

# Public report

2018-19

Submitted by

Legal Name:  
**Shine Lawyers Pty Ltd**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	Shine Lawyers Pty Ltd
	<b>ABN</b>	86134702757
	<b>ANZSIC</b>	M Professional, Scientific and Technical Services 6931 Legal Services
	<b>Business/trading name/s</b>	Shine Lawyers
	<b>ASX code (if applicable)</b>	SHJ
	<b>Postal address</b>	PO Box 12011 GEORGE STREET QLD 4003 AUSTRALIA
	<b>Organisation phone number</b>	0738378445
<b>Reporting structure</b>	<b>Ultimate parent</b>	Shine Corporate Ltd
	<b>Number of employees covered by this report</b>	798

## All organisations covered by this report

<b>Legal name</b>	<b>Business/trading name/s</b>
Shine Lawyers Pty Ltd	Shine Lawyers
Best Wilson Buckley Family Law Pty Ltd	
Bradley Bayly Holdings Pty Ltd	Bradley Bayly Legal
SB Law Pty Ltd	
Sciacca's Lawyers Pty Ltd	
Shine Corporate Ltd	
Emanate Legal Services Pty Ltd	
Nerve Solutions Group Pty Ltd	

# 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	2	5	7
		Full-time contract	0	0	0
		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	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	4	1	5
		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	3	1	4
		Full-time contract	0	0	0
		Part-time permanent	0	1	1
		Part-time contract	0	0	0
		Casual	0	1	1
	-2	Full-time permanent	1	4	5
		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	1	4	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-4	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-1	Full-time permanent	2	0	2
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	1	2	3
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	4	2	6
		Full-time contract	0	0	0
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	13	2	15
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	1	0	1
		Casual	0	0	0
-5	Full-time permanent	3	4	7	
	Full-time contract	0	0	0	
	Part-time permanent	0	0	0	
	Part-time contract	0	0	0	
	Casual	0	0	0	
Other managers	-3	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	3	5	8

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	4	0	4
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			50	35	85

# Workplace profile

## 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	248	85	8	2	0	0	343
	Full-time contract	19	3	0	0	0	0	22
	Part-time permanent	94	8	0	0	0	0	102
	Part-time contract	6	2	0	0	0	0	8
	Casual	7	2	0	0	0	0	9
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	114	20	0	0	0	0	134
	Full-time contract	11	1	0	0	0	0	12
	Part-time permanent	52	2	0	0	0	0	54
	Part-time contract	9	0	0	0	0	0	9
	Casual	15	2	0	0	0	0	17
Sales	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
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

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	
Labourers	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
Others	Full-time permanent	1	1	0	0	0	0	2
	Full-time contract	0	1	0	0	0	0	1
	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
Grand total: all non-managers		576	127	8	2	0	0	713



# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed  
June 2020
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.4 Promotions

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed June 2020
  - Insufficient resources/expertise
  - Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed June 2020
  - Insufficient resources/expertise
  - Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed

- Insufficient resources/expertise  
 Not a priority

**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	15	8	58	26
Permanent/ongoing part-time employees	0	0	19	0
Fixed-term contract full-time employees	0	0	6	0
Fixed-term contract part-time employees	0	0	1	1
Casual employees	0	0	0	0

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	23	18
Number of appointments made to NON-MANAGER roles (including promotions)	243	66

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	7	11	129	49
Permanent/ongoing part-time employees	2	0	32	3
Fixed-term contract full-time employees	1	0	16	2
Fixed-term contract part-time employees	0	0	9	2
Casual employees	0	0	18	1

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

Shine Corporate listed on the ASX in May 2013 and acts as the parent company of all subsidiaries/organisations reported on in this report. Shine Lawyers Pty Ltd was the original business of Shine Corporate. It accounts for approximately 650 employees of Shine Corporate. Each other subsidiary of Shine Corporate operates largely independently and each have an employee base of less than 60 employees. Shine Lawyers Pty Ltd has a number of policies and strategies in place in relation to diversity, inclusion and gender equality, however our smaller subsidiaries, operating independently, do not currently have the breadth of policies and strategies in place.

A Diversity Paper submitted to the Nomination & Remuneration Committee of the Board of Directors of Shine Corporate recommended diversity goals, which were adopted, which are:

- Maintain at least 50% representation of females at all role levels
- Meet or exceed the AICD target of 30% for female representation on Boards;
- Continue to investigate gender based pay in Shine Lawyers with an initial approach to resolve any inconsistencies in the FY19 salary review process.
- Investigate gender based pay within smaller subsidiaries with a view to resolve inconsistencies by the end of FY20;

- e) Investigate opportunities to ensure greater alignment to reflect the general Australian population in areas such as (but not limited to) age, gender and ethnicity; and
- f) That the group aspires to meet a target of 50% female representation on the Board over time.

