

### Racq 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?	Board of Directors
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 (F)	1
...Male (M)	0
...Gender X	0
...Members	
...Female (F)	3
...Male (M)	3
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <i>Select all that apply</i> )
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
10.6: What is the percentage (%) target?	
10.7: What year is the target to be reached (select the last day of the target year)?	
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	

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

*The RACQ board recognises that gender diversity has been positively correlated with performance. Gender diversity has been specifically identified by the RACQ board as a key feature of its ideal collective composition. As at the 2021 reporting date, RACQ had 60% women on the board. While not a target, it is also documented in our board and committee composition matrix that there is a desired state of a minimum of 40% of directors of each gender.*

# #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*)

1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?

Yes(*Select all that apply*)

...Yes

To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews)  
To be transparent about pay scales and/or salary bands  
To implement and/or maintain a transparent and rigorous performance assessment process  
Other (provide details)

...Other (provide details)

The objective of RACQ's remuneration policy is to provide market competitive remuneration by targeting a mid-point of the external market while ensuring alignment with member interests and the Group's values, business strategy and talent requirement. One of the remuneration principles of the policy is to ensure remuneration practices are consistently applied regardless of gender, age, ethnicity and employment type.

2: Did your organisation receive JobKeeper payments?

No

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

31-Mar-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

## 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 12 months

1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Yes( <i>Select all that apply</i> )
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Identified cause/s of the gaps Analysed performance pay to ensure there is no gender bias (including unconscious bias) Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
.. Yes	Reported pay equity metrics (including gender pay gaps) to the executive

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

### Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?  
Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Survey Consultative committee or group
1.2: Who did you consult?	ALL staff

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

*We undertook consultation on flexible working arrangements.*

# #Employee work/life balance

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy Strategy
...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	Yes
...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)	During the past 12 months there has been a significant uplift in the degree to which men have adopted flexible working
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...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	Yes
...The organisation's approach to flexibility is integrated into client conversations	No ( <i>Select all that apply</i> )
...No	Not a priority
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes

...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...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	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
...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	Formal options are available 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
...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	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
...Unpaid leave	Yes( <i>Select one option only</i> )
	SAME options for women and men( <i>Select all that apply</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 Informal 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	Formal options are available 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
...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	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
...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: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, SOME managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

*We launched our weFLEX program in 2020 to formalise and normalise some of the arrangements that had been temporarily put in place during COVID. We have seen a significant uplift in Flexible Work arrangements at RACQ as a result.*

# #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?	No
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	12
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2: 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?	No
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	1
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

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?

Yes(Select all that apply)

...Yes	Policy Strategy
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2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...On-site childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Breastfeeding facilities	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at SOME worksites
...Childcare referral services	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Internal support networks for parents	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Information packs for new parents and/or those with elder care responsibilities	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
	No(You may specify why the above support

...Referral services to support employees with family and/or caring responsibilities	<i>mechanism is not available to your employees.)</i>
...No	Not a priority
...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 a priority
...Coaching for employees on returning to work from parental leave	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Parenting workshops targeting mothers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Parenting workshops targeting fathers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...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 Every one-to-two years
...All employees	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction Every one-to-two years

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

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

Yes

...Workplace safety planning

Yes

...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

Yes

...Access to unpaid leave

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)

Yes

...Offer change of office location

Yes

...Emergency accommodation assistance

No (*Select all that apply*)

...No

Not aware of the need

...Access to medical services (e.g. doctor or nurse)

No (*Select all that apply*)

...No

Insufficient resources/expertise

...Other (provide details)

No (*Select all that apply*)

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

# Workplace Profile Table

Industry: Personal and Other Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	185	193	0	0	378
	Full-time contract	2	4	0	0	6
	Part-time permanent	11	0	0	0	11
	Part-time contract	1	1	0	0	2
Professionals	Full-time permanent	221	190	0	0	413
	Full-time contract	21	8	1	2	32
	Part-time permanent	46	2	0	0	48
	Part-time contract	1	0	0	0	1
	Casual	0	0	1	1	2
Technicians And Trades Workers	Full-time permanent	7	168	0	0	175
	Full-time contract	1	39	0	0	40
	Part-time permanent	2	0	0	0	2
Community And Personal Service Workers	Full-time permanent	0	1	0	0	1
Clerical And Administrative Workers	Full-time permanent	337	186	0	0	523
	Full-time contract	22	8	0	0	32
	Part-time permanent	129	20	0	0	149
	Part-time contract	16	4	0	0	21
	Casual	1	0	0	1	2
Sales Workers	Full-time permanent	251	94	0	0	347
	Full-time contract	7	6	0	0	13
	Part-time permanent	110	10	0	0	120
	Part-time contract	3	0	0	0	3
	Casual	5	2	0	0	7

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

# Workplace Profile Table

Industry: Personal and Other Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	5	3	8
GM	-1	Full-time permanent	4	0	4
	-2	Full-time permanent	6	12	18
SM	-2	Full-time permanent	11	9	20
		Full-time contract	0	1	1
		Part-time permanent	3	0	3
		Casual	1	0	1
	-3	Full-time permanent	7	20	27
OM	-1	Full-time permanent	1	0	1
	-2	Full-time permanent	6	3	9
		Part-time permanent	1	0	1
	-3	Full-time permanent	53	44	97
		Full-time contract	2	0	2
		Part-time permanent	7	0	7
		Part-time contract	1	0	1
	-4	Full-time permanent	79	81	160
		Full-time contract	1	3	4
		Part-time permanent	2	0	2
	-5	Full-time permanent	18	25	43
	-6	Full-time permanent	0	1	1
Part-time contract		0	1	1	

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Personal and Other Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	1		1
			Managers	14	13	27
			Non-managers	53	41	94
		Fixed-Term Contract	Non-managers		1	1
	Part-time	Permanent	Managers	1		1
			Non-managers	5	1	6
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	1		1
			Managers	38	24	62
			Non-managers	203	74	277
		Fixed-Term Contract	Managers	1		1
			Non-managers	7	5	12
	Part-time	Permanent	Managers	3		3
			Non-managers	17		17
		Fixed-Term Contract	Non-managers	2		2
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	2	1	3
			Managers	6	6	12
			Non-managers	145	94	239
		Fixed-Term Contract	Managers	2	3	5
			Non-managers	59	42	103
	Part-time	Permanent	Managers	1	1	2
			Non-managers	26	3	30
		Fixed-Term Contract	Managers	1		1
			Non-managers	37	13	51
		N/A	Casual	Managers	1	
Non-managers				5	5	

\* Total employees includes Gender X



# Workforce Management Statistics Table

Industry: Personal and Other Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*		
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	1	2	3		
			Managers	5	5	10		
			Non-managers	119	99	218		
	Part-time	Permanent	Fixed-Term Contract	Non-managers	19	21	40	
				Managers	1		1	
					Non-managers	38	11	49
		Fixed-Term Contract	Non-managers	9	5	14		
				Casual	Non-managers	2	1	3
						N/A		
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	6	1	7		
			Non-managers	63	10	73		
			Fixed-Term Contract	1		1		
	Part-time	Permanent	Non-managers	22		22		
	6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		1	1	
Non-managers					24	24		

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Personal and Other Services

Question	Contract Type	Employment Type	Manager Category	Female	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Non-managers	5	5

\* Total employees includes Gender X