

2020 - 21 Compliance Program

Submitted by:

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Invocare Limited (ABN:42096437393)

**FAMILY PET CARE PTY LTD
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**INVOCARE PETCARE PTY LIMITED
(ABN:72645244480)**



#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	Strategy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...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>)

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(<i>Select all that apply</i>)	
...Yes	Policy

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

Governing bodies

Invocare Australia Pty Limited

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?	InvoCare Australia Pty Limited
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)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	2
...Male (M)	2
...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>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	Yes(<i>Provide further details on your target</i>)
10.6: What is the percentage (%) target?	40.00%
10.7: What year is the target to be reached (select the last day of the target year)?	31-Dec-2021

Invocare Limited

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

FAMILY PET CARE PTY LTD

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

INVOCARE PETCARE PTY LIMITED

	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
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1: Does this organisation have a governing body?

The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.)

11.1: Confirm how the ultimate parent's governing body/ies are being reported:

It is reported as part of this submission group.

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

#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*)

...Yes

Strategy

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

No(*Select all that apply*)

...No

Salaries set by awards/industrial or workplace agreements
Non-award employees paid market rate

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.

Invocare has a annual reporting practice in place around gender pay equity following the WGEA submission. This is during the July People, Culture and Remuneration committee.

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(*Select all that apply*)

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Reviewed remuneration decision-making processes
Identified cause/s of the gaps

.. Yes

1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)

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

Design and implementation of a Remuneration Framework:

To promote alignment and transparency and formally articulate our approach to remuneration e.g. we might pay at differing percentiles depending on level of role

To ensure we make equitable and fair decisions on individual elements of our remuneration and reward programs.

Ensuring we are aligned to market and addressing gender pay equity challenges.

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

No(*Select all that apply*)

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

#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	Strategy
...A business case for flexibility has been established and endorsed at the leadership level	No (<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Not yet addressed
...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	No (<i>Select all that apply</i>)
...Targets have been set for men's engagement in flexible work	No (<i>Select all that apply</i>)
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	No (<i>Select all that apply</i>)
...Employee training is provided throughout the organisation	No (<i>Select all that apply</i>)
...Team-based training is provided throughout the organisation	No (<i>Select all that apply</i>)
...Employees are surveyed on whether they have sufficient flexibility	No (<i>Select all that apply</i>)
...The organisation's approach to flexibility is integrated into client conversations	No (<i>Select all that apply</i>)
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No (<i>Select all that apply</i>)
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No (<i>Select all that apply</i>)
...No	Currently under development (<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021

...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021
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	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not a priority
...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	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not a priority
...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

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

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, ALL 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.

#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
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?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	6
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	10-20%
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
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?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	2
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	10-20%

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.

Currently only three of our EBA's include paid parental leave. A new parental leave policy is being developed that supports working parents providing greater opportunities for both men and women to share parental leave. It would cover all employees at InvoCare so will create an equitable employee benefit available to all employees. This should be in effect from 1 January 2022.

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

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.)

...On-site childcare

No(You may specify why the above support mechanism is not available to your employees.)

...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.)

...Internal support networks for parents

No(You may specify why the above support mechanism is not available to your employees.)

...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.)

...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.)

...Referral services to support employees with family and/or caring responsibilities	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Targeted communication mechanisms (e.g. intranet/forums)	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...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>)
...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...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 least annually
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At least annually

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 Strategy
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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	No(<i>Select all that apply</i>)
...No	Not aware of the need
...Workplace safety planning	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021
...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(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Review as needs
...Access to medical services (e.g. doctor or nurse)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Review as needs
...Other (provide details)	No(<i>Select all that apply</i>)

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

This year we have partnered with White Ribbon and have committed to the delivery of world-leading policies and procedures that are consistent with United Nations standards. This commitment will include:

1. The launch of our new **Family and Domestic Violence Policy (FDV) (see attached)**;
2. **Changes in paid and unpaid leave support** for those affected by family and domestic violence;
3. The start of **White Ribbon Workplace Accreditation**;
4. Ongoing **workplace events** and initiatives.

