



# Annual Review

2020

Every person. Every chance.

**MAX SOLUTIONS**  
Employment . Support . Community



# Contents

Introduction.....	4-5
Summary of the year.....	6-7
National services.....	8
Our economic impact.....	9
Reconciliation Action Plan.....	10
National highlights.....	11
<b>New South Wales</b>	
Overview.....	12
Articles and case studies.....	13-15
<b>Victoria</b>	
Overview.....	16
Articles and case studies.....	17-19
<b>Queensland</b>	
Overview.....	20
Articles and case studies.....	21-23
<b>Western Australia</b>	
Overview.....	24
Articles and case studies.....	25
<b>Northern Territory</b>	
Overview.....	26
Articles and case studies.....	27
<b>Tasmania</b>	
Overview.....	28
Articles and case studies.....	29
<b>Australian Capital Territory</b>	
Overview.....	30
Articles and case studies.....	31
<b>South Australia</b>	
Overview.....	32
Articles and case studies.....	33
Our people.....	34
Leadership and governance.....	35



## Foreword

**The hardships experienced due to unemployment came into sharp focus for even more Australians this year as restrictions caused by COVID forced businesses to shut down. While many companies were able to keep their employees with the support of Government and others were able to change their way of working and keep their staff, it is hard to forget the long queues outside Centrelink offices all around the country.**

The ongoing uncertainty led to a rise in reported stress and mental health issues, with agencies such as Beyond Blue, Lifeline and Kids Helpline reporting significant increases on their already stretched resources.

Like everyone else, at MAX we have spent the last year figuring out how to change and evolve as the world changes around us, how to carry on in the face of new challenges and how to continue delivering the services we provide at a time when people need them most.

During lockdown, it was critical for our clients to know they could contact us if they needed assistance. Whether that was simply reassurance, advice on a constantly changing environment or to talk to one of our Psychologists if they or a family member were struggling.

All our face-to-face servicing roles became digital and phone based within a week of lockdown announcements, ensuring continuity of support. This meant that we were also able to swiftly support employers in frontline industries that needed staff

urgently, ensuring that even in lockdowns we were placing people into work.

Importantly, we didn't want to forget about the other things that matter to us. Ensuring we were true to our values, we continued to drive forward in the areas of diversity and inclusion as an employer.

Last year we launched our RAP and a new committee framework to give voice to our Indigenous employees, we also created employee networks to connect people from diverse backgrounds and launched a charter for Diversity and Inclusion.

In February, we welcomed new colleagues into the business through the acquisition of Injurynet, a specialist business in workplace health. Health and employment are intrinsically connected and we are excited about the opportunities for our businesses to provide new services to employers in the future.

Throughout the year we accelerated our digital transformation plans, moving traditionally face-to-face services like employment and training online. This change has made our services more flexible and accessible than ever before.

As we step cautiously into 2021, while we may continue to be unsure of what the future will bring, we remain hopeful and more determined than ever to deliver on our goal of '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 other 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.

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## Our vision

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

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## 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.



## MAX Foundation

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

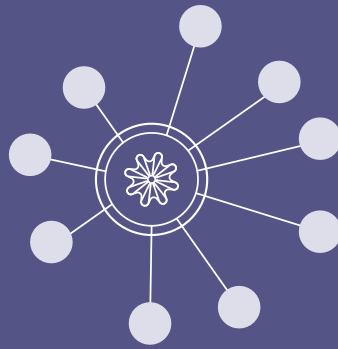
We donated to charities across Australia in 2020 including Veterans support organisations Young Veterans Australia and Young Diggers, Logan city community support agency Nightlight Outreach, domestic violence support organisation RizeUp, Pat Cronin Foundation, Rosies - Friends on the Street, Guide Dogs Victoria, and children's autism charity A little Sparkle.

The generosity of our Australian, US and UK employees also saw \$100,000 raised for bushfire relief efforts with the funds donated to the Red Cross and RSPCA.

# Achievements

**219,000+**

customers connected to our employment services



MAX supported a customer into work every **12 minutes**, on average, in 2020

**42,000+**

people supported into employment



**6,700+**

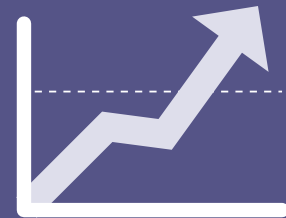
people with disability helped into employment



ParentsNext provider in the country

**232%**

increase in students enrolled in a MAX qualification



531,000+ hours of tuition delivered under Skills for Education and Employment program



**6,500+**

assessments for people with disability



**12%**

increase in student numbers in MAX Adult Migrant English Program



**29,000**

individual health sessions delivered (up 32%)

