

2014-15 public report form submitted by Elanor Investors Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	Elanor Investors Limited
	ABN	33169308187
Organisation details	ANZSIC	unavailable
	Trading name/s	
	ASX code (if relevant)	
	Postal address	AUSTRALIA
Reporting structure	Organisation phone number	0292398400
	Ultimate parent	Elanor Investors Limited
	Number of employees covered in this report submission	20
	Other organisations reported on in this report	

Workplace profile Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	1	5	6
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-1	Full-time permanent	0	3	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-1	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	1	2	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers		2	13	15	

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	0	3	0	0	0	0	3
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
Technicians and trade	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
Clerical and administrative	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Sales	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	2	0	0	0	0	0	2
	Full-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
Machinery operators and drivers	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
Labourers	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
Others	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
Grand total: all non-managers	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
		2	3	0	0	0	0	5

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1 Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.2 Retention?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.3 Performance management processes?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.4 Promotions?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.5 Talent identification/identification of high potentials?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.6 Succession planning?

- ☐ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☒ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.7 Training and development?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.8 Resignations?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.10 Gender equality overall?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

1.12 Should you wish to provide additional information on any of your responses under Gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board?

- ☒ Yes
- ☐ No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a date in the format of YYYY in the 'Year to be reached' column.

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
1	Elanor Investors Limited	0	1	0	3	0	
2							
3							
4							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
29							
30							

2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

☐ Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

☐ Governing body has gender balance (e.g. 40% women/40% men/20% either)

☐ Currently under development

☐ Insufficient human resources staff

☐ Don't have expertise

☐ Do not have control over board appointments (provide details why):

☐ Not a priority

☒ Other (provide details):

The Group is strongly committed to making all selection decisions on the basis of merit and the setting of specific objectives for the quantum of males/females at any level would potentially influence decision making to the detriment of the business.

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

☒ Yes

☐ Standalone policy

☐ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, in place for some governing bodies

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, do not have control over board appointments (provide details why):

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are NOT key management personnel (KMPs)				

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

- ☒ Yes
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy or formal strategy?

- ☐ Yes (provide details in questions 3.2 and/or 3.3 below)
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees are paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

4 Has a gender remuneration gap analysis been undertaken?

- ☐ Yes. When was the most recent gender remuneration gap analysis undertaken?
- ☐ Within last 12 months
 - ☐ Within last 1-2 years
 - ☐ More than 2 years ago but less than 4 years ago
 - ☐ Other (provide details):
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise

- ☐ No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
- ☐ No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- ☐ No, non-award employees are paid market rate
- ☐ No, not a priority
- ☐ No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:

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

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

- ☒ Yes
- ☐ No
- ☐ No, currently being considered
- ☐ No, insufficient human resources staff
- ☐ No, government scheme is sufficient
- ☐ No, don't know how to implement
- ☐ No, not a priority
- ☐ No, other (provide details):

5.1 Please indicate the number of weeks of employer funded parental leave that are provided for primary carers.

12

5.2 How is employer funded paid parental leave provided to the primary carer?

- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
- ☒ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- ☐ Yes, one week or greater
- ☐ Yes, less than one week
- ☒ No
- ☐ No, currently being considered
- ☐ No, insufficient human resources staff
- ☐ No, government scheme is sufficient
- ☐ No, don't know how to implement
- ☐ No, not a priority
- ☐ No, other (provide details):

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period?

	Primary carer's leave	Secondary carer's leave

	Female	Male	Female	Male
Managers	0	0	0	0
Non-managers	0	0	0	0

8 What proportion of your total workforce has access to employer funded paid parental leave?

	Primary carer's leave	Secondary carer's leave
%	100	0

9 Do you have a formal policy or formal strategy on flexible working arrangements?

- ☒ Yes
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, don't offer flexible arrangements
 - ☐ No, not a priority
 - ☐ No, other (provide details):

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

- ☒ Yes
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, don't offer flexible arrangements
 - ☐ No, not a priority
 - ☐ No, other (provide details):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?