During FY19 a number of adjustments were made to female middle manager salaries to support increased gender pay parity. The above recommendations will continue to be a focus during FY20 and a Group wide Diversity & Inclusion initiative will commence its planning phase. The People & Culture function will be a shared services function with integration of People & Culture support to occur during FY20 - FY21. This is in progress.

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term “governing body” in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

**2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. This question relates to the highest governing body for your Australian entity, even if it is located overseas.**

**2.1 Please answer the following questions relating to each governing body covered in this report.**

**Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.**

**If your organisation’s governing body is the same as your parent entity’s, you will need to add your organisation’s name BUT the numerical details of your parent entity’s governing body.**

**2.1a.1 Organisation name?**

Shine Corporate Limited

**2.1b.1 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.1 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.1 Has a target been set to increase the representation of women on this governing body?**

- Yes
- No (you may specify why a target has not been set)
  - Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.1 What is the percentage (%) target?**

50

**2.1f.1 What year is the target to be reached?**

2022

**2.1g.1 Are you reporting on any other organisations in this report?**

- Yes  
 No

**2.1a.2 Organisation name?**

Shine Lawyers Pty Ltd

**2.1b.2 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.2 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.2 Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.2 What is the percentage (%) target?**

50

**2.1f.2 What year is the target to be reached?**

2022

**2.1g.2 Are you reporting on any other organisations in this report?**

- Yes  
 No

**2.1a.3 Organisation name?**

Sciaccas Lawyers Pty Ltd

**2.1b.3 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.3 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.3 Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.3 What is the percentage (%) target?**

50

**2.1f.3 What year is the target to be reached?**

2022

**2.1g.3 Are you reporting on any other organisations in this report?**

- Yes  
 No

**2.1a.4 Organisation name?**

Best Wilson Buckley

**2.1b.4 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.4 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.4 Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority

Other (provide details):

**2.1e.4 What is the percentage (%) target?**

50

**2.1f.4 What year is the target to be reached?**

2022

**2.1g.4 Are you reporting on any other organisations in this report?**

Yes  
 No

**2.1a.5 Organisation name?**

Bradley Bayly Holding Pty Ltd

**2.1b.5 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.5 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.5 Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.5 What is the percentage (%) target?**

50

**2.1f.5 What year is the target to be reached?**

2022

**2.1g.5 Are you reporting on any other organisations in this report?**

Yes  
 No

**2.1a.6 Organisation name?**

Emanate Legal Services Pty Ltd

**2.1b.6 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.6 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.6 Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.6 What is the percentage (%) target?**

50

**2.1f.6 What year is the target to be reached?**

2022

**2.1g.6 Are you reporting on any other organisations in this report?**

- Yes  
 No

**2.1a.7 Organisation name?**

Nerve Solutions Group Pty Ltd

**2.1b.7 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.7 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.7 Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed



- Insufficient resources/expertise
- Do not have control over governing body/board appointments (provide details why):
- Not a priority
- Other (provide details):

**2.1e.7 What is the percentage (%) target?**

50

**2.1f.7 What year is the target to be reached?**

2022

**2.1g.7 Are you reporting on any other organisations in this report?**

- Yes
- No

**2.1a.8 Organisation name?**

SB Law Pty Ltd

**2.1b.8 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.8 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	1	2

**2.1d.8 Has a target been set to increase the representation of women on this governing body?**

- Yes
- No (you may specify why a target has not been set)
  - Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.8 What is the percentage (%) target?**

50

**2.1f.8 What year is the target to be reached?**

2022

**2.1g.8 Are you reporting on any other organisations in this report?**

- Yes
- No

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
- In place for some governing bodies
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body appointments (provide details why)
  - Not a priority
  - Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes
- No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

A Diversity Measures report has previously been submitted to the Nomination & Remuneration Committee of the Board of Directors of Shine Corporate for noting.

The diversity paper recommended to the committee the inclusion of the below diversity goals which were included and adopted:

- a) A short term goal to meet or exceed the AICD target of 30% for female representation on Boards;
- b) A longer term goal of 50% female representation on the Board.

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

**3. Do you have a formal policy and/or formal strategy on remuneration generally?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):  
All remunerations is role & experienced based. Men & Women have equal consideration & paid in line with remuneration bands

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was 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 (you may specify why you have not analysed your payroll for gender remuneration gaps)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
  - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
    - Non-award employees paid market rate
    - Not a priority
    - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

Shine Lawyers Pty Ltd has set national remuneration ranges by role. These ranges are based on market data. Individual remuneration (for both internal and external appointments) is determined by market data, experience of the individual, performance, Shine Lawyers salary ranges and consideration of internal peer parity.

