



**Kooweerup**  
REGIONAL HEALTH SERVICE

# Gender Equality Action Plan 2022 - 2025



# Acknowledgment to Country

Kooweerup Regional Health Service acknowledges the Traditional Owners and Custodians of the Land – the Bunurong people and we pay our respects to them, their culture and their elders past, present and future.



## About the Kooweerup Regional Health Service (KRHS)

For almost 100 years, Kooweerup Regional Health Service has supported the health and wellbeing of people living in the Koo Wee Rup region and surrounding areas.

Kooweerup Regional Health Services (KRHS) was established in 1923 when the Fallen Soldiers Memorial Hospital was opened in Station Street. Since then, we have gone from strength to strength and today, we exist as an important hub for health and wellbeing for people in Cardinia, Casey, Bass Coast and beyond. Today, we employ over 230 staff and provide a range of services including: residential aged care; acute care; community-based services such as District Nursing, Home Care Program, Allied Health; Health Promotion and Early Parenting. Our services are focused on:

Prevention and early intervention that enable better health outcomes.	Local access to general and specialist health services.	Community-based well-being supports that fosters community connection.	Home-based and residential aged care that is person centred.	Partnerships and linkages that keep people connected and enable meaningful participation.	Advocating for the health, wellbeing and climate resilience needs of our community.
---	---	--	--	---	---



# Our Values

Our organisational values shape our behaviours. They are what we stand for, stand by, and demonstrate in our day-to-day work:







# Table of Contents

5.	Acronyms and Glossary
6.	Our commitment to gender equality - Executive summary
7.	Introduction
10.	Case for change - Our Vision
11.	Gender and Intersectionality
13.	Our Workplace Gender Audit Findings
13.	1.1 Baseline data
14.	1.2 Our current data
16.	Meaningful Consultations
17.	Our Action Areas
18.	Gender Equality Action Plan
24.	Monitoring and Measuring Success
29.	Leadership and Resourcing
29.	Implementation and Communication Plan
30.	Other Information
30.	Reference List





# Acronyms and Abbreviations

D&I- Diversity and Inclusion

GEAP- Gender Equality Action Plan

GESC- Gender Equality Steering Committee

GIA- Gender Impact Assessment

KRHS- Kooweerup Regional Health Service

SLT- Senior Leadership Team

The Plan- refers to the Gender Equality Action Plan

WGA- Workplace Gender Audit

HOD- Head of Department



## Glossary

**Gender:** the social and cultural identities and attributes of men and women, girls and boys, and heavily focusing on the roles and responsibilities of men and women (UNICEF; Gender Equality Glossary of Terms and Concepts, 2017).

**Gender Equality:** women, men, girls and boys enjoying equal rights, equal conditions, treatment and opportunities (UNICEF; Gender Equality Glossary of Terms and Concepts, 2017)

**Gender Inequalities:** social process that differentiates the treatment of people living under similar circumstances based on their gender (Oxford Reference, 2007)

**Gender Equity:** Gender equity means that regardless of gender there is fairness of treatment for women and men according to their respective needs (WHO 2018).

**Gender Norms:** accepted societal and cultural attributes and characteristics of male and female gendered identity at a particular point in time ((UNICEF; Gender Equality Glossary of Terms and Concepts, 2017).

**Gender Pay Gap:** an international established tool to measure the difference between the average earnings of women and men in the workforce (WGEA, 2022).

**Intersectionality:** the theory that various forms of discrimination centred on race, class, disability, sexuality, and other forms of identity, do not work independently but interact to produce particularised form of social oppression" (Oxford University Press, 2013,)



# Our Commitment to Gender Equality; Executive Summary

We are very pleased to present the first Kooweerup Regional Health Service Gender Equality action plan 2022 - 2025.

A society that cares about Gender equality makes for a safer and healthier community. Improving gender equality in the workplace is a major contributor to improving gender equality through society as a whole and as a strategy in the primary prevention of violence against women.

Gender Equality is underpinned by key principles, which includes the right of all people to live in an equal society, have equal access to opportunities and be treated respectfully and equally within the workplace, at school, home and throughout society as a whole (Workplace Gender Equality Agency 2018).

In order to achieve equality, we need to understand the differences women experience in enabling equal access to economic participation, decision-making and resources. By recognising and addressing what equity means more broadly and by taking an intersectional approach to reduce the compounding experiences of other forms of disadvantage or discrimination that may be experienced by particular groups or individuals, relating to Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes we can thereby achieve equality. The essence of equity isn't about identical treatment for all, however more about providing the right resources and access so that there is the same opportunity to reach the same finish line. (Canadian Women and Sport 2022).

Improving gender equality in the workplace can happen in many ways, however the first step is to ensure that gender equality is clearly understood and the frameworks and process are built to strengthen the capacity of decision makers and staff. We acknowledge our systems have not been set up to capture the diversity of our workforce and moving forward we take steps to address the gaps.

In our organisation, the Diversity and Inclusion policy and this Gender Equality Action Plan (GEAP) are critical to the success of creating a fair, just and safe environment for our people and an inclusive, equitable culture which utilises the different and complementary strengths individuals bring to collectively create a sustainable future. In attracting a workforce with different backgrounds, experiences and attitudes to our organisation we can ensure fresh ideas and perceptions that flow on to providing excellent care for our consumers.

**Noni Bourke**

Chief Executive Officer

**Aileen Thoms**

Director Primary Health & Innovation



# Introduction

**Our Vision: An inclusive, safe, and respectful workplace to promote and deliver on gender equality, health equity, and human rights**

## **Inclusive, safe, and respectful:**

We want everyone who lives, works and spends time at Kooweerup Regional Health Service – regardless of their gender identity – to be treated with respect and fairness, to feel and be safe, and to have equal access to opportunities for holistic care and support, growth and development.

Our goal is to build positive change to create an inclusive, safe, and respectful environment in our homes, workplaces, and across the wider community. The GEAP will serve as a structural framework guiding our services, our policies, and our programs to mitigate systemic barriers, challenge stereotypical and outdated views of gender roles, promote equitable responsibilities and capabilities in our workplaces and across the wider community.

To achieve this goal, we require commitment from Government, Agencies, Governing Body, senior leaders and our workforce. Our strategy objectives aims to embed this change into core business with 5 action areas to focus the work moving forward.

## **Strategy Objectives**

- ◆ Inclusive leadership; ensure leaders hold themselves and others to account and demonstrate gender equitable and inclusive behaviours
- ◆ Inclusive workplace: normalise respectful workplace and shift gender stereotyping and access to flexibility
- ◆ Inclusive culture: our people feel welcome, can participate; gender equality is embedded in all we do.

**To support this vision, we have developed our Gender Equality Action Plan (GEAP) 2022-2025 to promote Gender Equality and mitigate systemic barriers within our workforce and to ensure an excellent person-centred care delivery.**

## **Action Areas**

1. Leadership and accountability
2. A safe, respectful and inclusive workplace
3. Gender data
4. Empowered people
5. Flexible ways of working, recruitment and career development pathways

## I. Background context

The Gender Equality Act 2020 (the Act) requires health services to develop a Gender Equality Action Plan (GEAP) every 4 years. The primary focus of the GEAP is to promote gender equality in the workplace. The plan has been established to guide and drive the actions to achieve gender equality and achieve a safe, inclusive and respectful workplace within Kooweerup Regional Health Services (KRHS).

Gender equality is a human rights issue; people should have the right to live in an equal society, have equal access to power, resources and opportunities, be treated respectfully and equally within the workplace and throughout society. With the adoption of a gender lens across new policies, processes and programs, investment in these will impact organisation wide.

