



Annual Review

2021

Every person. Every chance.

MAX SOLUTIONS
Employment . Support . Community

Acknowledgement of Country

In keeping with MAX's commitment to reconciliation and respect, we acknowledge the Traditional Owners of the land where we deliver our services and recognise that this land has always been under their custodianship and pay our respect to Elders and emerging community leaders.



Front cover: Tracey is an employee of InComPro in SA

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Foreword

As always when looking at the year ahead, we think about what will be new, what will be different and what can we do better.

The year ahead holds many prospects and opportunities for the MAX Solutions business and I'm excited to reflect on the delivery of our services and our plans for the future.

We were delighted to become recognised as an Inclusive Employer by the Diversity Council of Australia, one of only 17 organisations in Australia. This commitment to improving and measuring diversity is critical in the services we provide, ensuring our people reflect the communities we serve.

Significantly this year, we reach a transition point for our main contract in employment services, jobactive. Since 2015 when the contract started, we have helped over 325,000 people into employment, an achievement I am extremely proud to share with our teams across Australia.

Whilst employment services might be focused on the goal of finding employment, the path there is different for everybody. The support each person needs, the challenges faced along the way and the labour market environment mean that the experience of looking for and finding work is never the same.

The skills gaps that have widened in some industries and accelerated by COVID-19 will need to be filled. Those gaps can be more easily met by ensuring equitable access to support and finding new ways to access the skills of migrants, people with

disability, Indigenous Australians, parents looking to return to the work force and mature age people transitioning careers.

We are also making changes in other areas of our company. As a growing health business, our teams are delivering an expanding range of services to meet the needs of businesses as well as local, state and federal Government departments.

Following the acquisition of Injurnet and the appointment of Dr David Milecki as Chief Medical Officer for the business, we are excited to be building a consolidated health business that has the quality, scale and confidence to provide more workplace health and assessment services in the future.

Whilst COVID-19 has been, it is likely not gone. This review looks back but it is important for me to be confident in how we move forward as a business. The safety of our employees and customers is paramount and as of 14th January, our teams are all double vaccinated. This was a big decision made in the interests of keeping our employees, their families and of course, our customers, safe.

As we emerge in 2022 with some sense of uncertainty about how the economy will shift, change and adapt, I'm confident in the resolve, adaptability and determination of our employees to be able to ensure we deliver on our vision to give every person, every chance.

Deborah Homewood
Managing Director

MAX at a glance

As the largest employment services provider in the country, MAX Solutions is proud to support thousands of Australians each and every day.

MAX works closely with more than 30,000 Australian employers, as well as government and community partners, to deliver individualised employment, health and training services through more than 250 full time, part time and outreach offices.

After nearly two decades of operating in Australia, our teams around the country have a deep connection to the local communities they serve. As part of MAXIMUS Worldwide, we are also able to draw on global best practice, world-leading technology, and insight to create life-changing opportunities for our customers.

Our vision

To be a recognised leader in human services, giving every person, every chance.

Our values

Our values help define who we are as an organisation and they are key to our long-term success. At MAX Solutions, we believe every person has the right to opportunity.

Our services help people see a different future for themselves. By understanding the individual needs of our customers, we can provide the right support to help get them there. It is our passion, our spark, that drives us to make the most of every opportunity, connect with people, and have a positive impact on our community.



We're Connected



We're Responsible



We're Empowering



We're Active



We're Driven

Achievements

218,600+
customers

connected to our
employment services



18,500+

people with
disability helped
into employment



62,400+ people supported
into employment

5 stars for more than

40 MAX Disability

Employment

Services teams



300%

increase in foundational
course completions

184%

increase in students
completing vocational
qualifications



115% increase in SEE and AMEP courses completed



8,400+

COVID-19 and other exposure cases
reviewed by our medical advisors

33,000+

medical
assessments

completed around Australia



**1,650 hours of EAP
sessions delivered**

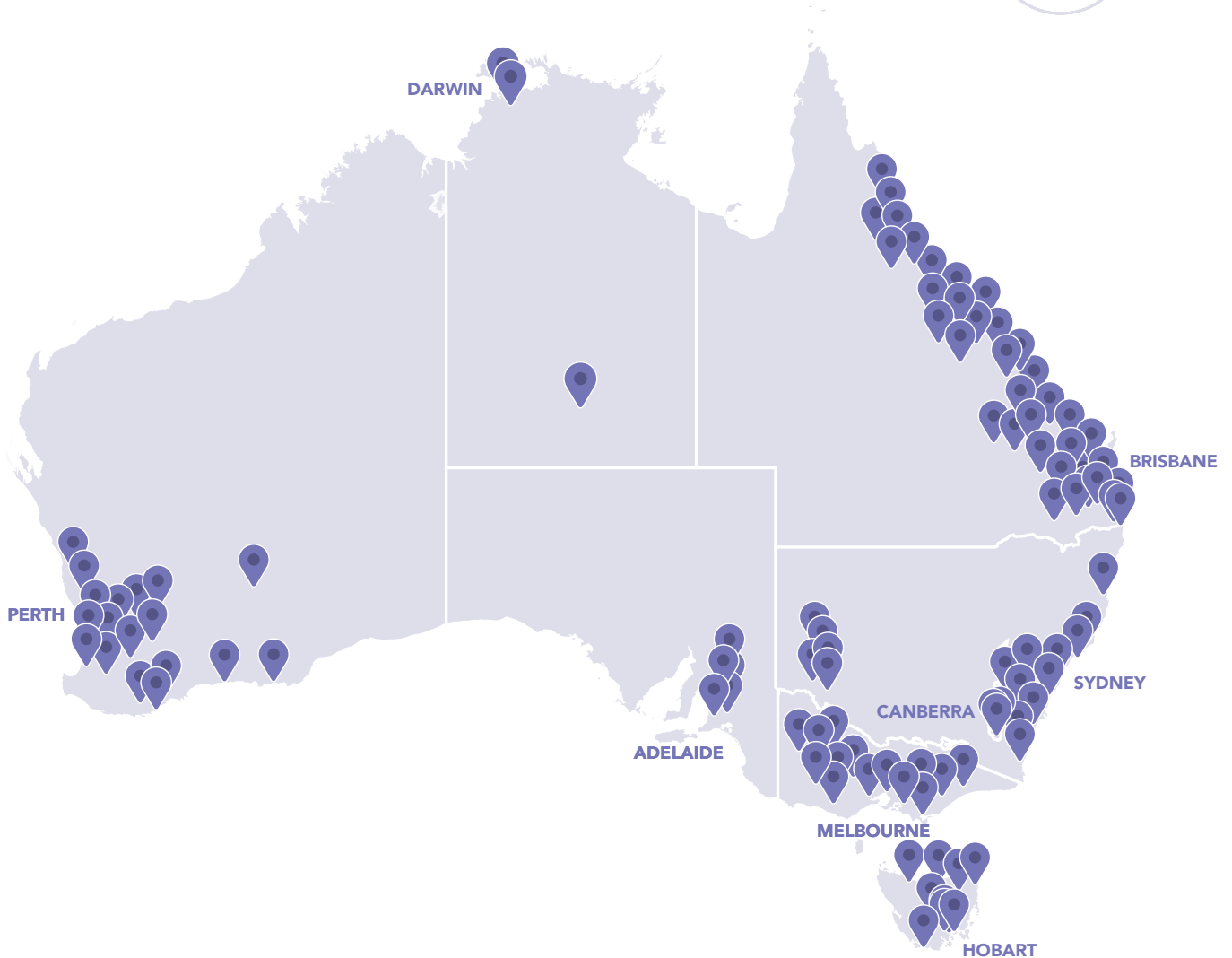


5,000+

Support @ Work
sessions delivered

Delivering opportunity across Australia

We work across Australia with employers, community partners, support organisations and our customers. By working together, we help people see a different future for themselves. We are proud to live in, and be part of, the communities that we serve in every state and territory in Australia.



