

# 2020 - 21 Compliance Program

Submitted by:

**McMillan Shakespeare Limited**  
**(ABN:74107233983)**



# Workplace Profile Table

Industry: Auxiliary Finance and Insurance Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	0	2	2
HOB	-1	Full-time permanent	0	1	1
GM	-1	Full-time permanent	2	3	5
	-2	Full-time permanent	3	7	10
	-3	Full-time permanent	2	8	10
SM	-1	Full-time permanent	0	2	2
	-2	Full-time permanent	5	8	13
		Full-time contract	0	1	1
		Part-time permanent	2	1	3
	-3	Full-time permanent	2	12	14
		Full-time contract	0	1	1
		Part-time permanent	1	0	1
	-4	Full-time permanent	0	1	1
	OM	-2	Full-time permanent	6	9
Part-time permanent			3	0	3
Part-time contract			1	0	1
-3		Full-time permanent	11	12	23
		Part-time permanent	1	0	1
-4		Full-time permanent	14	17	31
		Part-time permanent	1	0	1
-5		Full-time permanent	2	9	11

\* Total employees includes Gender X

# 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	47	92	0	0	139
	Full-time contract	0	2	0	0	2
	Part-time permanent	7	1	0	0	8
	Part-time contract	1	0	0	0	1
Professionals	Full-time permanent	109	113	0	0	222
	Full-time contract	2	3	0	0	5
	Part-time permanent	13	4	0	0	17
	Part-time contract	3	0	0	0	3
Clerical And Administrative Workers	Full-time permanent	319	208	0	0	527
	Full-time contract	12	4	0	0	16
	Part-time permanent	56	12	0	0	68
	Part-time contract	2	1	0	0	3
	Casual	3	2	0	0	5
Sales Workers	Full-time permanent	56	132	0	0	188
	Full-time contract	0	2	0	0	2
	Part-time permanent	2	2	0	0	4

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

\*\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Ty..	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	Managers	2	2	4
			Non-managers	60	27	87
	Part-time	Permanent	Managers	1		1
			Non-managers	1		1
		Fixed-Term Contract	Non-managers	1		1
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	6	5	11
			Non-managers	119	79	198
		Fixed-Term Contract	Managers		1	1
			Non-managers	2	1	3
	Part-time	Permanent	Managers	1		1
			Non-managers	14	1	15
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs		1	1
			Managers	4	3	7
			Non-managers	133	137	270
		Fixed-Term Contract	Managers		1	1
			Non-managers	23	10	33
			Non-managers			
	Part-time	Permanent	Managers	1		1
			Non-managers	10	6	16
Fixed-Term Contract		Managers	1		1	
		Non-managers	3	1	4	

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Ty..	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		2	2
			Non-managers	79	70	149
		Fixed-Term Contract	Managers	1	1	2
			Non-managers	14	2	16
	Part-time	Permanent	Managers	1		1
			Non-managers	10	6	16
Fixed-Term Contract		Non-managers	1		1	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	5	2	7
			Non-managers	29		29
	Part-time	Permanent	Managers	1		1
			Non-managers	6		6
Full-time	Permanent	Managers		5	5	
		Non-managers		8	8	

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Ty..	Employment..	Manager Categ..	Female	Total*
7. How many employees ceased employment before ..	Full-time	Permanent	Managers	1	1
	Part-time	Permanent	Non-managers	1	1

\* Total employees includes Gender X

# #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	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...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	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Policy

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	Strategy

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

## Governing bodies

*McMillan Shakespeare 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?	MMS 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 (F)	1
...Male (M)	0
...Gender X	0
...Members	
...Female (F)	1
...Male (M)	4
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <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> )
10.6: What is the percentage (%) target?	
10.7: What year is the target to be reached (select the last day of the target year)?	
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, 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(*Select all that apply*)

...Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	No( <i>Select all that apply</i> )
...No	Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	31-Dec-2022

2: Did your organisation receive JobKeeper payments?

Yes

2.1: Please indicate which months in the reporting period your organisation received JobKeeper payments:	Yes
.. April 2020	
...May 2020	Yes
...June 2020	Yes
...July 2020	Yes
...August 2020	Yes
...September 2020	Yes

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

26-Mar-2021

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

MMS conducts a pay gap analysis annually and is satisfied that there are no unexplained or unjustified gender pay gaps in like for like roles.

MMS conducts an annual pay analysis beyond the specified manager and non-manager WGEA categories.

