



Australian Government



Workplace
Gender Equality
Agency

2021 - 22 Gender Equality Reporting

Submitted by:

C3 Australia Pty Ltd (ABN:49145302629)

**Linx Cargo Care Pty Ltd
(ABN:95123685183)**

**Linx Executive Services Pty Ltd
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Linx Logistics Pty Ltd (ABN:80003658937)

Linx Portlink Pty Ltd (ABN:80072506891)

**Autocare Services Pty Ltd
(ABN:67004497607)**

Bapsh Pty Limited (ABN:54605702618)

Date: 2022-07-18

#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 |
| ...Retention | No(<i>Select all that apply</i>) |
| ...No | Insufficient resources/expertise |
| ...Performance management processes | Yes(<i>Select all that apply</i>) |
| ...Yes | Strategy |
| ...Promotions | No(<i>Select all that apply</i>) |
| ...No | Insufficient resources/expertise |
| ...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 | No(<i>Select all that apply</i>) |
| ...No | Insufficient resources/expertise |
| ...Key performance indicators for managers relating to gender equality | No(<i>Select all that apply</i>) |
| ...No | Insufficient resources/expertise |

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 |

3: Does your organisation have any of the following targets to address gender equality in your workplace?

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

Governing bodies

C3 Australia Pty Ltd

| | |
|---|----|
| 1: Does this organisation have a governing body? | No |
| 1.3: How many members are on the governing body and who holds the predominant Chair position? | |

| | |
|---|--|
| ...Chairs | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| ...Members | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| 1.1: Is the governing body the same as the local or overseas ultimate parent? | Local ultimate parent organisation |
| 1.1.a: Confirm how the ultimate parent's governing body/ies are being reported: | It is reported as part of this submission group. |

Linx Cargo Care Pty Ltd

| | |
|---|--|
| 1: Does this organisation have a governing body? | No |
| 1.3: How many members are on the governing body and who holds the predominant Chair position? | |
| ...Chairs | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| ...Members | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| 1.1: Is the governing body the same as the local or overseas ultimate parent? | Local ultimate parent organisation |
| 1.1.a: Confirm how the ultimate parent's governing body/ies are being reported: | It is reported as part of this submission group. |

Linx Executive Services Pty Ltd

| | |
|---|----|
| 1: Does this organisation have a governing body? | No |
| 1.3: How many members are on the governing body and who holds the predominant Chair position? | |
| ...Chairs | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| ...Members | |
| | |

| | |
|---|--|
| ...Female | |
| ...Male | |
| ...Non-binary | |
| 1.1: Is the governing body the same as the local or overseas ultimate parent? | Local ultimate parent organisation |
| 1.1.a: Confirm how the ultimate parent's governing body/ies are being reported: | It is reported as part of this submission group. |

Linx Logistics Pty Ltd

| | |
|---|--|
| 1: Does this organisation have a governing body? | No |
| 1.3: How many members are on the governing body and who holds the predominant Chair position? | |
| ...Chairs | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| ...Members | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| 1.1: Is the governing body the same as the local or overseas ultimate parent? | Local ultimate parent organisation |
| 1.1.a: Confirm how the ultimate parent's governing body/ies are being reported: | It is reported as part of this submission group. |

Linx Portlink Pty Ltd

| | |
|---|------------------------------------|
| 1: Does this organisation have a governing body? | No |
| 1.3: How many members are on the governing body and who holds the predominant Chair position? | |
| ...Chairs | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| ...Members | |
| ...Female | |
| ...Male | |
| ...Non-binary | |
| 1.1: Is the governing body the same as the local or overseas ultimate parent? | Local ultimate parent organisation |
| | |

| | |
|---|--|
| 1.1.a: Confirm how the ultimate parent's governing body/ies are being reported: | It is reported as part of this submission group. |
|---|--|

Autocare Services Pty Ltd

| | |
|---|--|
| 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 - Autocare |
| 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 | 0 |
| ...Male | 0 |
| ...Non-binary | 0 |
| ...Members | |
| ...Female | 0 |
| ...Male | 1 |
| ...Non-binary | 0 |
| 1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members? | No(<i>Select all that apply</i>) |
| | Not a priority |
| 1.5: Has a target been set to increase the representation of women on this governing body? | No(<i>Select all that apply</i>) |
| | Not a priority |
| 1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body? | No |
| | Not a priority |

Bapsh Pty 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? | LINX Cargo Care Group Board |
| 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 | 0 |
| | |

| | |
|---|------------------------------------|
| ...Male | 1 |
| ...Non-binary | 0 |
| ...Members | |
| ...Female | 0 |
| ...Male | 3 |
| ...Non-binary | 0 |
| 1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members? | No(<i>Select all that apply</i>) |
| 1.5: Has a target been set to increase the representation of women on this governing body? | No(<i>Select all that apply</i>) |
| 1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body? | No |

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

The appointment of the Directors is a matter for the shareholders of BAPSH Pty Ltd and is outside of the control of BAPSH Pty Ltd.

LINX Logistics Pty Ltd, LINX Executive Services Pty Ltd, LINX Portlink Pty Ltd, Autocare Services Pty Ltd and C3 Australia Pty Ltd are subsidiaries within the LINX Cargo Care Group, the operations and activities of which are overseen by the LINX Cargo Care Group Board.

#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

Strategy

1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?