**jobactive**

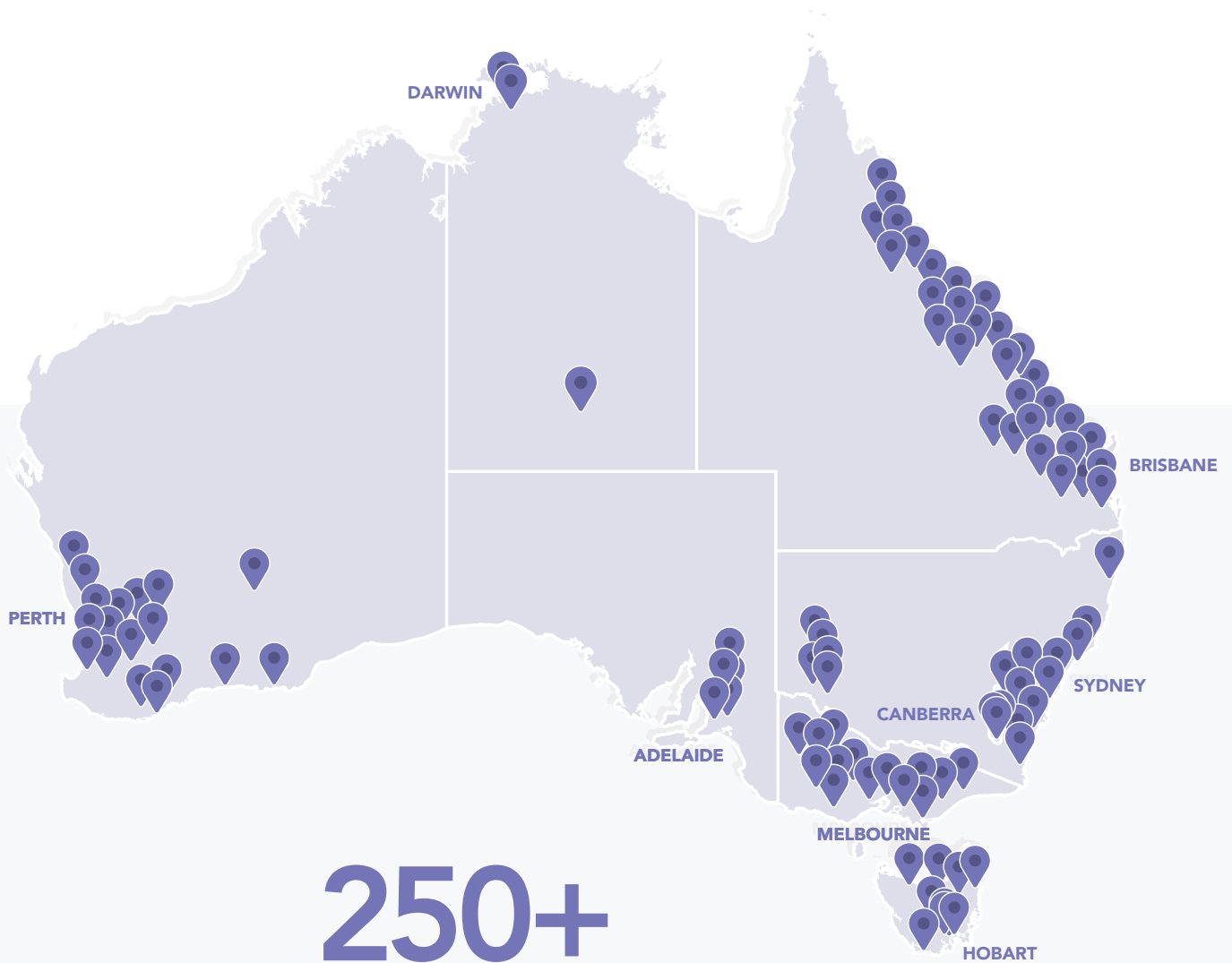
8,106 jobactive customers referred for individual health support (up 38%)



1,538 EAP sessions delivered in the last year (up 55%)

# 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.



# 250+

full time, part time  
and outreach offices

## Health Services

**Our health teams support the work we do across MAX in different employment, training and assessment programs.**

In 2020 as Australians faced the COVID-19 crisis, our team of allied health professionals experienced a marked increase in demand for their services.

In a 32% increase year on year, our allied health professionals delivered 29,000 individual health sessions to over 8,000 jobactive and DES customers.

In 2020, MAX further strengthened its health services through the acquisition of Injurnet – one of Australia's largest networks of medical practitioners. Injurnet provides workplace medical services to prevent and reduce the impact of injury and illness in both the workplace and the community.

MAX also saw a significant increase in demand among employers for its Employee Assistance Program (EAP), with a 55% year on year increase in the number of EAP sessions we delivered. In a year that tested the mental health and wellbeing of many employees, we're proud to have supported workforces around the country through the delivery of over 1,500 psychology sessions during 2020.

## Training

**MAX offers high quality vocational training in in-demand industries including individual support (ageing and disability), hospitality, community services and business. We also deliver short courses in areas such as digital literacy and technology for work.**

In response to the COVID-19 pandemic, our training team made rapid changes to facilitate blended learning. This means our students are now able to study both online and in physical classrooms.

As people decided to study and reskill in 2020, our flexible course offerings saw the number of students enrolled in our RTO more than double.

In 2020, our RTO was audited by the Australian Skills Quality Authority (ASQA), the national vocational education and training (VET) regulator. The audit considered our approach to the student learning experience across a range of key areas and confirmed that our training met national standards across the board.

## jobactive

**The success of our digital servicing trial in early 2020, combined with the impact of COVID-19 on face-to-face servicing capabilities, saw MAX roll out digital servicing nation-wide.**

This included a centralised contact centre, digital methods for customers to manage their service and regular updates and advice via email or sms.

This meant customers experienced greater flexibility in their service and the ability to do more from home, especially when changes to restrictions meant many would have been unable to access services.

By streamlining services, our sites had more time to focus on support for people with complex needs, engagement with the local community and working with employers to find opportunities.

## Disability Employment Services

**COVID-19 poses an elevated risk to many people with disability and our team was determined to continue to support our nearly 30,000 DES customers in innovative ways through the challenges of the pandemic.**

The digitalisation of our employment services meant our customers with disability could continue to easily engage with those supports from the safety of their homes.

Additionally, the adoption of telehealth by our team of allied health professionals ensured that our DES customers continued to receive a wide range of health supports.

Throughout 2020 we also provided our employer partners with expert advice, helping them to support their employees with disability through the unique challenges of COVID-19.





## Our economic impact

We understand that our success is critical to the individuals and communities we serve across Australia.

Every successful opportunity we deliver adds value to our society by supporting sustainable economic growth and reducing the socio-economic impacts associated with unemployment.

In 2020, MAX commissioned PwC to undertake an economic impact assessment of its employment services.

That analysis indicates the total economic contribution of our employment services is between **\$646 million** and **\$1.1 billion** a year. This corresponds to a benefit to cost ratio of between 3.48 to 1 and 5.1 to 1.

**Meaning for every dollar invested, we contribute up to \$5.10 to the Australian economy.**

Using a range of conservative central assumptions, PwC estimates that the annual contribution of our employment services to the Australian economy is **\$688 million** (net present value).