Submission of our first GEAP on the 20<sup>th</sup> June 2022 to Public Sector Gender Equality Commissioner will be used to create long term organisational change and improvement in gender equality.

This plan has been created in accordance with the Act's requirements and the gender equality key principles. To guide the development of this action plan we have undertaken the collation and analysis of the baseline data Workplace Gender Audit (WGA), analysis of the People Matter Survey and undertaken formal and informal consultation with our workforce and broader stakeholders in order to identify action areas for improvement, develop and submit the GEAP to the Commission.

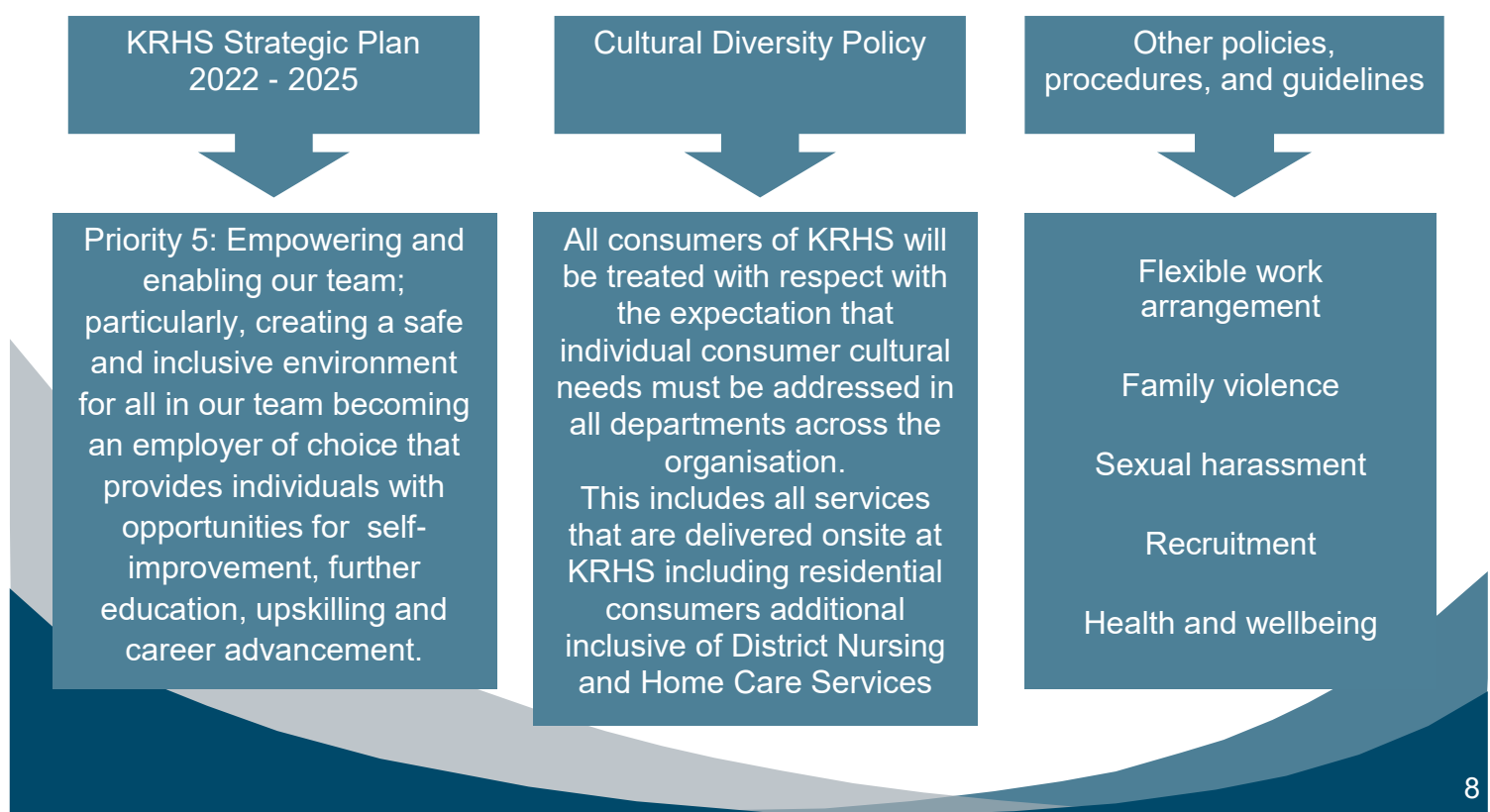
Resources have been dedicated to support this work, including staff time and senior management support as well as the establishment of a Gender Equality Steering Committee (GESC).

Training has been provided to staff and managers on equality and unconscious bias.

This plan has had active support and endorsement from our Executive and KRHS Board.

Additionally, a background paper was produced which outlines the evidence on gender equality in the workplace and its role in the primary prevention of violence against women.

## II. Alignment with the KRHS Strategic Plan and other policies:





### III. Alignment with the state and other plans

This GEAP, more broadly and on a collective public health services entities impact, contributes to the Victorian state progressing towards the United Nation's Sustainable Development Goals in particular Goal 5 Gender Equality.

This GEAP aligns with and complements a range of state, national and international policies, including:

- ♦ VicHealth Gender Equality, Health, and Wellbeing strategy 2017-2019.
- ♦ Victorian public health and wellbeing plan 2015–2019.
- ♦ Safe and strong: Victoria's gender equality strategy.
- ♦ Free from violence: Victoria's strategy to prevent family violence and all forms of violence against women.
- ♦ National plan to reduce violence against women and their children 2010–2022 United Nations Sustainable Development Goals (particular Goal 5 Gender Equality).



Figure 1: United Nations Sustainable Development Goals (particular Goal 5 Gender Equality).

Furthermore, the GEAP aligns with the 2020 Standards for Health Promoting Hospitals and Health Services.

#### Standard One objective:

'The organization is committed to orient their governance models, policies, structures, processes, and culture to optimize health gains of patients, staff and populations served and to support sustainable societies.'

