



# MMS GROUP MEASURABLE OBJECTIVES & WGEA REPORT 2013-2014

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McMillanShakespeareGroup

Objective	Report against objective
<p>1. Retain and continue to grow the number of women in leadership roles, subject to merit against role requirements</p>	<ul style="list-style-type: none"> <li>• MMSG continues to reflect gender diversity across leadership and specialist roles                             <ul style="list-style-type: none"> <li>• Executive Management – 15% women</li> <li>• Senior Management / Specialist - 38% women</li> <li>• Other Leadership / Specialist – 53% women</li> </ul> </li> </ul>
<p>2. Provide development and promotion opportunities regardless of gender</p>	<ul style="list-style-type: none"> <li>• Attendance at leadership development programs - 50% women</li> <li>• Promotions secured by women - 55%</li> <li>• Talent / Succession management - 45% women</li> </ul>
<p>3. Ensure at least one woman on interview short-list for Senior and Executive level leadership / specialist roles, subject to merit against role requirements</p>	<ul style="list-style-type: none"> <li>• Number of vacancies / opportunities - 6</li> <li>• Women applicants - 35%</li> <li>• Women on short list - 52%</li> <li>• Women as successful candidates - 67%</li> </ul>
<p>4. Ensure an annual review by the Board of the EEO &amp; Diversity Policy and the gender diversity measurable objectives</p>	<ul style="list-style-type: none"> <li>• The Board confirms it has undertaken an annual review of the EEO &amp; Diversity Policy, and to the extent it deems necessary or appropriate, changes have been made.</li> <li>• The Board has reviewed the measurable objectives for the financial year ended 30 June 2014 and has determined to maintain the existing measurable objectives for the financial year ending 2015.</li> </ul>

## 2013-14 public report form submitted by McMillan Shakespeare Limited to the Workplace Gender Equality Agency

### Organisation and contact details

<b>Organisation registration</b>	<b>Legal name</b> <b>ABN</b> <b>ANZSIC</b>	<b>McMillan Shakespeare Limited</b> <b>74107233983</b> <b>6419 Other Auxiliary Finance and Investment Services</b>
<b>Organisation details</b>	<b>Trading name/s</b> <b>ASX code (if relevant)</b> <b>Postal address</b>  <b>Organisation phone number</b>	<b>MMS</b>  <b>Locked Bag 18,</b> <b>COLLINS STREET EAST,</b> <b>VIC,8003,AUSTRALIA</b> <b>0390973183</b>
<b>Reporting structure</b>	<b>Number of employees covered in this report submission</b> <b>Other organisations reported on in this report</b>	<b>901</b>  <b>Maxxia Pty Ltd</b> <b>Remuneration Services (QLD) Pty Ltd</b> <b>TVPR Pty Ltd</b> <b>Interleasing Australia Ltd</b>

# Workplace profile

## Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	0	0
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	1	1
		Full-time contract	0	2	2
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	2	1	3
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	2	9	11
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	7	3	10
		Full-time contract	1	0	1
		Part-time permanent	0	1	1
		Part-time contract	0	1	1
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-3	Full-time permanent	4	12	16
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-2	Full-time permanent	2	2	4
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	9	14	23
		Full-time contract	0	0	0
		Part-time permanent	0	1	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	4	9	13
		Full-time contract	1	0	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			32	63	95

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	29	51	0	0	0	0	80
	Full-time contract	3	6	0	0	0	0	9
	Part-time permanent	8	0	0	0	0	0	8
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Technicians and trade	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	219	126	0	0	0	0	345
	Full-time contract	18	4	0	0	0	0	22
	Part-time permanent	53	10	0	0	0	0	63
	Part-time contract	0	0	0	0	0	0	0
	Casual	17	8	0	0	0	0	25
Sales	Full-time permanent	61	124	0	0	0	0	185
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	2	0	0	0	0	0	2

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
Labourers	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	36	29	0	0	0	0	65
Others	Full-time contract	0	1	0	0	0	0	1
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	<b>Grand total: all non-managers</b>		<b>447</b>	<b>359</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.2 Retention?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.3 Performance management processes?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.4 Promotions?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.5 Talent identification/identification of high potentials?



- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.6 Succession planning?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.7 Training and development?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.8 Resignations?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.10 Gender equality overall?

- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board? (If you answered no, you will only be required to answer question 2.4, if applicable)

- Yes
- No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, also indicate the gender composition of that governing body/board; and where in place, include what gender composition target has been set and the year the target is to be reached. **IMPORTANT NOTE:** where an organisation name has been entered in the table, you must enter the gender composition numbers of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a future date in the format of YYYY in the 'Year to be reached' column.

	Organisation name	Chairperson		Board members		% Target	Year to be reached
		F	M	F	M		
1	McMillan Shakespeare Limited	0	1	0	5	0	
2							
3							
4							
5							
6							
7							
8							
9							

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50							

2.2 For any governing bodies/boards where gender composition targets have not been set, you may specify why below:

- Governing body has gender balance (e.g 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Don't have control over board appointments (provide details why):

Not a priority

Other (provide details):

Engage independent consultants to conduct search for candidates who meet the required skills, experience and perspectives represented on the Board subject to merit against the requirements.

2.3 Do you have a formal selection policy or formal selection strategy for governing body/board members for ALL organisations covered in this report?

Yes

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

No

No, in place for some governing bodies

No, currently under development

No, insufficient human resources staff

No, do not have control over board appointments (provide details why):

No, don't have expertise

No, not a priority

No, other (provide details):

2.4 If your organisation, or any organisation you are reporting on, is a partnership please enter the total number of male and female EQUITY PARTNERS in the following table (if your managing partner is also an equity partner enter those details separately in the relevant row below). If you have a separate governing body/board of directors, please enter its composition in 2.1

	F	M
Managing partner		
Other equity partners		

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don't have expertise
  - No, salaries set by awards or industrial agreements
  - No non-award employees paid market rate
  - No, not a priority
  - No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy or formal strategy?

- Yes
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, salaries set by awards or industrial agreements
  - No, non-award employees paid market rate
  - No, not a priority
  - No, other (provide details):

3.2 If you answered yes to question 3.1, please provide details on what gender pay equity objectives are included in your formal policy or formal strategy, and include timeframes for achieving these objectives:

By way of example, both women & men, including pregnant women and employees on parental leave, are included in the annual pay review process. Remuneration benchmarks are regularly conducted and components of total remuneration are allocated based on performance outcomes.

4 Has a gender remuneration gap analysis been undertaken?

- Yes - please indicate when this analysis was most recently undertaken
  - Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees paid market rate
- No, not a priority
- No, other (provide details):

Gender equality indicator 4: Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employers and to working arrangements supporting employees with family or caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

- Yes
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the number of weeks of employer funded paid parental leave that are provided for primary carers.

12

5.2 How is employer funded paid parental leave provided to the primary carer?

- By paying the gap between the employee's salary and the government's paid parental leave scheme
- By paying the employee's full salary (in addition to the government's paid scheme) (regardless of the period of time over which it is paid for example, full pay for 12 weeks or half pay for 24 weeks)
- As a lump sum payment (paid pre- or post- parental leave, or a combination)

6 Do you provide employer funded parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater
- Yes, less than one week
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details)

6.1 Please indicate the number of weeks of employer funded parental leave that are provided for secondary carers.

1

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the last reporting period?

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	5	1	0	3
Non-managers	14	1	0	6

8 What proportion of your total workforce has access to employer funded paid parental leave?

	Primary carer's leave	Secondary carer's leave
%	55	26

9 Do you have a formal policy or formal strategy on flexible working arrangements?

- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, don't offer flexible arrangements
- No, not a priority
- No, other (provide details):

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

- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11.3 Please provide details of any other non-leave based measures that are in place and at which worksites they are available:

12 Do you have a formal policy or formal strategy to support employees who are experiencing family or domestic violence?

- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, not aware of the need
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- Yes - please indicate the type of measures in place:
  - Employee assistance program
  - Access to leave
  - Training of human resources (or other) staff
  - Other (provide details):
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, not aware of the need
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:  
 Career break (minimum 2 months unpaid leave, up to 12 months).

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below?

- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Not a priority
- Other (provide details):

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- No
- No, not needed (provide details why):
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

15.2 What categories of employees did you consult?

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Other (provide details):

Gender equality indicator 6: Sex-based harassment and discrimination

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

- Yes
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy or strategy?

- Yes
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided:
- At induction
  - At least annually
  - Every one-to-two years
  - Every three years
  - Varies across business units
  - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (Please note that any information you provide here will appear in your public report)

19 You may provide additional details on any information provided in the report below.

## CEO sign off confirmation

**Name of CEO or equivalent**

*M. J. Kay*  
Michael Kay

**Confirmation CEO has signed the report**

Yes