**\$646 million to \$1.1 billion per year**  
estimated total economic impact of MAX in Australia



**52,500** job placements delivered annually



**131,000** individuals supported at any one time under jobactive



For every **\$1 invested**, MAX contributes  
**up to \$5.1** to the Australian economy



## Reconciliation Action Plan

**In June 2020 we launched a new Innovate Reconciliation Action Plan (RAP) as part of our commemoration of Reconciliation Week. Our 2020-2022 RAP underscores our commitment to playing an important role towards Closing the Gap in Indigenous employment in Australia.**

At the centre of the RAP was a vision of building a strong Indigenous voice into our decision making and the continuing empowerment of Indigenous staff around the country.

To that end, our RAP was developed in conjunction with our Indigenous Advisory Committee (IAC) and RAP Working Group.

Our IAC comprises four Indigenous staff from around the country and is chaired by Sean Gordon, MAX Advisory Board member and proud Wangkumarra/Barkindji man.

In November we published our first RAP progress report setting out the initial steps we have taken to put the perspective of Indigenous staff at the centre of our organisation.

The RAP progress report provides an update on our work in the following four areas:

- > Our engagement principles for working with Indigenous organisations
- > MAX Indigenous procurement policy and renewal of our membership of Supply Nation
- > Training for staff on the effects of racism and discrimination
- > A review of our Indigenous performance across our major programs

While in the early stages of the implementation of our RAP, we were delighted to report considerable progress in taking forward new elements of the RAP and in strengthening already existing measures.



**“MAX has committed itself to an ambitious RAP that places the voice of Indigenous people at the heart of how it develops policies and programs that impact Indigenous people.”**

- Sean Gordon

# National highlights



**55%**  
increase in  
EAP sessions

**26%**  
increase in Disability  
Employment Services  
sites awarded 5 stars



**Injurynet**

Acquisition of workplace  
medical management  
provider



**9% increase  
in five star  
government  
rated sites**

More than  
**531,000**  
tuition hours  
delivered nationally in  
Skills for Education and  
Employment

Tuition hours  
increased by more than

**14,000**

in SEE and AMEP  
programs year on year



**Woolworths**  
*The fresh food people*

Named MAX Employer of  
the Year for its leadership  
on diversity and inclusion



# New South Wales

Our teams in NSW delivered services to customers, employers and government partners in 2020. Supporting more than 25,000 customers into employment and providing mental health support to thousands of people impacted by the bushfires and COVID-19.

We continued to invest in solutions to make it easier for our customers to access our services, including improved customer journeys, new digital platforms, online training services, and investment in tele-health services.

## At a glance



#1 ParentsNext service provider in country



Delivery of psychology services to support school communities impacted by bushfires



9,700+ customers supported into employment



11% increase in students enrolled in Adult Migrant English Program



89,000+ hours of Skills for Education and Employment tuition delivered

### Locations



# 7,828

individual health sessions



## State specific programs

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.

### Smart, Skilled and Hired

A NSW Government program to lift young-people's long-term employment prospects.

### 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.



## Life-changing opportunities

Women make up just 2% of the world's 1.2 million seafarers but Cassie is one of 12 Indigenous MAX customers helping to turn that stat around in NSW.

The women, all from western Sydney, are completing a traineeship in Marine Engine Driving. Setting themselves on course for a maritime career.

Mum of three, Cassie, lives with bipolar disorder and ADHD. Just over a year ago Cassie had been unemployed for eight years and was living without a fixed address, moving around and staying with friends.

Today, Cassie's life is remarkably different.

Successfully managing her health, working full time and supporting her children, she is proving to her maritime colleagues exactly why she belongs on the water.

Not-for-profit organisation Tribal Warrior has been working with MAX, NRMA Fast Ferries, Sydney Harbour Ferries and Port Authority NSW to deliver maritime career opportunities to Indigenous women in NSW.

MAX provides the women with health, mentoring and financial assistance and other supports to empower them to complete the training course.



# Bushfire support

Australia's 'Black Summer' claimed around 2,000 homes and properties in New South Wales, with fires covering well over five million hectares of land in the state between 2019 and 2020. A number of families, tragically, lost loved ones.

For many individuals, including school-age children, the bushfire season took – and still takes – an exceedingly heavy emotional toll.

MAX was proud to support school communities around the state impacted by the bushfires through the delivery of professional psychology services.

During the course of the emergency response, and beyond, MAX rapidly deployed significant levels of psychological services to students, teachers, families and wider school communities all across NSW. Delivering teams from around the country

into areas of the state identified as having the most pressing need.

Later in the year, as COVID-19 restrictions impacted NSW and other states, our psychologists provided support to communities through a combination of face-to-face and telehealth appointments.

We are grateful to all our psychologists for their professionalism and dedication during this period. Including those who left behind their own families to support our regional communities during these darkest hours.



## #1 in Australia | ParentsNext

Our Sydney North and West region maintained their Number One ranking in the country this year for both outcomes achieved and quality of feedback from participants.

Here at MAX we acknowledge that being a parent can present significant barriers when it comes to finding sustainable employment.

The Government's ParentsNext program helps to support parents with children aged between 6 months to 6 years, linking them to services and activities in their local area that will prepare them for work.

We delivered the ParentsNext program to 693 customers across nine locations in 2020, including over 250 new customers.

Despite the challenges presented by COVID-19, our team scheduled more than 4,100 appointments and maintained an engagement rate of over 80%.

Our customers undertook 725 activities including accredited education courses, paid employment, parenting groups and support services.

The ranking is a reflection of our commitment to delivering a flexible program, tailored to the personal situation of each family.

# Mature-age employment

More and more Australian employers understand the significant contribution that mature-age employees make to the workforce through their experience, reliability, work ethic and communication skills. Martin, 56, visited our office in Batemans Bay with a history of low-skilled work and long periods of unemployment. He is now a highly skilled team member at a small manufacturing company.