- ☐ Yes
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority
 - ☐ No, other (provide details):

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

- ☐ Yes
- ☐ Standalone policy

- ☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
☒ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

☒ Yes - please indicate the type of measures in place (more than one option can be selected):

- ☐ Employee assistance program
☐ Access to leave
☐ Training of human resources (or other) staff
☒ Referral to support services
☐ Other (provide details):
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	☐	☒	☐	☒	☐	☒	☐	☒
Compressed working weeks	☐	☒	☐	☒	☐	☒	☐	☒
Time-in-lieu	☐	☒	☐	☒	☐	☒	☐	☒
Telecommuting	☐	☒	☐	☒	☐	☒	☐	☒
Part-time work	☒	☐	☒	☐	☒	☐	☒	☐
Job sharing	☒	☐	☒	☐	☒	☐	☒	☐
Carer's leave	☒	☐	☒	☐	☒	☐	☒	☐
Purchased leave	☐	☒	☐	☒	☐	☒	☐	☒
Unpaid leave	☒	☐	☒	☐	☒	☐	☒	☐

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- ☐ Currently under development
- ☐ Insufficient human resources staff
- ☐ Don't have expertise
- ☐ Not a priority
- ☐ Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 4, please do so below:

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

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- ☐ Yes
- ☒ No
- ☐ No, not needed (provide details why):
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

15.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

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

- ☒ Yes
 - ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, included in workplace agreement
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

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

- ☒ Yes
- ☐ No
- ☐ No, currently under development

- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

☐ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

- ☐ At induction
- ☐ At least annually
- ☐ Every one-to-two years
- ☐ Every three years or more
- ☐ Varies across business units
- ☐ Other (provide details):

- ☒ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:

Other

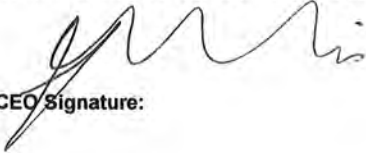
18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

CEO sign off confirmation

Name of CEO or equivalent

Confirmation CEO has signed the report

Yes


CEO Signature:

Date: 3/6/2015

2014-15 public report form submitted by Cradle Mountain Lodge Management Pty Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	Cradle Mountain Lodge Management Pty Limited
	ABN	28169805958
	ANZSIC	4400 Accommodation
Organisation details	Trading name/s	Peppers Cradle Mountain Lodge
	ASX code (if relevant)	
	Postal address	PO Box 153 SHEFFIELD TAS 7306 AUSTRALIA
	Organisation phone number	
Reporting structure	Ultimate parent	Elanor Investors Limited
	Number of employees covered in this report submission	309
	Other organisations reported on in this report	Featherdale Management Pty Limited Wollongong Hotel Management Pty Ltd Eaglehawk Hotel Management Pty Limited
		Albany Hotel Management Pty Ltd

Workplace profile Manager

Date submitted:
Unique report number: yhltextnttq

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

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-3	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
	-5	Casual	0	0	0
		Full-time permanent	2	3	5
		Full-time contract	0	0	0
		Part-time permanent	2	0	2
		Part-time contract	2	0	2
		Casual	0	0	0
Grand total: all managers		21	20	41	

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)			No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M		F	M	F	M	
Professionals	Full-time permanent	4	0		0	0	0	0	4
	Full-time contract	0	0		0	0	0	0	0
	Part-time permanent	0	0		0	0	0	0	0
	Part-time contract	0	0		0	0	0	0	0
	Casual	0	0		0	0	0	0	0
Technicians and trade	Full-time permanent	1	10		0	0	0	0	11
	Full-time contract	0	1		0	0	0	0	1
	Part-time permanent	0	0		0	0	0	0	0
	Part-time contract	0	0		0	0	0	0	0
	Casual	0	0		0	0	0	0	0
Community and personal service	Full-time permanent	14	13		0	0	0	0	27
	Full-time contract	4	2		0	0	0	0	6
	Part-time permanent	0	0		0	0	0	0	0
	Part-time contract	0	0		0	0	0	0	0
	Casual	39	30		0	0	0	0	69
Clerical and administrative	Full-time permanent	2	1		0	0	0	0	3
	Full-time contract	0	0		0	0	0	0	0
	Part-time permanent	0	0		0	0	0	0	0
	Part-time contract	0	0		0	0	0	0	0
	Casual	2	1		0	0	0	0	3
Sales	Full-time permanent	10	0		0	0	0	0	10
	Full-time contract	0	0		0	0	0	0	0
	Part-time permanent	1	0		0	0	0	0	1

