

Employment statement

Publishing of Gender Pay Gap

At McCullough Robertson, our dedication to gender equality stands as a cornerstone of our strategic priorities and core values. Gender equality is a critical factor for fostering a diverse and inclusive workplace and we prioritise creating a culture where equality flourishes. This commitment is reflected in our everyday operations and aligns closely with our purpose Unlocking Success. Together.

What is our organisational wide gender pay gap?

The organisational wide gender pay gap is the difference in average earnings between men and women, expressed as a percentage of men's average earnings.

Overall, our median gender pay gap is 21.4% and our average gender pay gap is 16.6%. This comprises all employees across all offices, business units and all levels.

Previously when we have reported internally on our gender pay gap we have compared like-for-like across similar roles, and we have seen strong improvement in these results over the last few years. In 2023 Mercer, our external benchmarking provider, confirmed our like-for-like gender pay gap was -2.6%. Comparing like-for-like across similar roles is a crucial step in understanding the true extent of any gender pay gap. It helps the firm to identify any disparities in pay that may be due to factors such as gender bias or unequal opportunities rather than differences in job responsibilities or qualifications.

Acknowledging the presence of a gender pay gap within our firm is a crucial step towards addressing the disparities it creates. Transparency about the factors contributing to this gap enables us to design informed strategies to bridge it, fostering an environment that values equality and inclusivity. We continue to implement targeted strategies aimed at promoting gender equality at all levels.

How do we compare?

The total gender pay gap across Australia for 2022-2023 is 19% (median) and 21.7% (average).

Comparing ourselves with others in our Industry Comparison Group - Legal Services (employee range 250-499), the median gender pay gap is 22.9% and the average is 26.4%.

The firm's median gender pay gap is 21.4% and our average is 16.6%.



What do we attribute our organisational gender wide pay gap to?

Key contributing factors to the disparities that exist at the organisational level include the underrepresentation of women in leadership roles and the higher concentration of females in administrative positions. Whilst we have seen positive progress regarding our leadership gender balance, we know we must effect consistent change across all tiers to close this gap definitively. We are dedicated to addressing this promptly and effectively.

For analysing and reporting purposes, we consider both the average and median metrics when assessing pay equity, however we believe our focus is better placed looking at the 'average' as opposed to the median. The median is the figure in the middle of our dataset and is impacted by the outliers at either end of the sample which can mask disparities, especially given the clustering of female employees in lower-level and administrative roles.

We also believe it is important for us to continue to analyse and report the results of our gender pay gap at a cohort level and we will continue to provide you with our progress each year as we have done for some time now and continue to use Mercer as our guide.

What are we doing to narrow our gender pay gap?

Closing the gender pay gap remains a key priority for the firm and is part of our strategic plan. Our approach is multifaceted, focusing not only on policies but also on fostering a cultural shift within our organisation. Some of the tangible steps in our plan include the below.

- Leadership development programs including Senior Leaders and Partner Masterclasses which promote gender diversity in leadership roles through mentorship, leadership behaviours and sponsorship.
- Recruitment and promotion policies where we continuously evaluate our practices to ensure fairness and inclusivity.
- Gender pay gap reviews and adjustments, completed twice yearly, which identify and rectify any gender-based pay disparities, using Mercer as our third party benchmark, and reporting to our Joint Managing Partners and Executive.
- Access to Flexible Working for everyone with the aim for a consistent employee and Partner experience across all areas of the firm, including an improved experience for our parents and support for those with caring responsibilities.
- As part of our accreditation as a Family Inclusive Workplace we will continue to work through the action plan for continuous improvement across flexible work, leadership, parental leave, family care and family wellbeing.
- A review and refresh of the firm's mentoring program, including a more detailed overview of available mentors.
- Our Success Academy Learning Program delivering training and awareness programs focused on raising awareness about unconscious bias and fostering inclusivity.
- Utilising engagement survey results and our Ideas Portal to gather feedback from staff. By creating multiple channels employees can voice their opinions, this fosters a culture of openness, collaboration, and continuous improvement within the firm.
- Our various diversity and inclusion committees and wellbeing initiatives.
- Continuously monitoring key metrics related to gender representation which allows us to track progress including our Women in Leadership metric of 35% by 2025.

By intertwining our gender pay gap analysis with these targeted actions, we're laying the foundation for sustainable progress towards a more equitable, diverse, and inclusive future for everyone at McCullough Robertson.

For more information about the various actions outlined above please visit our HR Hub Page or reach out to a member of the HR team.