Understanding the person at the centre of the service and addressing their needs is key to finding them the right opportunity. Our services help people see a different future for themselves. MAX supported Martin by providing him with ongoing help in areas including qualifications, police checks, and workplace clothing.

Local company, Vision Railings, offered a job to Martin and he started the next day with the assistance of a Government Restart wage subsidy. With post-placement support from MAX, he has flourished and is now doing highly skilled welding and powder coating work after being offered fulltime employment.

He is one of more than 1,300 NSW customers that MAX supported into employment in the construction industry in 2020.



More than  
**1,300**  
people supported by MAX in  
the NSW construction industry

## SSH Youth Employment Program

Between 2017 and 2020 MAX delivered the NSW Government's Smart, Skilled and Hired (SSH) Youth Employment Program in Western Sydney. SSH is designed to help young people overcome barriers to employment and gain skills and experience that improve long-term outcomes.

In 2020 we saw 456 young people placed into employment and 397 young people reach 26 weeks in employment.

Over the past three years, MAX has supported nearly 1,500 volunteer participants in a flexible service delivery model.

In this time, 69% of participants were placed into employment with intensive and personalised post-placement supports delivered to both participants and employers.

## Child Welfare Assessments

Our team of allied health professionals, including psychologists and social workers, offer comprehensive assessment and training designed to help at-risk children find the safe, supportive and nurturing family environment they need.

In 2020, our specialist social workers and Indigenous consultants provided 209 trauma informed assessments to support safe placement of children who were unable to live at home with their parents. Many assessments were delivered via telehealth.

The information provided by our assessors allows case workers to make child-focused decisions with confidence.

# Victoria

Our teams in Victoria delivered services to thousands of customers in 2020 as bushfires, and then COVID-19, impacted individuals and families across the state.

During this period, we supported customers, employers and government partners by providing services across areas including employment, mental health, and training. Working hard to help our communities build back stronger.

We also continued to invest in solutions to make it easier for our customers to access our services, including improved digital platforms, online training services, and investment in telehealth.

## At a glance



Program for Students with Disability: 6,000 assessments



7,000+ customers supported into work



90,957 tuition hours delivered in Skills for Education and Employment program – up 10% year on year

### Locations



# 7,666

individual health sessions



## State specific programs

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

### Gippsland Employment Facilitator Services

Employment facilitators provide on-the-ground support for the delivery of local jobs programs.

### Youth Cadetships Scheme

YCS provides Victorian Public Service positions to young people from less advantaged backgrounds. MAX supports cadets through access to career and mental health support.

### School Leaver Employment Supports

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

### Workers in Transition

Government program that provides support for pre-retrenched and retrenched workers.

### 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.

### Program for Students with Disability

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

## Health support for critical services during COVID-19

Last year provided a sobering reminder of the critical importance to Australian society of keeping the country's essential services running. A point that was especially true in healthcare.

As COVID-19 impacted communities across Victoria, it was vital that the state's frontline healthcare workers could work safely and confidently.

MAX worked with Ambulance Victoria, through our Injurynet business, to support paramedics with 9,000 potential exposures to COVID-19, including cases where the paramedics had direct contact with patients who may have had COVID-19.

Injurynet, which has a national medical practitioner network of over 6,500 doctors, physiotherapists and psychologists, tracked both patients and the paramedics who supported them, to quickly communicate patient test results to Ambulance Victoria. This, in turn, allowed paramedics to safely return to work and deliver essential emergency services to communities in Victoria. With tight management and control, the number of paramedics who needed to self-isolate was contained to less than 1%.

Ambulance Victoria was able to access the Injurynet service, on demand, 24 hours a day.

9,000+  
paramedic exposures





## Psychology services to stonemason industry

**Many of us will experience health concerns at some point during our working lives. Sometimes those moments can have a potentially very serious impact on our mental wellbeing.**

In 2020, MAX worked with WorkSafe Victoria to support current and former employees (and their families) in the Victorian stonemason industry who are undertaking silicosis health assessments.

Silicosis, a lung disease associated with potential respiratory failure, is caused by breathing in respirable silica dust. It is typically associated with industries that work with engineered stone, quartz, sand, and other stone products. There is currently no cure.

Testing for silicosis requires appointments with occupational and respiratory specialists and other diagnostics that tend to take up to 12 weeks. A wait that can be very challenging.

In September, MAX began providing psychology services to Victorian stonemasons and their families who are undergoing silicosis health assessments through WorkSafe Victoria.

The WorkSafe Victoria program is free to all eligible workers and their families, with MAX psychologists and social workers providing confidential, 1-1 support. Typically within just a few days of a referral.

Our team provides support across areas including: mental health, emotional stress and trauma, chronic illness and legal difficulties.

# 6,000

school assessments delivered across Victoria in 2020

### Program for Students with Disability: Assessments Australia

Our team delivered nearly 6,000 assessments for schools across Victoria in 2020. Helping schools understand their students' eligibility for support under the Program for Students with Disability.

As Assessments Australia we provide assessment services to schools where a student has a suspected intellectual disability, or severe language disorder with critical educational needs. Delivering comprehensive reports to schools.

The team includes over 100 psychologists and speech pathologists.

The quality of this service was recognised by the Victorian Government in 2020, particularly through the COVID-19 impacts, by further extending the length of our service delivery.



## Youth Cadetship

**As the proportion of skilled employment opportunities continues to increase in Australia, training and learning has never been more important.**

Over the last year, MAX has been working with the Victoria State Government's Department of Jobs, Precincts and Regions, to support its Youth Cadetship Scheme (YCS). The two-year cadetships offer entry level positions to young Victorians from less advantaged backgrounds. Giving them a pathway to a rewarding public service career.

Our career coaches and psychologists run one-day workshops with the Department's cadets. Providing expertise on everything from resumes to resilience, and interview skills to career counselling. Each cadet is also offered the opportunity to take advantage of individual, one-to-one support sessions led by MAX specialists.