30,000+

Australian employers working closely with MAX Solutions

MAX Solutions has been operating for nearly

20 years

250+

full time, part time and outreach offices

Our Services

Employment | Health | Training

We unlock opportunity for tens of thousands of Australians every year through the delivery of high quality employment, health and training services.

Employment Services

As Australia entered its second year of managing the societal and economic impacts of an unprecedented global pandemic, so too did MAX continuously adapt our activities to ensure we continued delivering the best services to job seekers across the country – to give every person, every chance.

As such, our employment services teams assisted more than 62,000 job seekers into employment nationwide in 2021 – an increase of 47% on the previous year.

Building on the successful rollout of digital servicing in 2020, MAX sought to focus on a more centralised way of offering holistic services across employment services, health, and training for individual customers, regardless of their background.

This gave customers the ability to securely and conveniently access key services online during COVID-19, including training courses and qualifications, job search functionality, our resume builder and guidance around essential skills such as interview preparation.

We also began transitioning to a new system of case management in preparation for the New Employment Services Model which will roll out in mid-2022, improving and standardising the ways in which we triage and plan pathways to employment with our customers.

Health Services

Our health teams adapted and put in place a Telehealth system for services across the country, meaning more people in disadvantaged communities were able to access counselling and physical health services in communities where very few, or no, other allied health services exist. This was at a time when those services have been at peak demand in the public system.

In 2021, our 24/7 nurse triage service answered over 11,500 calls from injured or ill employees around Australia, and the service is due to expand into New Zealand in 2022.

Our healthcare professionals provided 5,027 support sessions for people at risk of falling out of their work during the year.

This is particularly important given the high unemployment rates, underemployment, and business shutdown periods.

We have conducted over 33,000 medical assessments around Australia using our network of doctors and physiotherapists. Feedback has been excellent with over 95% of candidates satisfied with their assessments.

Our nurses and doctors have been working with over 8,400 cases of COVID-19 and other exposures in the past year. Their interventions have focused on helping keep employees and workplaces safe, including critical emergency services workers.

Learning and Training

Like other parts of the business, our Registered Training Organisation (RTO) transitioned to delivering more online services, where possible, in 2021.

The continued delivery of Adult Migrant English Program (AMEP) and Skills for Education and Employment (SEE) programs, in particular, provided important community and peer support to many students suffering from the isolating effects of COVID-19 lockdowns.

Perhaps due to COVID-19 restrictions, we saw more students taking the opportunity to complete online courses and study.

Across the RTO, there were significant increases in student completion rates – a 300% increase in foundational English course completions; 184% increase in certificate qualification completions; and a 125% increase in short course completions.

AMEP, SEE, and Settlement Language Pathways to Employment and Training (SLPET) completions across the country increased by a combined 105%.



Breaking the age barrier

Revelatory new mature age worker report released

In August 2021, MAX published its revelatory mature age worker whitepaper, detailing how Australia's older workers remain a large, and growing, group among the nation's unemployed.

Research for the Breaking the Age Barrier report found that 30% of Australian employers are reluctant to hire older workers, despite older individuals outperforming their younger peers in essential workplace skills.

Mature age workers were identified by employers as being more adept at a range of vital workplace skills, including dispute resolution (57%), mediation (55%) and managing others (55%).

'Wealth of experience' is considered the main benefit of mature-age workers by 60% of employers, followed by 'maturity and stability' (48%), and 'reliability and dependability' (43%).

Employers believe the biggest challenge for older workers is fixed ideas about ways of working (61%), while job candidates believe employers have low awareness or low value of mature workers' experience and skills (56%).

It was found that, in order to capitalise on the benefits that mature age and older workers can bring to a workplace, employers must move their actions from policy to practice - 75% of employers surveyed have a diversity and inclusion policy, only 40% are actively taking steps to attract and retain older workers.

60%

of employers consider wealth of experience the main benefit of mature age workers

30%

of Australian employers are reluctant to hire older workers



Closing the Gap

MAX released the Closing the Gap in Employment report in February 2021, which provides an in-depth look at employment for Aboriginal and Torres Strait Australians.

Encouragingly, the report found that several employers stood out as leaders in diversity and inclusion. These organisations are increasing the number of Indigenous Australians they employ, and achieving retention rates well in excess of the national average.

Our survey of large and medium-sized employer partners indicated that most businesses are optimistic about a more equal employment rate in the decade to come, with 71% expecting employment opportunities for Indigenous Australians to increase over the next three years.

Indigenous job candidates were less optimistic, with 50% of job seekers admitting that they expected their employment opportunities to stall or decrease over the next three years – only 25% of more than 570 respondents said they expected an improvement.

Among those candidates worried about progress, the key concerns highlighted in the survey were past performance on Closing the Gap and broad concerns over societal discrimination. However, less than 5% of candidates described employer bias against Indigenous Australians as the primary reason for their own experience of unemployment.

The report found that Indigenous Australians looking for work cited career development and cultural awareness as key considerations when approaching a prospective employer.

50%

of Indigenous job seekers expected their employment opportunities to decrease over the next three years.

National highlights



47%

increase in job seekers placed into employment compared to previous year



MAX awarded Employer of Choice for Gender Equality citation



40+ MAX Disability Employment Services teams received five-star ratings



More than **580,000** tuition hours

delivered nationally in Skills for Education and Employment

Tuition hours increased by more than

71,000

in SEE and AMEP programs



Named MAX Solutions an Inclusive Employer



New South Wales

Our NSW teams continued to deliver essential services to customers, employers, and government partners across the state in 2021. Despite the challenges and uncertainty associated with COVID-19 lockdowns, we were able to support more than 14,500 customers into employment – including 2,050 people with disability.

At a glance



82,000 hours of Skills for Education and Employment tuition delivered



More than 77,000 hours teaching students through the Adult Migrant English Program



25 x 4 or 5 star-rated sites for Disability Employment Services



Delivery of psychology services to support school communities

Locations



14,500+

customers supported into employment

State specific programs and services

We support our customers, employers, and government partners through a combination of national and state programs.

ParentsNext

A support service that helps parents with children under six to plan and prepare for future study or employment.