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	1	0	0	0	0	1
	Casual	16	10	0	0	0	0	26
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Machinery operators and drivers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	1	0	0	0	0	1
	Full-time permanent	13	13	0	0	0	0	26
Labourers	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	2	0	0	0	0	2
	Casual	17	12	0	0	0	0	29
Others	Full-time permanent	2	5	0	0	0	0	7
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	2	0	0	0	0	0	2
Grand total: all non-managers	Casual	30	8	0	0	0	0	38
		158	110	0	0	0	0	268

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1 Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.2 Retention?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.3 Performance management processes?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.4 Promotions?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.5 Talent identification/identification of high potentials?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.6 Succession planning?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.7 Training and development?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.8 Resignations?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.10 Gender equality overall?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

1.12 Should you wish to provide additional information on any of your responses under Gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board?

- ☒ Yes
- ☐ No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a date in the format of YYYY in the 'Year to be reached' column.

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format, if no target has been set, leave blank)
1	Cradle Mountain Lodge Management Pty Ltd	0	1	0	3	0	
2	Albany Hotel Management Pty Ltd	0	1	0	3	0	

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
3	Featherdale Wildlife Park	0	1	0	3	0	
4	Eaglehawk Hotel Management Pty Ltd	0	1	0	3	0	
5	Wollongong Hotel Management Pty Ltd	0	1	0	3		
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
24							
25							
26							
27							
28							
29							
30							

2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

☐ Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

☐ Governing body has gender balance (e.g. 40% women/40% men/20% either)

☐ Currently under development

☐ Insufficient human resources staff

☐ Don't have expertise

☐ Do not have control over board appointments (provide details why):

☒ Not a priority

☐ Other (provide details):

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

☒ Yes

☐ Standalone policy

☐ Policy is contained within another policy

☐ Standalone strategy

☒ Strategy is contained within another strategy

☐ No

☐ No, in place for some governing bodies

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, do not have control over board appointments (provide details why):

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are NOT key management personnel (KMPs)				

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

- ☒ Yes
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☒ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy or formal strategy?

- ☐ Yes (provide details in questions 3.2 and/or 3.3 below)
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees are paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

4 Has a gender remuneration gap analysis been undertaken?

- ☐ Yes. When was the most recent gender remuneration gap analysis undertaken?
- ☐ Within last 12 months
 - ☐ Within last 1-2 years
 - ☐ More than 2 years ago but less than 4 years ago
 - ☐ Other (provide details):

- ☒ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
- ☐ No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- ☐ No, non-award employees are paid market rate
- ☐ No, not a priority
- ☐ No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:

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

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

- ☒ Yes
- ☐ No
- ☐ No, currently being considered
- ☐ No, insufficient human resources staff
- ☐ No, government scheme is sufficient
- ☐ No, don't know how to implement
- ☐ No, not a priority
- ☐ No, other (provide details):

5.1 Please indicate the number of weeks of employer funded parental leave that are provided for primary carers.

12

5.2 How is employer funded paid parental leave provided to the primary carer?

- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
- ☒ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- ☐ Yes, one week or greater
- ☐ Yes, less than one week
- ☒ No
- ☐ No, currently being considered
- ☐ No, insufficient human resources staff
- ☐ No, government scheme is sufficient
- ☐ No, don't know how to implement
- ☐ No, not a priority
- ☐ No, other (provide details):

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period?

