



Date Created: 28-06-2023



Australian Government



**Workplace
Gender Equality
Agency**





Date Created: 28-06-2023

2022 - 23 Gender Equality Reporting

Submitted By:

McMillan Shakespeare Limited 74107233983

#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

Policy

Retention: Yes

Policy

Performance management processes: Yes

Policy

Promotions: Yes.

Policy

Talent identification/identification of high potentials: YesPolicy; Strategy

Succession planning: Yes

Policy; Strategy

Training and development: Yes

Policy

Key performance indicators for managers relating to gender equality: YesPolicy

2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?

YesPolicy

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

Retain and continue to grow the number of women in leadership roles, subject to vacancy and merit against Board skill matrix or required skillset.

Gender targets by 30 June 2030: 40% F, 40% M and 20% other - Board, Other Executives/GMs and Senior Managers

Governing Bodies

Organisation: McMillan Shakespeare Limited

1.Name of the governing body: MMS Board

2.Type of the governing body: Board of Directors

Number of governing body chair and member by gender:

| | | | |
|---------------|------------------------|----------------------|------------------------|
| Chair | Female (F) 1 | Male (M) 0 | Non-Binary 0 |
| Member | Female (F) | Male (M) | Non-Binary |

2

3

0

4. Formal section policy and/or strategy: Yes

Selected value: Policy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 40

6.2 Year of target to be reached: 30/06/2030

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Policy

2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please 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

Policy

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

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?

24/03/2023

4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Date Created: 28-06-2023

The annual Gender Pay Gap Analysis Report is prepared to support MMS in determining our pay equity status for Australian based employees. This enables us to set goals and take practical steps to improve pay equity as part of our gender equality strategy.

Employer action on pay equality

- 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

- 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

Created a pay equity strategy or action plan; Identified cause/s of the gaps; Reviewed remuneration decision-making processes; Analysed commencement salaries by gender to ensure there are no pay gaps; Reported pay equity metrics (including gender pay gaps) to the governing body

- 1.3 What type of gender remuneration gap analysis has been undertaken?**

A like-for-like gap analysis; A by-level gap analysis; An overall organisation-wide gender pay gap

- 3. If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.**

Board approved setting gender pay equity targets (total remuneration 95-105% on average) for incumbents in like for like roles, taking into consideration remuneration bands and the incumbents proficiency/expertise/merit against required skill set and tenure.

Employee Consultation

- 1. Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?**

Yes

- 1.1 How did you consult employees?**

Exit interviews; Survey; Performance discussions

- 1.2 Who did you consult?**

ALL staff

Date Created: 28-06-2023

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

No

Other

Other: Employees are consulted via regular Engagement / Pulse Surveys

3. On what date did your organisation share your last year's public reports with employees and shareholders?

Employees:

Yes

Date: 28/09/2022

Shareholder:

Yes

Date: 27/05/2022

4. Have you shared previous Executive Summary and Industry Benchmark reports with the governing body?

Yes

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

MMS launched the This Is Me campaign series in late 2022 which captures individuals stories - what makes them unique, how they've addressed challenges, explaining in their words what it means to work at MMS and how, as an organisation, we've supported them. This is Me celebrates the diversity in our people and ensures we share a genuine and authentic story both internally and externally about our team at MMS, recognising that we are more than workers and our personal stories contribute to who we are as professionals.

#Flexible Work

Flexible Working

1. Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes

Policy; Strategy

1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:

A business case for flexibility has been established and endorsed at the leadership level

Yes

The organisation's approach to flexibility is integrated into client conversations

Yes

Employees are surveyed on whether they have sufficient flexibility

Yes

Employee training is provided throughout the organisation

Yes

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

Yes

Flexible working is promoted throughout the organisation

Yes

Targets have been set for engagement in flexible work

No

Other

Other: MMS provides work flexibility to all employees and has formally adopted a hybrid work model which enables us to collaborate, grow, innovate, deliver on our purpose, whilst ensuring our people enjoy a healthy work life balance.

Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

Yes

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

Yes

Leaders are held accountable for improving workplace flexibility

Yes

Leaders are visible role models of flexible working

Yes

Manager training on flexible working is provided throughout the organisation

Yes

Targets have been set for men's engagement in flexible work

No

Other

Other: All flexible work requests are considered and wherever possible supported to meet individual and organisational needs

Team-based training is provided throughout the organisation

Yes

Other: No

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

Carer's leave: Yes

SAME options for women and men Formal options are available

Compressed working weeks: Yes

SAME options for women and men Formal options are available

Flexible hours of work: Yes

SAME options for women and men Formal options are available; Informal options are available

Job sharing: Yes

SAME options for women and men

Formal options are available

Part-time work: Yes

SAME options for women and men Formal options are available

Purchased leave: No

Currently under development

Estimated Completion Date: 2023-12-31

Remote working/working from home: Yes

SAME options for women and men

Time-in-lieu: Yes

SAME options for women and men

Formal options are available; Informal options are available

Unpaid leave: Yes

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

5. **Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?**

Yes, women and men

7. **If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.**

MMS has noticed since the promotion of flexible/hybrid working arrangements in job advertisements, this has increased the accessibility of our roles for candidates with caring responsibilities.