## 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*

<i>undertaken.)</i>	
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?	No( <i>Select all that apply</i> )
...No	No unexplained or unjustifiable gaps identified
...Currently under development	31-Jan-2022
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)	MMS overall, MMS by segment, based on WGEA occupational categories, identical positions with 15+ incumbents

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

A recommendation will be made to the Board in relation to setting gender pay equality targets for incumbents in like for like roles, taking into consideration remuneration bands and the incumbent's 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?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Survey Exit interviews Performance discussions
1.2: Who did you consult?	ALL staff

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

# #Employee work/life balance

## Flexible working

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
...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> )
...No	Other (provide details)
...Other (provide details)	MMS has made a substantial investment in enabling provision of more extensive flexible work options for its employees. All flexible work requests are considered and wherever possible supported to meet individual and organisational needs
...Targets have been set for men's engagement in flexible work	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	All flexible work requests are considered and wherever possible supported to meet individual and organisational needs
...Leaders are held accountable for improving workplace flexibility	No( <i>Select all that apply</i> )
...No	Not aware of the need
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes

...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...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( <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 Informal 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	Formal options are available 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 Informal 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	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	Based on review of leave balances, it has been determined that this is not something we are considering at this time, but are open to reviewing this on an annual basis.
...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: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

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

# #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 Stillbirth Surrogacy
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?	91-100%
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 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?	90-100%

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 (*You may specify why the above support mechanism is not available to your employees.*)

...No

Other (provide details)

...Other (provide details)

MMS has an extensive benefit suite designed to where possible, apply to the majority of our employees. The need has not been raised by employees through previous surveys. Our 2021 Employee Survey has included a question on carer responsibilities, in order to inform priorities for the future need. As previously noted substantial investment has been made to enable greater flexibility to where and when work is performed.

...On-site childcare

No (*You may specify why the above support mechanism is not available to your employees.*)

...No

Other (provide details)

...Other (provide details)

MMS has not identified a need to provide this service based on our engagement with our employees.

...Breastfeeding facilities

Yes (*Please indicate the availability of this support mechanism.*)

...Yes

Available at SOME worksites

...Childcare referral services

No (*You may specify why the above support mechanism is not available to your employees.*)

...No

Other (provide details)

...Other (provide details)	MMS has not identified a need to provide this service based on our engagement with our employees.
...Internal support networks for parents	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...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> )
...No	Other (provide details)
...Other (provide details)	MMS has a high rate of employees that return from parental leave on a part-time or full-time basis.
...Information packs for new parents and/or those with elder care responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Support in securing school holiday care	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Coaching for employees on returning to work from parental leave	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting fathers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...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.

Our partnership with Circle-In provides tools, resources, guides and access to webinars to support parents (regardless of gender/identity) and carer's at every stage of their parenting journey, from planning/anticipating to return to workplace. 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 and our intranet to promote connectivity and availability of support/resources.

## Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes (*Select all that apply*)

...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?

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

Yes (*Select all that apply*)

...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?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Awareness raising in partnership with EAP provider and additional support provided as required. We are partnering with the EAP provider to identify additional opportunities for training and support.

...A domestic violence clause is in an enterprise agreement or workplace agreement	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Not applicable. MMS does not operate under enterprise or workplace agreements.
...Workplace safety planning	No( <i>Select all that apply</i> )
...No	Other (provide details)
...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 that may be of value for them to explore.
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Not applicable. MMS do not operate under an enterprise/workplace agreement
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...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)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	MMS does not provide paid domestic violence leave it does provide for 5 days unpaid and also employees are able to take paid personal leave where they have entitlements.
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...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> )
...No	Other (provide details)
...Other (provide details)	MMS considers and supports on a case by case basis
...Offer change of office location	Yes
...Emergency accommodation assistance	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	MMS considers and supports on a case by case basis in consultation with other support services
...Access to medical services (e.g. doctor or nurse)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	MMS considers and supports on a case by case basis in consultation with other support services
...Other (provide details)	No( <i>Select all that apply</i> )

3: 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.

# CEO Sign-off

---

I, the CEO, confirms the content of the workplace gender equality compliance submission is accurate and I approve its submission to WGEA

Mike Salisbury

Name of CEO/Head of Business

A handwritten signature in black ink, appearing to read 'Mike Salisbury', with a long horizontal flourish extending to the right.

CEO/head of business signature