

Employer statement

2024/25 Gender Pay Gap Report



For the better

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At RAC, we are committed to making meaningful change to achieve gender equity

RAC's purpose is to be the driving force for a better WA, and our people are at the heart of this.

One of the ways we strive towards this purpose is through our commitment to diversity, equity, inclusion and belonging (DEIB).

Gender equity is one of our four key DEIB focus areas, helping us build an organisation where people of all genders feel safe, supported, and able to thrive.

Taking action on the gender pay gap is a crucial part of this.

Our 2024-25 results

This year, RAC's gender pay gap widened across both total remuneration and base salary.

While these results are not where we want to be, they give us clearer visibility of the structural drivers behind the gap and reinforce the importance of continued action.

The primary driver of our gender pay gap, and therefore our biggest opportunity for progress, is our current workforce composition.

At present, our workforce consists of a greater proportion of women in entry-level positions, with many also working part-time. Conversely, women remain underrepresented in senior roles and we have seen lower recent recruitment of women at this level compared to men.

Our key focus

In recent years, we have enhanced transparency through improved reporting, policy updates, and increased leader engagement and communication.

This remains a priority in 2026 as we work to further understand our gender pay gap and create a more equitable workforce composition.

In line with new national gender equality legislation introduced in 2025, we have reviewed our gender pay gap data to inform new long-term targets. These targets, alongside our Gender Equity Action Plan, will guide our ongoing work to reduce the gender pay gap.



Employer statement

2024/25 Gender Pay Gap Report

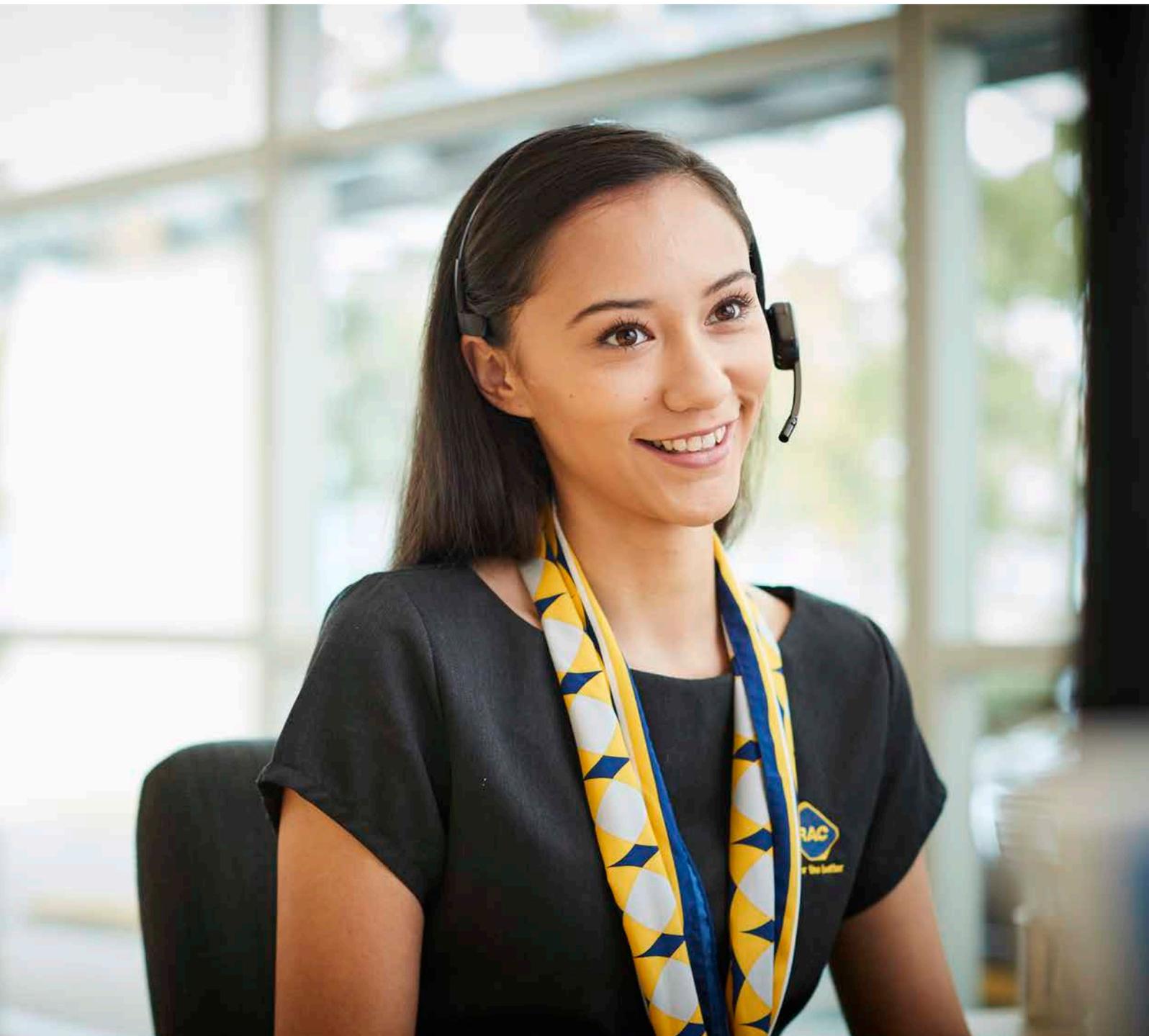
Our commitment to diversity, equity, inclusion and belonging