#### Standard Four objective:

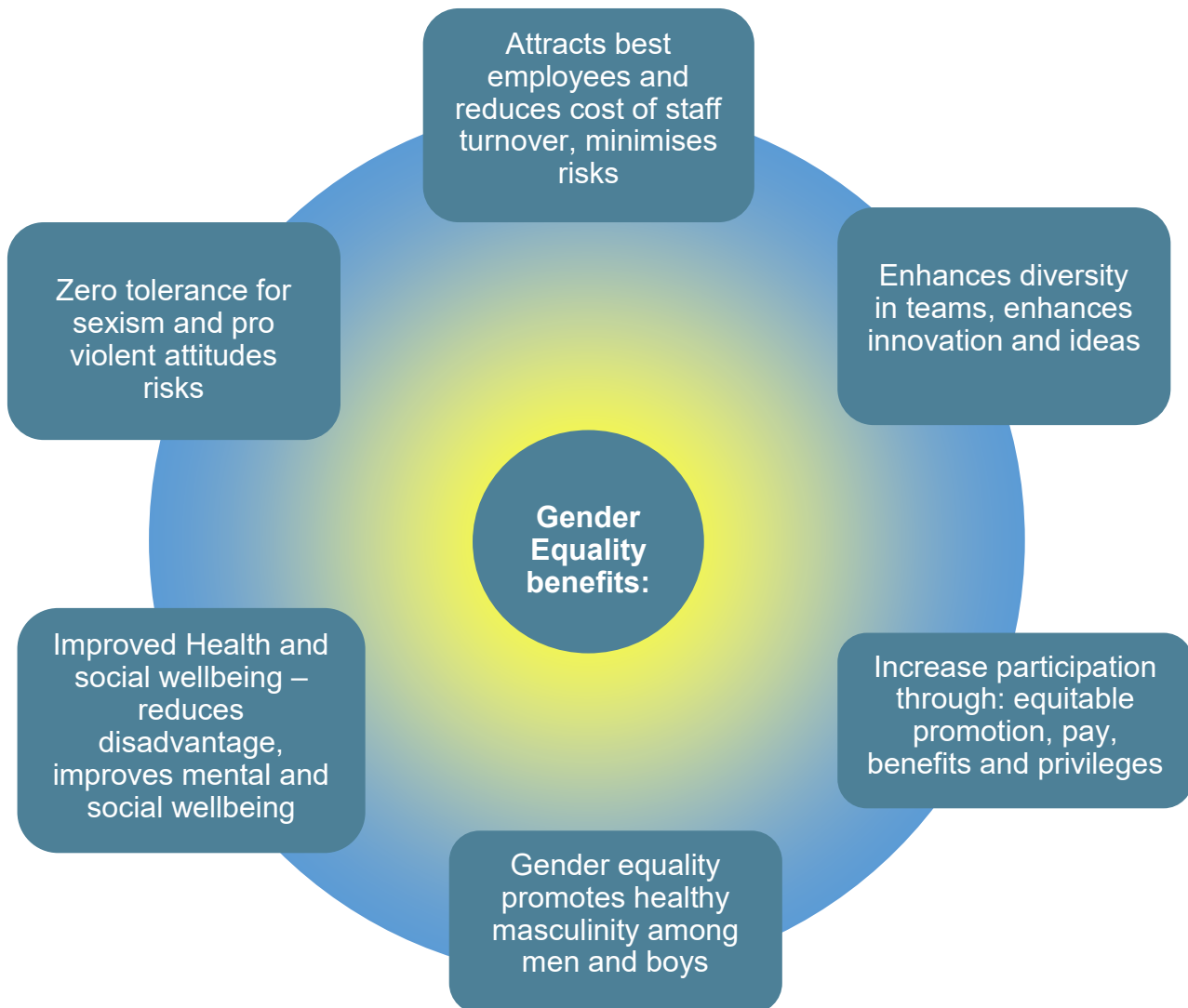
'The organisation develops a health promoting workplace and strives to become a health promoting setting to improve the health of all patients, relatives, staff, support workers, and volunteers.'

The GEAP fulfils our organisational obligations as a public entity under the Gender Equality Act promoting and creating an inclusive, safe, and gender equitable workplace reinforcing our mission of being a health promoting health service.



# Our Case for Change

Gender equality is linked with many health and wellbeing benefits at an organisational and societal level. The diagram below shows some of these.



At KRHS, we understand how stereotypical and outdated views of gender roles, responsibilities and capabilities can lead to inequalities in our homes, workplaces and across the wider community. For example, what is expected of women and girls is often different to what is expected of men and boys. This can result in imbalances in areas including domestic duties, parenting responsibilities and access to resources and opportunities.

Furthermore, here at KRHS we understand the significant contribution of gender segregation to systemic gender inequalities and low economic security for potentially a large percentage of our workforce and for the health care and social industry more broadly (gender pay gap for our workforce and the industry respectively is -9% and -15%). The health industry is historically regarded as predominately a female industry and our workforce confirms this picture with 89.6% of our workforce being women. Gender segregation continues to be a concern with women workers facing various challenges such as; employment type - majority are on casual basis, rosters uncertainty, no or limited human resource support and most importantly the unpaid caring work (AHRC, 2017). Thus, our GEAP provides a structural framework that complement our inclusion and diversity work and aims to mitigate workplace gender inequalities and inequities and guide us to deliver on our organisational priorities.



# Gender and Intersectionality

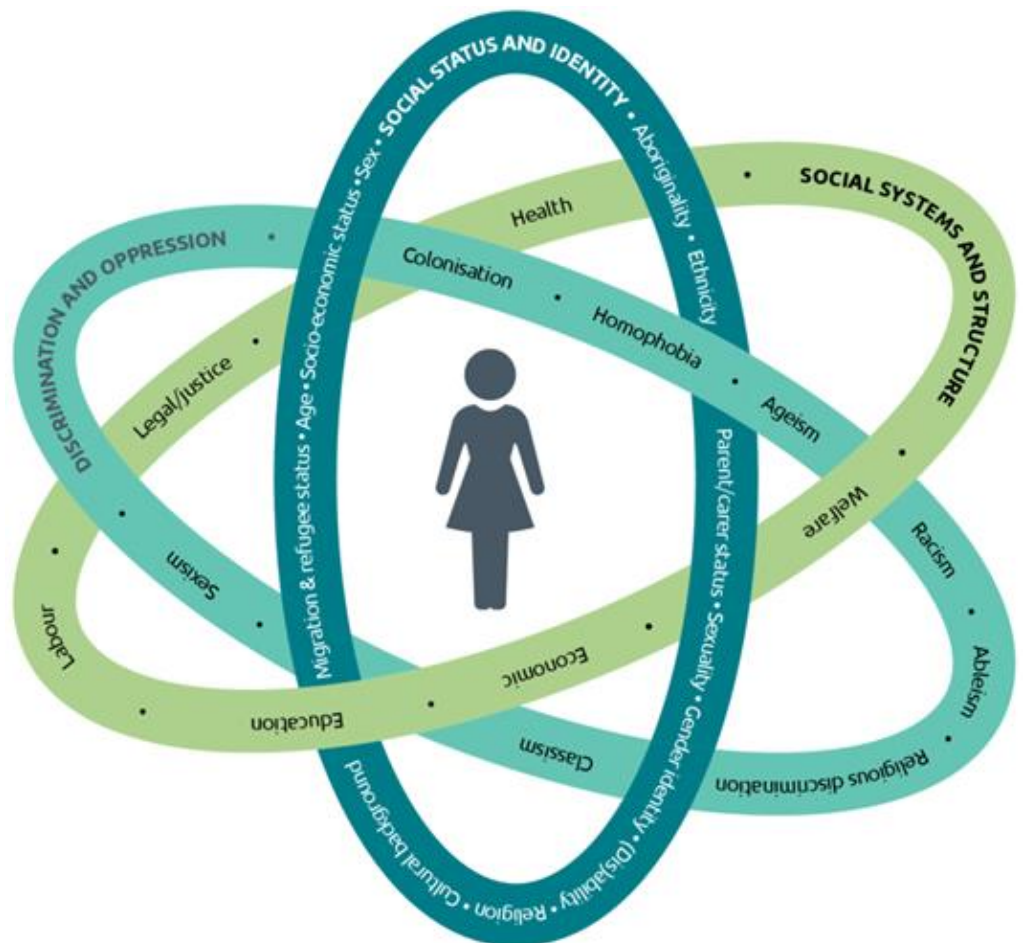
Gender inequality affects different people differently:

- ♦ Gender diverse people: are often subject to similar expectations and discrimination based on their gender identity and may feel forced to hide their gender identity as a result. They are at greater risk of mental illness, physical and verbal abuse, and exclusion.
- ♦ Aboriginal women
- ♦ Women with disability
- ♦ Women from culturally diverse

Intersectionality is “the theory that various forms of discrimination centred on race, class, disability, sexuality, and other forms of identity, do not work independently but interact to produce particularized form of social oppression” (Oxford University Press, 2013)

Figure 2. Understanding Intersectionality

Here at KRHS, applying an intersectionality lens (as shown in figure 1) to our gender equality effort is essential in helping to understand how social and structural systems interactions could lead to multiple forms of discriminations and disadvantages.