A complete remuneration review was conducted in August 2018 and a number of adjustments were made to a small cohort of female middle managers to enhance gender pay parity. Remuneration ranges are currently being reviewed and a further Shine Lawyers remuneration review process will be undertaken in August 2019. During FY20 further consideration will be given to gender pay parity and this will form part of the scoping of Shine Group's Diversity & Inclusion initiative. This will include Shine Corporate subsidiaries.

## Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?**

- Yes. (Please indicate how employer funded paid parental leave is 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)
- No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
- 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)
- No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
- 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)
- No, not available (you may specify why this leave is not provided)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise

- Government scheme is sufficient
- Not a priority
- Other (provide details):  
Shine provides Primary Carer Paid Parental Leave Entitlements base on Length of Service (continuous) 12 months up to 3 years

**6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.**

**Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?**

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):  
Shine offers four (4) weeks paid Secondary Carer's Leave to our employees who are the secondary carer and have more than twelve (12) months of service with Shine. This leave must be taken by the secondary carer of a new baby or newly adopted child within six (6) months of the baby being born or the child being adopted.

**7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	2	0	0	3

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	54	0	0	5

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	1	0

**8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	5	1

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
- Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning

- Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
- Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
- Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
- Access to unpaid leave
- Confidentiality of matters disclosed
- Referral of employees to appropriate domestic violence support services for expert advice
- Protection from any adverse action or discrimination based on the disclosure of domestic violence
- Flexible working arrangements
- Provision of financial support (e.g. advance bonus payment or advanced pay)
- Offer change of office location
- Emergency accommodation assistance
- Access to medical services (e.g. doctor or nurse)
- Other (provide details):
- No (you may specify why no other support mechanisms are in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.
- No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

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

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

Purchased leave was launched within Shine Lawyers on 1 March 2019. In some management roles it is not possible to meet business needs with a compressed work week or part-time. Therefore it does need to be considered on a case by case basis.

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

Shine Lawyers Pty Ltd has a paid parental leave scheme, which permanent employees qualify for after 12 months continuous service. The paid parental leave is:

- a) Primary Carer – 10 weeks paid parental leave after 12 months continuous service. This scales up to 18 weeks paid parental leave after 5 years' service.
- b) Secondary Carer – 4 weeks paid parental leave after 12 months continuous service.

Shine Lawyers Pty Ltd also offers up to \$8,000 per annum in Child Care Support payments to permanent employees who are the primary carer after 3 years' continuous service, up to the child's 3rd birthday.

Other Shine Corporate subsidiaries, due to their small size and independent operating, do not have formal paid parental leave schemes in accordance with Shine Lawyer's. This will be reviewed during FY20 and FY21.

Shine Lawyers Pty Ltd offers a formal Flexible Work Arrangement Policy that clearly outlines terms and conditions. This highlights our support of employees requesting part-time hours for reasons including parental and other caring responsibilities. During 2018 a formal paid Domestic and Family Violence Policy was introduced to Shine Lawyers, offering impacted employees 10 days paid DFV leave per year.

Shine Lawyers offers an Employee Assistance Program offering to all employees (including their immediate family members).

Upon the integration of other Shine Corporate subsidiaries and the transition to a full shared services model, all employee benefits, policies and strategies will be reviewed and considered for implementation where commercially and practically possible.

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

This gender equality indicator seeks information on what consultation occurs between employers and 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 (you may specify why you have not consulted with employees on gender equality)
  - Not needed (provide details why):
  - Insufficient resources/expertise
  - Not a priority
  - 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 Who did you consult?**

- All staff

- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

**15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.**

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

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

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

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

- Yes
- No (you may specify why a grievance process is not included)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17. Do you 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 or more
  - Varies across business units
  - Other (provide details):
- No (you may specify why this training is not provided)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):



**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

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## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

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## Gender composition proportions in your workplace

### Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 79.4% females and 20.6% males.

#### Promotions

2. 73.9% of employees awarded promotions were women and 26.1% were men
  - i. 65.2% of all manager promotions were awarded to women
  - ii. 75.7% of all non-manager promotions were awarded to women.
3. 22.9% of your workforce was part-time and 15.7% of promotions were awarded to part-time employees.

#### Resignations

4. 75.9% of employees who resigned were women and 24.1% were men
  - i. 47.6% of all managers who resigned were women
  - ii. 78.2% of all non-managers who resigned were women.
5. 22.9% of your workforce was part-time and 17.0% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 10.7% of all women who utilised parental leave ceased employment before returning to work
- ii. 12.5% of all men who utilised parental leave ceased employment before returning to work
- iii. 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 83.3% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## CEO sign off confirmation

Name of CEO or equivalent:

Simon Morrison

Confirmation CEO has signed the report:

CEO signature:



Date: