



Australian Government



Workplace
Gender Equality
Agency

2021 - 22 Compliance Program

Submitted by:

Ardent Leisure Limited (ABN:22104529106)

#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	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2023
...Performance management processes	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2023
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Talent identification/identification of high potentials	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2024
...Succession planning	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2024
...Training and development	No(<i>Select all that apply</i>)
...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	30-Jun-2024

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

No(<i>Select all that apply</i>)	
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2023

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

4: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Broader D&I Strategy under development with view to addressing not only gender equality, but also a broader range of diversity and inclusion measures.

Governing bodies

Ardent Leisure 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?	Ardent Leisure Board of Directors
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	
...Male	1
...Non-binary	0
...Members	
...Female	1
...Male	3
...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?	Yes(<i>Provide further details on your target</i>)
10.6: What is the percentage (%) target?	30.00%
10.7: What year is the target to be reached (select the last day of the target year)?	31-Dec-2023
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

#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

Currently under development(Select the estimated completion date.)

Salaries set by awards/industrial or workplace agreements

Non-award employees paid market rate

...Currently under development

30-Jun-2023

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?

No

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

Currently under development(Select the estimated completion date.)

Salaries set by awards/industrial or workplace agreements

Non-award employees paid market rate

...Currently under development

30-Jun-2023

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?

Consultative committee or group

1.2: Who did you consult?

Employee representative group(s)

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

No

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

11-Aug-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?

11-Aug-2021

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

Yes

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	No(<i>Select all that apply</i>)
...No	Not a priority
...Leaders are visible role models of flexible working	No(<i>Select all that apply</i>)
...No	Not a priority
...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	No(<i>Select all that apply</i>)
...No	Not a priority
...Team-based training is provided throughout the organisation	No(<i>Select all that apply</i>)
...No	Not a priority
...Employees are surveyed on whether they have sufficient flexibility	No(<i>Select all that apply</i>)
...No	Not a priority
...The organisation's approach to flexibility is integrated into client conversations	No(<i>Select all that apply</i>)
...No	Not a priority

...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No(<i>Select all that apply</i>)
...No	Not a priority
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No(<i>Select all that apply</i>)
...No	Not a priority
...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 a priority

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	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Other (provide details)
...Other (provide details)	Not a suitable option for many roles in the business
...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	Formal 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	Informal options are available
...Job sharing	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not aware of the need
...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	No(<i>You may specify why the above option is not available to your employees.</i>)

...No	Not a priority
...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?

No

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

Don't know / Not applicable

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?

Employee performance is measured by performance and not presenteeism

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 (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the gap between the employee's salary and the government's paid parental leave scheme
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	6
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	41-50%
1.1.g: Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	Yes
1.1.g.1: How long is the qualifying period?	24
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 12 months

.. Yes	
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	No(<i>You may specify why employer funded paid parental leave for secondary carers is not available.</i>)
...No	Government scheme is sufficient

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>)
...No	Insufficient resources/expertise
...Other (provide details)	
...On-site childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Insufficient resources/expertise
...Breastfeeding facilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Childcare referral services	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Insufficient resources/expertise
...Internal support networks for parents	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...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>)
...No	Not a priority
...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>)
...No	Not a priority
...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>)
...No	Other (provide details)
	Psychological support only through Employee

...Other (provide details)	Assistance
...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	Not a priority
...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	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...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(*Select all that apply*)

...Yes	Policy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction Every one-to-two years
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction Every one-to-two years

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>)	
	Included in award/industrial or workplace

...No	agreement
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)	Yes
...Training of key personnel	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Training provided only to the extent of initial response and risk mitigation, no further support training
...A domestic violence clause is in an enterprise agreement or workplace agreement	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2023
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	NA
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Not a priority
...Access to unpaid leave	Yes(<i>Is the leave period unlimited?</i>)
...Yes	No
: How many days of unpaid domestic violence leave are provided?	20
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	No(<i>Select all that apply</i>)
...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)	No(<i>Select all that apply</i>)
...No	Not a priority
...Offer change of office location	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Not applicable.
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...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?

Yes (Select all that is covered.)

...Yes

Aboriginal and/or Torres Strait Islander identity
Cultural and/or language and/or race/ethnicity background
Disability and/or accessibility
Sexual orientation
Gender identity
Age

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

Yes

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

...Aboriginal and/or Torres Strait Islander Managers .. Female

0

...Aboriginal and/or Torres Strait Islander Managers .. Male

0

...Aboriginal and/or Torres Strait Islander Managers .. Non-binary

0

...Aboriginal and/or Torres Strait Islander Non-managers .. Female

10

...Aboriginal and/or Torres Strait Islander Non-managers .. Male

4

...Aboriginal and/or Torres Strait Islander Non-managers .. Non-binary

0

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

Gender identity

Workforce Management Statistics Table

Industry: Sports and Recreation Activities

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
			Managers	4	2	6
			Non-managers	12	19	31
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	26	9	35
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	14	9	23
	2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0
Managers				2	0	2
Non-managers				6	7	13
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	51	31	82
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
N/A		Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	94	60	154
3. How many employees (including partners with an employment contract) were externally appointed?		Full-time	Permanent	CEO, KMPs, and HOBs	0	0
	Managers			3	2	5
	Non-managers			8	16	24
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	3	4
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	48	31	79
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	379	205	584

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Sports and Recreation Activities

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	1	1
			Managers	3	5	8
			Non-managers	13	33	46
		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	57	38	95
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	248	103	351
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	0	0	0
			Non-managers	3	0	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	16	0	16
		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	1	0	1
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	2	2
		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: Sports and Recreation Activities

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	1	1	2
		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	4	0	4
		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: Sports and Recreation Activities

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	9	20	0	0	29
	Part-time permanent	1	0	0	0	1
	Casual	0	2	0	0	2
Professionals	Full-time permanent	11	22	0	0	33
	Part-time permanent	12	7	0	0	19
	Part-time contract	2	0	0	0	2
	Casual	11	11	0	0	22
Technicians And Trades Workers	Full-time permanent	9	43	0	2	54
	Full-time contract	0	1	2	2	5
	Part-time permanent	17	18	0	0	35
	Casual	6	3	0	0	9
Community And Personal Service Workers	Full-time permanent	1	3	0	0	4
	Part-time permanent	28	16	0	0	44
	Casual	83	51	0	0	134
Clerical And Administrative Workers	Full-time permanent	9	3	0	0	12
	Full-time contract	0	3	0	0	3
	Part-time permanent	7	2	0	0	9
	Casual	0	2	0	0	2
Sales Workers	Full-time permanent	4	4	0	0	8
	Part-time permanent	63	15	0	0	78
	Casual	52	34	0	0	86
Machinery Operators And Drivers	Full-time permanent	2	3	0	0	5
	Part-time permanent	22	11	0	0	33
	Casual	60	45	0	0	105
Labourers	Full-time permanent	3	3	0	0	6
	Part-time permanent	27	13	0	0	40
	Casual	9	14	0	0	23

* Categorized 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: Sports and Recreation Activities

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	1	Casual	0	2	2
GM	-1	Full-time permanent	2	6	8
	-2	Full-time permanent	0	1	1
SM	-2	Full-time permanent	6	7	13
OM	-2	Full-time permanent	0	1	1
		Part-time permanent	1	0	1
	-3	Full-time permanent	1	4	5

* Total employees includes Gender X