Employer statement

Commitment to gender equality and pay equity

At *raafa*, we remain firmly committed to achieving gender equality and creating a workplace where all individuals have the opportunity to succeed and thrive. We believe that a balanced, diverse, and appropriately remunerated workforce is not only essential but also right. This commitment drives our approach to ensuring that all employees, regardless of gender, receive equal pay for equal work and have access to the same opportunities for growth and advancement.

Gender pay gap and context

We understand that achieving gender equality in the workplace requires ongoing reflection and action. Our gender pay gap (GPG) results reflect a work in progress. While progress is being made, we acknowledge that various factors, including workforce composition, role categorisation, and historical practices, influence our GPG results. We are committed to transparency and to addressing the gap where it exists, ensuring fairness and consistency in how we remunerate our employees. Our workforce, while diverse in perspective and experience, also reflects unique positions and roles that may be categorised differently by the Workplace Gender Equality Agency (WGEA). These categorisations can sometimes create results that appear inconsistent with expectations. Nonetheless, we embrace these differences and are focused on aligning our practices to strengthen gender pay equality across all levels of the organisation.

Action plan to address gaps and amplify strengths

raafa is committed to driving meaningful change in our organisation, building on the foundation set by our previous efforts. Our action plan includes:

1. Achieving gender pay equity: We will continue to ensure equal pay for equal work across the organisation. Regular audits and reviews of our pay structure will ensure that our compensation reflects the responsibilities of each role, regardless of gender.

2. Promoting gender diversity: We will actively encourage greater gender diversity in traditionally gender-dominated roles and create pathways to thrive. We are focused on increasing gender balance in leadership and decision-making positions, with a specific goal of achieving Board gender balance.

3. Supporting work-life balance: We will continue to promote policies that support work-life harmony for all employees, ensuring that both men and women can balance career and personal life.

4. Preventing gender-based discrimination and harassment: We are committed to fostering a safe and respectful workplace where all employees are treated equally. Our policies will actively prevent discrimination and harassment, and our culture will continually reinforce respect and inclusion.

5. Increasing transparency: We will maintain open communication regarding our gender equality strategies and practices, ensuring that all employees are aware of the initiatives in place to support equity and fairness.

Vision and values

Our vision is to create a workplace where diversity is valued, and every individual has the opportunity to succeed and thrive. We will achieve this by upholding the following values:

Community: Fostering a sense of belonging and creating enduring connections.	**Care and Respect:** Looking out for others with kindness, compassion and integrity. Continuing and acknowledging our heritage.	**Courage:** Being brave and creative in how we look at and do things differently. Embracing opportunity and rising to the challenge.	**Celebration:** Energy and recognition for achievements and creating moments of joy.

Guiding principles for advancing gender equality

Inclusivity: We embrace diversity in all forms and work to ensure every employee feels welcomed and supported.

Respect: We value the unique contributions of every individual and work to create an environment where all voices are heard.

Fairness: We strive to offer equal treatment and opportunity for all, regardless of gender.

Transparency: We are committed to clear communication regarding policies, practices, and performance in gender equality.

Conclusion

As we move forward, *raafa* remains dedicated to addressing any gender inequality within our organisation, ensuring that we provide equal opportunities for all employees. We recognise that achieving full gender equality requires continual effort and reflection, and we are committed to evolving our practices and policies to better reflect our values of community, care and respect, courage and celebration. Together, we will build an even more inclusive and equitable workplace where everyone can succeed.