



Code of Conduct



Our values



Show Care

Behaviours

- Prioritise safety and look out for each other.
- Listen, empathise, and communicate openly with our members and each other.
- Embrace difference and be inclusive.



Own It

Behaviours

- Be clear on accountabilities and hold ourselves and each other to account.
- Build trust by doing the right thing by members and each other.
- Create a safe environment for people to speak up.



Embrace Learning

Behaviours

- Learn from our successes and failures to continuously improve.
- Constructively challenge the status quo and embrace new ideas.
- Seek diverse views and encourage learning and growth.



Deliver Excellence

Behaviours

- Ensure the work we do adds value and has a positive impact .
- Work together and help each other succeed.
- Make informed decisions and act decisively.



Managing Director and Group CEO Message

RACQ's purpose is **to drive a positive future for all Queenslanders**. We do this by prioritising our values and behaviours in every aspect of our operations, including decision-making. Our Code of Conduct breathes life into our purpose, serving as a set of guiding principles that illustrate the importance of not just what we do, but how we do it, showcasing our values in practice.

We strive to ensure that our work contributes positively and brings value while also fostering trust and genuine care for our people, members and the community. We leverage both our successes and areas for improvement to foster continuous learning and growth. Our commitment lies in fostering an environment where our people feel empowered to voice their opinions, take ownership, and hold themselves and others accountable.

Who does the code apply to?

The Code applies to all employees, agents, contractors and other external providers to RACQ but does not apply to Directors, who are subject to their own Code which incorporates their additional responsibilities.

When does the code apply?

As a member of the RACQ team, it's important that your conduct aligns with the expectations of our members. You're required to understand and adhere to the standards outlined in this Code, and also encourage and support your colleagues in upholding these same standards. Consistently adhering to this Code and all workplace policies is not only fundamental for your personal success but also for the future prosperity of RACQ. It's essential to recognise that this Code applies to you whenever you represent RACQ, even beyond your immediate workplace or official working hours. While this Code serves as a guide, it may not cover every possible scenario. We all need to exercise sound judgment, taking ownership, and being accountable for our actions, ensuring that we embody the values and behaviours of RACQ at all times.

What are the consequences of breaching our Code?

Breaches of the Code of Conduct and RACQ policies and procedures are taken seriously by RACQ and can result in disciplinary action up to and including dismissal. It's also important to know that RACQ may be required to report suspected breaches of unlawful activity to law enforcement agencies.





Show Care

Behaviours

- Prioritise safety and look out for each other
- Listen, empathise, and communicate openly with our members and each other
- Embrace difference and be inclusive

In doing this you should..

- Be inclusive and respect differences, so that everyone feels safe to bring their authentic self to work
- Speak to our members, not the policy
- Show empathy, respect and support for our members and each other especially in vulnerable moments
- Behave in a safe manner, report any hazards or unsafe behaviours that put ourselves, our peers, members or the community at risk
- Demonstrate our commitment to a workplace that is free from intimidation, harassment, bullying and discrimination

Why is this important?

The way we work together will help us achieve our full potential, as individuals and as an organisation. People thrive when they feel supported, respected, and listened to. Where people can bring their whole selves to work, where differences are embraced, our people, business and members thrive.

You shouldn't..

- Dismiss feedback without thoughtful consideration
- Act in a way that might offend, discriminate against or harass colleagues or the public
- Discard issues, complaints or concerns raised by colleagues or members





Own It

Behaviours

- Be clear on accountabilities and hold ourselves and each other to account
- Build trust by doing the right thing by members and each other
- Create a safe environment for people to speak up

In doing this you should..

- Know, understand and manage your responsibilities including adherence to compliance obligations
- Take ownership of risks and proactively remediate problems when things go wrong to ensure we have effective controls
- Keep and maintain up to date risk records
- Work to resolve complaints diligently, fairly and quickly to drive better outcomes for our members and people
- Protect our members and community by safeguarding confidential and personal information
- Listen to understand, display empathy and treat others with respect
- Promptly speak up about inappropriate conduct and behaviours
- Embrace constructive feedback
- Disclose any potential conflict of interest and actively participate to resolve any conflict of interest when they arise
- Ensure that you are always fit to safely perform your duties, unimpaired by drugs, alcohol, fatigue or other substances
- Serve members by acting with honesty and integrity at all times

Why is this important?

Clear and proactive accountability is fundamental to a strong culture and effective risk management practices at RACQ. To fulfil our purpose, we need the trust of our members and people, we achieve this by acting with integrity, consistently delivering on our promises and keeping our members and each other informed. Having an environment that encourages all employees to speak up ensures that we are all owning it.