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

8 What proportion of your total workforce has access to employer funded paid parental leave?

	Primary carer's leave	Secondary carer's leave
%	100	0

9 Do you have a formal policy or formal strategy on flexible working arrangements?

- ☒ Yes
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, don't offer flexible arrangements
 - ☐ No, not a priority
 - ☐ No, other (provide details):

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

- ☒ Yes
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, don't offer flexible arrangements
 - ☐ No, not a priority
 - ☐ No, other (provide details):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?

- ☐ Yes
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority
 - ☐ No, other (provide details):

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

- ☐ Yes
- ☐ Standalone policy
 - ☐ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, not aware of the need
 - ☐ No, don't have expertise
 - ☐ No, not a priority
 - ☐ No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- ☒ Yes - please indicate the type of measures in place (more than one option can be selected):
- ☐ Employee assistance program
 - ☐ Access to leave
 - ☐ Training of human resources (or other) staff
 - ☒ Referral to support services
 - ☐ Other (provide details):

- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, not aware of the need
 - ☐ No, don't have expertise
 - ☐ No, not a priority
 - ☐ No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	☐	☒	☐	☒	☐	☒	☐	☒
Compressed working weeks	☐	☒	☐	☒	☐	☒	☐	☒
Time-in-lieu	☐	☒	☐	☒	☐	☒	☐	☒
Telecommuting	☐	☒	☐	☒	☐	☒	☐	☒
Part-time work	☒	☐	☒	☐	☒	☐	☒	☐
Job sharing	☒	☐	☒	☐	☒	☐	☒	☐
Carer's leave	☒	☐	☒	☐	☒	☐	☒	☐
Purchased leave	☐	☒	☐	☒	☐	☒	☐	☒
Unpaid leave	☒	☐	☒	☐	☒	☐	☒	☐

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- ☐ Currently under development
- ☐ Insufficient human resources staff
- ☐ Don't have expertise
- ☐ Not a priority
- ☐ Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 4, please do so below:

The Diversity policy affirms the commitment of the Group to embrace diversity and set out the principles and work practices to ensure that all Team members have the opportunity to achieve their full potential.

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

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- ☐ Yes
- ☒ No
- ☐ No, not needed (provide details why):
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

15.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

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

- ☒ Yes
 - ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
 - ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement

- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

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

- ☒ Yes
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

☐ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

- ☐ At induction
- ☐ At least annually
- ☐ Every one-to-two years
- ☐ Every three years or more
- ☐ Varies across business units
- ☐ Other (provide details):

- ☒ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:

Other

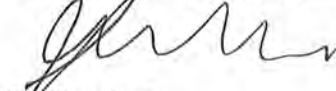
18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

CEO sign off confirmation

Name of CEO or equivalent

Confirmation CEO has signed the report

Yes


CEO Signature:

Date: 3/6/2015

2014-15 public report form submitted by JCF Management Pty Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	JCF Management Pty Limited
	ABN	91155119645
Organisation details	ANZSIC	unavailable
	Trading name/s	John Cootes Furniture
	ASX code (if relevant)	
	Postal address	258 Woodville Road MERRYLANDS NSW 2160 AUSTRALIA
	Organisation phone number	02 9681 1199
Reporting structure	Ultimate parent	Elanor Investors Limited
	Number of employees covered in this report submission	83
	Other organisations reported on in this report	

Workplace profile Manager

Date submitted:
Unique report number: om0ybg7qcb

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-1	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-1	Full-time permanent	1	3	4
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
		Grand total: all managers	2	6	8

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	0	1	0	0	0	0	1
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	1	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Technicians and trade	Full-time permanent	0	3	0	0	0	0	3
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	1	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	2	3	0	0	0	0	5
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	8	0	0	0	0	0	8
	Part-time contract	0	0	0	0	0	0	0
	Casual	3	0	0	0	0	0	3
Sales	Full-time permanent	5	5	0	0	0	0	10
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	5	1	0	0	0	0	6