Source: The Equality Institute, 2017a

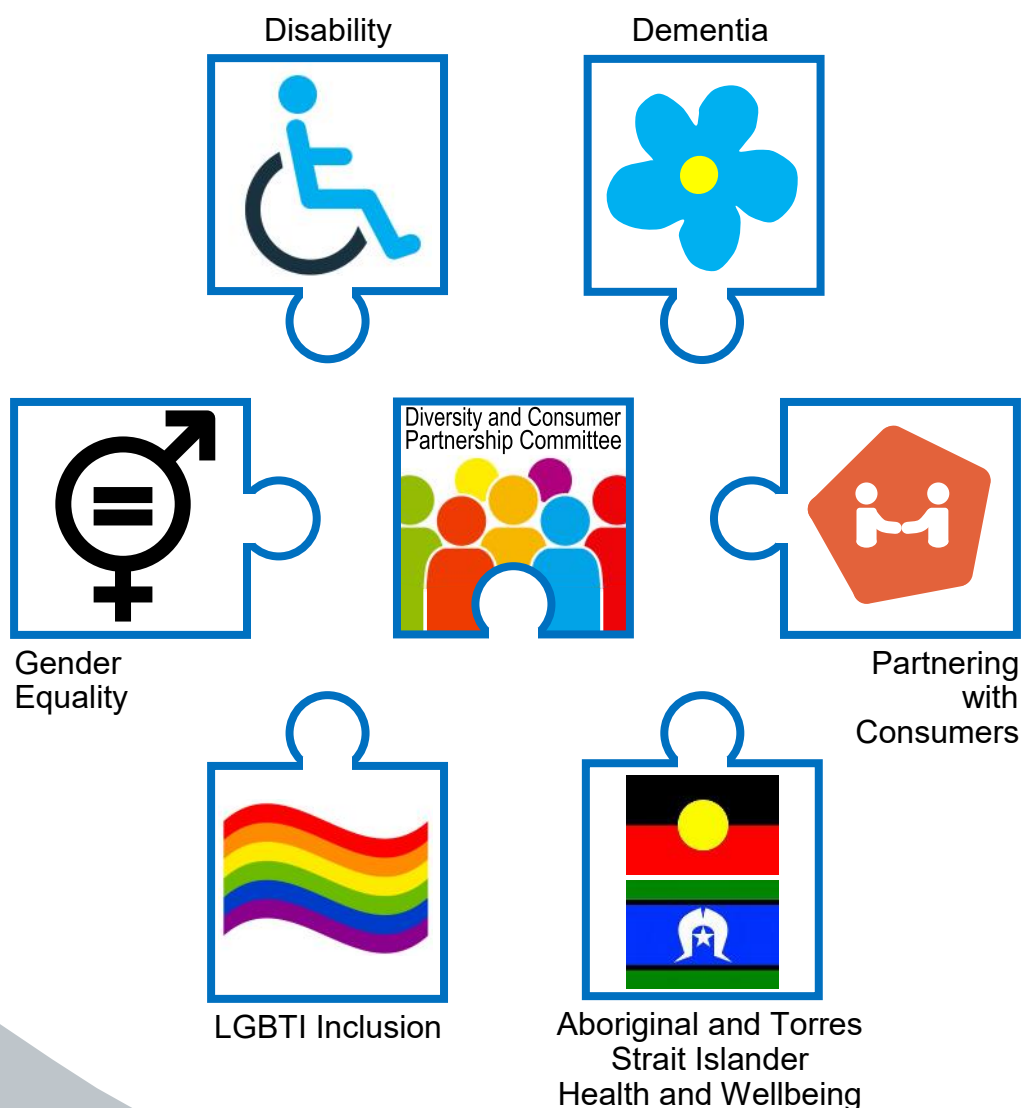
## Gender inequality affects men too:

In our community, outdated views, societal expectations, pressures and traditional stereotypes that reinforce gender inequality are often due to a lack of education and awareness. This causes gender bias, both conscious and unconscious, which perpetuates inequality in our policies and practices.

## Diversity and inclusion:

We are committed to a workplace culture that builds respect, fosters inclusiveness, promotes diversity, and embraces the unique skills, qualities and experiences of all our people. This is a commitment we make to our people, our team and our community.

The GEAP is a key element of our Diversity and Inclusion (Overall Diversity Plan) Strategy, which comprises the strategies and plans cited below (Figure 3: Diversity and Inclusion Strategy)







# Our Workplace Gender Audit Findings

## Baseline Audit Analysis

In accordance with the Act, KRHS completed a Workplace Gender Audit as at June 30, 2021. Data was collected using payroll information and the People Matter Survey (PMS) 2021 results. This allowed us to analyse our gender gap and identify key areas for change required to advance gender equality.

The People Matter Survey (PMS) is the Victorian Public Sector's annual employee opinion survey, with KRHS employees encouraged to participate and share their experiences of working within the organisation. Given we have been facing unprecedented times with the COVID pandemic it has been challenging to engage staff in work that is away from frontline care. Some 74 respondents completed the PMS representing a 32% participation rate. This was an increase on 2020 (29 respondents, 16 % participation).

KRHS historically has a predominately female workforce (89.6%). The health care industry affords many women a successful career, however institutional barriers and structural challenges can result in potential for gender inequality and affect their experience of work, and the salary for performance of work.

PMS indicates that there is a strong culture with 81% of staff indicating that "gender is not a barrier to success in my organisation". 69% of staff agree that KRHS "supports employees with family or other caring responsibilities, regardless of gender", and 65% of staff agree that "there is a positive culture within my organisation in relation to employees who have family responsibilities".

The Workplace Gender Audit is based on seven key indicators. These indicators have been highlighted in the Act as the areas where gender inequality persists and will create areas of focus for organisations.



## 4.2 Our Current State







1		Gender composition of all levels of the workforce	89.6% are women and 10.4% men while no non binary data is recorded as of WGA period
2		Gender composition of governing bodies	58% are women and 42% men
3		Equal remuneration	<p>Overall women earns 9.8% less than men. This percentage differs across employment type:</p> <ul style="list-style-type: none"> <li>♦ full time employees - 16.3%</li> <li>♦ Part time - 22.3%</li> <li>♦ Casual - 18.7%</li> </ul>
4		Sexual harassment	Incident management system - our review indicates no incidents reported which aligns with PMS result of low staff reporting - 96% agreed they did not experience sexual harassment in the work place.
5		Recruitment and promotion practices	<p>As of 31.06.22, out of 103 new recruited employees 90 are women (87%), while 13 men (13%) during the same period. No non-binary or gender diverse data are recorded.</p> <p>42% agree “My organisation makes fair recruitment and promotion decisions, based on merit”.</p>
6		Utilisation of flexible work and other support practices	<p>Currently no staff have formal flexible work arrangements documented in contracts however informal arrangements are made.</p> <p>69% agree “My organisation supports employees with family or other caring responsibilities, regardless of gender”.</p> <p>59% agree they are “Confident that if requested a flexible work arrangement, would be given due consideration”.</p>

Table 1: KRHS WGA against the Gender equality indicators



Figure 3: Indicator 7 - KRHS Workforce Gender Segregation by Occupation





# Meaningful Consultation

## Building on prior gender equality work:

We have been creating awareness of the issue of gender equality over two years with background papers, power point presentations and posters displayed in work areas to begin to increase understanding about the case for change.

Our consultation process reflects the requirements set out in the Victorian Gender Equality Act (2020). As part of this process, our team consulted with, and sought input into, the development of the Gender Equality Action Plan from the KRHS Board as its governing body, employees, and relevant trade unions and/or their employee representatives.