You shouldn't..

- Avoid dealing with risks or issues within your direct area of responsibility
- Stay quiet when others don't do the right thing
- Blame others for mistakes
- Engage in conduct that is dishonest, illegal or unethical
- Speak on behalf of RACQ online or to the media without approval
- Do something that harms or has the potential to harm the safety of a member or employee
- Make decisions outside your delegation
- Engage in or tolerate discrimination, harassment, bullying or victimisation of any kind.
- Ignore or fail to report physical and psychological safety hazards, incidents or near misses.
- Treat someone unfavourably because they have spoken up or raised a complaint.





Embrace Learning

Behaviours

- Learn from our successes and failures to continuously improve
- Constructively challenge the status quo and embrace new ideas
- Seek diverse views and encourage learning and growth

In doing this you should..

- Be open about mistakes, understand what happened and remediate
- Share your learnings from your successes and failures with others
- Encourage continuous improvement through collaboration and diversity of thought

Why is this important?

An organisation that prioritises learning drives a culture of continuous improvement by enabling both individuals and the organisation to innovate, make risk-intelligent decisions and deliver positive outcomes for the business, our members and our people. We understand that progress can't be made without taking on new ideas, and we seek out opinions that will help us learn and innovate.

You shouldn't..

- Avoid learning or taking on feedback
- Assume this is 'just the way we do things'
- Avoid taking calculated risks or taking on new ideas



Deliver Excellence

Behaviours

- Ensure the work we do adds value and has a positive impact
- Work together and help each other succeed
- Make informed decisions and act decisively

In doing this you should..

- Act early to manage risks and issues as soon as they are identified
- Consistently deliver on business and risk related responsibilities in a timely manner
- Seek diverse perspectives including the outside in to gain a multi-dimensional view of risk to inform decision making
- Actively participate in performance-related discussions and processes
- Focus on delivering quality outcomes for members
- Provide advice that is objective, independent and impartial

Why is this important?

Delivering excellence is at the heart of our commitment to delivering great outcomes to members and each other. By consistently upholding high standards of performance, we foster trust and enduring relationships and ensure the long-term success and sustainability of our organisation

You shouldn't..

- Make decisions without collaborating and understanding the multi-dimensional view of risk
- Make decisions outside your delegation
- Delay taking action to escalate issues and potential non-compliance matters

Making Good Decisions: Our 'should we?' test

The Code of Conduct guides our response in dealing with situations we may face at work and outlines the standards our members can expect from us and that we expect from each other.

At times, you may be faced with situations and decisions that are not specifically covered within the Code. Using this 'Should We?' test will assist you to reflect on decisions that need to be made, ensuring the right call for our members and each other.

When faced with a decision, can you answer YES to all of these questions?

- Is it safe?
- Is it fair, honest and transparent?
- Does it comply with RACQ's policies and relevant industry obligations?
- Is it in the best interests of RACQ and our members?
- Would I feel comfortable supporting this decision publicly?
- Would I still make this decision if it impacted me or someone I care about?
- Does it align with RACQ's values, code of conduct and purpose?

If you are unsure, or answer NO to any of these questions, contact your leader or your HR Business Partner for advice and guidance.

Speak out

At RACQ we take accountability for our actions and have the courage to raise concerns and issues when things don't seem right. When a breach or concern is raised, we are committed to taking action to ensure the best possible outcomes for our members and people.

In the first instance your direct leader should be informed of your concerns. In the event that this escalation is not relevant or appropriate you should speak with either your HR Business Partner or your next level leader. If you would prefer to make an anonymous complaint, **STOPLINE** is an independent and confidential service that allows you to report any suspected misconduct or wrongdoing.

[HR Business Partners](#)

HR Hotline – 07 3361 2400

STOPLINE – Phone 1300 30 45 50

Email - racq@stopline.com.au

Other policies and/or procedures that relate to your obligations as an employee include;

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|---|--|-------------------------------------|
| • Group Performance and Remuneration Framework | • Managing Poor Performance and Misconduct Procedure | • Group External Appointment Policy |
| • Discrimination, Harassment and Workplace Bullying Prevention Policy | • Group Health and Safety Policy | • Group Remuneration Policy |
| • Diversity and Inclusion Policy | • Group Risk Management Framework | • Corporate Uniform Policy |
| • Flexible Work Policy | • Group Whistleblower Policy | • Technology Acceptable Use Policy |
| • Group Performance Policy | • Internal Fraud Policy | • Grievance Policy |
| | • Group Conflict of Interest Policy | • Performance Review Procedure |
| | • Group Gift and Entertainment Policy | • Leave Policy |