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)			No. of graduates (if applicable)			No. of apprentices (if applicable)			Total employees
		F	M		F	M		F	M		
	Part-time contract	0	0		0	0		0	0		0
	Casual	8	1		0	0		0	0		9
	Full-time permanent	0	5		0	0		0	0		5
	Full-time contract	0	0		0	0		0	0		0
Machinery operators and drivers	Part-time permanent	0	1		0	0		0	0		1
	Part-time contract	0	0		0	0		0	0		0
	Casual	0	3		0	0		0	0		3
	Full-time permanent	0	3		0	0		0	0		3
Labourers	Full-time contract	0	0		0	0		0	0		0
	Part-time permanent	1	0		0	0		0	0		1
	Part-time contract	0	1		0	0		0	0		1
	Casual	3	11		0	0		0	0		14
Others	Full-time permanent	0	0		0	0		0	0		0
	Full-time contract	0	0		0	0		0	0		0
	Part-time permanent	0	0		0	0		0	0		0
	Part-time contract	0	0		0	0		0	0		0
Grand total: all non-managers		35	40		0	0		0	0		75

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1 Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.2 Retention?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.3 Performance management processes?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.4 Promotions?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority

1.5 Talent identification/identification of high potentials?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.6 Succession planning?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.7 Training and development?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.8 Resignations?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.10 Gender equality overall?

- ☒ Yes (you can select policy and/or strategy options)
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

1.12 Should you wish to provide additional information on any of your responses under Gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board?

- ☒ Yes
- ☐ No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a date in the format of YYYY in the 'Year to be reached' column.

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
1	John Cootes Furniture Pty Ltd	0	1	0	3	0	
2							
3							
4							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							

	Organisation name	Gender and NUMBER (NOT percentage) of chairperson/s		Gender and NUMBER (NOT percentage) of other board members		% target for representation of women on each board	Year to be reached
		F	M	F	M	(enter a percentage number from 0-100)	(in YYYY format; if no target has been set, leave blank)
29							
30							

2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

☒ Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

- ☐ Governing body has gender balance (e.g. 40% women/40% men/20% either)
- ☐ Currently under development
- ☐ Insufficient human resources staff
- ☐ Don't have expertise
- ☐ Do not have control over board appointments (provide details why):

☒ Not a priority

☐ Other (provide details):

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

☒ Yes

- ☐ Standalone policy
- ☐ Policy is contained within another policy
- ☐ Standalone strategy
- ☒ Strategy is contained within another strategy

☐ No

☐ No, in place for some governing bodies

☐ No, currently under development

☐ No, insufficient human resources staff

☐ No, do not have control over board appointments (provide details why):

☐ No, don't have expertise

☐ No, not a priority

☐ No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management				

	Full-time females	Part-time females	Full-time males	Part-time males
personnel (KMPs) (excluding your managing partner)				
Equity partners who are NOT key management personnel (KMPs)				

2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

- ☒ Yes
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy or formal strategy?

- ☐ Yes (provide details in questions 3.2 and/or 3.3 below)
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, salaries set by awards or industrial agreements
 - ☐ No, non-award employees are paid market rate
 - ☐ No, not a priority
 - ☐ No, other (provide details):

4 Has a gender remuneration gap analysis been undertaken?

- ☐ Yes. When was the most recent gender remuneration gap analysis undertaken?
- ☐ Within last 12 months
 - ☐ Within last 1-2 years
 - ☐ More than 2 years ago but less than 4 years ago
 - ☐ Other (provide details):
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)

- ☐ No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- ☐ No, non-award employees are paid market rate
- ☐ No, not a priority
- ☐ No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:

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

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

- ☒ Yes
- ☐ No
- ☐ No, currently being considered
- ☐ No, insufficient human resources staff
- ☐ No, government scheme is sufficient
- ☐ No, don't know how to implement
- ☐ No, not a priority
- ☐ No, other (provide details):