These policies and procedures outline benefits that will support affected team members above and beyond the recommendations set out under Federal guidance. Our new FDV Policy includes **10 paid and 10 unpaid leave days** for all permanent employees for team members experiencing family and domestic violence.

InvoCare values and actively commits to:

- Promoting flexibility for team members who unfortunately are at risk or are experiencing family and domestic violence;
- Creating a safe working environment for team members where action will be taken to mitigate the risks of violence;
- Supporting proactive approaches to gender equality in the workplace;
- Speaking up if we believe someone might be suffering because of violence, and
- Providing training to team members.

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	164	137	0	0	301
	Full-time contract	2	1	0	0	3
	Part-time permanent	9	1	0	0	10
	Part-time contract	0	1	0	0	1
Professionals	Full-time permanent	53	41	0	0	94
	Full-time contract	4	5	0	0	9
	Part-time permanent	9	4	0	0	13
	Part-time contract	0	2	0	0	2
	Casual	2	3	0	0	5
Technicians And Trades Workers	Full-time permanent	5	0	0	0	5
	Part-time permanent	2	1	0	0	3
	Casual	8	3	0	0	11
Community And Personal Service Workers	Full-time permanent	380	242	0	0	622
	Full-time contract	6	0	0	0	6
	Part-time permanent	80	23	0	0	103
	Part-time contract	2	0	0	0	2
	Casual	88	71	0	0	159
Clerical And Administrative Workers	Full-time permanent	156	14	0	0	170
	Full-time contract	2	0	0	0	2
	Part-time permanent	74	3	0	0	77
	Casual	27	1	0	0	28
Sales Workers	Full-time permanent	73	21	0	0	94
	Part-time permanent	6	0	0	0	6
	Casual	2	0	0	0	2
Machinery Operators And Drivers	Full-time permanent	13	52	0	0	65
	Part-time permanent	2	12	0	0	14
	Casual	6	19	0	0	25
Labourers	Full-time permanent	3	80	0	0	83
	Part-time permanent	2	3	0	0	5
	Casual	0	1	0	0	1

* 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	1	2	3
HOB	-1	Full-time permanent	4	2	6
	-2	Full-time permanent	0	2	2
GM	-1	Full-time permanent	0	1	1
	-2	Full-time permanent	4	10	14
		Full-time contract	0	1	1
		Part-time permanent	2	0	2
		Part-time contract	0	1	1
-3	Full-time permanent	0	1	1	
SM	-2	Full-time permanent	4	7	11
		Part-time permanent	1	1	2
	-3	Full-time permanent	23	25	48
		Full-time contract	1	0	1
		Part-time permanent	1	0	1
	-4	Full-time permanent	0	1	1
OM	-3	Full-time permanent	10	9	19
		Part-time permanent	1	0	1
	-4	Full-time permanent	118	76	194
		Full-time contract	1	0	1
		Part-time permanent	4	0	4

* 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	Managers	17	9	26
			Non-managers	15	6	21
	N/A	Casual	Non-managers	1		1
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	7	1	8
			Non-managers	10	3	13
	Part-time	Permanent	Non-managers	3	1	4
	N/A	Casual	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	2
			Managers	14	7	21
			Non-managers	79	35	114
		Fixed-Term Contract	Managers	1		1
			Non-managers	5	1	6
	Part-time	Permanent	Managers	1		1
			Non-managers	11	3	14
			Fixed-Term Contract	Managers		1
	N/A	Casual	Non-managers	23	4	27

* 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	1	2
			Managers	12	9	21
			Non-managers	60	38	98
		Fixed-Term Contract	Non-managers	3		3
	Part-time	Permanent	Non-managers	23	2	25
			Fixed-Term Contract	Non-managers	2	
	N/A	Casual	Managers		1	1
			Non-managers	20	6	26
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	2		2
			Non-managers	8		8
	Part-time	Permanent	Managers	1		1
			Non-managers	10		10
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		1	1
			Non-managers	1	1	2

* Total employees includes Gender X