Opportunities Pathways Program

A service designed to support those receiving social housing assistance to access education, training and work.

School Leaver Employment Supports

Support to school leavers with disabilities to transition from school to employment.

Adult Migrant English Program

Language tuition that supports eligible migrants with low English levels.

Skills for Education and Employment

Training to support students improve their reading, writing or numeracy, as well as other skills like digital literacy.

Child Welfare Assessments

Our child welfare team supports Government and other partners by providing child assessments.

Contingent Psychology Service Panel

Psychology services provided on behalf of the NSW Department of Education.

Youth Employment Program

Providing young Aboriginal and Torres Strait Islander people access to career guidance, pre-employment supports and further education.

Innovative program helps Ian back to work after traumatic brain injury

61-year-old Sydney man Ian Watt was “part of the furniture” in the Castlebrook Memorial Park cemetery team, until an accident outside of work left him with a traumatic brain injury.

The injury had long-term impacts that affected Ian’s balance, memory, and self-confidence.

After four months of recovery, it was clear to Ian’s family that he was struggling with severe depression - and they encouraged him to get help.

That help came via the Westmead Brain Injury Rehabilitation Services Vocational Intervention Program (VIP) - a specific service to support patients with traumatic brain injuries back into employment.

Through the VIP, Ian met MAX Exercise Physiologist Basem Saad, who helped him put together a plan to return to work, with support from Ian’s employer, InvoCare.

By identifying strategies to help Ian remain safe at work and return to becoming a productive member of the team, Ian’s confidence improved.

Ian remains grateful to his employer, to Basem, and to the Vocational Intervention Program for being able to help him return to a normal routine following such an upheaval in his life.



ParentsNext continues to provide valuable support to parents

Our ParentsNext team in NSW are dedicated to providing genuine support to parents, including voluntary participant Amy.

With six children under the age of 13 in her care and having left her previous home to escape family violence, Amy would have been forgiven for accepting the 'large family exemption' and not attending ParentsNext in Wyong.

However, the proud Indigenous woman, living in a Salvation Army refuge, was eager to participate in the program. Determined to overcome her challenges and find a role that would allow her to support her children, she saw value in what the ParentsNext team had to offer.

The ParentsNext program supports parents with children aged between nine months and five years and six months, linking them to services and activities in their local area that will prepare them for work.

As she worked with the team, she updated her resume and took part in job preparation skills training.

Just two weeks after starting to send out job applications, Amy was invited to attend an interview with a local supermarket and was offered a customer service role.

"The ParentsNext program has been fantastic and such a great support," says Amy.

2021 was a big year for ParentsNext as we rolled out the new contract variation in July which allowed us to provide additional support to parents to reach their education and employment goals.

Amy was one of 888 customers commenced into the ParentsNext program in 2021. In total our participants were referred to over 1,400 different activities which included qualified education courses and paid employment.

We also opened two new offices, Brookvale and Chatswood, which will allow us to work with more Parents across the region.

We're delighted that our flexible program, tailored to the personal situation of each family continues to deliver great results for participants.

888

customers commenced into the ParentNext Program in 2021



English lessons allow refugees to share their cultures

In his home country of Guinea, West Africa, Thierno Bah was a professional drummer and dancer, touring with some of Guinea's top drumming and dancing groups.

Ven Bhakdo is a Tibetan monk and his life before Australia included political imprisonment and travel around the world raising awareness and advocating for the freedom of his people. He's written over 15 books.

While their histories are vastly different, Bah and Bhakdo have one thing in common: learning English through the Adult Migrant English Program (AMEP) with the MAX team in Mayfield.

Improving their English skills through AMEP allows Bah and Bhakdo to immerse themselves fully in Australian life while also enabling them to share their culture with their new community.

Bah has started his own drumming and dance classes while Bhakdo continues to share his faith and experiences with the local Buddhist community.

They are two of hundreds of students in our AMEP and SEE programs around NSW in 2021 enhancing their employability thanks to a combined total of 160,000 hours of English language, literacy and numeracy tuition.



1 in 6

Aussies live with back pain



Supporting customers with disability

With around 16% of Australians managing life with back pain, Russell from the Illawarra region isn't alone.

But with a serious spinal injury to contend with, it was important for his MAX team to connect him with the right health support, the right job and the right employer.

Providing physiotherapy and a range of health supports from a MAX Health Support Officer, the team in Wollongong helped Russell pass his medical clearance.

Russell was not only ready to work physically but his motivation after three years out of the workforce saw him land a job at Murrell Freight Lines, a transport and handling business serving the Illawarra region for over 35 years.

Russell is one of 2,050 Disability Employment Services customers in New South Wales that MAX supported into employment in 2021.



Victoria

Our Victorian teams worked throughout the year to deliver essential employment, training, and health services to individuals and families across the state.

We continued to support people whose lives had been impacted by the COVID-19 pandemic and helped communities to operate with minimal disruption. Our teams at Injurnet provided vital telehealth support to emergency services teams, keeping paramedics and other emergency workers on the ground and fit for work.

We explored creative, online solutions to make it easier for our customers to access, and interact with, our services - including improved digital platforms, online training services, and investment in telehealth.

At a glance



More than 10,500 jobseekers supported into employment

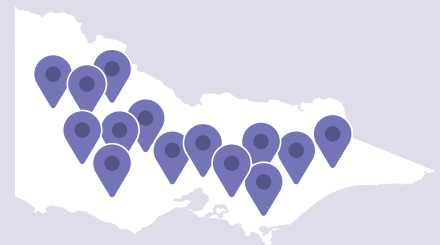


450 Indigenous jobseekers placed into roles



135% increase in Skills for Education and Employment tuition delivery hours

Locations



State specific programs and services

We support our customers, employers, and government partners through a combination of national and state programs. Our state-specific services in Victoria include:

Gippsland Employment Facilitator Services
Employment facilitators provide on-the-ground support for the delivery of Local Jobs Programs.

Jobs Victoria Employment Service (JVES)
Supporting people who are long term unemployed and those in casual or temporary work to find more secure, sustainable employment.

Jobs Victoria – Workers in Transition Program
WiT provides information, tools and resources to help businesses and employees through retrenchment processes and into new opportunities.

School Leaver Employment Supports
SLES provides support to school leavers with disabilities to transition from school to employment.

Skills for Education and Employment
Training to support students improve their reading, writing or numeracy, as well as other skills like digital literacy.

Program for Students with Disability
Our assessment service helps schools understand their students' eligibility for support under the Program for Students with Disability.

Launch of Jobs Victoria Employment Service in Northern Melbourne

July saw teams at MAX begin delivery of the Jobs Victoria Employment Service as part of the Victorian Government COVID-19 recovery plan. Jobs Victoria programs were expanded with a record \$619.4 million investment to provide support to get people back in to work, including those not in receipt of other types of employment support.

The program supports people who are long-term unemployed as well as people who are in casual arrangements or temporary work, to find more secure, sustainable employment.

The service brings together employers, community groups, mental health organisations, Indigenous organisations, and representation from culturally and linguistically diverse communities to help bridge gaps in existing service delivery.

