

Employer statement

2022/23 Gender Pay Gap Report



For the better

Foreword

Gender equity strengthens an organisation. A more diverse workforce is more innovative, adaptable, resilient, and attracts and retains the best talent to achieve stronger outcomes.

At RAC, we are committed to improving gender equity by fostering an inclusive workplace where all people, regardless of their gender, enjoy the same access to opportunities. Addressing the gender pay gap is part of this work.

For many organisations, closing the gender pay gap means tackling complex barriers that are often stubbornly ingrained. I am encouraged that between 2020/21 and 2022/23, RAC's median gender pay gap has reduced from 25.9% to 20.1%, a reduction of more than 20%.

Through our Diversity and Inclusion Strategy and Gender Equity Action Plan, we have been focused on creating a fairer environment where all our people can flourish. A dedicated program targeting our gender pay gap has been in place at RAC since 2018.

We have reviewed our policies and procedures. From how we recruit, to the flexibility in our work practices, to our approach to parental leave.

We have also increased the frequency of gender pay gap reporting and created learning programs for our people.

A significant driver of RAC's gender pay gap is the disparity of gender representation across entry-level roles and senior roles. We are focused on achieving a more even balance across our diverse range of Western Australian businesses, including Roadside Assistance, Insurance, Travel and Tourism, Finance, Auto Services, and operational call centres.

Since 2016, we've run RAC Empower, a program to help accelerate high-potential women into more senior roles.

Although we've made important progress over recent years, we know we have more to do to deliver improved gender equity outcomes.

We will continue to focus on removing barriers to gender equity in our organisation, so all who work at RAC are provided equal opportunity to thrive.

Rob Slocombe
Group Chief Executive Officer

Our gender pay gap

	Total remuneration		Base salary	
	2021/22	2022/23	2021/22	2022/23
Median	22.7%	20.1%	22.3%	20.8%
Mean (average)	20.7%	17.6%	18.7%	16.4%

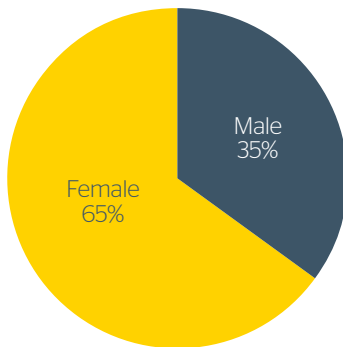
Equal pay for like roles

It's important to note the gender pay gap is distinct from equal pay for the same job. RAC has long-held, robust processes in place to ensure equitable pay across our organisation. This includes conducting regular gender pay reviews that identify and address disparities.

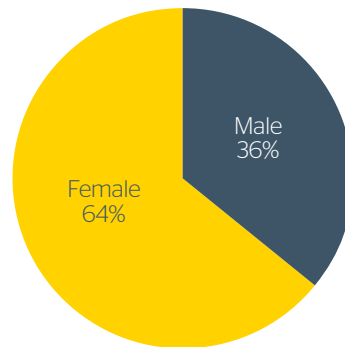
Pay quartiles

At the time of reporting, RAC had a total of 2075 employees.**

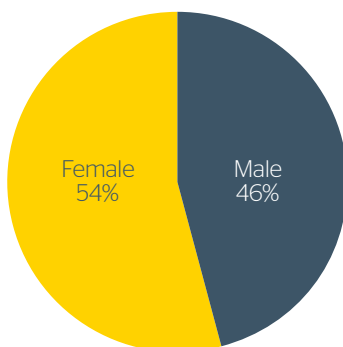
Lower quartile



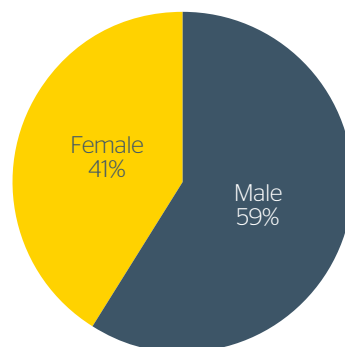
Lower middle quartile



Upper middle quartile



Upper quartile



**Data accurate as of 31 March 2023

1. We know why we have a gender pay gap

A key challenge is our imbalance of gender representation in our organisation.

We have a larger proportion of males in senior level roles and a larger proportion of females in entry level roles.

A more balanced gender distribution will be key in helping us to achieve gender equity.

2. Our gender pay gap has reduced

Our gender pay gap has been on a consistent downward trend over the past three years.

While we are pleased with this, we still have work to do to continue to reduce the gender pay gap and achieve pay equity.

3. We're committed to continuing to reduce our gender pay gap

In 2022, we introduced our Gender Equity 10 Year Plan.

This plan aims to support the acceleration of our gender equity outcomes, aligned to our Diversity and Inclusion Strategy.

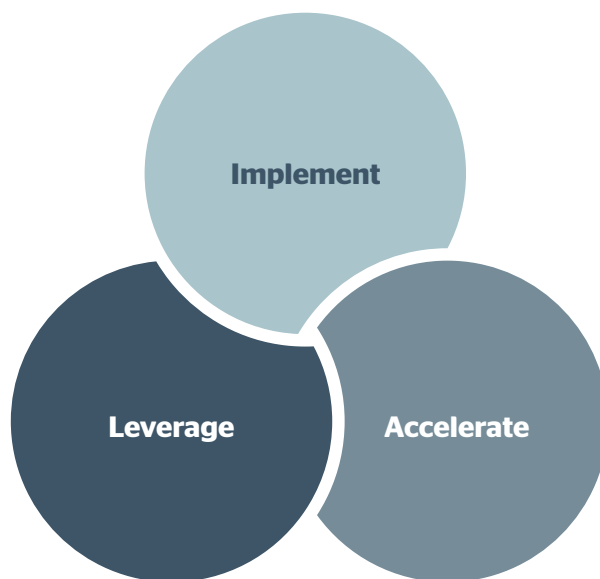
How we're reducing the gap

Our focus on diversity, equity, inclusion and belonging includes gender equity as a key pillar.

Gender Equity 10 Year Plan

Our Gender Equity 10 Year Plan considers three time-horizons.

- » **Horizon One:** Implement strategic foundations that drive gender equity.
- » **Horizon Two:** Accelerate change and leverage community and partnership initiatives to support sustainable gender equity.
- » **Horizon Three:** Leverage pipelines and now mature initiatives to realise gender equity outcomes.



What we've achieved so far



Employee benefits

- » Introduced new flexible working options in 2023 to help individuals and teams develop, be engaged and do their best work.
- » Extended our Parental Leave Policy to offer 16 weeks paid parental leave for primary caregivers and four weeks paid parental leave for non-primary caregivers.
- » Continue to develop our high-potential female leaders through our annual Empower program.



Awareness and education

- » Developed learning modules on gender pay equity, one for team members and one for leaders, with mandatory completion for all remuneration managers.
- » Hosted regular presentations to discuss women and the superannuation gap and offer one on one general advice sessions to support employees.
- » Continued communication of our gender pay gap to our people and external publication of our WGEA submission on our website.



Reporting and processes

- » Set targets to reduce our gender pay gap and improve our gender composition across all levels.
- » Quarterly reporting of our gender pay gap to our Executive Leadership Team. Our regular internal reporting and analysis of our gender pay gap and remuneration informs our decision making.
- » Embedded gender pay gap and pay equity principles into the salary review guidance provided to remuneration managers.