In 2020, our team in Victoria supported 67 of the Department's cadets in group sessions, as well as 47 in individual support sessions.

### Gippsland Regional Employment Facilitator extended

Gippsland is one of 11 regions with an Employment Facilitator that was expanded in 2020 as part of the Federal Government's Local Jobs Program.

Through this program our Gippsland Employment Facilitator is working across the region with local government, businesses, employment service providers and those experiencing unemployment or facing retrenchment using a range of Government funding and services.

In 2020, this work has been focused around delivering support to local communities recovering from bushfires and managing the impacts of COVID-19. This included working with young people in towns with very small populations to upskill in areas like hospitality.



## Disability employment

One in five people in Australia live with some form of disability, including around two million people of working age.

We successfully support businesses around Victoria to recognise and access the talents, skills and experience of people with disabilities. A strength that has led MAX to become a partner of choice for disability confident employers across the state.

Over the last year, we have continued to strengthen and deepen employer partnerships across Victoria. Including regional leaders in diversity and inclusion employment like Next Gen Cleaning. In 2020, MAX placed more than a dozen customers with Next Gen into a variety of roles in Victoria, including customers with autism, PTSD, and severe depression, and others with significant periods of unemployment of up to 10 years or more.

Our scale, expertise, and post-placement support gives both employers and customers the confidence to create life-changing opportunities. In 2020, MAX supported more than 2,300 Victorian customers into roles within healthcare and social assistance. Jeff Jack, CEO of Next Generation Services, said: "We believe you can train people to clean, but you cannot train them to care."

"Working with MAX allows us to access a wide variety of potential employees and, with the right attitude and support, give someone an opportunity for sustainable employment while giving back to the older Australians they care for."



# Queensland

Our teams in Queensland delivered services to communities across the state in 2020. Supporting a large number of customers through our employment, health and training services.

We also made it simpler and more convenient for our customers in the state to access our services, with access to improved digital platforms, online training services, and investment in telehealth services.

## At a glance



13,000+ customers supported into work



73,592 hours of tuition delivered in the state through Skills for Education and Employment program



139% increase in qualifications delivered by MAX



**7,786**  
individual health sessions



## State specific programs

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

### Time to Work Employment Service

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

### Borallon Training and Correctional Centre Program

Provides onsite mental health, cultural and employment support services to customers and employers based at BTCC.

### 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.

### User Choice Queensland

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

### Certificate 3 Guarantee Queensland

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

### Child Welfare Assessments

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

## Holistic supports for customers with disability

Dillon Griffin is one of around three million Australians living with depression and/or anxiety.

He's also one of nearly 30,000 customers living with disability that our Queensland team supported in 2020.

Understanding the skills and ambitions of our customers is at the centre of what we do. Our team at Deception Bay provided support to Dillon that included psychology sessions and preparing him for work.

MAX also worked hard to find an opportunity for him that reflected his interest in fish and marine life – connecting Dillon with local employer Sue Quirke of 100% Reef Safe. An aquarium supplier near Brisbane.

Dillon began by completing a PaTH internship before Sue offered him a job, supported by a wage subsidy. These government supports have allowed Sue to spend time training and developing Dillon.

The MAX team continued to provide in-work support to ensure both Dillon and Sue have every opportunity to see Dillon thrive as part of the 100% Reef Safe team long into the future.

# 12%

of Australians are living with depression and/or anxiety



# Indigenous Australian employment

**We understand the critical importance of working with Indigenous Australians, communities and organisations to help address gaps in outcomes.**

In 2020, we supported a number of Indigenous-led businesses across Australia to attract and retain Indigenous Australian employees, including employers like Multhana Property Services in Brisbane.

Multhana’s landscaping, construction, building maintenance, and cleaning business expanded rapidly in 2020. We were privileged to support Multhana during this period, with MAX placing 114 customers into employment at the business, including 61 Indigenous customers. Across our Brisbane South East region, six customers have now been promoted into supervisor roles and 62% of customers remain

employed, tracking towards six months of stable employment. Multhana means “coming together to help each other” in the Kalkadoon Language and the creation of training and employment opportunities for Aboriginal and Torres Strait Islander people is central to its purpose.

In 2020, it was shortlisted for our medium-sized Employer of the Year Award. A recognition of its commitment to cultivate a diverse and inclusive workplace.

MAX is committed to playing a lead role in Closing the Gap in Indigenous employment outcomes in Australia.



**114**

customers placed with Multhana

**61**

of those were Indigenous customers

## Skills for Education and Employment

Our Skills for Education and Employment (SEE) program supports Queenslanders who are looking for work by developing students’ critical English language, literacy and numeracy skills.

Eligible customers can receive up to 650 hours of training to help support their training and employment needs. In 2020, the state’s SEE program supported a total of 337 students and delivered 73,500 tuition hours. In Brisbane’s South East, we increased overall tuition hours by 11% from 2019.



## Employer partnerships

**We work with our employer partners to lead the way in creating disability confident workplaces.**

As an Australian Network on Disability (AND), Disability Confident Recruiter, MAX supported more than 2,300 people with disabilities into employment in Queensland last year. This includes mum Sharleane, who started working with MAX employer partner Collins Foods in 2020. Sharleane left her job at a KFC restaurant in Roma more than 20 years ago after she was seriously injured in a car accident at the age of 21. It was a moment that was to have a profound impact on her life. Affecting her mobility and memory.

MAX has worked with Collins Foods to support Sharleane back into a role working part-time in its KFC restaurant in Hervey Bay. The end of a long journey back to work that was punctuated by long periods of rehabilitation following her accident.

Area Coach, Darrin, who first employed Sharleane more than 20 years ago, said: "Sharlene just sets an example to all of us every day. After all she has been through, she views work as a joy, privilege and opportunity. Really though, it is us who are privileged to have her on our team."