The unemployment rate in North Western Melbourne sits at a little over 10%, double the

national unemployment rate in June (source ABS). The area has a number of employers in industries such as retail, construction, healthcare, warehousing and logistics and manufacturing; but the area is also within 15km of the CBD.

A key part of the program is working with other employment service providers in the region. Finding the right people with the right experience or transferrable skills as well as the right role with the right employer can be difficult.

Alex Zaikis, General Manager in Victoria, said "Access to a broader selection of roles in close partnership with employers can give those people in the community a better advantage in securing work".

The program is delivered from our offices in Epping, Glenroy and Craigieburn as well as in other locations in the communities of Greensborough, Preston and Sunbury.

Jobs Victoria programs were expanded with an investment of

\$619.4M





The benefits of great recruitment practice

The recruitment team at Aussie Broadband have a very clear idea about what makes a great employee and, once on board, employees don't work with scripts and are trusted to make decisions, creating an engaged and inclusive culture.

The team work with MAX to recruit roles and support the Aussie team in recruitment drives for their two key locations in Victoria. They ensure they have really clear shared understanding about what makes a great employee. Through this collaboration, they have been able to drive very high retention rates with 74% still in employment after six months, 34% above the national average.

Former MAX Customer and now Customer Service Consultant at Aussie, Julie said "Aussie is the most

professional and supportive environment I've ever worked in, and I've worked in many jobs ever since I was 16."

"I have worked for a lot of companies that don't talk about staff wellbeing. I have anxiety and sometimes experience anxiety attacks while working, so I was scared to land a job that wouldn't support or understand mental health issues. MAX Employment helped me overcome that challenge by recommending health services and putting me through to a company that supports mental health."

By focusing on their culture and values when hiring and going for the right fit over specific resume criteria, they've attained an average customer satisfaction rating of 91.3%.

Quick access to quality medical services

InjuryNet, a MAX Solutions company, is based in Melbourne and provide a 24/7 nurse triage service to employers across the country. This year the team answered over 11,500 calls from injured or ill employees to ensure they are able to access professional and immediate advice.

The team have provided clinical advice and reassurance so that 39% of all cases are able to self-manage their injury without further intervention. The remainder are supported by our network of doctors, physiotherapists and psychologists to quickly access services focused on recovery at work.

Over the last year, we have conducted 33,000 workplace medical assessments around Australia using our network of doctors and physiotherapists to ensure employers are able to put their employees' health in the best possible care. Feedback has been excellent with over 95% of candidates satisfied with their assessments.

Our nurses and doctors have worked with over 8,400 cases of COVID-19 and other exposures in the past year. Their interventions have focused on helping keep everyone safe - employees and workplaces.



Local Jobs Program

AUSTRALIAN GOVERNMENT INITIATIVE



Gippsland region

Luke continues to assist

14,000+

job seekers in the Gippsland region

“This extension means that I will continue to work with organisations across Gippsland to identify labour market challenges while creating and coordinating employment opportunities for local job seekers.”

Luke Arber, Regional Manager

Gippsland Employment Facilitator and Support Services extension

Gippsland Employment Facilitator, and former MAX Employment regional manager, Luke Arber, will continue assisting job seekers across the Gippsland region following an extension to the existing Employment Facilitator services on 1 July 2021.

“Providing opportunities for locals to upskill and retrain ensures a strong workforce in our region,” said Luke.

“This extension means that I will continue to work with organisations across Gippsland to identify labour market challenges while creating and coordinating employment opportunities for local job seekers.”

Luke has almost 20 years’ experience delivering a range of employment services including jobactive and Disability Employment Services (DES) – at local and regional levels.

According to the current Gippsland Local Jobs Plan, there are several key challenges in the region, including equipping an ageing population with the knowledge and skills to remain in the workforce.

These challenges are compounded by the current COVID-19 pandemic in addition to the unprecedented bushfires that East Gippsland experienced during the summer of 2019/20. Both disasters have had a negative impact on the tourism and hospitality sectors in the region, as well as the local forestry industry.



Queensland

Our Queensland teams worked closely with community and industry to proudly deliver services to customers, employers, and government partners across the Sunshine State in 2021.

Teams professionally navigated the challenges and uncertainty associated with COVID-19 lockdowns to support more than 15,000 customers into employment – an increase on the previous year.

At a glance



More than 15,000 customers supported into work



79,000+ hours of foundational English skills training delivered



Roughly 3,000 Indigenous jobseekers assisted into employment



State specific programs and services

We support our customers, employers, and government partners through a combination of national and state programs. Our state-specific services in Queensland include:

Certificate 3 Guarantee

Supporting eligible individuals to complete their first post-school certificate III qualification.

Fitzroy Employment Facilitator & Support Services

Employment facilitators provide on-the-ground support for the delivery of Local Jobs Programs.

Housing and Employment Program

The Queensland Government program provides rental subsidies to those who are studying with the goal of improving their employment prospects.

JobTrainer

Providing Queenslanders with the skills and training they need to enter high demand industries and careers.

School Leaver Employment Supports

SLES provides support to school leavers with disabilities to transition from school to employment.

Skills for Education and Employment

Training to support students improve their reading, writing or numeracy, as well as other skills like digital literacy.

Time to Work Employment Service

National voluntary in-prison employment service for Aboriginal and Torres Strait Islander peoples.

User Choice

A Queensland Government program that helps fund training and assessment costs for eligible apprentices and trainees.

Indigenous business giving its workers newfound purpose

One Indigenous-led Brisbane business is helping Aboriginal and Torres Strait Islander people improve their mental health and wellbeing by providing secure, long-term job opportunities.

Multhana Property Services are among one of the leading employers of Indigenous workers in South East Queensland and they're seeking to help Close the Gap in employment and wellbeing.

In 2020, the Indigenous employment rate was 49%, compared to around 75% for non-Indigenous Australians.

Torres Strait Islander Teska Gagai joined Multhana in May 2021 and has found the experience life changing. Ms Gagai admitted she had struggled to find steady employment despite a strong desire to work, which exacerbated her depression.

That changed when she joined the Eight Mile Plains-based business.

"Every day when I put on that uniform, I feel so proud and excited to get to work - I'm really enjoying working again," said Ms Gagai.

"It makes me feel so good – being part of a team. I've grown to become a team leader. When a new person starts, I show them what we do."

The employment rate in 2020

49%

Indigenous
Australians

75%

Non-Indigenous
Australians



Connecting with employers that celebrate diversity employment

Collins Food Limited, operating KFC and Taco Bell restaurants in Australia, is a strong supporter of diversity and the wellbeing, development and safety of their people.

Jarrold who lives with Asperger's Syndrome was part of a pilot program at MAX designed to give our Disability Employment Support (DES) customers the best chance of finding a job that suits them and the best chance of staying in it.

As part of this, Jarrold completed three shifts through a NWEF (National Work Experience Programme) placement at KFC in Robina.

During this time, he was able to learn the skills and tasks required in the role and practice these in the work environment.

