



## Diversity Statement

Elanor Investors Group has established and continues to foster a culture of inclusion and diversity, built on our values and growth ambitions. Elanor's commitment to diversity permeates our inclusive working environment and embraces individual strengths and differences - to provide the opportunity for all of our people to achieve their potential and personal growth ambitions. We believe that valuing individuals' differences allows each person to contribute their unique experiences and talents. Furthermore, we believe that embracing diverse perspectives and cultural experiences inspires creativity and drives innovation.

Elanor's key diversity objective is to foster an environment that engenders respect across the Group.



## 2021 - 22 Compliance Program

Submitted by:

**Elanor Investors Limited  
(ABN:33169308187)**

Date: 2022-06-06

# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Policy
...Key performance indicators for managers relating to gender equality	No( <i>Select all that apply</i> )
...No	Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	31-Dec-2022

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(Select all that apply)	
...Yes	Policy

3: Does your organisation have any of the following targets to address gender equality in your workplace?

Increase the number of women in leadership positions
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4: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Elanor Investors Group has established and continues to foster a culture of inclusion and diversity, built on our values and our personal growth ambitions. Elanor's commitment to diversity permeate our inclusive working environment, and embraces



individual strengths and differences, to provide the opportunity for all of our staff to achieve their potential and personal growth ambitions. We believe that valuing individuals' differences allows each person to contribute their unique experiences and talents.

## Governing bodies

### Elanor Investors Limited

1: Does this organisation have a governing body?	Yes( <i>Provide further details on the governing body(ies) and its composition</i> )
1.1: What is the name of your governing body?	Elanor Investors Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	1
...Male	4
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <i>Select all that apply</i> )
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
	Other (provide details)
	The Group is strongly committed to making all section decisions on the basis of merits 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.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	The Group is strongly committed to making all

	section decisions on the basis of merits 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.
1.1.a.3: How many members are on the governing body and who holds the predominant Chair position?	
2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.	
N/A	

# #Action on gender equality

## Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

No(*Select all that apply*)

...No

Other (provide details)

...Other (provide details)

The Group is strongly committed to making all remuneration on the basis of roles and individual's performance.

2: What was the snapshot date used for your Workplace Profile?

31-Mar-2022

3: Does your organisation publish its organisation-wide gender pay gap?

No

4: Do you give WGEA permission to publicly publish your organisation-wide gender pay gap?

Yes

5: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

## Employer action on pay equity

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

No(*Select all that apply*)

...No

Non-award employees paid market rate

2: For organisations with partnership structures: Have you undertaken a gender remuneration gap analysis ('gender pay gap analysis') in the current reporting period to determine if there are any remuneration gaps between women partners and men partners in your organisation?

No

3: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

## Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?

Performance discussions

1.2: Who did you consult?

Other (provide details)

...Other (provide details)

Needs basis

2: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

No

...No

Currently under development(*Select the estimated completion date.*)

...Currently under development

31-Mar-2023

3: On what date did your organisation share your previous year's public reports with employees?

16-Sep-2021

4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders?

16-Sep-2021

5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

No

6: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

# #Flexible work

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes(*Select all that apply*)

...Yes	Policy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No( <i>Select all that apply</i> )
...No	Not a priority
...Targets have been set for men's engagement in flexible work	No( <i>Select all that apply</i> )
...No	Not a priority
...Leaders are held accountable for improving workplace flexibility	No( <i>Select all that apply</i> )
...No	Not a priority
...Manager training on flexible working is provided throughout the organisation	No( <i>Select all that apply</i> )
...No	Not a priority
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes



...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No( <i>Select all that apply</i> )
...No	Not aware of the need

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Informal options are available
...Compressed working weeks	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Informal options are available
...Time-in-lieu	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Purchased leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Informal options are available
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Has your organisation implemented an 'all roles flex' approach to flexible work?