## Round one:

Round one consultation comprised sharing and receiving insights and feedback on our workplace gender audit findings (including the PMS results) through focus group discussions with the Gender Equality Steering Committee, the Diversity Committee and KRHS Board to identify priority areas for actions:

Many areas from the workplace audit identified data gaps particularly in the way payroll demographic information was collected. In July 2021 we migrated our payroll system to SAP which will improve our data collection and improve our understanding of the diversity of our workforce. One very clear gap is the lack of intersectional data which compounds gender inequity with other forms of disadvantage that may be experienced, for example: Aboriginality, age, disability, gender identity, sexual orientation, ethnicity, religion and other attributes.

## Acknowledgement of KRHS

84% of staff feel that “their manager works effectively with people from diverse backgrounds”.

81% of staff feels “there is a positive culture within my organisation in relation to employees with disability”.

This gathering of data from the audit and survey responses provides significant insights and forms the basis for consultation with our employees to inform the development of our GEAP. The consultations have enabled us to consider deeper insights into their experiences of working with KRHS. This information has enabled us to consider both quantitative data and qualitative feedback draft our Gender Equality Action plan.

We acknowledge that our current data indicates essential intersectionality knowledge gap. As a result, this element was explored further during our consultation and was identified as a potential priority area and an action plan item

As a result, GEAPs Actions are designed to ensure staff feel:

- ♦ there are adequate and equitable opportunities for them to develop skills and experience
- ♦ they have an equal chance at career development
- ♦ that recruitment and promotion decisions are based on merit and that having family responsibilities is not a barrier to success

## Round two:

Consultation methods; included offline and online gender equality staff survey, two formal focus group discussions, and informal individual interviews.

46 staff participated in these discussions

## Round three:

The action plan was drafted, strategies identified and actions shared with key stakeholders; KRHS Board members, union representatives, Gender Equality Steering Committee members, Executive team, senior managers and Diversity committee members, who had the opportunity to review and provide their input into the final document.





# Our Action Areas

Our strategies, measures and milestones are structured into five action areas which have been informed by key insights from research and consultations

## Action Area 1

### Leadership and Accountability

Skilled knowledgeable leaders who have the ability to lead the progress of the GEAP and create an inclusive equitable workplace

## Action Area 2

### A safe, respectful and inclusive workplace

KRHS staff feel safe and confident in a positive workplace culture. All staff are respected and can challenge gender discrimination free from reprisal

## Action Area 3

### Gender Data

More accurate workforce gender and intersectionality data is captured to better inform KRHS future GEAP plans

## Action Area 4

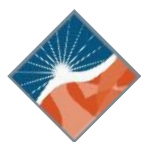
### Empowered people

Personal, professional, and effective communication skills are developed to empower our workforce and build capacity of our leaders to lead diverse and inclusive teams

## Action Area 5

### Flexible ways of working Recruitment and Career development

Our workplace embraces flexible work practices and creates a culture to attract the best applicants, based on professional and qualification merits free of gender bias











# Gender Equity Action Plan

## Action Area 1







## Leadership and Accountability

Goal: To have skilled knowledgeable leaders who have the ability to lead the progress of the GEAP and create an inclusive equitable workplace

Indicator	Objective	Strategy	Who	When
	Leaders value gender equality	<ul style="list-style-type: none"> <li>Leaders demonstrate commitment through their actions and words and are accountable for the implementation of the strategy</li> </ul>	CEO, KRHS Board Exec Team Senior Managers	Year 1 ongoing
	Lead and advocate for change	<ul style="list-style-type: none"> <li>Leaders supported at all levels to advocate, communicate and provide opportunities to engage in conversations relating to gender equality</li> </ul>	CEO Exec Team KRHS Board	Year 1 onward
	Leaders have skills and knowledge to implement the change	<ul style="list-style-type: none"> <li>Launch training and events for leaders including seminars for senior staff on gender equality and training for Board members and managers in GEA</li> <li>Awareness and education of gender equality, unconscious bias, inclusive practise and psychological safety</li> <li>Implementation of leadership program across all leaders</li> </ul>	CEO Exec Team KRHS Board  Health Promotion Practitioner	Year 1
	Leaders communicate	<ul style="list-style-type: none"> <li>Leaders at all levels engage with employees about the strategy and discuss shared responsibility</li> <li>Ensure that Executives lead at least one area of the GEAP and commit to sponsor the actions in that area.</li> </ul>	Exec Team Senior Managers	Year 1 - ongoing
	Leaders have embedded processes to support GE	<ul style="list-style-type: none"> <li>Leaders are Informed by data and the diverse experience of employees, leaders will seek to understand the gender imbalances (across all levels), the drivers that underpin them and develop specific targets to drive action and provide incentive for change.</li> </ul>	CEO KRHS Board Exec Team Quality Manager	Year 1 ongoing
	Leaders are visible advocates for gender equality, diversity and inclusion	<ul style="list-style-type: none"> <li>Model inclusive behaviours and flexible work practises</li> </ul>	CEO KRHS Board Exec Team Senior Managers	Year 2 onwards
	Improve the intersectionality data capture and recording systems leading to targeted plans and actions	<ul style="list-style-type: none"> <li>Leaders will engage with /create and communicate meaningful targets and metrics with timeframes for people leaders to interpret and act upon in their areas (for example, gender targets and targets to increase under-represented groups).</li> </ul>	CEO Exec Team	Year 2 onwards
	Dedicated governance structures to build workforce capacity	<ul style="list-style-type: none"> <li>Embed the Gender Equality Steering Committee as governance structures to implement the GEAP.</li> </ul>	CEO Exec Team	Year 1





## A Safe, Respectful and Inclusive Workplace

Goal: To ensure all staff feel safe and confident in a positive workplace culture.  
All staff are respected and can challenge gender discrimination free from reprisal.

Indicator	Objective	Strategy	Who	When
	Enhance KRHS Diversity Committee effort to appropriately govern and monitor progress at KRHS	<ul style="list-style-type: none"> <li>◆ Celebrate inclusion and diversity activity in communications and ensure a diverse representation in communication materials.</li> <li>◆ Promote the GEAP and all Diversity and Inclusion commitments on the website</li> <li>◆ Design, promote and celebrate a calendar of Diversity and Inclusion events.</li> </ul>	Diversity Committee Communication Officer	Year 2 onward
	Strengthen approaches to preventing and responding to bullying, sexual harassment and sexual assault in the workplace	<ul style="list-style-type: none"> <li>◆ Ensure policies and procedures are updated regularly to included current best practice guidelines.</li> </ul>	CEO Exec Team Senior Staff	Year 1 onward
	Ensure leadership buy in and commitment to prevent discrimination and violence against women	<ul style="list-style-type: none"> <li>◆ Agenda item at all Senior exec meetings</li> <li>◆ Agenda item at regular staff meetings.</li> <li>◆ Training for Managers' to ensure the expectation to model respectful and equal relationships is reflected in their work plans, performance plans, and position descriptions</li> </ul>	CEO Senior Managers	Year 1 onward
	Create safe place for individuals to be heard and report incidents	<ul style="list-style-type: none"> <li>◆ Support individuals who have been the victim of workplace bullying, sexual harassment or sexual assault</li> </ul>	Exec Senior Managers Peer Support EAP	Year 1 on-going
	Promote awareness in staff of Gender Equality matters	<ul style="list-style-type: none"> <li>◆ Create Communications kit to ensure regular promotion</li> <li>◆ Ensure clarity and transparency of reporting processes</li> <li>◆ Promote gender equality to keep staff and stakeholders informed –about the organisation's commitment and our progress towards achieving workplace equality.</li> <li>◆ integrate key actions to promote gender equality into our core business</li> </ul>	Health Promotion Practitioner Communications Officer Diversity Committee	Year 2
	Create a campaign that promotes a positive respectful workplace culture	<ul style="list-style-type: none"> <li>◆ Research and develop and implement effective campaign about respectful workplaces, with a gender equality focus</li> <li>◆ Ensure campaign includes no tolerance of sexist jokes, language and comments</li> <li>◆ Ensure campaign focuses on steering away from gender typical roles or stereotypes</li> </ul>	Diversity Committee Staff Health and Wellbeing Committee Health Promotion Team	Year 2