He admits that adjusting to the new role was challenging at first but combining customised support from his MAX and KFC teams, Jarrold is now thriving, using his high energy levels to deliver great outcomes for his employer.

We're proud to partner with diverse and inclusive employers like Collins Foods to deliver quality opportunities to customers like Jarrold.

In 2021, our national partnerships team saw 7,800+ customers placed with large employers like Collins Foods, Coles, Woolworths, Accor Hotels, Compass Group, and MSS Security.



7,800+
Customers, like Jarrold, placed with national employers

Fitzroy employment services secured

MAX Business Development Officer Anthony Clements was appointed to the Employment Facilitator role for the Fitzroy region in mid-2021.

As a Rockhampton local, Anthony is acutely aware of the needs of the region's job seekers and has set about enacting a plan to identify, upskill and place appropriate job seekers in the top five growth local industries, including agriculture, forestry and fishing; mining; health care and social assistance; manufacturing and construction.

These industries are expected to continue to grow significantly in across the Fitzroy region, but are currently experiencing labour shortages.

Anthony is also seeking to support young job seekers who are suitable to undertake apprenticeships and traineeships to fill current and emerging employment opportunities, as well as provide employment pathways for Indigenous job seekers, mature aged job seekers and job seekers with a disability.

Community safety in Townsville

To bring people into the industry, Wilson Security conducts a pre-employment program called 'Making Tracks', part of a RAP commitment to increase the Aboriginal and Torres Strait Islander representation of its workforce.

The program runs for four weeks and gives people an insight into the industry, work on personal development, teamwork, leadership and comradery, before going on to complete a Certificate II in Security Operations.

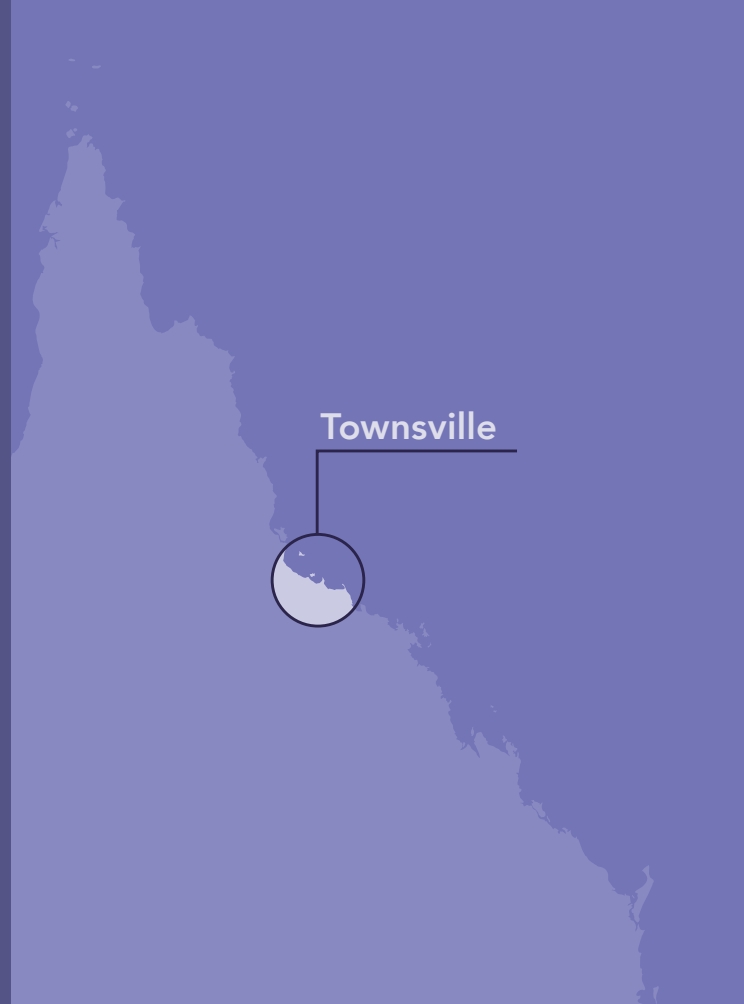
Wilson Security are a national leader in security and community safety business and have been challenging people's perceptions of security as a career by showing the value and diversity of security roles in the community.

Many businesses employ community safety officers including the Australian Taxation Office (ATO), supermarkets, banks, shopping centres, youth clubs and local businesses.

Operations Manager, Christie Peterson said, "Often our employees both live and work in their communities. People know and recognise them and this works in a very positive way in promoting a sense of community safety."

In November 2020, several MAX customers went through the program. Richard Kawane was one of 30 candidates looking for a new career, and through community led sponsorships with traditional owner rugby league teams, Richard saw Wilson Security as a new and exciting opportunity for him.

Richards background working in local government domestic violence and homelessness services means he has exceptional community support and understanding; allowing him to outreach and build nurturing and supportive relationships with other Wilson Security team members.



Western Australia

In 2021, our Western Australian teams worked tirelessly to deliver services to address the unique needs of our metropolitan, regional, and rural customers.

We worked with employers and government representatives to ensure that the needs of our customers and employer partners were met.

Our state-specific services in WA include Skills for Education and Employment. A training program that supports students to improve their reading, writing or numeracy, as well as other skills like digital literacy.

At a glance



264 customers with disability helped into employment

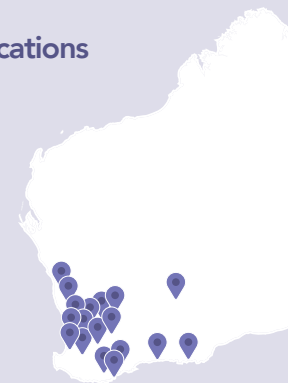


160,000+ hours of Skills for Education and Employment tuition delivered



Over 380 students in the SEE English literacy and numeracy program

Locations



6,500+
customers assisted into employment

Supporting generations of emerging Indigenous leaders

When Indigenous Australians like Bunbury's Robert Jones are empowered to reach their potential, generations of emerging leaders are inspired to succeed.

The impact of personalised and compassionate support is on full display when Robert Jones is in the room. Far from the directionless teen of just a few years ago, Robert is now a young man on a mission to help local children celebrate their culture and see their own value, capabilities and potential.

With support from his TAFE tutors and health and emotional supports from his MAX team, Robert has now completed a Certificate III in Education Support and landed an Education Assistant role at a local primary school.

Robert, comes from a blend of Koori, Indonesian and Italian heritage and spent much of his childhood immersed in Wardandi and Kaartdijin Noongar cultures. He helps the children celebrate their cultures and see their own potential the way others saw his.

"I was given a lot of support and encouragement and I previously couldn't give that to myself. The kids are the same. They need encouragement and support, they need to feel like they can achieve. I want to give these kids what others have given me," he says.

Robert is one of over 1,100 Indigenous West Australians that MAX supported into employment in 2021.



1,100+ Indigenous West Australians supported into employment

Health support service a key to success for many customers

Our Health Services Officers (HSOs) around Australia delivered over 28,000 sessions with our customers in 2021 including nearly 2,500 in Western Australia.