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**"We've been working with MAX since 2010 and congratulate them for their commitment and leadership in accessible and inclusive recruitment. MAX has achieved our Disability Confident Recruiter status, demonstrating their commitment to advancing the inclusion of people with disability and creating a diverse and inclusive workforce."**

**Emily Sparling,**  
Relationship Manager, AND

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### School Leaver Employment Supports

School Leaver Employment Supports (SLES) is available for eligible Year 12 school leavers with disability under the National Disability Insurance Scheme (NDIS).

Our SLES team help customers to access pre-employment skills, career planning and work experience opportunities, empowering them to achieve their employment goals.

Throughout 2020, our specialist NDIS consultants supported 23 young people with a disability in Far North Queensland including four into paid employment.

In more remote townships such as Mission Beach, Innisfail and Tully the support has been especially welcomed by parents as services for young people with disability can be difficult to access in regional areas.

### Housing and Employment Program

The Housing and Employment Program helps stabilise difficult housing situations for people undertaking higher education.

In 2020, we supported 87 people. A 45% year on year increase. Of these, 91% went on to independently maintain private and secure tenancies without subsidies, and 72% increased their employment or continued with their studies.

The private rental solution and other personal support we provided, included: rental subsidies, relocation assistance, health, wellbeing and counselling supports or related supports.

In each case, clients' housing needs are stabilised to enable them to achieve long-term goals of completing further education and gaining employment in their chosen field.





# Western Australia

Our teams in Western Australia supported thousands of customers, employers and government partners in 2020. Delivering employment, health and training services to thousands of people across the state.

We continued to invest in new technologies and services to make it simpler and more convenient for customers to access our services, with improved digital platforms, online training services, and investment in telehealth.

Across the state, we supported our customers and partners through a combination of national and state programs. 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



5,400+ customers supported into work



417 students in state enrolled on Skills for Education and Employment Program



101,506 hours of tuition delivered

Locations



**2,899**  
individual health sessions

## Supporting customers

Our teams work tirelessly to provide ongoing, individual support to our customers and employers so that every opportunity has every chance of success.

When David, 57, came to MAX in 2020 he was losing hope of securing a role. Despite being a qualified lawyer with a range of qualifications - including a Heavy Rigid driving licence and a forklift ticket, he was concerned employers could not see past a chronic health condition.

Our team in Kalgoorlie worked with employer Bureau Veritas to secure David a role with the assistance of a Government wage subsidy. The opportunity has, in his words, 'changed his life'.

After a few weeks, Bureau Veritas - which specialises in testing, inspection and certification - promoted David to a HR driver role. With post-placement support from MAX, he proved his health was not a barrier to a rewarding career.



## Connecting to culture

**MAX is focussed on working with our employer partners and customers to help close the gap in Indigenous employment outcomes.**

Around the country, we work with leaders in diversity and inclusion to help them attract and retain Indigenous Australian employees, including employers like Woolkabunning Kiaka (Roelands Village).

Originally used as a Mission to house children removed from families across WA, Roelands is now a centre for guests and visitors to interact and hear about the Mission story and Aboriginal cultural heritage, providing accommodation and function services. Its agribusiness specialises in bush tucker crops like Wattle seed and Pepperberry.

In 2020, MAX supported 13 Indigenous customers into placements at Woolkabunning Kiaka, from both younger and older backgrounds. It was also shortlisted for our medium-sized Employer of the Year Award. A recognition of its commitment to creating a diverse and inclusive workplace. Roelands has helped our customers connect to culture, care for country and achieve economic independence, with mentoring provided by local elders and emerging leaders.

Our team has worked closely with the Wirrpanda Foundation to support Woolkabunning Kiaka's growth in 2020. Wirrpanda employment mentor, Melissa Riley, said: "It makes my job easy to know I can go direct to MAX Employment with vacancies to be filled. They have a strong passion in assisting and servicing all their job seekers, whether they are Indigenous or non-Indigenous."





# Northern Territory

We delivered specialist employment, health and training services to customers around Darwin and Alice Springs in 2020, with MAX teams in the Territory among those to hold the highest Government performance ratings.

Over the year, we continued to invest in new technologies and services to make it simpler and more convenient for Territorians to access our services, with improved digital platforms, online training services, and investment in telehealth.

## At a glance



850+ customers supported into employment

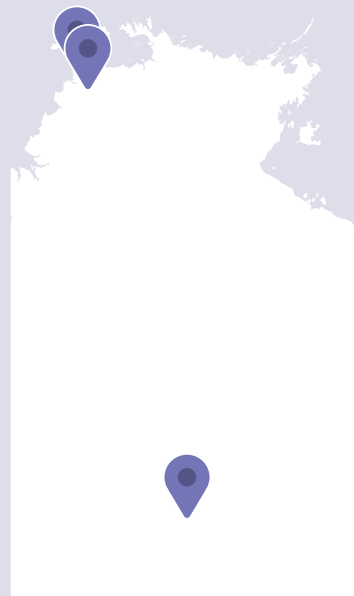


4 star - average Government rating across Territory

# 113

individual health sessions

### Locations



# Community partnership

**Our connection to the local communities we serve, coupled with our scale and expertise, is integral to MAX's ability to support employer partners.**

Australian Regional & Remote Community Services (ARRCS) operates within one of Australia's highest employment demand industries: aged and disability care.

In 2020, our Government five-star rated team in Alice Springs worked with Saltbush, a not-for-profit Indigenous employment organisation in the Northern Territory, to meet ARRCS' need for a professional and reliable workforce. The team provided extensive post-placement support and mentoring to help our customers succeed and meet our employer partner's expectations.

This year, we have supported five Indigenous customers into roles with ARRCS. Creating life-changing opportunities. Our team's connection to customers and employers in the community has been fundamental to the strength of our relationship with Saltbush.

During COVID-19, MAX supported both ARRCS and Saltbush by rolling out online interviewing and introducing COVID-safe onboarding and employment measures.

Chontelle Mallie, Employment Services Mentor at Saltbush, says: "MAX Employment in Alice Springs has been our most valuable jobactive provider."

