

NORTHS COLLECTIVE PAY GAP EMPLOYER STATEMENT

Describe Overall Approach

At Norths Collective our team members are amongst our greatest strengths. One of Norths Collective's key strategic pathways is to invest in our people and encourage diversity, this is about finding the best people in the right jobs in a highly motivated and diverse environment.

As is evident in our Equal Employment Opportunity and Anti-Discrimination Policy, we have a commitment to addressing gender equality by developing and maintaining a workplace program to mitigate discrimination and contribute to gender equality in employment in our venues. We encourage our employees to bring their best selves to work and reach their potential both professionally and personally. The benefits can be seen in increased productivity, increased morale, reduced absenteeism, and higher retention rates of employees. For us, this process starts at the recruitment and selection process and continues throughout the lifespan of the employee.

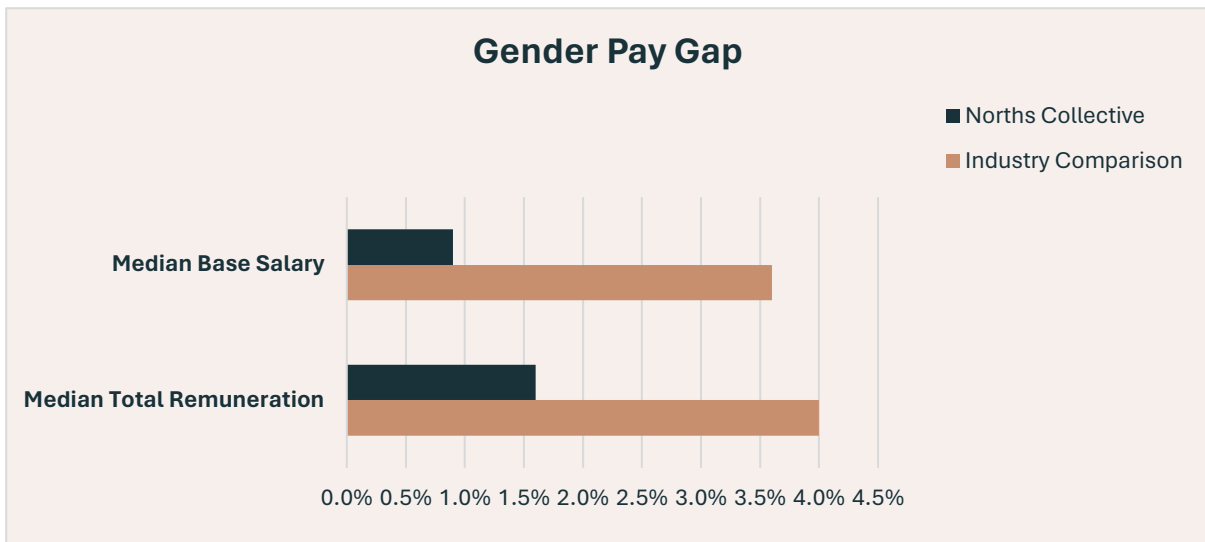
Whilst we have implemented policies and strategic pathways, there is always more work to be done in Norths Collective gender equality journey. The 2022-23 results have highlighted areas for improvement which will assist us in continuing to reassess current policies and procedures, as well as contributing to new project ideas for the future.

Overview of Our Gender Pay Gap Data and Drivers

In the 2022-23 WGEA reporting period, Norths Collective recorded 458 employees across 7 different venues that vary in size, hospitality offerings, and employment opportunities. As mentioned, our current gender equality initiatives focus on attempting to achieve the potential of all employees. For us, this starts at the recruitment and selection process and continues throughout the lifespan of the employee. As we delve into our gender equality reporting results below, some of these specific current initiatives will be discussed as well as the key drivers of these results.

Gender Pay Gap

As shown, Norths Collective's 2022-23 Median Total Remuneration gap was 1.6%, and our Median Base Salary gap was 0.9%. These figures have continued to decrease over the past 3 reporting periods, which shows that our current initiatives that have already been introduced have positively impacted our results. Further, looking at the comparison of our results to the industry figures, ours are at least 2.4% better than the industry average.



Breaking these results into the different classifications of employees, there are 3 distinct classifications where our gap is further away from the industry comparison. These are Senior Managers, Technicians and Trade, and Clerical and Administration.

Regarding the Senior Manager category, it appears that this is a similar result to the prior reporting year and provides a key area for us to investigate developing initiatives to reduce this gap. Interestingly, the overarching Manager classification ended up being better than the industry average, showing that the policies and initiatives already in place assist in reducing the gap, but focus needs to be put on how these are implemented for the appointment of the Senior Manager level. As we prefer to promote Senior Managers from within, often their salaries are at a particular level already due to factors such as merit increases during their time with the company. This can impact the salary they receive when they are promoted to a Senior Management role.