Our HSOs deliver health interventions for our jobactive and Disability Employment Services customers. Most services are delivered one-to-one in person or via telehealth but a range of group health programs are also available.

For 51 year-old Ashley who has faced mental and physical health challenges and housing instability, meeting with a HSO was part of his journey to a more stable future.

Supported also by his consultant, Ashley was able to grow in confidence, identify the types of roles he would enjoy within his physical limitations, complete a Digital Literacy Course and attain a police clearance that helped him land a position at a local hardware store.



Northern Territory

In 2021, our expert teams in Darwin and Alice Springs assisted 975 Territorians into employment – 44% of whom were Indigenous Australians.

MAX staff continued to work with health and training services around the Territory to ensure the very best outcomes for our customers.

We continued our good record of understanding and meeting the diverse needs of Indigenous Australians, with an ultimate goal of Closing the Gap in employment, health, and wellbeing.

At a glance



We assisted 975 jobseekers into employment



44% of customers placed in employment were Indigenous Australians

Locations



94

individual health sessions

Five star service for customers with disability in remote NT

Our Disability Employment Service in Alice Springs was one of 40 MAX teams across the country to receive a five-star rating from the Australian Government in 2021. So, what does it take to be a five-star DES provider in remote Australia?

For our small team of DES consultants in Alice Springs, providing high quality service is underpinned by providing highly individualised servicing.

"It's about taking the time to get to know each customer individually, what their strengths are, what their challenges are, what they would like to achieve," says Regional Manager, Robyn Gilchrist. "It's then about seeking out those job opportunities in the community that will allow our customers to achieve those goals," she says.

Support might include a range of mental and physical health supports coupled with intensive resume and cover letter preparation and pre-interview techniques and rehearsals.

After customers successfully land a job, our team continue to provide individualised in-work support to help both our customers and their employers to overcome any challenges that may arise.

"We have some wonderful customers, and despite being in a remote area we're pleased to have been able to support them in to work in 2021," says Ms Gilchrist.

The Alice Springs team supported 18 customers into work in 2021.

"It's about taking the time to get to know each customer individually, what their strengths are, what their challenges are, what they would like to achieve,"

Robyn Gilchrist, Regional Manager



South Australia

This year, our teams worked closely with South Australian communities to deliver services to customers, employers, and government partners across the state.

Throughout SA, we supported our customers and partners through a combination of national and state programs - our state-specific services included:

Skills for Education and Employment

Training to support students improve their reading, writing or numeracy, as well as other skills like digital literacy.

Child Welfare Assessments

Our child welfare team supports Government and other partners by providing child assessments.

At a glance



2,600+ customers placed into employment



82,000+ Adult Migrant English Program training hours completed

Locations



842

individual health sessions

Training and compassion lead to job success

For many MAX customers, vocational training combined with a range of MAX supports pave the way for a new start.

After nearly 20 years caring for her children Tracey Scrimshaw found a combination of vocational training and holistic MAX supports led her back into the workforce and a job she loves.

For the 56-year-old, re-entering the workforce after a long break seemed daunting but upon deciding her caring experience could turn into paid work, she embarked on a Certificate III in Community Services.

However, after more than one tragedy hit her family and COVID-19 took hold, Tracey's mental health took a hit and she decided to take a break from study.

While she took care of her mental health, Tracey continued to receive a range of practical and emotional health supports from her MAX team, including her namesake consultant Tracey Smart.

"Tracey was so good, she helped me and told me to take my time, and when I was ready, I could finish the course" says Tracey Scrimshaw.

When she was ready, her team supported her through her studies and then into work with a local NDIS support service.

Tracey now works as a disability carer in a job she "wouldn't swap for the world."

In 2021 we placed nearly 1,300 customers into disability and individual support carer roles nationally, including over 50 in the Adelaide area.

Supporting customers to achieve their goals

As we moved towards a much improved case management model in 2021, the number of stories of compassion, understanding and supporting customers to achieve their goals continued to rise.

For Marie Holford, her experience with another job services provider left her feeling jaded and unheard.

She was passionate about getting into a career in childcare but felt unsupported as she tried to achieve her goal.

At MAX, Marie's consultant Matt worked alongside her to get to know her goals and hopes for the future.

Matt helped to secure Marie an interview with the RenewalSA's Works Program in Adelaide.

While she hadn't previously had success with interviews of this nature, Matt encouraged Marie, coached her on interview techniques and provided clothing to help her present her best self at the interview.

"In less than a month Matt has managed to help me get into the course I wanted and helped with interview clothes, he's been friendly and encouraging right from the first time I saw him. My last job provider I was with for 7 years couldn't do what Matt did in less than a month," says Marie.

Marie was offered a second interview and ultimately a place in the pre-employment program. After completing the 36 week training program, Marie will begin working at a local childcare provider.



Tasmania

Across the state, we supported our customers and partners through a combination of national and state programs. Our state-specific services in Tasmania included:

Adult Learning Fund

Providing training to Tasmanians, helping them gain the skills they need to improve their employment opportunities.

Adult Migrant English Program

Language tuition that supports eligible migrants with low English levels.

School Leaver Employment Supports

Provides support to school leavers with disabilities to transition from school to employment.

Skills for Education and Employment

Training to support students improve their reading, writing or numeracy, as well as other skills like digital literacy.

Skills Tasmania

Traineeships and apprenticeships for learners to access training and build skills and knowledge.

Time to Work Employment Service

Voluntary in-prison employment service for Aboriginal and Torres Strait Islander peoples.

At a glance



3,500+ customers
placed into employment



46,000+ AMEP training
hours completed

Locations



675

individual health sessions



Supporting students with disability to become work-ready

Over 70 school leavers with disability worked with MAX in 2021 to build their work skills and confidence.

Hobart's Brayden Walker is one of those.

The young man has experienced the benefits of having a team of qualified professionals offering an individualised experience using a range of health supports, training and employability skills and in-work support services.

Brayden has an intellectual disability and a recent interstate move presented additional challenges. But with the help of his MAX team and a range of health supports, he was able to attain his First Aid Certificate, Working with Vulnerable People Card, clothing and transport support and land a job with supportive local employer and children's trampoline wonderland BOUNCE Inc.

Here, as he and the BOUNCE team continue to receive in-work support from the MAX team, Brayden has overcome his initial anxieties and come to feel like part of the family.

"When I first started out at BOUNCE I felt scared, nervous...I just felt like I couldn't do it. But the staff they've helped me along the way. They made me feel like I can do it," says Brayden.

218,600+

Australians supported by MAX in 2021

Celebrating diversity

In 2021, MAX supported over 218,600 Australians to give every person, every chance, no matter their gender, sexual orientation, age, ethnic, cultural or religious background. For many customers, our support is not just practical, it's emotional.

For 51-year-old Marci Whitton of Hobart, that support came at a very significant time in her life as she not only left long-term employment, but also gender transitioned.

"I am proud of who I am and don't want to disregard my past and don't want to forget about my life experience. But I have a conflict in that I would have preferred to be born a woman."

