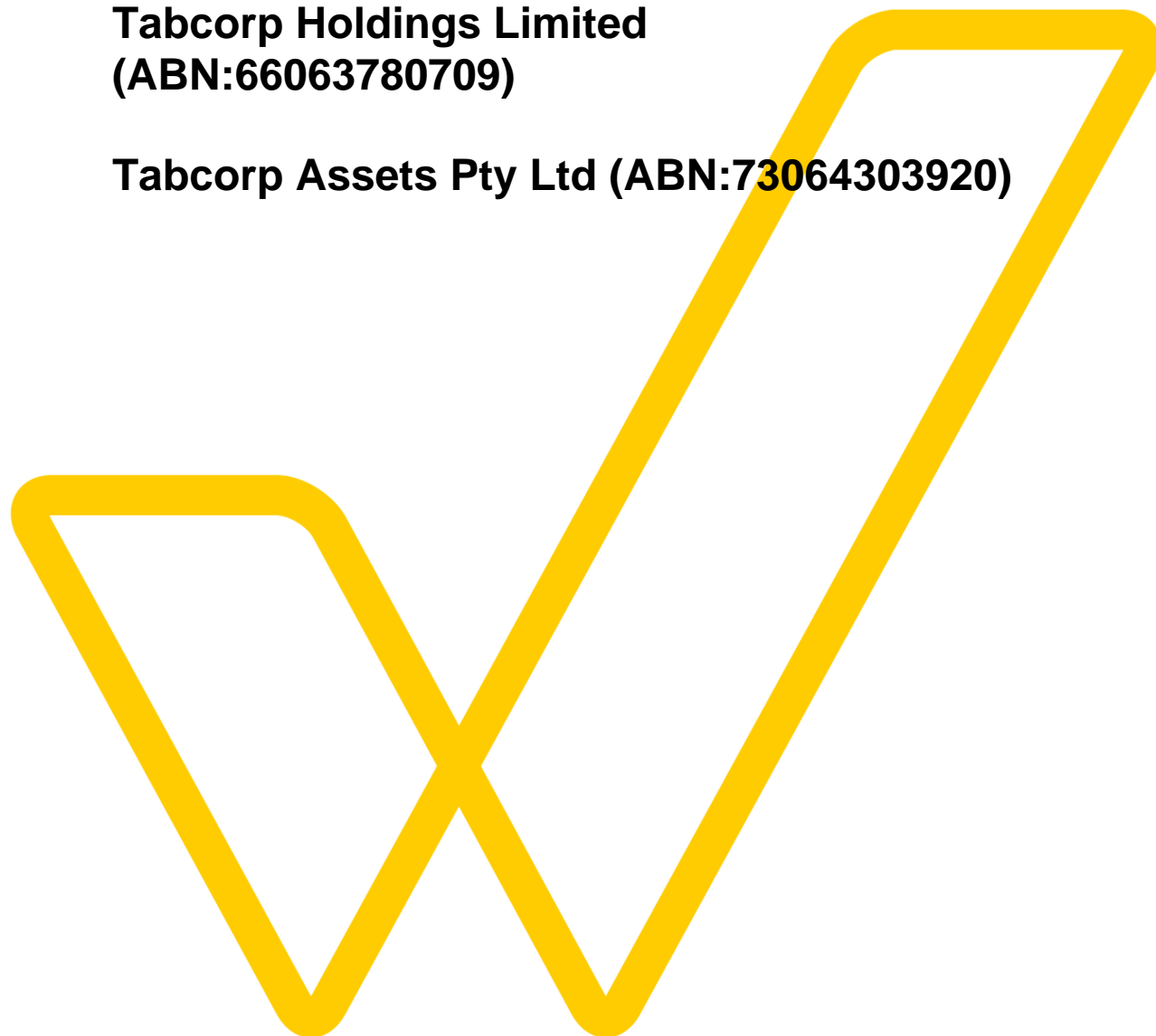


2020 - 21 Compliance Program

Submitted by:

**Tabcorp Holdings Limited
(ABN:66063780709)**

Tabcorp Assets Pty Ltd (ABN:73064303920)



#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	Strategy
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Succession planning	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Training and development	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Key performance indicators for managers relating to gender equality	Yes(<i>Select all that apply</i>)
...Yes	Strategy

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 Strategy

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

Governing bodies

Tabcorp Holdings 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?	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)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	2
...Male (M)	6
...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?	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)?	30-Jun-2023
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	

Tabcorp Assets 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>)
1.1: What is the name of your governing body?	
1.2: What type of governing body does this organisation have?	
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	
...Male (M)	
...Gender X	
...Members	
...Female (F)	

...Male (M)	
...Gender X	
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	
1.5: Has a target been set to increase the representation of women on this governing body?	
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:	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	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes(<i>Select all that apply</i>)
...Yes	To achieve gender pay equity 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 ensure managers are held accountable for pay equity outcomes To implement and/or maintain a transparent and rigorous performance assessment process

2: Did your organisation receive JobKeeper payments?

Yes

2.1: Please indicate which months in the reporting period your organisation received JobKeeper payments:

.. April 2020

Yes

...May 2020

Yes

...June 2020

Yes

...July 2020

Yes

...August 2020

Yes

...September 2020

Yes

...October 2020

Yes

...November 2020

Yes

...December 2020

Yes

...January 2021

Yes

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(*Select all that apply*)

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

Identified cause/s of the gaps
 Created a pay equity strategy or action plan
 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)
 Set targets to reduce any organisation-wide gap

.. Yes

Reported pay equity metrics (including gender pay gaps) to the governing body
 Reported pay equity metrics (including gender pay gaps) to the executive
 Reported pay equity metrics (including gender pay gaps) externally
 Trained people-managers in addressing gender bias (including unconscious bias)
 Corrected like-for-like gaps

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

Tabcorp has a Board Remuneration Policy which ensures remuneration is equitable across all employees in equivalent job positions, irrespective of gender, race, religion, ability / disability and any other affiliation. Tabcorp conducts a gender pay gap analyses which is presented to the Board annually, in addition to the Annual Review Process. To further improve this, we have implemented quarterly reporting to address any bias or inequity in pay.

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
 Focus groups

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.

#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
...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	Yes
...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	No (<i>Select all that apply</i>)
...No	Not aware of the need
...Team-based training is provided throughout the organisation	No (<i>Select all that apply</i>)
...No	Not aware of the need
...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 aware of the need
...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

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
...Time-in-lieu	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not aware of the need
...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>)
...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?

Don't know / Not applicable

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 (without using the primary/secondary carer definition)

1.1: Please indicate whether your employer-funded paid parental leave is available to:	All, regardless of gender
1.2: Please indicate whether your employer-funded paid parental leave covers:	Birth Adoption Surrogacy Stillbirth
1.3: How do you pay employer funded paid parental leave?	Paying the employee's full salary
1.4: Do you pay superannuation contribution to your carers while they are on parental leave?	Yes, on employer funded parental leave
1.5: How many weeks (minimum) of employer funded paid parental leave is provided?	18
1.6: What proportion of your total workforce has access to employer funded paid parental leave, including casuals?	61-70%

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	Strategy Policy
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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(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Childcare referral services	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Internal support networks for parents	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Information packs for new parents and/or those with elder care responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...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	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Coaching for employees on returning to work from parental leave	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...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.

Our parental leave policy was designed to be fully inclusive of all genders and cater to any way in which our people can become a parent. Our policy enables primary carers leave, with no qualifying period, to be taken flexibly in the way that best suits the individual over the first 24 months of a child's life. Superannuation contributions are made throughout the paid leave

period and in a lump sum upon return up to 52 weeks in total. Tabcorp also recognises pregnancy loss as bereavement and provides paid leave of up to 18 weeks.