#Employee Support

Paid Parental leave

1. **Do you provide employer-funded paid parental leave 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?**

Yes, on employer funded parental leave

Date Created: 28-06-2023

- 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?**
91-100%
- 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
How long is the qualifying period (in months)?
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
Within 12 months

- 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?**
Yes, on employer funded parental leave
- 1.2.e. How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?**
2
- 1.2.f. What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?**
91-100%
- 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
How long is the qualifying period (in months)?

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

Within 12 months

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.

MMS is considering applying for the WGEA EOCGE citation and as part of this will be reviewing its paid parental leave policy.

Support for carers

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

Yes

Policy

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

2.1. Employer subsidised childcare

No

Other: MMS has not identified a need to implement any additional support mechanisms outside of our current Hybrid and Flexible Working Arrangements

2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No

Other

Other: MMS has a high rate of employees that return from parental leave on a part-time or full-time basis and provides flexibility upon return to work via flexible parental leave and flexible working arrangements

2.3. Breastfeeding facilities

Yes

Available at SOME worksites

2.4. Childcare referral services

No

Other

Date Created: 28-06-2023

Other: MMS has identified no need to provide this service based on our engagement with our employees

2.5. Coaching for employees on returning to work from parental leave

Yes

Available at ALL worksites

2.6. Targeted communication mechanisms (e.g. intranet/forums)

Yes

Available at ALL worksites

2.7. Internal support networks for parents

Yes

Available at ALL worksites

2.8. Information packs for new parents and/or those with elder care responsibilities

Yes

Available at ALL worksites

2.9. Parenting workshops targeting fathers

Yes

Available at ALL worksites

2.10. Parenting workshops targeting mothers

Yes

Available at ALL worksites

2.11. Referral services to support employees with family and/or caring responsibilities

Yes

Available at ALL worksites

2.12. Support in securing school holiday care

No

2.13. On-site childcare

No

Other: MMS has identified no need to provide this service based on our current Flexible and Hybrid working arrangements and engagement with our employees

2.14. Other details: No

3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

MMS' partnership with Circle-In provides tools, resources, guides and access to webinars to support parents (regardless of gender/identity) and carers at every stage of their parenting journey, from planning/anticipating to return to workplace. In

Date Created: 28-06-2023

In addition, the portal provides prompts and resources to Leaders to ensure they maintain engagement with and provide support to their team members throughout the journey. This is further supported through internal communication channels, our intranet to promote connectivity, availability of support/resources and further complemented by our EAP services.

Sexual harassment, harassment on the grounds of sex or discrimination

1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?

Yes

Policy; Strategy

- 1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?

Yes

2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?

All Managers:

Yes

At induction

Annually

9. If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.

MMS Board and our Executives have a zero tolerance for such conduct and this is formalised via our Risk Appetite Statement and monitored through our Risk Register.

Family or domestic violence

Date Created: 28-06-2023

1. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes

Policy; Strategy

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?

A domestic violence clause is in an enterprise agreement or workplace agreement

No

Other

Provide Details: Not applicable. MMS does not operate under enterprise or workplace agreements.

Confidentiality of matters disclosed

Yes

Protection from any adverse action or discrimination based on the disclosure of domestic violence

Yes

Employee assistance program (including access to psychologist, chaplain or counsellor)

Yes

Emergency accommodation assistance

No

Other

Provide Details: MMS considers and supports on a case by case basis in consultation with other support services

Provision of financial support (e.g. advance bonus payment or advanced pay)

No

Other

Provide Details: MMS would consider any request on a case by case basis

Flexible working arrangements

Yes

Offer change of office location

Yes

Access to medical services (e.g. doctor or nurse)

No

Other

Provide Details: MMS considers and supports on a case by case basis in consultation with other support services

Training of key personnel

No

Other

Provide Details: Awareness via internal communications regarding raising awareness and taking action and promotion of domestic violence prevention.

Referral of employees to appropriate domestic violence support services for expert advice

Yes

Workplace safety planning

No

Other

Provide Details: Overall workplace safety is specified in our Code of Conduct and WHS policy. Specifically, where we become aware of domestic violence risks for our employees, support is provided in the form of referrals to EAP and other support avenues.

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

No

Other

Provide Details:Not applicable. MMS do not operate under an enterprise/workplace agreement

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

No

How many days are provided? 10

Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

No

Other

Provide Details: Not applicable. MMS do not operate under an enterprise/workplace agreement

Access to unpaid leave

Yes

Is the leave period unlimited?

Other: No

Provide Details:

- 2. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below**

Where we are made aware MMS engages with the employee to assess their needs and support them to the best of our ability taking into consideration employer/employee relationship and expertise boundaries and associated sensitivities.