Providing a place of safety and acceptance, the MAX team at Rosny Park supported Marci emotionally throughout this time, while also helping her to identify her future goals and providing practical supports as she studied a Certificate III in Individual Support.

In April 2021, Marci gained employment in the disability support field and hasn't looked back.



Australian Capital Territory

In 2021, our teams assisted more than 800 job seekers into employment across the ACT.

Throughout the year, we supported local customers and partners through a combination of national and state programs. The services specifically tailored for the ACT included:

School Leaver Employment Supports
Support to school leavers with disabilities to transition from school to employment.

Skilled Capital ACT
The JobTrainer Fund supports job seekers and young people, aged 17 to 24, into employment.

Adult Migrant English Program
Language tuition that supports eligible migrants with low English levels.

Skills for Education and Employment
Training to support students improve their reading, writing or numeracy, as well as other skills like digital literacy.

At a glance



More than 800 jobseekers placed into employment



More than 49,000 hours of Skills for Education and Employment tuition delivered



There was an increase of 192% on AMEP training hours logged in the Territory

Locations



265

individual health sessions

Improving English language, literacy and numeracy skills

The Skills for Education and Employment (SEE) program helps students to improve reading, writing and/or numeracy skills, speaking and listening skills.

In 2021 MAX delivered the SEE program to over 2,500 students, a 17% increase over 2020.

Alexander Cheng of Canberra was one of those students who benefitted greatly from this targeted program. Alexander was born in Australia to Chinese parents and lives with a neurometabolic condition that affects his communication and the speed he can process information.

Above and beyond growing his literacy and numeracy skills in SEE, Alexander wanted to grow in confidence, improve his digital literacy and time management skills and increase his memory retention.

His SEE trainers at Belconnen supported him through over 650 hours of tuition in mixed mode – both online and in a classroom – while his Disability Employment Services team supported Alexander as he continued working part-time at McDonald's Charnwood.

Alexander's manager at McDonald's, Madison Duberal shares, "I have had the pleasure of working with Alexander since June 2021, and I have watched his confidence grow during that time. He is always happy to help whenever we need...[and] is a great asset to our team".

For Alexander, the SEE program has provided a valuable confidence boost, helping him achieve his time management goals and thrive in his role at McDonald's.

Opportunity in the care industry

The Health Care and Social Assistance industry is the largest employing industry in Australia, and it is in growth across the country. In 2021, the Government forecasted a need for a further 200,000 skilled care workers by 2025.

The Richmond Fellowship provides supported living services, support coordination and facilitates group programs under the NDIS. In 2021, MAX formed a partnership with the Richmond Fellowship to meet their recruitment needs by finding suitable, quality candidates.

Interviews are held in our offices and in addition, we support those customers through the application process including helping them to obtain Working with Vulnerable People Certificates and Police

Checks. By having a close working relationship with the employer, we are also able to deliver their first week of induction from our offices to help candidates settle into the new role.

After placing nine people into sustainable employment with them, we are helping them find more employees across Canberra in multiple locations. Operations Manager for the Richmond Fellowship, Katrina Mclean, said 'We're very happy with the quality of candidates MAX is able to provide us. It helps us make sure we are able to deliver quality services by people with a real care and passion for their work'.

MAX started a new recruitment drive at their Goulburn location in late January 2022.



Our people

We are a diverse organisation that proudly represents the communities we work in.



50 / 50

gender split within the Executive team



Every day recognition of values

This year we launched 'Spark' pin badges as a way to empower managers to recognize and celebrate the achievements of our teams and performance in line with our values. Over the year badges have been given out across the business at all levels, including at senior levels.

There are three categories:

Bronze

For living our values and putting our philosophy in to practice.

Silver

For innovation in customer service and going the extra mile for our customers and clients.

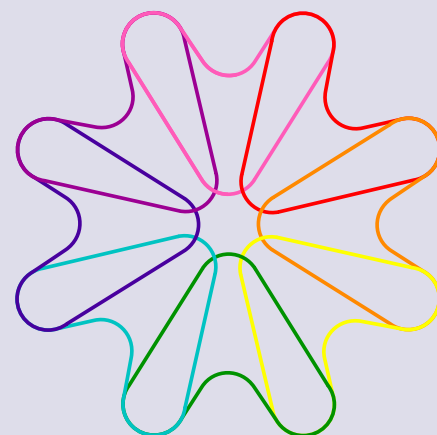
Gold

For demonstrating outstanding commitment to growth and self-reflection.

The Rainbow Room

Connecting LGBT employees

The Rainbow Room is an employee network that connects people in order to celebrate, share ideas and connect over issues that affect them and the people they work with. Over the year the team celebrated pride (virtually), raised ideas for how we can improve awareness across the LGBTIQAP+ spectrum and increased the visibility of days like International Transgender Day of Visibility. The network also put together a video to educate and raise awareness for Wear It Purple Day, sharing personal stories with colleagues.



Accelerate Leadership program

12 employees took part in our new program designed to develop people with significant potential through a program of career development, networking and skills learning.

The program includes:

- > Access to a dedicated internal mentoring relationship – led by our Executive team
- > Introduction to valuable connections, internally and externally
- > Encouragement to engage in self-discovery through reflection and assessment
- > Appropriate reading and guided activities matched to key focus areas that will help participants in their specific role
- > Networking via AmCham Global Leadership Academy 2021.

MAX Solutions named as an Inclusive Employer

In 2021, MAX was officially assessed to be an Inclusive Employer by the nation’s independent peak body for workplace diversity, Diversity Council Australia (DCA).

According to DCA, an inclusive organisation is one where employees trust their employer to treat them fairly; feel diversity is valued and respected; and report that senior leaders demonstrate a visible and genuine commitment to diversity and inclusion. DCA began tracking diversity and inclusion in the Australian workforce in 2017.

As part of the DCA Inclusive Employer assessment, MAX staff took part in an independent workforce survey.

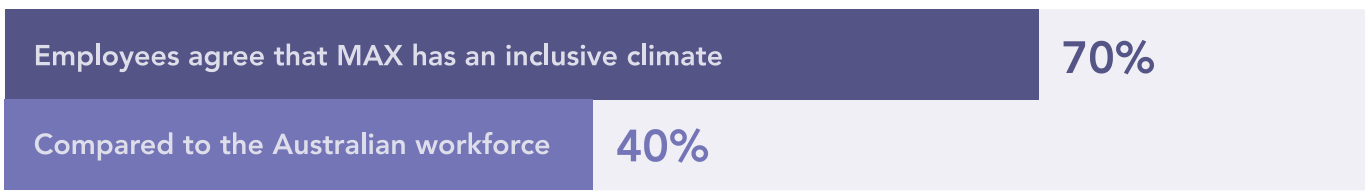
Results showed that 91% of MAX survey respondents agreed, or strongly agreed, that their fellow team members treat each other with respect, regardless of age, culture or ethnicity, disability, gender, Indigenous background, or sexual orientation*.

88% of respondents agreed or strongly agreed that immediate supervisors treat everyone fairly, regardless of their background.