"Prompt in responding to our participants' needs and super speedy with referrals to our jobs. We highly value our relationship."



## End-to-end customer support

Our teams in the Top End provide high quality support to customers from all backgrounds, including those with disabilities. A feature of that support is the pre- and post-placement service we provide to our customers and employers to make sure every opportunity has every chance of success.

Cameron Maher, 23, who lives with Autism, was referred to our DES program in October 2020 seeking a full time employment opportunity. Our team in Casuarina mentored Cameron through individual appointments to identify his personal goals and strengths. Within a few weeks, we supported him into employment with Darwin business, Viking Swimming Pools & Spas.

MAX's post placement support helped Cameron flourish in his new role and take on additional responsibilities in areas including forklift driving, sanding and grinding work.





# Tasmania

MAX teams in Tasmania delivered services to communities across the state in 2020. Supporting thousands of customers through our employment, health and training services.

Our customers in the state benefited from continued investment by MAX in new technologies and services. Including improved digital platforms, online training services, and investment in telehealth.

## State specific programs

Across the state, we supported our customers and partners through a combination of national and state programs.

### Time to Work Employment Service

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

### School Leaver Employment Supports

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

### Adult Learning Fund

Supporting adults to gain skills they need to improve their employment opportunities.

### 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.



3,000+ customers supported into work



480 students enrolled across our Adult Migrant English Program and Skills for Education and Employment programs

Locations



# 1,207

individual health sessions



## Specialist help for school leavers

**During 2020, an increased number of young Tasmanians with disabilities were supported on their journey from school to employment by our specialist consultants.**

MAX's School Leaver Employment Supports service, which helps year 12 school leavers with a disability to prepare for careers in their preferred professions or industries, supported a 55% increase in customers in the state.

Our NDIS consultants provide highly individualised, one-to-one and group support to school leavers. Developing clear vocational goals and a plan to achieve them.

SLES participants in the state are also able to access psychology, occupational therapy, and exercise physiology services from our team of allied health professionals.

COVID-19 presented our young school leavers with some unique challenges in 2020. Including placing restrictions on face-to-face support. MAX introduced digital servicing strategies to ensure service continuity and placed a significant number of our school leavers into work experience.

Over the year, our team also established strong community and school partnerships. A reflection of the quality of service our specialist consultants deliver.



### Supporting mature-age workers

The skills, reliability and experience of mature-age Australians are integral to workforces around the country.

In 2020, we worked with leading employers around Tasmania to help them unlock the talent of our older customers. This included helping customers to restart their careers in industries seriously impacted by COVID-19.

MAX customer Lindy, 54, was one of nearly 400 Tasmanians we supported into the accommodation and food services sector over the year,

with our team brokering an opportunity for Lindy at the Commodore Regent Hotel in Launceston.

Her start was delayed due to COVID-19 but Lindy successfully settled into the role with post-placement support from MAX.

Our work with customers after they begin work is critical to fostering rewarding and sustainable employment opportunities.



# Australian Capital Territory

Our team members in the ACT delivered services to customers across the Territory in 2020. Supporting clients through specialist employment, health and training services.

MAX continued to invest in new technologies and services for our clients during the year. Delivering improved digital platforms, online training services, and investment in telehealth.

## Territory specific programs

Across the Territory, we supported our customers and partners through a combination of national and state programs.

### 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.

### Skilled Capital ACT

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



More than 2,000 customers supported into employment



54,901 hours of tuition delivered in state to students in Skills for Education and Employment program



3,185 hours of tuition delivered to students in AMEP

Locations



# 334

individual health sessions



# Opportunities for people living with disability

MAX works closely with businesses across the ACT to support their recruitment of people with disability.

In 2020 more than one in 10 of our placements in the state were secured by people with disability.

Andrew Ashman is one of over 13,000 Australians living with Down Syndrome. He recently joined the Croatian donut social enterprise, Krofne.

Founder Danijela Vrkic is a passionate advocate for giving people with disability access to meaningful employment opportunities.

Staffed by 16 young people living with disability, Krofne has flourished and the business has become something of a Canberran institution.

We're delighted that Andrew has been given the opportunity to join Danijela's team in this genuinely supportive and inclusive business.



## From education to employment

The transition from school to employment is a critical period for young people. Our School Leaver Employment Supports service in ACT helps young people with disabilities navigate this period and unlock their potential.

Dominic Rhynehart was supported by our team in Tuggeranong last year, who provided tailored assistance on essential skills including time management, organisation and budgeting. We also supported Dom at the start of his journey to access funding and complete his NDIS assessment requirements. A process that can be challenging for some young school leavers and their families.

In 2020, Dom was one of a number of young people our ACT team supported into work experience and employment via our large network of employer partners. The talented 19-year-old, who lives with ASD, started at Impact Comics in Canberra.

Like many of the young people we support, Dom has a wide range of interests and opportunities that he is considering for future employment. MAX is privileged to support him, and our other SLES participants, on their journeys.



# South Australia

Our teams in South Australia provided specialist support to thousands of South Australians in 2020 through our employment, health and training services.

We also made it simpler and more convenient for our customers in the state to access our services, with access to improved digital platforms, online training services, and investment in telehealth services.

## State specific programs

Across South Australia, we supported our customers and partners through a combination of national and state programs.

### 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.



2,100+ customers supported into work



75,585 hours of tuition delivered to students in Skills for Education and Employment program



2x - five star offices in state

Locations



# 1,184

individual health sessions



# Supporting diversity and inclusion

**MAX is trusted by employers across the state to help them cultivate diverse, inclusive and productive workplaces.**

Our consultants work direct with businesses, as well as other specialist partners to help them make the most of what the future workforce has to offer.

In 2020, we worked with specialist program provider, Diversity Dimensions, to support Woolworths' focus on workplace diversity and inclusion. This included helping Indigenous Australian customers into employment in South Australia.