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
Strategy

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 (*Please indicate how often is this training provided (select all that apply):*)

...Yes

At induction
Every one-to-two years

...All employees

Yes (*Please indicate how often is this training provided (select all that apply):*)

...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
Strategy

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 (*Select all that apply*)

...No

Other (provide details)

...Other (provide details)

To be considered when agreements are up for negotiation

...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Already available to all staff including those covered by an enterprise agreement
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Already available to all staff including those covered by an enterprise agreement
...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	Yes
...Access to medical services (e.g. doctor or nurse)	No(<i>Select all that apply</i>)
...No	Not aware of the need
...Other (provide details)	Yes
...Yes	Removalist services

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

Tabcorp also offers emergency relocation and can organise removalist services within 24hours of an employee disclosure.

Workplace Profile Table

Industry: Gambling Activities

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	145	285	0	0	430
	Full-time contract	4	7	0	0	11
	Part-time permanent	33	3	0	0	36
	Part-time contract	4	0	0	0	4
Professionals	Full-time permanent	437	1,024	0	0	1,461
	Full-time contract	21	17	3	6	47
	Part-time permanent	59	7	0	0	66
	Part-time contract	4	0	0	0	4
	Casual	15	43	0	0	58
Technicians And Trades Workers	Full-time permanent	16	393	0	0	409
	Full-time contract	0	9	0	0	9
	Part-time permanent	2	3	0	0	5
	Part-time contract	0	1	0	0	1
	Casual	23	83	0	0	106
Clerical And Administrative Workers	Full-time permanent	151	98	0	0	249
	Full-time contract	4	3	0	0	7
	Part-time permanent	32	4	0	0	36
	Casual	182	151	0	0	333
Sales Workers	Full-time permanent	30	48	0	0	78
	Casual	574	195	0	0	769
Labourers	Full-time permanent	1	13	0	0	14
	Part-time permanent	3	5	0	0	8
	Casual	4	2	0	0	6

* 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: Gambling Activities

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	3	6	9
GM	-2	Full-time permanent	21	37	58
		Full-time contract	0	1	1
		Part-time permanent	2	0	2
		Part-time contract	1	0	1
	-3	Full-time permanent	1	3	4
SM	-2	Full-time permanent	1	5	6
		Part-time permanent	1	0	1
	-3	Full-time permanent	22	58	80
		Part-time permanent	4	0	4
OM	-2	Full-time contract	0	1	1
		Part-time permanent	1	0	1
	-3	Full-time permanent	56	62	118
		Full-time contract	3	2	5
		Part-time permanent	16	1	17
		Part-time contract	2	0	2
	-4	Full-time permanent	41	112	153
		Full-time contract	1	3	4
		Part-time permanent	9	2	11
		Part-time contract	1	0	1
-5	Full-time permanent	0	1	1	

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Gambling Activities

Question	Contract Ty..	Employment..	Manager Category	Female	Male	Total*	
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	36	72	108	
			Non-managers	62	120	182	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	4	0	4	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	4	2	6
				Non-managers	8	2	10
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	2	0	2	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	22	64	86	
			Non-managers	138	246	384	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	4	4	
			Non-managers	38	22	60	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	2	0	2
				Non-managers	0	0	0
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	2	0	2	
			Non-managers	2	0	2	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	6	6	12	
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	2	0	2	
			Managers	58	74	132	
			Non-managers	104	170	274	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	6	8	14	
			Non-managers	36	42	78	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	0	0	0
				Non-managers	4	4	8
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	2	0	2	
			Non-managers	2	0	2	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	148	202	350	

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Gambling Activities

Question	Contract Ty..	Employment..	Manager Category	Female	Male	Total*	
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	4	0	4	
			Managers	22	46	68	
			Non-managers	132	248	380	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	2	0	2	
			Non-managers	14	28	42	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	10	0	10
				Non-managers	12	10	22
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	2	0	2	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	96	116	212	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	20	22	42	
			Non-managers	110	96	206	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	2	2	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	16	0	16
				Non-managers	28	0	28
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	2	0	2	
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	46	46	
			Non-managers	0	144	144	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	0	0	0
				Non-managers	0	0	0
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Gambling Activities

Question	Contract Ty..	Employment..	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	8	10
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Gender X