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Report

## Best People Report 2024



DIXON  
APPOINTMENTS

The best people for the best people



As we reflect on the financial year ended 30 June 2024, Dixon witnessed a dynamic employment landscape marked by significant shifts. Amidst the backdrop of a recovering economy, changing employment legislation and evolving work dynamics, talent shortages early in the year were followed by an influx of job applicants. Recruitment and HR teams had their agility put to the test; with few resources and no advanced warning, they had to adapt their approach for diametrically different challenges.

Despite market volatility, Dixon remained steadfast in our commitment to excellence and innovation. Throughout the year, our clients, candidates, team members, and community partners demonstrated resilience, adaptability, and determination. Together, we tackled obstacles head-on, leveraging collective strengths to drive progress and achieve success.

Here's a glimpse of the achievements of our clients, candidates, team, and community during the past 12 months.

### About this report

The Best People report is designed to provide insight and transparency into how Dixon Appointments operates; our challenges, people, goals, achievements and community.

Information is reported under each of our four guiding principles;

- Connection is Key,
- Business is Personal,
- People Come First, and
- Community Matters.

Data covers the financial year ended 30 June 2024.

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# Connection is Key

**Connecting people with opportunity is why we exist.** After a four year period of disruption, we're now seeing companies move towards more consistent working arrangements, blending remote and in-person work.

Our clients and candidates are no longer hesitant to meet face-to-face, so we've re-introduced onboarding site visits to connect and ensure your valued talent 'feels the love', and that our Recruiters understand our clients' business and culture.

Throughout the year we made sure that we maintained connection with each other and our professional community in the following ways:

- Connected people with career opportunities and financial security by recruiting for 2141 positions
- Facilitated remote or hybrid connection work arrangements for 191 of these filled positions
- Connected with our employer community over 6417 times, providing advice and support to assist with business continuity
- Conducted 731 interviews with people looking for the next step in their working life
- Delivered 52 'Welcome gifts' to our candidate cohort commencing new roles

In response to the continuing tight employment market, Dixon continued the vacancy notifications that we previously introduced for our candidate network.

During financial year 2024 we issued notifications of positions needing to be filled 2331 times.



## Stakeholder Feedback

- Achieved a Net Promoter Score of 71.9%, up from 68.4% in FY 2023
- Achieved a Google rating of 4.9 and 42 new reviews throughout the year
- Introduced a new review platform, Sourcr, which enables customers to assess recruitment and service performance. Dixon's current review score is 4.8 from 194 reviews

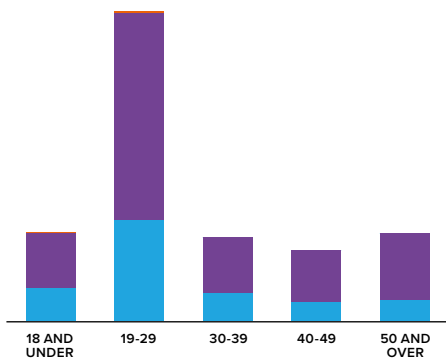
MY EXPERIENCE WITH DIXON HAS BEEN VERY POSITIVE. THE TEAM I'VE WORKED WITH HAS BEEN VERY RESPONSIVE AND HELPFUL THROUGHOUT THE PROCESS. I WOULD HIGHLY RECOMMEND USING THEIR SERVICES TO ANYONE LOOKING FOR CAREER OPPORTUNITIES IN THE FUTURE.

**Ali, Dixon candidate**

## Profile of Active Candidates\*

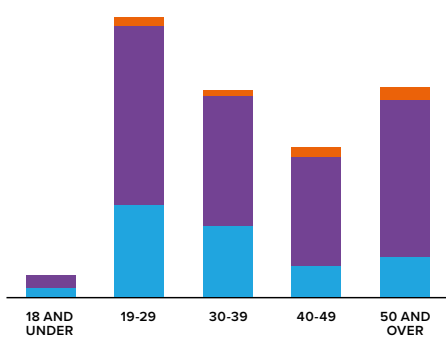
Figures represent number of candidates in each category, followed by % of total candidate pool (rounded to whole number).

