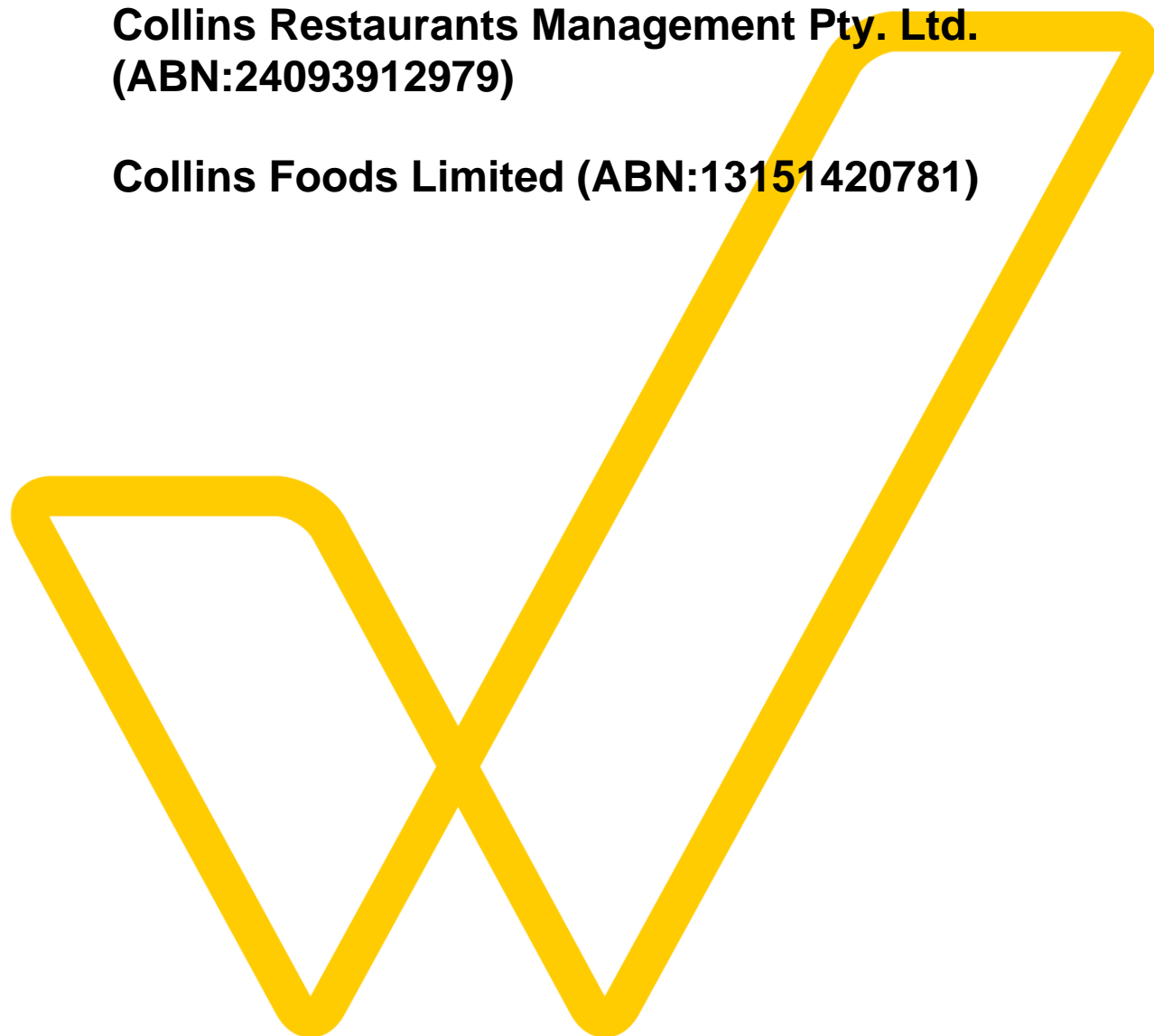


# 2020 - 21 Compliance Program

Submitted by:

**Collins Restaurants Management Pty. Ltd.**  
**(ABN:24093912979)**

**Collins Foods Limited (ABN:13151420781)**



# #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
...Yes	Policy
...Retention	Yes
...Yes	Policy Strategy
...Performance management processes	Yes
...Yes	Policy Strategy
...Promotions	Yes
...Yes	Strategy
...Talent identification/identification of high potentials	Yes
...Yes	Strategy
...Succession planning	Yes
...Yes	Strategy
...Training and development	Yes
...Yes	Strategy
...Key performance indicators for managers relating to gender equality	No
...No	Currently under development
...Currently under development	30-Apr-2022

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.

## Governing bodies

*Collins Restaurants Management Pty. Ltd.*

1: Does this organisation have a governing body?	Yes

1.1: What is the name of your governing body?	Collins Foods 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)	
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	2
...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
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either)

*Collins Foods 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.

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
...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 implement and/or maintain a transparent and rigorous performance assessment process

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
	Identified cause/s of the gaps Reviewed remuneration decision-making processes Analysed commencement salaries by gender to ensure there are no pay gaps Analysed performance pay to ensure there is no

1.2: Did you take any actions as a result of your gender remuneration gap analysis?	gender bias (including unconscious bias) Reported pay equity metrics (including gender pay gaps) to the governing body
.. Yes	Reported pay equity metrics (including gender pay gaps) to the executive Trained people-managers in addressing gender bias (including unconscious bias)

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?	Consultative committee or group
1.2: Who did you consult?	Human resources managers Management Diversity committee or equivalent

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 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	No
...No	Currently under development
...Currently under development	
...Targets have been set for men's engagement in flexible work	No
...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
...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	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No
...No	Currently under development
...Currently under development	31-Aug-2021

...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	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Time-in-lieu	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Job sharing	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available
...Carer's leave	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available
...Purchased leave	Yes
...Yes	SAME options for women and men

...SAME options for women and men	Formal options are available
...Unpaid leave	Yes
...Yes	SAME options for women and men
...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
.. Flexible hours of work	
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Informal options are available
...Time-in-lieu	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available
...Job sharing	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available
...Carer's leave	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available



...Purchased leave	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available
...Unpaid leave	Yes
...Yes	SAME options for women and men
...SAME options for women and men	Formal options are available Informal 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, 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
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?	6
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes
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?	0
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	

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.

Secondary carers are provided 2 days of employer funded paid parental leave.

## Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes	
...Yes	Policy Strategy

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

...Employer subsidised childcare	No
...On-site childcare	No
...Breastfeeding facilities	Yes
...Yes	Available at SOME worksites
...Childcare referral services	No
...Internal support networks for parents	No
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No
...Information packs for new parents and/or those with elder care responsibilities	No
...Referral services to support employees with family and/or caring responsibilities	Yes
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	No

...Support in securing school holiday care	No
...Coaching for employees on returning to work from parental leave	Yes
...Yes	Available at SOME worksites
...Parenting workshops targeting mothers	No
...Parenting workshops targeting fathers	No
...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
...Yes	At induction Every one-to-two years
...All employees	Yes
...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

...Yes	Policy
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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	No
...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)	No
...No	Other
...Other (provide details)	Provided confidentially on request to Human Resources
...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
...No	Other
...Other (provide details)	Considered as financial grant requested through the Collins Family Fund
...Access to medical services (e.g. doctor or nurse)	No
...No	Other
...Other (provide details)	Provided on an on needs basis
...Other (provide details)	No

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: Food and Beverage Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	206	142	0	0	348
	Full-time contract	3	3	0	0	6
	Part-time permanent	8	1	0	0	9
Professionals	Full-time permanent	19	16	0	0	35
	Full-time contract	3	1	0	0	4
	Part-time contract	1	0	0	0	1
Technicians And Trades Workers	Full-time permanent	1	13	0	0	14
Clerical And Administrative Workers	Full-time permanent	26	9	0	0	35
	Full-time contract	2	0	0	0	2
	Part-time permanent	6	0	0	0	6
	Part-time contract	1	0	0	0	1
Sales Workers	Full-time permanent	284	199	0	0	483
	Part-time permanent	1,040	569	0	0	1,609
	Casual	5,432	3,910	0	0	9,342
Machinery Operators And Drivers	Full-time permanent	0	1	0	0	1
Labourers	Full-time permanent	0	20	0	0	20
	Part-time permanent	46	340	0	0	386
	Casual	268	2,188	0	0	2,456

\* 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: Food and Beverage 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	2	1	3
GM	-1	Full-time permanent	0	1	1
		Part-time permanent	1	0	1
	-2	Full-time permanent	8	7	15
		Full-time contract	0	1	1
	-3	Full-time permanent	0	1	1
SM	-2	Full-time permanent	6	4	10
		Full-time contract	1	0	1
		Part-time permanent	2	0	2
	-3	Full-time permanent	15	37	52
		Full-time contract	2	2	4
		Part-time permanent	2	0	2
OM	-4	Full-time permanent	175	91	266
		Part-time permanent	3	1	4

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Food and Beverage Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
			Managers	17	24	41
			Non-managers	81	52	133
		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	1	0	1
			Non-managers	197	125	322
		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	136	85	221
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	2	0	2
			Managers	21	15	36
			Non-managers	77	71	148
		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	1	1
			Non-managers	96	86	182
		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	284	234	518
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	1	0	1
			Managers	2	2	4
			Non-managers	6	13	19
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	3	2	5
			Non-managers	3	1	4
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	25	27
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	0	3
	N/A	Casual	CEO, KMPs, and HOBs	0	1	1
			Managers	2	0	2
			Non-managers	2,812	2,951	5,763

\* Total employees includes Gender X



# Workforce Management Statistics Table

Industry: Food and Beverage 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	7	19
			Non-managers	100	80	180
		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	1	0	1
			Non-managers	333	262	595
		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	1,961	1,991	3,952
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	19	0	19
			Non-managers	23	0	23
		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	3	0	3
			Non-managers	54	0	54
		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	9	0	9
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	0	0
			Non-managers	0	2	2
		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: Food and Beverage Services

Question	Contract Type	Employment Type	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	1	0	1
		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	6	0	6
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X