

15 February 2024

MAQNNSW Gender Pay Gap Statement 2022 – 2023

1. Overall Approach

Our firm, Moore Australia, Queensland Northern New South Wales Pty Ltd (MAQNNSW) is fully compliant with all relevant legislation and entirely committed to our duty to report our Gender Pay Gap findings.

We are committed to fostering an equitable and inclusive workplace where all individuals are valued and compensated fairly, regardless of gender. We pride ourselves in providing equal and fair opportunities to all and strive to place equity, diversity, and inclusion at the heart of everything we do.

Our commitment involves the following actions:

Equal Opportunities:

- We encourage career development across genders and seniority levels of the organisation through in-house and external training and development.
- Career growth, professional development and promotions are solely based on merit and qualifications, free from gender bias.

Transparent Pay and Supportive Policies:

- We reward staff fairly within an incremental pay system that provides equitable progression for male and female with policies in place that support gender equality (e.g. flexible work, equal employment opportunities, parental leave policies).
- We perform salary benchmarking bi-annually for each level in our workforce. Salary bandings are bi-annually updated for each role to ensure we are paying our employees fairly and consistently regardless of gender.
- Continuously reviewing and refining our policies and procedures to ensure they promote fairness and equity in all aspects of employment, including salary reviews and benefits.
- We support requests for flexible working arrangements for all genders and levels of our workforce. We also have a good mix of full-time and part-time employees.

Fair and Equitable Recruitment and Selection Processes:

- Our recruitment and selection procedure aims to ensure that the most suitable candidate is chosen for the job, and that all participants receive fair and equitable treatment free from bias during the recruitment and selection process.
- Our recruitment process clearly signals our interest in diverse candidates, supports applications from diverse candidates with varying backgrounds and defines expectations of roles being recruited for.

- We also adopt a value-based approach to candidate selection: we are interested in finding the right people for our organisation, not simply those who have Public Practice experience.
- Interviews are structured with consistent questions asked of all candidates, answers are graded based on set criteria.
- We constantly review our recruitment and employment policies to ensure they are non-discriminatory and promote diversity.

2. MAQNSW Gender Pay Gap and Organisational Context

WGEA's workplace gender equality indicators are gender pay equity, gender composition at all levels of the workforce and gender composition of governing bodies.

We need to understand some concepts and calculations the WGEA uses to make sense of data the WGEA reports on.

What does the gender pay gap mean?

The major indicator used by WGEA, to evaluate gender pay equity, is the gender pay gap. The **gender pay gap** describes the difference between the "average earnings" of all men and all women. It does not consider people's roles and seniority. The gender pay gap is not the same as equal pay which means that men and women performing equal work, or work of equal value, must receive equal pay.

An employer with an effective equal pay policy can still have a gender pay gap. For example, this can happen if most women are working in lower-paid jobs. Therefore, our gender split is important to consider.

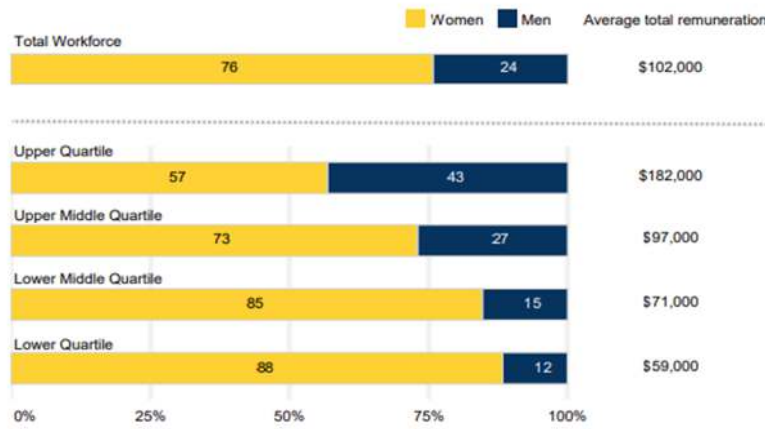
According to the WGEA Scorecard of 2022, the state of gender equality in Australia's gender pay gap is 22.8%, favouring men. The gender pay gap is a measure of how the contribution of men and women in the workforce are valued. Men are twice as likely to be in the top earning bracket and women are 1.5 times more likely to be in the lowest.

Our 2022-23 average total remuneration and base salary gender pay gap is 32.0%. (median) and we are proud that it dropped from 38.7% in the previous 2021-22 year.