Continued next page

## Action Area 2 continued

Indicator	Objective	Strategy	Who	When
	All communication platforms ensure a diverse range of images are being used	<ul style="list-style-type: none"> <li>◆ Review internal and outward facing communication for gender inclusive language and images</li> <li>◆ Avoid using images that highlight and promote traditional gender roles</li> <li>◆ Diverse images in communications such as: Facebook, Website, posters</li> <li>◆ Update brochure policy</li> <li>◆ Promote our commitment to gender equality and preventing violence against women on public platform</li> </ul>	Health Promotion Team Communications Officer Diversity Committee	Year 2
	Practical resources are available for workforce	<ul style="list-style-type: none"> <li>◆ Practical resources and tools easily obtained by employees to recognise the many forms of sexual harassment and the range of actions or responses available to stop the behaviour and prevent its repetition or escalation— calling out everyday sexism</li> </ul>	Senior Managers Diversity Committee Health Promotion Practitioner Communications Officer	Year 2
 	Our workplace culture, policies, practices, flexible work arrangements and working environment demonstrate gender equality.	<ul style="list-style-type: none"> <li>◆ Implementing a gender and intersectionality lens checklist document to guide new policies, programs, and services</li> <li>◆ undertaking gender audits and gender impact assessment of our workplace.</li> </ul>	Diversity Committee Quality Coordinator	Year 2 onward









## Gender Data

Goal: to mitigate the gap and have more accurate workforce gender and intersectionality data to better inform our future GEAP plans. Data.

Disaggregated data (gender and other diversity and inclusion variables) is collected, accessible and transparent across all people-metrics, including uptake of flexible work, carers leave, and parental leave, rates of promotion, internal mobility, higher duties, remuneration, recruitment, redundancies, and separations.





Indicator	Objective	Strategy	Who	When
	Improve the data capture and recording systems leading to targeted plans and actions	♦ Build an approach to collect and monitor employee demographics; Staff employment forms to voluntarily include self-identify disability status, cultural background, religion, sexual orientation and nationality to facilitate capture of intersectional information.	CEO Exec Team Human Resources Manager Health Promotion Practitioner	Year 1 onward
	Gender disaggregated data is included in corporate reporting to provide further transparency	♦ Leaders review gender data on regular basis and used in reporting	CEO CFO Board Human Resources Manager	Year 2 on - going
	Gender data is accessible and readily understood	♦ Create dashboard for reporting gender and diversity data and insights	CEO CFO Human Resources Manager	Year 2 on - going
	Access and review wage distribution annual	♦ Complete an annual audit on wage distribution	CEO CFO	Year 2



## Empower our workforce

Build capacity around Gender Equity, Equality and Intersectionality







Gaol: Empower our workforce and build capacity of our leaders and staff by developing personal and practical skills, and effective communications to equip them to lead the implementation of the GEAP and to create diverse and inclusive teams

Indicator	Objective	Strategy	Who	When
	Promote and encourage training on Gender Equality, Gender Equity and the Primary Prevention of violence against women	<ul style="list-style-type: none"> <li>◆ Encourage a 100% of staff to be trained in Gender equity, Gender equality and primary prevention of violence against women</li> <li>◆ Promote Gender Equality training opportunities to staff</li> <li>◆ Support trained staff to be gender equality champions</li> </ul>	Diversity Committee Health Promotion HODS Senior Management	Year 3
	Empower employees early on in their career to understand their superannuation and impacts of career and life events (e.g. consideration of career moves, taking parental leave including leave without pay, changing agencies or retiring)	<ul style="list-style-type: none"> <li>◆ Provide opportunities for financial education including superannuation training, transition periods in life course</li> <li>◆ Source education sessions on financial security and advice for staff at KRHS</li> </ul>	Health Promotion Practitioner	Year 2 Year 4
	Offer and provide an inclusive leadership program for all leaders	◆ Raise leaders' awareness and education of psychological safety, unconscious bias, inclusive team characteristics and demonstrate support for inclusion through story sharing and internal/external publication of these where appropriate. An Inclusive Leadership Program is already in place.	CEO	Years 1
	Leadership gender equality training	◆ Give leaders information, training and space to think critically about how workplace culture might be perpetuating the status quo	CEO Exec Team Health Promotion Practitioner	Year 1 on-wards

## Flexible Work Practises

Flexible ways of working, equitable recruitment and career development pathways.

Goal: A workplace which has embraced flexible work practises and created a culture which attracts the best applicants, based on professional and qualification merits and best applicant for the position, selected free of any conscious and unconscious gender bias.