### FY 2024



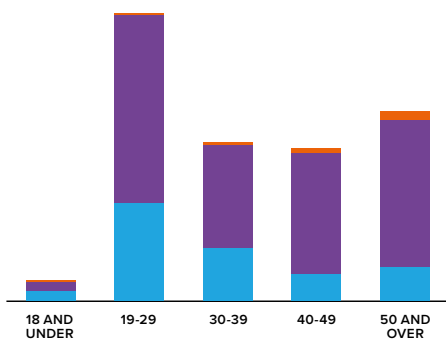
	Male	Female	Other	Total
18 and under	31 (6%)	53 (10%)	1 (0%)	85 (14%)
19-29	97 (18%)	198 (37%)	2 (0%)	297 (48%)
30-39	26 (5%)	54 (10%)	0 (0%)	80 (13%)
40-49	18 (3%)	49 (9%)	0 (0%)	67 (11%)
50 and over	20 (4%)	64 (12%)	0 (0%)	84 (14%)
<b>Total</b>	<b>192 (36%)</b>	<b>418 (79%)</b>	<b>3 (1%)</b>	<b>613(100%)</b>

### FY 2023



	Male	Female	Other	Total
18 and under	4 (1%)	12 (2%)	1 (0%)	17 (3%)
19-29	88 (17%)	160 (30%)	17 (3%)	265 (50%)
30-39	22 (4%)	44 (8%)	2 (0%)	68 (13%)
40-49	23 (4%)	48 (9%)	1 (0%)	72 (14%)
50 and over	20 (4%)	89 (17%)	1 (0%)	110 (21%)
<b>Total</b>	<b>157 (30%)</b>	<b>353 (66%)</b>	<b>22 (4%)</b>	<b>532 (100%)</b>

### FY 2022



	Male	Female	Other	Total
18 and under	8 (1%)	7 (1%)	1 (0%)	16 (2%)
19-29	78 (12%)	150 (23%)	2 (0%)	230 (35%)
30-39	42 (6%)	82 (13%)	3 (0%)	127 (20%)
40-49	21 (3%)	97 (15%)	4 (1%)	122 (19%)
50 and over	27 (4%)	117 (18%)	8 (1%)	152 (23%)
<b>Total</b>	<b>176 (26%)</b>	<b>453 (70%)</b>	<b>18 (2%)</b>	<b>647 (100%)</b>

\*Active Candidates refers to candidates who are fully registered with Dixon and worked during FY 2023.

# Business is Personal

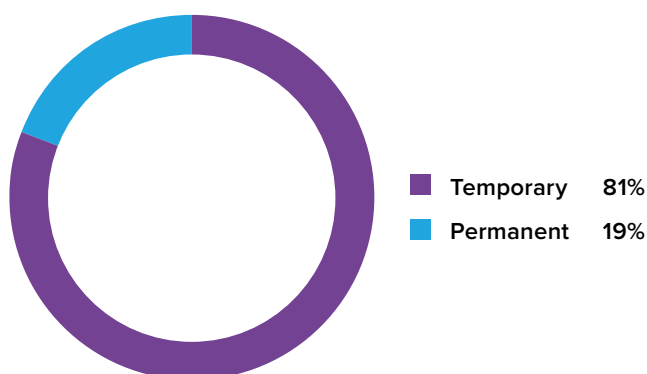


**People rely on us to understand their needs and deliver on their objectives efficiently and effectively.** Our dedicated team remains committed to investing the time and effort to understand our clients' and candidates' priorities, which continues to be a key differentiator in our approach.

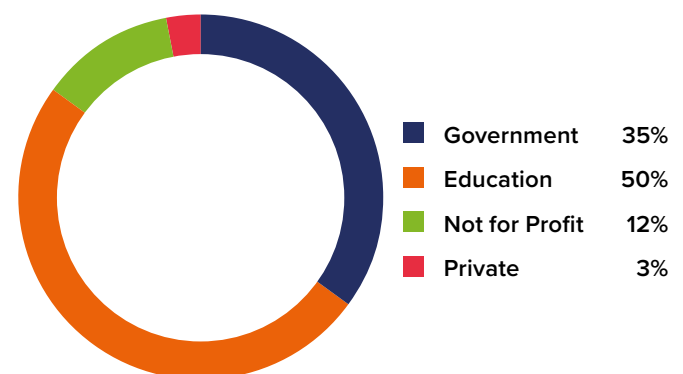
Growth by clients and candidates	FY 2024	FY 2023	FY 2022
No. of new candidates	731	977	720
No. of new employer clients	6	19	10
No. of new connections with hiring managers	1330	1,283	1,089