When the results are combined, 70% of employees reported the organisation as having an inclusive climate compared with just 40% of the Australian workforce.



Almost all MAX employees agree that everyone in the organisation treats each other with respect.



*(compared to 78% of the overall Australian workforce)



MAX Foundation – Giving back to local community

In 2021, MAX Solutions made donations totalling \$50,000 to support eight valuable Australian charities.

The charitable arm of MAX, the MAX Foundation, makes regular donations to worthwhile causes, with employee contributions matched dollar-for-dollar by the company.

This year, the MAX Foundation has donated \$5,000 each to Sir David Martin Foundation, which helps young people in crisis and Cystic Fibrosis Queensland, with another \$10,000 each given to Guide Dogs SA/NT and veterans charity Buddy Up Australia.

Donations of \$5,000 each were made to veteran charities Young Diggers and Young Veterans, as well as homelessness support charity, Nightlight, and the Pat Cronin Foundation, which is campaigning to end the 'coward punch'.

The MAX Foundation is dedicated to helping communities across the country. It provides grants to charities that support vulnerable communities, including disability, mental health, homelessness, migrant services, community support, employment and more.

MAX recognised for Gender Equality standards

MAX Solutions received the Employer of Choice for Gender Equality (EOCGE) citation in recognition of its commitment to promote gender equality in February 2021.

At the time, the Workplace Gender Equality Agency awarded a citation to only 17 organisations across Australia, which brought the total number of citation holders around the country to just 136.

The WGEA citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

Over the past few years, MAX has further deepened its commitment to gender equality in areas including flexible working, increased access to gender neutral paid parental leave, and further improved its domestic abuse policy.

MAX has 50/50 gender representation at the executive level, and just over three quarters of its employees are female, many of whom hold management and leadership positions.

Improving our business

Executive team led by Managing Director Deborah Homewood

The leadership team at MAX Solutions is passionate about the needs of customers and delivering high-quality services.

The team has extensive experience in the human services sector, with expertise in program management, quality and compliance, social policy development, change management, workforce development, government relations, service delivery and technology.

The business is governed through formal committees, including the Executive Board, the Audit, Risk and Compliance Committee, the Information Security Steering Committee, the Reconciliation Action Plan Working Group, and the Indigenous Advisory Committee.

Delivering on our RAP

Since launching in June 2020, MAX has achieved over 95% of its RAP deliverables.

The Indigenous Advisory Committee (IAC), independently chaired by Sean Gordon, a highly respected Indigenous Leader and proud Barkingji and Wangkumara man, has continued to build its profile in our organisation and act as a key driver of change resulting excellent progress against our existing RAP. A renewed RAP is currently being developed, to replace the existing document that expires in May 2022.



Announcing our Chief Medical Officer

Dr David Milecki, one of Australia's leading clinicians, has been appointed Chief Medical Officer.

Dr Milecki has over 32 years' experience in primary medical practice in occupational health, medical assessments and general practice, with extensive expertise in developing and managing system and outcomes based medical programs and in training medical practitioners in a wide range of medical assessments.

His appointment as CMO comes along with the establishment of a new MAX Health Division, following further rapid growth in demand for its medical, allied health and assessment services.

Dr. Milecki will provide medical advice to the business to ensure the best quality service delivery to our government and corporate clients and our individual customers.

Access to quality health services is of huge and growing importance to governments, businesses and people looking for, or returning to, work, especially in the wake of the pandemic.

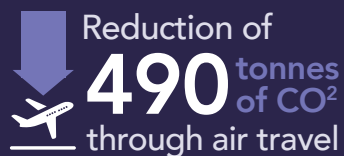


Improving our environmental impact

As a Human Services company our environmental impact centres on our occupancy of leased premises and travel.

With over 250 locations across Australia and more than 1,500 employees and contractors, the way in which we operate has an impact which is monitored and controlled with targets aimed at reducing our carbon footprint and impact on the environment.

Since 2018 we have implemented programs to reduce greenhouse gas impacts from our operations which has been further enhanced due to COVID-19 and an increased use of online and remote service delivery.



49 offices converted to LED lighting



Total saving of **1,923** tonnes of carbon emission per annum



As all of our offices are leased, our investment in energy efficiency changes is primarily limited to lease renewal periods. The next opportunity will be 2022.



Our longer term goal is to further reduce our physical footprint while continuing to service our customers to a high standard.

Elevating the voice of our customers

Understanding the way our customers think and feel is vital to the programs and services we deliver. Without understanding the challenges they face, the way they feel and their circumstances, it is impossible to make a difference.

Last year, we partnered with a consultant who previously worked for the Australian Unemployed Workers Union to undertake research into those experiences. Over the course of a number of confidential sessions run by the consultant, issues were discussed, and recommendations were made to the business about how to improve the way we deliver services.

Dr Andrew Caple in to the role of Customer Advocate, a former academic and solicitor in the community legal sector. Andrew comes to MAX as an experienced health lawyer with knowledge and various skills derived from legal publishing, teaching, advocacy, and legal practice in the areas of mental health, criminal law, and dispute resolution.

The Customer Advocate is uniquely placed in the business, reporting to senior level managers and the Executive team about everyday issues or experiences that can be improved. Using face to face interviews, feedback data from customers and qualitative field research, this is an exciting initiative to help put the customer front and centre in decision making.



Commitment to quality

The Quality team includes 30 nationally based employees who oversee compliance, audits, feedback and centralised complaints. External accreditations cover more than 90% of our business and include:

Quality Assurance Framework

This is the Department of Education, Skills and Employment standard required for all employment programs. We are accredited down to every individual office level and a sample has been audited annually by a recognised external auditing provider.

National Standards for Disability Services

The standard required for all disability related services by the Department of Social Services. We are accredited down to every individual office level and a sample has been audited annually by a recognised external auditing provider.

Occupational Health and Safety ISO 45001

The Occupational Health and Safety Management System is accredited at a national level and applies to the whole business. Audited each year, this new standard replaces AS/NZS 4801 which we have held for three years.

Information Security Management System ISO 27001

Accredited at organisation level, this is a new Right Fit For Risk standard introduced this year for government contracts and is audited by BSI.

Quality Management Systems ISO 9001:2015

MAX Solutions Quality Management Systems is accredited at a National level and applies to the whole business. Audited annually by a recognised external auditing provider the ISO 9001:2015 standard demonstrates our ability to consistently provide products and services that meet customer and regulatory requirements.

Registered Training Organisation (0667)

We are an organisation that is registered by an independent statutory agency (ASQA – National Regulator) to deliver and assess nationally recognised training, and issue nationally recognised qualifications and statements of attainments, in accordance with relevant VET Quality Standards.

NDIS Practice Standards

Standard set by the NDIS Quality and Safeguards Commission required for any services funded by NDIS. We are accredited down to every individual office level delivering any NDIS service. First achieved in 2019, this is audited each year by SAI Global.

MAX SOLUTIONS

Employment . Support . Community

Every person. Every chance.



Part of **MAXIMUS** Worldwide