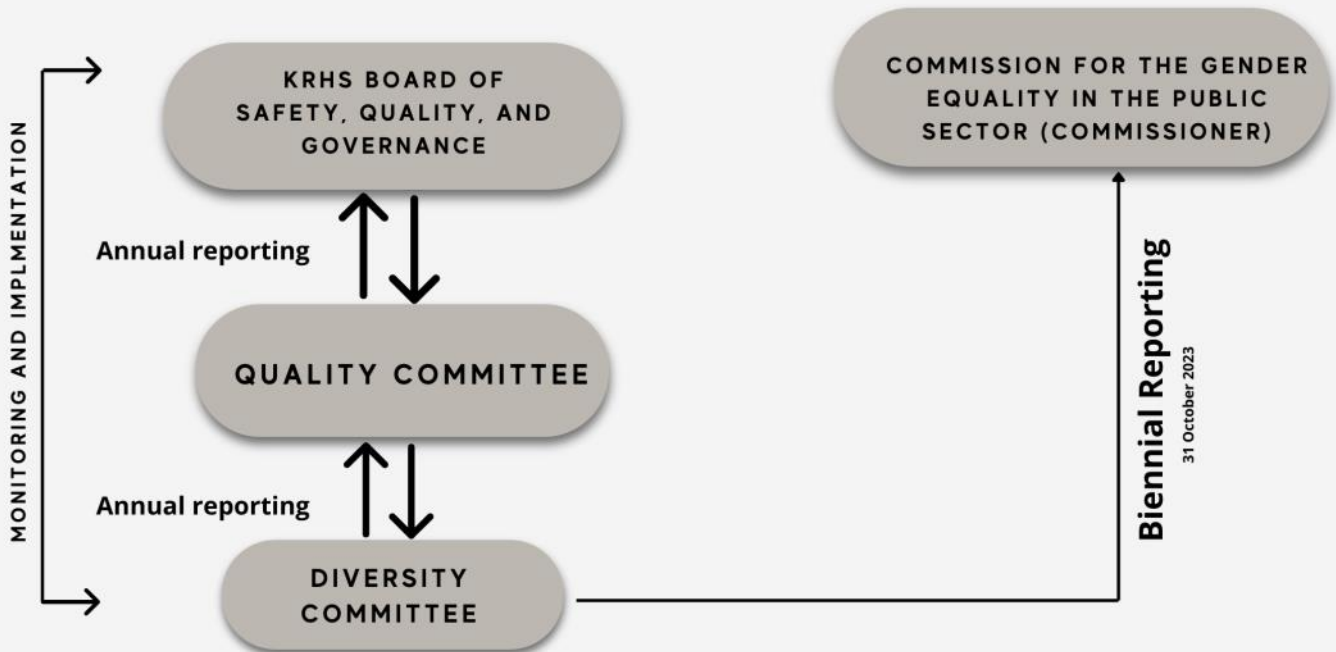
Indica- tor	Objective	Strategy	Who	When
	Flexible work practices are accepted, modelled and are in place for all employees.	<ul style="list-style-type: none"> <li>◆ Review/develop Gender-neutral, flexible work policies and practices to ensure they provide for a variety of contexts and settings</li> <li>◆ Leaders and managers at all levels are able to role model flexible work where it is appropriate for the individual and the organisation.</li> <li>◆ Flexibility for parents with children and those with other caring responsibilities. Including breast feeding supportive and enabling environments and in accordance with enterprise agreements.</li> <li>◆ Flexibility for a mix of working in the office and working in another location</li> <li>◆ Support employees transitioning to retirement through flexible work options (such as, job share or flexibility in hours and patterns of work through existing provisions in enterprise agreements).</li> </ul>	CEO Exec Team Human Resources Manager	Year 2
	Enhance manager capability and equip middle managers to lead flexible teams	<ul style="list-style-type: none"> <li>◆ Assist development of new job designs</li> <li>◆ Ensure employees are not working longer hours than necessary and they are able to balance competing priorities</li> </ul>	Human Resources Manager Senior Managers	
	Identify new avenues to attract recruits	<ul style="list-style-type: none"> <li>◆ Investigate possible recruitment strategies e.g. offering Internships and apprenticeships</li> </ul>	Human Resources Manager	Year 2 on-ward
	Review, and ensure, policies, procedures, practices and processes are inclusive.	<ul style="list-style-type: none"> <li>◆ A gender and intersectionality lens checklist document is developed to guide new policies, programs and services</li> </ul>	Human Resources Manager Quality coordinator	Year 3
	Embed Gender equality into recruitment and promotion	<ul style="list-style-type: none"> <li>◆ Analysis of workplace gender audit to identify key areas of HR practises</li> <li>◆ Review consultation and People Matter Survey data to identify gaps for GEAP</li> </ul>	Quality coordinator Human Resources	Year 2 on-ward
	Our workplace culture and communication promotes and supports flexible work and parental leave for both men and women.	<ul style="list-style-type: none"> <li>◆ Make efforts to reduce the gender pay gap and give all staff access to flexible work options and parental leave.</li> </ul>	CEO CFO	Year 3



# Monitoring and Measuring Success

Measures are designed to assist KRHS to monitor our strategies to ensure we are progressing to achieve our vision for inclusive leadership, workplace, and culture underpinned by principles of gender equality.

Governance structures have been established to ensure regular monitoring of implementation against milestones. All relevant departments will be involved in detailed annual reporting against the GEAP, coordinated by the Inclusion and Intersectionality branch. Progress will be published in the KRHS annual report. In accordance with our legislative obligations under the Gender Equality Act, we will also report progress after two years to the Commission.



the First internal reporting cycle commences in 2023, then annually for the duration of this plan





Priority area	Monitoring Progress	
	Strategy	Measures of Success
Action Area 1	<ul style="list-style-type: none"> <li>◆ Leaders demonstrate commitment through their actions and words and are accountable for the implementation of the strategy</li> <li>◆ Leaders supported at all levels to advocate, communicate and provide opportunities to engage in conversations relating to Gender equality</li> <li>◆ Leaders at all levels engage with employees about the strategy and discuss shared responsibility</li> <li>◆ Model inclusive behaviours, flexible work practises</li> <li>◆ Leaders will engage with /create and communicate meaningful targets and metrics with timeframes for people leaders to interpret and act upon in their areas</li> <li>◆ Ensure that Executives lead at least one area of the GEAP and commit to sponsor the actions in that area.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Our leaders consistently demonstrate a commitment to Gender Equality</li> <li>◆ Quality and frequency of action planning in response to metrics</li> <li>◆ Improvement in key gender metrics in dashboard</li> <li>◆ Visible sponsorship / ownership by Senior leadership team (SLT) of specific interventions</li> <li>◆ Exec portfolios reflect commitment to GEAP</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Embed the Diversity Committee as governance</li> <li>◆ Structures to implement the GEAP.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Terms of Reference for Gender Equality Steering Committee are developed to reflect roles and responsibilities in the implementation of GEAP.</li> <li>◆ Lead responsibility and supporting areas represented on the Gender Equality Steering Committee.</li> <li>◆ Progress against strategies reported every two years to the Board of Management.</li> </ul>



Priority area	Monitoring Progress	
	Strategy	Measures of Success
Action Area 2	<ul style="list-style-type: none"> <li>◆ Design, promote and celebrate a calendar of Diversity and Inclusion events</li> <li>◆ Celebrate inclusion and diversity activity in communications and ensure a diverse representation in communication materials.</li> <li>◆ Promote the GEAP and all Diversity and Inclusion commitments on the website</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of D&amp;I events</li> <li>◆ GEAP and Diversity and inclusion commitments are available on website</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Ensure policies and procedures are updated regularly to included current best practice guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Audit completion (60% are reviewed in Year 1, 100% by Year 2)</li> <li>◆ Policy and procedures reviewed and updated</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Agenda item at all Senior exec meetings</li> <li>◆ Agenda item at regular staff meetings</li> <li>◆ Training for Managers' to ensure they responsibility to model respectful and equal relationships is reflected in their work plans, performance plans and position descriptions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Our leaders consistently demonstrate a commitment to Gender Equality and implementation of GEAP</li> <li>◆ Dedicated and Adequate Resources and budget</li> <li>◆ Number of managers completing the training.</li> <li>◆ improving responses to a benchmark question on inclusive culture in employee engagement survey (reported by gender)</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Support individuals who have been the victim of workplace bullying, sexual harassment or sexual assault</li> </ul>	<ul style="list-style-type: none"> <li>◆ Our leaders have good knowledge of systems and processes to support individuals</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Create communications kit to ensure regular promotion</li> <li>◆ Ensure clarity and transparency of reporting processes</li> <li>◆ Promote gender equality to keep staff and stakeholders informed –about the organisation's commitment and our progress towards achieving workplace equality.</li> <li>◆ Integrate key actions to promote gender equality into our core business</li> </ul>	<ul style="list-style-type: none"> <li>◆ Communication kit in place</li> <li>◆ Reporting mechanisms and appropriate channel established</li> <li>◆ Relevant gender equality metrics and targets are available and communicated with staff and stakeholders</li> <li>◆ Gender Equality key actions and their organisational benefits are promoted and communicated regularly</li> <li>◆ Our leaders consistently model respectful and equal relationships between men and women.</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Research and develop and implement effective campaign about respectful workplaces, with a gender equality focus</li> <li>◆ Ensure campaign includes no tolerance of sexist jokes, language and comments</li> <li>◆ Ensure campaign focuses on steering away from gender typical roles or stereotypes</li> <li>◆ Ensure campaign includes no tolerance of sexist jokes, language and comments</li> <li>◆ Outward facing communication for gender inclusive language and images</li> <li>◆ Avoid using images that highlight and promote traditional gender roles</li> <li>◆ Diverse images in communications such as: Facebook, Website, posters</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of campaigns developed</li> <li>◆ Number of campaigns delivered</li> <li>◆ Internal and external communication uses images and language that is inclusive.</li> </ul>
	Continued next page	