Quality of candidates	FY 2024	FY 2022	FY 2021
No. of candidates re-engaged by clients	285	250	277
No. of Letters of Excellence sent out	181	106	100

Revenue by service type FY 2024



Revenue by sector FY 2024



### Inclusive recruitment incursion

One of the biggest barriers for people living with a disability is the bias, assumptions, and fears of others about saying or doing the wrong thing. In 2023, Dixon invited inclusion and diversity expert, Anthony Gartner, to reinforce best practices for inclusion in the recruitment process. The interactive workshop explored various scenarios the team might encounter and equipped them with the tools and confidence to navigate the recruitment process respectfully and sensitively, ensuring the best support for individuals living with a disability.

### The Field

In May 2023, Dixon began partnering with The Field, a job advertising site dedicated to people living with disabilities. To help overcome the negative biases and employment barriers these individuals face, Dixon committed to contacting every applicant received through The Field to invite them to attend an initial interview. Over the year, Dixon posted 45 jobs on The Field. Although not every applicant responded to our outreach, Dixon honoured our commitment by ensuring every applicant received both a phone call and an email to arrange an initial interview.

As part of our commitment to better business and transparency, Dixon is committed to improving employment outcomes for disadvantaged groups.

Identify as:	Interviewed: 2024*	Placed **
Living with a disability	20	27
Aboriginal or Torres Strait Islander	5	6
LGBTQIA+	40	57
Neuro diverse	1	0
Non-English speaking background	82	184
Refugees/Asylum seekers	0	0

\* New candidates interviewed in 2024

\*\* Placed candidate data includes candidates registered and interviewed prior to 2024

DIXON APPOINTMENTS PROACTIVELY ASSESS ORGANISATIONAL PERFORMANCE FOR BOTH CANDIDATES AND CLIENTS, WITH CLEARLY DEFINED STRATEGIES AND PROCESSES IN PLACE. THESE ENCOMPASS VARIOUS MEASURES SUCH AS GOOGLE AND SOURCER REVIEWS, MONITORING CUSTOMER SATISFACTION, STAYING ABREAST OF RELEVANT LEGISLATION THROUGH ONGOING CLIENT MEETINGS, AND METICULOUSLY CAPTURING JOB REQUIREMENTS.

Dave Ryan, SAI Global Management Systems Auditor

### Externally audited, quality assured

Dixon’s recruitment practices and processes are integrated into our Quality Management System (QMS), which includes a robust continuous improvement framework. Our QMS mandates regular internal and external audits to uphold our ISO 9001 accreditation, ensuring our commitment to:

- High levels of satisfaction for both clients and candidates
- Timeliness of service delivery
- Accuracy and reliability
- Responsiveness in order filling and complaint handling
- Effective resolution of issues
- Ongoing employee training and involvement in policy and procedure development
- Identification of opportunities to enhance customer support and add value



# People Come First

## Dixon celebrates and supports the achievements of our clients, candidates and colleagues.

People are the heart of our business and our industry. Our stakeholders are valued and respected, leading to lasting relationships and successful business outcomes.

As organisations transition to more permanent hybrid work arrangements, Dixon has observed a prioritisation of employee wellbeing. Employers and their teams are finding a balance that meets the needs of organisations, managers, teams, and individuals. Productivity remains unaffected by hybrid working, with greater autonomy and flexibility contributing to sustained productivity levels and increased employee engagement.

Here are some of the measures we applied during 2024:

- Reduced our standard weekly working hours from 40 hours to 38 hours
- Paid the equivalent of the superannuation guarantee to employees throughout their entire parental leave
- Transitioned two team members to part-time roles following the birth of their children
- Continued our approach to flexible and hybrid work arrangements. At the end of FY 2024 93% of team members had hybrid arrangements in place
- Continue key meetings and in-hours social gatherings on Mondays, when the majority of team members are in the office
- Maintained our Wellbeing and Health Program offering subsidies and rebates for health activities and apps, with 100% of team members accessing the program throughout the year
- Introduced some additional opportunities for our team to connect socially including lunches and after hours activities
- Covered the cost and provided paid time off for flu vaccines and COVID-19 booster shots

## Shooting for the moon

Dixon's commitment to supporting our clients' business objectives doesn't stop at delivering customised services. As part of our business partnership approach, our Recruiters endeavour to understand key business objectives and consider ways in which Dixon can actively support these. Swinburne University's strategic plans include ambitious moonshots, one of which is to ensure every student gets employed.