At RAC, we want every person, regardless of gender, to feel safe, supported, and able to thrive.

Guided by the Workplace Gender Equality Agency (WGEA) gender equality indicators and our DEIB goals, we're focused on practical action to address:

- » Closing gender pay gaps.
- » Enabling flexible working.
- » Providing paid parental leave and support for carers.
- » Preventing sexual harassment, discrimination, and family and domestic violence.

We are committed to improving gender equity by fostering an inclusive workplace where all people, regardless of their gender, enjoy the same access to all opportunities and are rewarded fairly.



Employer statement

2024/25 Gender Pay Gap Report

Our gender pay gap

This data is based on the Workplace Gender Equality Agency (WGEA) 2024-25 reporting period, which covers our workforce of 2,014 people at the time of reporting.

Due to the large and varied nature of our work at RAC, our people operate

under nine different ABNs. For the purposes of WGEA reporting, only five of our ABNs are represented on the WGEA data explorer. Four of our ABNs have less than 80 people. While they do not have dedicated reports generated, they are represented as

part of our total gender pay gap percentages below.

For simplicity in this statement, we will be discussing the gender pay gap for RAC as one organisation and how we are working towards reducing our gender pay gap together.

RAC gender pay gap 2022-23 to 2024-25

All employees	2022-23	2023-24	2024-25
Average (mean) total remuneration	17.6%	16.1%	18.1%
Median total remuneration	20.1%	16.9%	18.6%
Average (mean) base salary	16.4%	16.1%	16.7%
Median base salary	20.8%	19.0%	20.7%

*Data taken as of 31 March 2025

Equal pay for like roles

It's important to note that the gender pay gap is different from equal pay for the same role.

RAC has detailed processes in place to ensure all employees are paid fairly for the work they do.

We conduct regular gender pay reviews and act on any disparities identified.

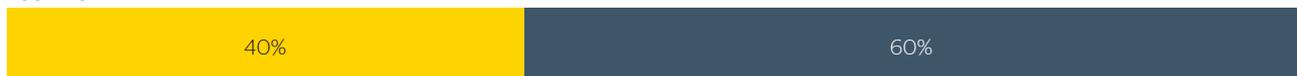
Gender composition by pay quartile (based on total remuneration)

■ Women ■ Men

Total workforce



Upper quartile



Upper middle quartile



Lower middle quartile



Lower quartile



Employer statement

2024/25 Gender Pay Gap Report

How we're reducing the gap

Reporting to WGEA annually is just one way we're working to better understand our gender pay gap data across the organisation and take action to improve gender equity.

Our progress involves increasing transparency and education, empowering our people, developing new gender equity targets and creating a safe, respectful and inclusive workplace for all our people.

Increasing transparency and education

- » Increased the depth and frequency of our gender pay gap analysis.
- » Provided leaders with additional education and tools to support equitable decision-making, including learning modules, reporting and dashboards.
- » Communicated gender pay gap updates to our people through intranet articles, emails and information sessions.
- » Shared lived experience stories from our people as part of our award-winning Inclusive Journeys series, including representation from a male employee who took parental leave as a primary carer.

Empowering our people

- » Continued our long-running RAC Empower program to support high-potential women into more senior roles.
- » Began a partnership with Future Female Leaders through RAC Ignite.
- » Supported the growth of our Women in Tech employee-led diversity network through key events both internally and externally.

Creating a safe, respectful and inclusive workplace

- » Reviewed seven of our people policies through a diverse lens, with representatives from our four identity resource groups, including gender equity.
- » Enhanced our approach to preventing and responding to workplace harassment and discrimination.
- » Supported key awareness activities including International Women's Day, International Equal Pay Day and the 16 Days in WA initiative.
- » Continued our Flex@RAC offerings to help individuals and teams connect, develop, be engaged, and do their best work.

Developing new gender equity targets

New legislation passed in March 2025 requires organisations to select and meet new gender equality targets.

At RAC, we have taken the opportunity to review our gender equity data, progress and actions.

Developing a deeper understanding of our current challenges has provided a platform for robust conversation with key stakeholders and strengthened our commitment to take measurable action to improve gender equality at RAC.