Don't know / Not applicable

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Yes, for both women and men

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

Training for all employees on how to work with flexible and remote/hybrid teams

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave that is gender equal (without using the primary/secondary carer definition)

1.1: Please indicate whether your employer-funded paid parental leave is available to:	All, regardless of gender
1.2: Please indicate whether your employer-funded paid parental leave covers:	Birth Adoption Surrogacy Stillbirth
1.3: How do you pay employer funded paid parental leave?	Paying the employee's full salary
1.4: Do you pay superannuation contribution to your carers while they are on parental leave?	Yes, on employer funded parental leave
1.5: How many weeks (minimum) of employer funded paid parental leave is provided?	16
1.6: What proportion of your total workforce has access to employer funded paid parental leave, including casuals?	91-100%
1.7: Do you require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	No
1.8: Do you require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	No

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

## Support for carers

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

Yes(Select all that apply)

...Yes	Policy
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2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...On-site childcare	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Breastfeeding facilities	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Childcare referral services	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Internal support networks for parents	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Information packs for new parents and/or those with elder care responsibilities	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Referral services to support employees with family and/or caring responsibilities	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Targeted communication mechanisms (e.g. intranet/forums)	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	30-Jun-2023
...Support in securing school holiday care	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Coaching for employees on returning to work from paid parental leave	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Parenting workshops targeting mothers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Parenting workshops targeting fathers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

### Sex-based harassment and discrimination

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

Yes( <i>Select all that apply</i> )	
...Yes	Strategy
1.1: Do you provide a grievance process in any sex-based harassment and	

discrimination prevention formal policy and/or formal strategy?	Yes
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2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	No( <i>You may specify why this training is not provided.</i> )
...No	Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	30-Jun-2023
...All employees	No( <i>You may specify why this training is not provided.</i> )
...No	Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

### Family or domestic violence

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

No( <i>Select all that apply</i> )	
...No	Other (provide details)

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	No( <i>Select all that apply</i> )
...No	Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	31-Dec-2022
...Training of key personnel	No( <i>Select all that apply</i> )
...No	Currently under development( <i>Select the estimated completion date.</i> )
...Currently under development	
...A domestic violence clause is in an enterprise agreement or workplace agreement	No( <i>Select all that apply</i> )
...No	Not aware of the need
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )



...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...Access to unpaid leave	Yes( <i>Is the leave period unlimited?</i> )
...Yes	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	No( <i>Select all that apply</i> )
...No	Insufficient resources/expertise
...Emergency accommodation assistance	Yes
...Access to medical services (e.g. doctor or nurse)	Yes
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

# #Diversity and inclusion

## Voluntary section

1: Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?

No

2: Do you collect data on whether employees identify as Aboriginal and/or Torres Strait Islander?

No

...If this data can be shared and is not confidential, please complete the below table:

3: Do you currently collect data on any of the following dimensions of employees' identities?

Gender identity

# Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	1	2	3
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
			Managers	4	5	9
			Non-managers	17	9	26
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	11	12	23
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X



# Workplace Profile Table

Industry: Finance

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	4	13	0	0	17
Professionals	Full-time permanent	32	37	0	0	69
	Casual	1	0	0	0	1

\* Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

# Workplace Profile Table

Industry: Finance

			No. of employees		
Manager category	Level to CEO	Employment status	F	M	Total*
CEO		Full-time permanent	0	1	1
KMP		Full-time permanent	0	6	6
SM		Full-time permanent	4	5	9
OM		Full-time permanent	0	1	1

\* Total employees includes Gender X

# Workplace Profile Confidential Table

Industry: Finance

Occupational category* Employment status		No. of employees		Number of apprentices and graduates (combined)		Total employees**	Annualised average full-time equivalent salary (\$)			
							Base salary		Total remuneration	
		F	M	F	M		F	M	F	M
Managers	Full-time permanent	4	12	0	0	16	209,625	344,058	227,375	364,692
Professionals	Full-time permanent	32	37	0	0	69	135,533	166,982	148,594	182,741
	Casual	1	0	0	0	1	58,500		64,400	

\* Categorised using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

\*\*\* CEO excluded from headcount and average salaries

# Workplace Profile Confidential Table

Industry: Finance

Manager category			No. of employees			Annualised average full-time equivalent salary (\$)			
						Base salary		Total remuneration	
			F	M	Total*	F	M	F	M
CEO		Full-time permanent	0	1	1		669,435		693,000
KMP		Full-time permanent	0	6	6		320,853		338,550
SM		Full-time permanent	4	5	9	209,625	355,430	227,375	379,000
OM		Full-time permanent	0	1	1		426,426		450,000

\* Total employees includes Gender X