5.1 Please indicate the number of weeks of employer funded parental leave that are provided for primary carers.

12

5.2 How is employer funded paid parental leave provided to the primary carer?

- ☐ By paying the gap between the employee's salary and the government's paid parental leave scheme
- ☒ By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- ☐ As a lump sum payment (paid pre- or post- parental leave, or a combination)

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- ☐ Yes, one week or greater
- ☐ Yes, less than one week
- ☒ No
- ☐ No, currently being considered
- ☐ No, insufficient human resources staff
- ☐ No, government scheme is sufficient
- ☐ No, don't know how to implement
- ☐ No, not a priority
- ☐ No, other (provide details):

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period?

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

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

8 What proportion of your total workforce has access to employer funded paid parental leave?

	Primary carer's leave	Secondary carer's leave
%	100	0

9 Do you have a formal policy or formal strategy on flexible working arrangements?

- ☒ Yes
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, don't offer flexible arrangements
 - ☐ No, not a priority
 - ☐ No, other (provide details):

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

- ☒ Yes
- ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, don't offer flexible arrangements
 - ☐ No, not a priority
 - ☐ No, other (provide details):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?

- ☐ Yes
- ☒ No
- ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, don't have expertise
 - ☐ No, not a priority
 - ☐ No, other (provide details):

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

- ☐ Yes
- ☐ Standalone policy
 - ☐ Policy is contained within another policy

- ☐ Standalone strategy
☐ Strategy is contained within another strategy
☒ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

☒ Yes - please indicate the type of measures in place (more than one option can be selected):

- ☐ Employee assistance program
☐ Access to leave
☐ Training of human resources (or other) staff
☒ Referral to support services
☐ Other (provide details):

- ☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	☐	☒	☐	☒	☐	☒	☐	☒
Compressed working weeks	☐	☒	☐	☒	☐	☒	☐	☒
Time-in-lieu	☐	☒	☐	☒	☐	☒	☐	☒
Telecommuting	☐	☒	☐	☒	☐	☒	☐	☒
Part-time work	☒	☐	☒	☐	☒	☐	☒	☐
Job sharing	☒	☐	☒	☐	☒	☐	☒	☐
Carer's leave	☒	☐	☒	☐	☒	☐	☒	☐
Purchased leave	☐	☐	☐	☐	☐	☐	☐	☐
Unpaid leave	☒	☐	☒	☐	☒	☐	☒	☐

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- ☐ Currently under development
- ☐ Insufficient human resources staff
- ☐ Don't have expertise
- ☐ Not a priority
- ☐ Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 4, please do so below:

The Diversity policy affirms the commitment of the Group to embrace diversity and sets out the principles and work practices to ensure that all Team Members have the opportunity to achieve their full potential.

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

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- ☐ Yes
- ☒ No
- ☐ No, not needed (provide details why):

- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

15.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

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

- ☒ Yes
 - ☐ Standalone policy
 - ☒ Policy is contained within another policy
 - ☐ Standalone strategy
 - ☐ Strategy is contained within another strategy
- ☐ No
 - ☐ No, currently under development
 - ☐ No, insufficient human resources staff
 - ☐ No, included in workplace agreement
 - ☐ No, don't have expertise
 - ☐ No, not a priority
 - ☐ No, other (provide details):

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

- ☒ Yes
- ☐ No

- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

☐ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

- ☐ At induction
- ☐ At least annually
- ☐ Every one-to-two years
- ☐ Every three years or more
- ☐ Varies across business units
- ☐ Other (provide details):

- ☒ No
- ☐ No, currently under development
- ☐ No, insufficient human resources staff
- ☐ No, don't have expertise
- ☐ No, not a priority
- ☐ No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

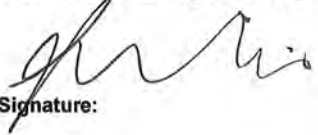
CEO sign off confirmation

Name of CEO or equivalent

Confirmation CEO has signed the report

Yes

CEO Signature:



Date: 3/6/2015