For the Technicians and Trade, and Clerical and Administrative classifications these results are not reflected in prior years results. One reason for this could be the addition of two new venues in the group where we took on employees that had already been placed in their roles and salaries were out of our control.

It is great to see Norths Collective have eliminated the gender pay gap completely for our Community and Personal Service roles which holds 74% of our workforce. Whilst the industry comparison group is 8.3%.

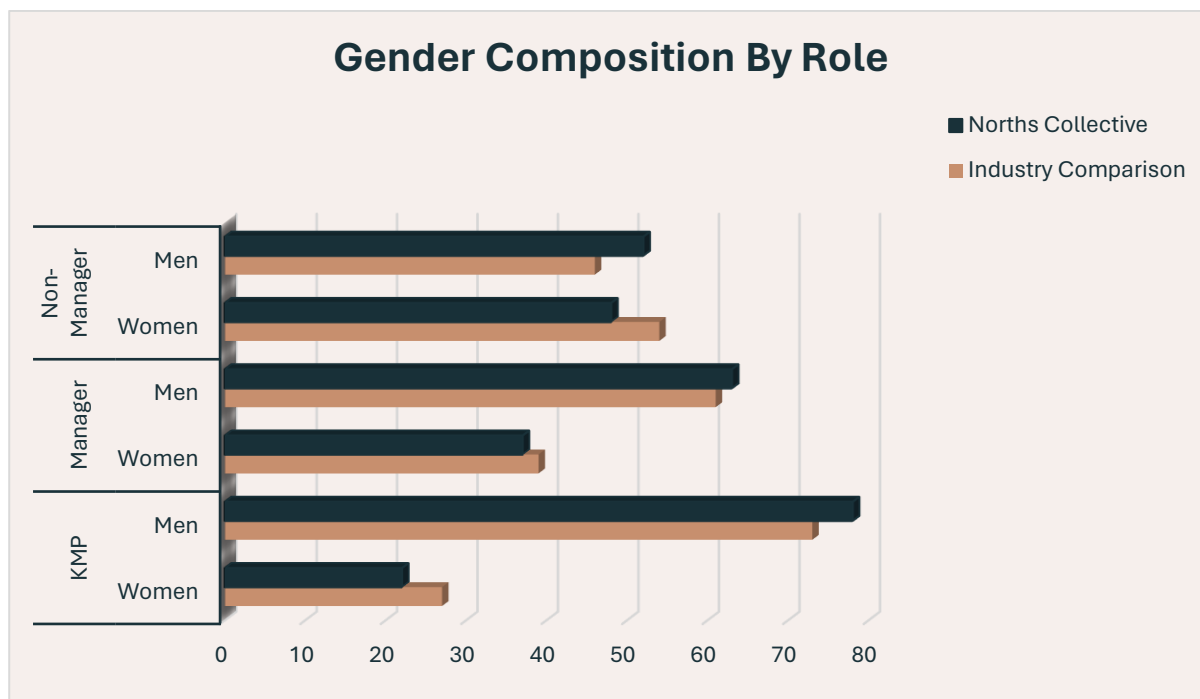
Overall, these results highlight areas to look out for in next year's results and make improvements.

Work Force Gender Composition

The female to male gender composition results shows that for the non-management employees we are sitting at 48% (F) to 52% (M), ahead of the industry comparison of 54%(F) to 46%(M).

For the manager group our results were 37%(F) to 63%(M), which on their own shows there is an imbalance. These results are on par with the industry comparison. Likewise, for the KMP group our results were 22%(F) to 78%(M), which is 5% worse than the industry comparison group. However,

looking at prior results these gaps have continued to decrease over time as we diversify our leadership team.



These results highlight that a focus needs to be placed on KMP and manager groups and their gender composition. Further to this, the results on our appointments to manager roles for females to male was disproportionate in favour of males. A potential action strategy here is to re-evaluate our succession planning process and aims in this process to ensure we are making a concerted effort to reduce this gap where possible whilst still focussing on merit.

Availability and Utility of Employment Terms

Norths Collective is part of the 32% of the industry that offers paid parental leave, and part of the 33% of the industry that offers paid superannuation with this leave. We also have a Flexible Work Arrangement Policy that aims to ensure that we are assisting employees where possible to balance work and their personal life. This assists with creating a gender-equal workplace culture and retention. This is normalised in the company from the top, with one of the KMP's being part-time and on flexible work arrangements.

Actions and Strategies

Firstly, we will continue to strengthen our gender equality strategies, which addresses, the 6 gender equality indicators.

Secondly, as mentioned earlier our current succession planning process and strategy can be re-evaluated to ensure that each of the gender equality indicators is considered in these decisions.

Thirdly, we will continue our yearly salary audit and amend our strategies as required to ensure we are *A Place to Belong* for all in line with our promise to our employees.