Yes(*Select all that apply*)

...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)

2: What was the snapshot date used for your Workplace Profile?

31-Mar-2022

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 1-2 years

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?

Reported pay equity metrics (including gender pay gaps) to the executive

.. Yes

1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)

Gender remuneration analysis was last conducted in 2020 for salaried Common Law Contract employees. The analysis looked at gender pay comparisons against the market mid-point for every internal paygrade. Both industry trends and gender pay analysis used in targeted pay for performance decision making.

3: 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 during the reporting period?

No(*Select all that apply*)

...No

Insufficient resources/expertise

2: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

No

...No

Insufficient resources/expertise

3: On what date did your organisation share your previous year's public reports with employees?

27-Jul-2021

4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders?

27-Jul-2021

5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

Yes

6: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

#Flexible work

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 | No(<i>Select all that apply</i>) |
| ...Targets have been set for men's engagement in flexible work | No(<i>Select all that apply</i>) |
| ...Leaders are held accountable for improving workplace flexibility | No(<i>Select all that apply</i>) |
| ...Manager training on flexible working is provided throughout the organisation | No(<i>Select all that apply</i>) |
| ...Employee training is provided throughout the organisation | No(<i>Select all that apply</i>) |
| ...Team-based training is provided throughout the organisation | No(<i>Select all that apply</i>) |
| ...Employees are surveyed on whether they have sufficient flexibility | No(<i>Select all that apply</i>) |
| ...The organisation's approach to flexibility is integrated into client conversations | No(<i>Select all that apply</i>) |
| ...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement) | No(<i>Select all that apply</i>) |
| ...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel | No(<i>Select all that apply</i>) |
| ...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body | No(<i>Select all that apply</i>) |
| ...Other (provide details) | No |

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

...Flexible hours of work Yes(*Select one option only*)

| | |
|---|--|
| ...Yes | SAME options for women and men(<i>Select all that apply</i>) |
| ...SAME options for women and men | Formal 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 | 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 | Informal options are available |
| ...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 |
| ...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: Has your organisation implemented an 'all roles flex' approach to flexible work?

Don't know / Not applicable

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Yes, for both women and men

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

Employee performance is measured by performance and not presenteeism

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

All office-based employees have hybrid working arrangements available to them.

#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 (<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>) |
| 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 |
| 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? | Yes, on employer funded parental leave |
| 1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided? | 12 |
| 1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals? | 61-70% |
| 1.1.g: Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave? | Yes |
| 1.1.g.1: How long is the qualifying period? | 12 |
| 1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth? | Yes |
| 1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth? | Within 12 months |
| .. Yes | |

| | |
|---|--|
| 1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme? | Yes(<i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i>) |
| 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 |
| 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? | Yes, on employer funded parental leave |
| 1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided? | 1 |
| 1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals? | 60-70% |
| 1.2.g: Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave? | Yes |
| 1.2.g.1: How long is the qualifying period? | 12 |
| 1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth? | Yes |
| 1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth? | Within 12 months |
| .. Yes | |

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

Policy

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

| | |
|---|--|
| ...Employer subsidised childcare | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...On-site childcare | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Breastfeeding facilities | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Childcare referral services | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Internal support networks for parents | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...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>) |
| ...Information packs for new parents and/or those with elder care responsibilities | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Referral services to support employees with family and/or caring responsibilities | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Targeted communication mechanisms (e.g. intranet/forums) | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Support in securing school holiday care | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Coaching for employees on returning to work from paid parental leave | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Parenting workshops targeting mothers | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...Parenting workshops targeting fathers | No(<i>You may specify why the above support mechanism is not available to your employees.</i>) |
| ...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(<i>Select all that apply</i>) | |
| ...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?

| | |
|--|--|
| | Yes(<i>Please indicate how often is this training</i> |
|--|--|

| | |
|------------------|---|
| ...All managers | <i>provided (select all that apply):</i> |
| ...Yes | Every one-to-two years |
| ...All employees | <i>Yes(Please indicate how often is this training provided (select all that apply):</i> |
| ...Yes | 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?

No(*Select all that apply*)

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(<i>Select all that apply</i>) |
| ...A domestic violence clause is in an enterprise agreement or workplace agreement | Yes |
| ...Workplace safety planning | No(<i>Select all that apply</i>) |
| ...Access to paid domestic violence leave (contained in an enterprise/workplace agreement) | No(<i>Select all that apply</i>) |
| ...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement) | Yes(<i>Is the leave period unlimited?</i>) |
| ...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement) | No(<i>Select all that apply</i>) |
| ...Access to unpaid leave | Yes(<i>Is the leave period unlimited?</i>) |
| ...Confidentiality of matters disclosed | Yes |
| ...Referral of employees to appropriate domestic violence support services for expert advice | No(<i>Select all that apply</i>) |
| ...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) | No(<i>Select all that apply</i>) |
| ...Offer change of office location | No(<i>Select all that apply</i>) |
| ...Emergency accommodation assistance | No(<i>Select all that apply</i>) |

| | |
|--|------------------------------------|
| ...Access to medical services (e.g. doctor or nurse) | No(<i>Select all that apply</i>) |
|--|------------------------------------|

| | |
|----------------------------|----|
| ...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.

Work underway to implement a range of support mechanisms across the organisation for 2022/23.