To support this, Dixon has initiated 5 programs across the university where Swinburne students are employed in casual positions, directly improving student destination and employment outcomes.

Dixon also donates our time and expertise as guest speakers for Swinburne's graduate employment series, providing advice to students and graduates, and conducting mock interviews to help bridge the gap between study and employment.

## Dixon by the numbers

Figures reflect 30 June in each respective year

Dixon Appointments Pty Ltd	FY 2024	FY 2023	FY 2022
Total no. of team members*	15	16	19
Turnover of team members	21%	27%	24%
Average no. of sick days taken per person	0.4	0.9	2.0
Median tenure of team members	2.8	1.5	0.8
Team members eligible for loyalty leave**	15	12	7
No. of activity rebates claimed	100%	100%	42%
No. of training hours per team member - with tenure less than one year***	274	288	288
No. of training hours per team member - with tenure one year or greater	7.1	7.1	6.5

\* Total team member count includes all full-time and part-time people working directly for Dixon Appointments Pty Ltd. It does not include contract staff or candidates.

\*\* Dixon provides loyalty leave for team members with one additional day of annual leave issued on their first-year anniversary and a further day added for each year of tenure to a maximum of five days per year. Directors are not eligible for loyalty leave.

\*\*\* In Feb 2024, Dixon reduced our standard work week from 40 to 38 hours, reducing the total hours of our 12 week onboarding program.

THANKS TO DIXON'S PARENTAL LEAVE POLICY, I HAD THE OPPORTUNITY TO FULLY EMBRACE PARENTHOOD WITHOUT WORRYING ABOUT WORK. I REALLY APPRECIATE HOW DIXON SUPPORT US BY SHOWING THAT FAMILY IS JUST AS IMPORTANT AS ANYTHING ELSE.

Nicole – Dixon employee

### Parental support in practice

Dixon and our team have enjoyed seeing our best-of-breed Parental Leave Policy in practice, as we excitedly welcomed two babies into our extended Dixon family.

As part of Dixon's commitment to best practice approach to parental leave and in an effort to help close the gender pay gap, Dixon pays the equivalent superannuation guarantee amount to employees throughout any paid and unpaid leave for new parents for up to 12 months. We also implemented our Returnity Leave program, ensuring both parents can return to work on a part-time basis.



## Diversity in the workplace

Figures reflect 30 June in each respective year

Dixon Appointments Pty Ltd	FY 2024	FY 2023	FY 2022
<b>Gender</b>			
<b>Total organisation*</b>	14 female, 1 male, 0 other	15 female, 1 male, 0 other	18 female, 1 male, 0 other
<b>Senior management**</b>	100% female	100% female	100% female
<b>Work arrangements</b>			
<b>Full time team members</b>	7	12	12
<b>Part time team members</b>	8	4	7
<b>Age</b>			
<b>18 and under</b>	0	0	0
<b>19-29</b>	3	4	6
<b>30-39</b>	4	5	6
<b>40-49</b>	2	2	2
<b>50 and over</b>	6	5	5

\* Total organisation includes all full-time and part-time people working directly for Dixon Appointments Pty Ltd. It does not include casual or contract staff, interns or candidates.

\*\*Senior Management includes Directors, Heads of Divisions and Team Leaders.

I WAS ABLE TO START PARENTHOOD WITH ONE LESS WORRY. I COULD TAKE TIME OFF TO SPEND WITH MY BABY WITHOUT COMPROMISING MY SUPERANNUATION. DIXON ALSO PROVIDED EXCELLENT SUPPORT AND FLEXIBILITY UPON MY RETURN, ALLOWING ME TO EASE BACK INTO MY ROLE GRADUALLY.

**Rebecca – Dixon employee**

# Community Matters

**Success should not come at the expense of our community.** In delivering on our business objectives, Dixon is also committed to realising a net positive impact; within our own industry of recruitment and within the broader communities we influence.