Among the services provided, we delivered intensive pre-employment training, and further in-store training, to mature-age candidates. Getting them ready for their new roles and putting them on the path to success.

The support we provide to all our South Australian employer partners is about making sure that they have everything they need to not only attract strong, willing and able candidates, but to keep them in their business for the long-term.



## Skills for Education and Employment

The Skills for Education and Employment (SEE) program is designed to prepare those who have trouble with English language, literacy or numeracy for work or further training.

In South Australia, 415 people undertook SEE through MAX in 2020, with students participating in a combined total of 75,585 tuition hours. An increase of 17% on 2019.

When face-to-face classes were cancelled due to COVID-19, our trainers continued to deliver the SEE program remotely using printed workbooks. The success of remote learning led to our team adapting the delivery model of SEE for the future.

MAX students can now complete SEE training in a more flexible way, enjoying a combination of both remote and face-to-face learning opportunities.

# Our people

## Reflecting on our diversity

This year we established a Diversity and Inclusion Committee to help support our growth as a diverse business. With over 70% of our employees living and working in communities across Australia, our diversity is something we are proud of and which is key to our success.

The committee, along with a membership of employees across the business at all levels, promote positive inclusion through five pillars that help build a better foundation for equality: Accessibility, Education & Awareness, Opportunity & Support, Celebration & Recognition and Community.

> **6.7%**  
employees  
with **disability**

> **4.8%**  
**Indigenous**  
Australian  
employees

## MAX Awards: Recognising achievement

Normally, we celebrate our employees at the MAX Awards, recognising achievement by our employees. However, this year, restrictions due to COVID-19 meant we had to get together virtually.

The peer nominated awards celebrate and recognise the efforts, commitment and passion of our employees. Individual awards are presented along with the coveted Site of the Year recognising outstanding performance by a local office.

### Site of the Year

jobactive - Warragul  
DES - Cabramatta

### Most Improved Site

jobactive - Bridgewater  
DES - Modbury

## Connecting employee communities

As part of our Reconciliation Action Plan and the work being done in our Diversity and Inclusion Committee, we have connected the communities of both Indigenous and LGBTIQAP+ employees by creating employee networks. Being able to connect with other employees helps build peer to peer support and encourages open support for people from different backgrounds.

## Enterprise Agreement

This year MAX renegotiated its Enterprise Agreement and updated a number of policies including greater flexibility in work arrangements, improved and equal parental leave for parents and additional Personal / Carer's Leave. The agreement also focused on additional superannuation payments to address the super gap and greater supports for people experiencing domestic abuse. The agreement was voted in with great support from the business and achieved a 92.4% yes vote.



# Leadership and governance

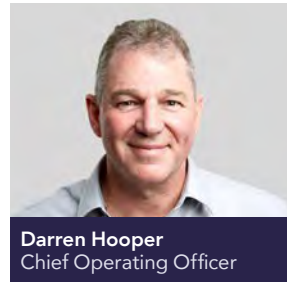
## Executive team

Led by Managing Director Deborah Homewood, the Executive Team at MAX Solutions is passionate about the needs of customers, and delivering high-quality services.

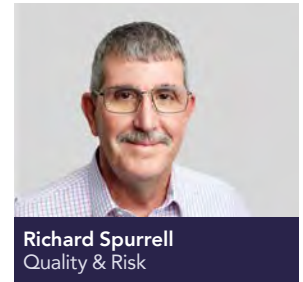
The team has extensive experience in the human services sector, with expertise in program management, quality and compliance, social policy development, change management, workforce development, government relations, service delivery and technology.



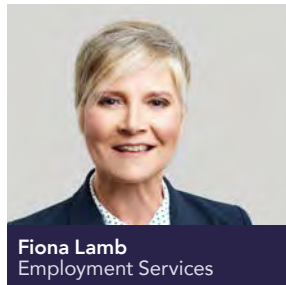
**Deborah Homewood**  
Managing Director



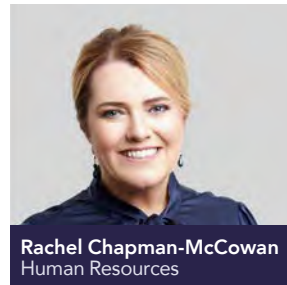
**Darren Hooper**  
Chief Operating Officer



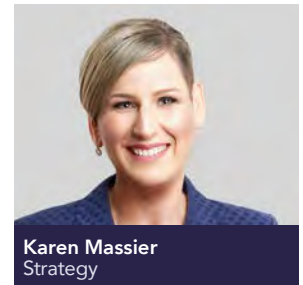
**Richard Spurrell**  
Quality & Risk



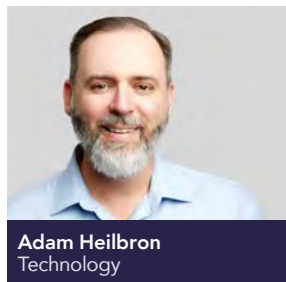
**Fiona Lamb**  
Employment Services



**Rachel Chapman-McCowan**  
Human Resources



**Karen Massier**  
Strategy



**Adam Heilbron**  
Technology



**Cameron Taylor**  
Finance



**David Milecki**  
Injurynet



## Indigenous Advisory Committee (IAC)

Chaired by Sean Gordon (pictured), the IAC is made up of Indigenous employees from across the business, and provides advice and guidance on Indigenous engagement and development of the organisation's Reconciliation Action Plan. The IAC Chair and Leadership Group is also part of the Reconciliation Action Plan Working Group.

## Corporate governance

**Executive Board** – chaired by the Managing Director with Executive Management representation from all divisions, this is the key decision-making forum within the business.

**Audit and Risk Committee** – comprises executive team members and other senior Finance and Quality representatives. This committee oversees the internal control systems, risk management systems, the internal and external audit functions and taxation and reporting compliance.

# MAX SOLUTIONS

Employment . Support . Community

Every person. Every chance.

Part of MAXIMUS Worldwide