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

| Question | Contract Type | Employment Type | Manager Category | Female | Male | Total* |
|---|---------------|---------------------|---------------------|--------|------|--------|
| 1. How many employees were promoted? | Full-time | Permanent | Managers | 12 | 12 | 24 |
| | | | Non-managers | 72 | 50 | 122 |
| | Part-time | Permanent | Non-managers | 7 | | 7 |
| 2. How many employees (including partners with an employment contract) were internally appointed? | Full-time | Permanent | Managers | 12 | 8 | 20 |
| | | | Non-managers | 90 | 64 | 154 |
| | Part-time | Permanent | Managers | 1 | | 1 |
| | | | Non-managers | 6 | 1 | 7 |
| 3. How many employees (including partners with an employment contract) were externally appointed? | Full-time | Permanent | CEO, KMPs, and HOBs | | 1 | 1 |
| | | | Managers | 8 | 14 | 22 |
| | | | Non-managers | 242 | 160 | 406 |
| | | Fixed-Term Contract | Managers | 1 | 4 | 5 |
| | | | Non-managers | 5 | 4 | 9 |
| | Part-time | Permanent | Non-managers | 21 | 5 | 26 |
| | | Fixed-Term Contract | Non-managers | 1 | | 1 |
| | N/A | Casual | Managers | 1 | | 1 |

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance 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 |
| | | | Managers | 9 | 10 | 19 |
| | | | Non-managers | 156 | 121 | 277 |
| | | Fixed-Term Contract | Managers | | 1 | 1 |
| | | | Non-managers | 2 | 3 | 5 |
| | | | | | | |
| | Part-time | Permanent | Managers | 3 | 1 | 4 |
| | | | Non-managers | 28 | 3 | 31 |
| | | Fixed-Term Contract | Non-managers | 2 | | 2 |
| 5. How many employees have taken primary carer's parental leave (paid and/or unpaid)? | Full-time | Permanent | Managers | 3 | 1 | 4 |
| | | | Non-managers | 30 | 1 | 31 |
| | Part-time | Permanent | Managers | 1 | | 1 |
| | | | Non-managers | 29 | | 29 |
| 6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)? | Full-time | Permanent | Managers | | 1 | 1 |
| | | | Non-managers | | 11 | 11 |
| | Part-time | Permanent | Non-managers | | 1 | 1 |

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

| Question | Contract Type | Employment Type | Manager Category | Female | Total* |
|---|---------------|-----------------|------------------|--------|--------|
| 7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced? | Full-time | Permanent | Non-managers | 2 | 2 |

* Total employees includes Non-binary

Workplace Profile Table

Industry: Auxiliary Finance and Insurance Services

| Occupational category* | Employment status | No. of employees | | Number of apprentices and graduates (combined) | | Total employees** |
|-------------------------------------|---------------------|------------------|-----|--|---|-------------------|
| | | F | M | F | M | |
| Managers | Full-time permanent | 54 | 92 | 0 | 0 | 146 |
| | Full-time contract | 1 | 4 | 0 | 0 | 5 |
| | Part-time permanent | 3 | 0 | 0 | 0 | 3 |
| Professionals | Full-time permanent | 135 | 139 | 0 | 0 | 275 |
| | Full-time contract | 4 | 3 | 0 | 0 | 7 |
| | Part-time permanent | 13 | 4 | 0 | 0 | 17 |
| | Part-time contract | 1 | 0 | 0 | 0 | 1 |
| Clerical And Administrative Workers | Full-time permanent | 410 | 195 | 0 | 0 | 608 |
| | Full-time contract | 2 | 1 | 0 | 0 | 3 |
| | Part-time permanent | 95 | 10 | 0 | 0 | 105 |
| | Casual | 0 | 2 | 0 | 0 | 2 |
| Sales Workers | Full-time permanent | 68 | 138 | 0 | 0 | 206 |
| | Part-time permanent | 4 | 1 | 0 | 0 | 5 |

* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Non-binary

Workplace Profile Table

Industry: Auxiliary Finance and Insurance Services

| Manager category | Employment status | No. of employees | | |
|------------------|---------------------|------------------|----|--------|
| | | F | M | Total* |
| CEO | Full-time permanent | 0 | 1 | 1 |
| KMP | Full-time permanent | 0 | 1 | 1 |
| HOB | Full-time permanent | 1 | 2 | 3 |
| GM | Full-time permanent | 4 | 6 | 10 |
| SM | Full-time permanent | 12 | 27 | 39 |
| | Full-time contract | 1 | 1 | 2 |
| | Part-time permanent | 2 | 0 | 2 |
| OM | Full-time permanent | 37 | 55 | 92 |
| | Full-time contract | 0 | 3 | 3 |
| | Part-time permanent | 1 | 0 | 1 |

* Total employees includes Non-binary