This year we supported our communities in the following ways:

- Celebrated 13 years certified as carbon neutral, contributing zero net emissions in the delivery of our business services.
- Achieved a NABERS rating of 5 stars.
- Donated a total of \$14,947.05 to causes including, ASRC, Cancer Council (via Australia’s Biggest Morning Tea), STREAT, Do it for Dolly, St Vincent de Paul, PICCSI, Free to Feed, Salvation Army and Pay the Rent.
- Donated \$1,810 to STREAT: \$10 for every candidate who received an outstanding rating from their host employer.
- Ran our annual Pay it Forward campaign during December; the equivalent of 111 Food bags to the Asylum Seeker Resource Centre, 38 books, 76 hampers filled with blankets, towels and socks purchased for the Salvation Army Wishing Tree Appeal from Dixon, our clients and candidates.
- Saved 39 lives through 13 donations of blood and plasma to Red Cross Lifeblood.

Our team also used their paid volunteer leave to support their personal causes including Melbourne Indigenous Transition School, ASRC Foodbank, Australian Red Cross Lifeblood, HomeGroup, and the Salvation Army Wishing Tree Appeal

Donation break-up FY 2024



ASRC	\$5,718.91
Cancer Council	\$1,210.00
STREAT	\$1,810.00
Do it for Dolly	\$261.00
St Vincent de Paul	\$500.00
PICCSI	\$500.00
Free to Feed	\$4,447.14
Pay the Rent	\$500.00

	2024	2023	2022
Volunteer leave: % of leave taken	38.0%	24.0%	15.1%

## Where we lent a hand this year



### Celebrating International Women's Day

This year, Dixon had the privilege of inviting a remarkable group of female leaders, including clients, candidates, and members of the Dixon team, to a memorable International Women's Day celebration at [Free to Feed](#).

As a business committed to diversity and empowerment, Dixon recognises the importance of supporting initiatives like Free to Feed, a not-for-profit social enterprise. At Free to Feed, the spirit of refugees, new migrants, and people seeking asylum is celebrated, and their potential is acknowledged with deep appreciation. Through authentic and inspiring cooking experiences, beautiful events, and meaningful catering services, Free to Feed invites participants into their kitchens and hearts for a culinary journey around the world.

### CEO Sleepout

Dixon Director Lucy Ricanek set the lofty goal of raising \$5,000 to help break the cycle of homelessness, participating in Vinnies CEO Sleepout in the cold month of June. She was joined by over 253 other business leaders in Victoria and 1,500 nationwide. The temperatures at the Timber Yard in Port Melbourne dropped below 5 degrees, a reminder for all participants of the reality that people without secure housing face every night. Thanks to the generous support, Lucy exceeded her goal and raised a total of \$6,034.

### Australia's Biggest Morning Tea

In May 2024, the Dixon team hosted over 50 morning teas with clients and candidates in their workplaces, raising money and awareness for the Cancer Council. This year our community donated \$605 which was matched by Dixon, totalling \$1,210.

### Supporting refugees and asylum seekers

Dixon's purpose is to connect talented people with career opportunities. But for refugees and those seeking asylum in our community, lack of work rights result in financial insecurity that leave them unemployable and vulnerable. In an effort to support those that are unable to legally seek employment, Dixon supports other organisations who are better placed to meet their needs. This year, these initiatives included:

- **Running a food drive** in June for [Asylum Seeker Resource Centre](#).
- **We donated** 100% of margin for payroll service jobs during the month of March to Free to Feed, a social enterprise that supports refugees, new migrants and asylum seekers.
- **Pay it Forward:** Dixon's end of year tradition for 2023 involved engaging with our client community to nominate the charity that Dixon donates to on their behalf, resulting in donations to the ASRC foodbank and the Salvation Army wishing Tree Appeal.
- **We gave our time and expertise:** for the Adult Migrant English Program at Swinburne University, providing support with interview preparation, crafting elevator pitches, and providing valuable insights and tips about the employment market.

### Volunteering in action

In June, Dixon Director Kathryn FitzGerald spent a week volunteering with the Pacific Island Cervical Cancer Screening Initiative. Unlike Australia, the Pacific Islands do not have a cervical cancer screening program. With the support of 32 administrative, nursing and specialist medical volunteers, PICCSI screened over 391 women for HPV, with same-day treatment and follow up from specialist medical professionals available to all participants.





## Thank you

None of our achievements are possible without the support of our community.

To our dedicated, passionate and talented team – thanks and admiration. Continued gratitude goes to the business community who partners and supports a locally-owned recruitment business and who encourages and champions our initiatives to continually improve and progress our industry.

We wish you, your families and colleagues a happy, healthy and successful FY 2025.

The team at Dixon Appointments x