3. Gender Pay Gap Drivers

WGEA's research with Bankwest Curtin Economic Centre (BCEC) has shown that greater gender diversity in leadership delivers better company performance, productivity, and profitability. Further, increasing the representation of women in executive leadership roles is associated with declining organisational gender pay gaps.

The chart below divides the total remuneration full-time equivalent pay of all employees into four equal quartiles. A disproportionate concentration of men in the upper quartiles and/or of women in the lower quartiles can drive a larger gender pay gap.



Our Gender Split:

Based on our workforce composition of 54.5% females and 45.5% males in management positions, and 82% females and 18% males in non-management positions (including all admin and support staff), the firm-wide gender pay gap, for total remuneration, for MAQNNSW is 32%(median).

However, if we look at the **job category / level gap methodology** that examines gender pay disparities within specific occupational groups or job levels we get a more realistic comparison of pay per gender in our firm. The job category / level gap methodology compares the average or median earnings of men and women in similar roles, offering insights into discrepancies within specific job categories. This approach helps identify potential barriers or biases within certain workforce levels, highlighting areas where gender equality measures need to be strengthened.

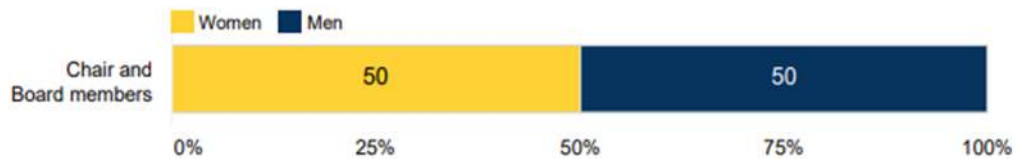
Our Workforce Composition and Gender Pay Gap by Level:

MAQNNSW is committed to paying employees equal pay irrelevant of gender to those who perform equal work, or work of equal value. Using the same data provided to WGEA to determine our overall firm-wide gender pay gap, MAQNNSW felt it valuable to show the gender pay gap per workforce level within our firm which is detailed in the chart below.

Workforce Level	Percentage of Women per Workforce Level	Percentage of Men per Workforce Level	Gender Pay Gap per Workforce Level (Average)
Key Management Personnel (KMPs)	13%	87%	2.71 % Favouring Women
Management – Professional Staff	87%	13%	2.46% Favouring Women
Non-Management Professional Staff	68%	32%	1.75% Favouring Men
Admin/Support Staff	100%	0%	No pay gap identified

Another important indicator used by WGEA is the gender composition of the governing body of a firm. According to WGEA and BCEC's 2020 Gender Equity Insights Report, a more balanced gender composition of a governing body has been shown to have positive effects on workplace gender equality outcomes and improved company performance. Women holding 20% or more board seats is shown to be more effective in achieving this benefit. Our firm is well above this, with women on our board holding 50% of board seats (per chart below).

Our Gender Composition of the Board:



4. Actions and Strategies

Recognising the existence of gender pay gaps and their detrimental impact on equality, we commit to take proactive steps to address and eliminate these disparities should they arise and be in our control.

We will continue to offer equal opportunities, have transparent pay and supportive policies, and follow fair and equitable recruitment and selection processes.

Furthermore, we commit to:

Education and Training:

- We will offer ongoing training and education programs to raise awareness of gender biases, empowering our employees to recognise and address potential biases within our workforce.

Accountability and Measurement:

- Implementing measurable goals and holding ourselves accountable by regularly evaluating our progress towards closing any gender pay gap.

Revise specific Policies and Procedures:

- Continuously reviewing and refining our policies and procedures to ensure they promote fairness and equity in all aspects of employment, including salary reviews and benefits.
- Measure and report on effectiveness of uptake of benefits and effect of salary reviews on our Gender Pay Gap.

Overall, we believe that workplace gender equality will be achieved when people are able to access and enjoy equal rewards, resources, and opportunities regardless of gender. It will require workplaces to provide equal pay for work of equal or comparable value and removal of barriers to the full and equal participation of women in the workforce. It also requires fairness and equality in the workplace.

This impartiality and fairness ensure everyone is given an equal opportunity to succeed in their role, regardless of their ethnicity, race, nationality, religion, socioeconomic status, physical or mental disability, age, gender identity, sexual orientation or intersex status.

We are determined to create a culture that is fair and inclusive, to enable everyone to reach their full potential.

This statement confirms that the published information is accurate and signed by:



Greg Mallam
Managing Partner
Moore Australia (QLD/NNSW) Pty Ltd