Priority area	Monitoring Progress	
	Strategy	Measures of Success
Action Area 2	<ul style="list-style-type: none"> <li>Promote our commitment to gender equality and preventing violence against women on public platform</li> </ul>	<ul style="list-style-type: none"> <li>Number of website publications</li> </ul>
	<ul style="list-style-type: none"> <li>Practical resources and tools easily obtained by employees to recognise the many forms of sexual harassment and the range of actions or responses available to stop the behaviour and prevent its repetition or escalation— calling out everyday sexism</li> </ul>	<ul style="list-style-type: none"> <li>Resources and tools are available and distributed to relevant departments and managers</li> </ul>
	<ul style="list-style-type: none"> <li>Implementing a gender and intersectionality lens checklist document to guide new policies, programs, and</li> <li>undertaking workplace gender audits (WGA) and gender impact assessment (GIA) of our workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Gender and intersectionality lens checklist is distributed and uploaded to our system</li> <li>The embedding of the checklist into our different communication and other documents, applications, programs and policies</li> <li>The completion of WGA and GIA</li> <li>The sharing of the audit result with relevant parties</li> </ul>
Action Area 3	<ul style="list-style-type: none"> <li>Build an approach to collect and monitor employee demographics; Staff employment forms to voluntarily include self-identify disability status, cultural background, religion, sexual orientation and nationality to facilitate capture of intersectional information.</li> </ul>	<ul style="list-style-type: none"> <li>Forms are updated to collect demographic information</li> <li>Information is securely collected with privacy and confidentiality</li> </ul>
	<ul style="list-style-type: none"> <li>Leaders review gender data on regular basis and used in reporting</li> </ul>	<ul style="list-style-type: none"> <li>Completion of reviews and reports</li> </ul>
	<ul style="list-style-type: none"> <li>Create dashboard for reporting gender and diversity data and insights</li> </ul>	<ul style="list-style-type: none"> <li>Management responsibilities for dissemination has been finalised</li> <li>Reporting and accountability system in place</li> </ul>
Action Area 4	<ul style="list-style-type: none"> <li>Promote Gender Equality training opportunities to staff through Leecare and emails</li> </ul>	<ul style="list-style-type: none"> <li>Number of training opportunity promoted</li> <li>Number of staff completing gender equality related training</li> </ul>
	<ul style="list-style-type: none"> <li>Complete an annual audit on wage distribution</li> </ul>	<ul style="list-style-type: none"> <li>Completion of reports revision and appraisal</li> </ul>
	<ul style="list-style-type: none"> <li>Provide and source education sessions on financial security and advice for staff at KRHS</li> </ul>	<ul style="list-style-type: none"> <li>Number of sessions provided</li> <li>Session Feedback</li> </ul>
	<ul style="list-style-type: none"> <li>Raise leaders' awareness and education of psychological safety, unconscious bias, inclusive team characteristics and demonstrate support for inclusion through story sharing and internal/external publication of these where appropriate.</li> <li>an Inclusive Leadership Program is already in place.</li> </ul>	<ul style="list-style-type: none"> <li>The delivery of Psychological Safety Leadership Program</li> <li>Leaders successfully completing the program</li> </ul>

Priority area	Monitoring Progress	
	Strategy	Measures of Success
Action Area 5	<ul style="list-style-type: none"> <li>◆ Give leaders information, training and space to think critically about how workplace culture might be perpetuating the status quo</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of training sessions.</li> <li>◆ Number of leaders completing the training</li> <li>◆ Staff survey</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Review/develop Gender-neutral, flexible work policies and practices to ensure they provide for a variety of contexts and settings</li> <li>◆ Leaders and managers at all levels are able to role model flexible work where it is appropriate for the individual and the organisation.</li> <li>◆ Flexibility for parents with children and those with other caring responsibilities. Including Breast feeding supportive and enabling environments and in accordance with enterprise agreements.</li> <li>◆ Flexibility for a mix of working in the office and working in another location</li> <li>◆ Support employees transitioning to retirement through flexible work options (such as, job share or flexibility in hours and patterns of work through existing provisions in enterprise agreements).</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of flexible work policies and practices updated using gender lens</li> <li>◆ Procedures and pathways are developed to support employees transitioning to retirement through flexible work options</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Investigate possible recruitment strategies e.g. offering Internships and apprenticeships</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of new recruiting pipeline and strategies created</li> <li>◆ Number of applicants coming through career development pathway</li> </ul>
	<ul style="list-style-type: none"> <li>◆ A gender and intersectionality lens checklist document is developed to guide new policies, programs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Gender and intersectionality lens checklist is distributed and uploaded to our system</li> <li>◆ The embedding of the checklist into our different communication and other documents, applications, programs and policies</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Analysis of workplace gender audit to identify key areas of HR practises</li> <li>◆ Review consultation and people matter data to identify gaps for GEAP</li> </ul>	<ul style="list-style-type: none"> <li>◆ The completion of WGA analysis and GIA</li> <li>◆ Dissemination of audit results with relevant parties</li> </ul>
	<ul style="list-style-type: none"> <li>◆ We make efforts to reduce the gender pay gap and give all staff access to flexible work options and parental leave.</li> </ul>	<ul style="list-style-type: none"> <li>◆ The monitoring and annual reporting of gender pay gap.</li> <li>◆ Flexible work options are available and formally included in contract when appropriate</li> </ul>



## Resourcing Strategy

- ◆ Our Board understands the implications of gender inequalities and works to end gender-based violence through a strong commitment to the GEAP and its vision.
- ◆ Our Executive and KRHS Board have oversight of, and have endorsed, the actions within this Gender Equality Action Plan and will monitor our material progress against the actions listed.
- ◆ Foreword and commitment statement from CEO and Director Primary Health and Innovation
- ◆ Regular periodic reporting of progress against actions to Executive and Board level is provided.
- ◆ Active and visible sponsorship from leadership of the principles of gender equality across our organisation takes place.
- ◆ Leaders at all levels of the organisation are aware of the strategic approach to gender equality in our organisation and actively model and support implementation of the actions within this plan.
- ◆ Dedicated resources (staff hours and capacity building) will be made available for the coordination and implementation of the plan
- ◆ KRHS diversity committee monitors progress of actions against this action plan and acts as change champions across our organisation to implement and successfully embed these actions.

KRHS will strengthen and expand collaborative efforts with Womens Health in the South East( WHISE) , who support this plan and welcome further funding from the Gender Equality Commission, or other relevant agencies, as available, to additionally support the implementation of our GEAP.



## Implementation and Communication Plan

Actions contained within this plan will be implemented in accordance with the allocated timelines, and oversight by the Diversity Committee commencing in 2022, KRHS will review progress of the action plan on bi-annual basis. Annual report will be presented to the Board, in June, each year with a formal progress report to the Gender Equality Commission submitted by October 31 each year.





## Other Information

The relevant legislations and guidelines that were considered in the development of the KRHS Gender Equality Action Plan include:

- ♦ Building Equality Policy
- ♦ Charter of Human Rights and Responsibilities Act 2006 (Vic)
- ♦ Disability Act 2006 (Vic)
- ♦ Ending family violence: Victoria's plan for change 2017 (ten year plan)
- ♦ Equal Opportunity Act 2010 (Vic)
- ♦ Everybody Matters: Inclusion and Equity Statement
- ♦ Fair Work Act 2009 (Commonwealth)
- ♦ Free From Violence: Victoria's Prevention Strategy 2016
- ♦ Gender Equality Act 2020
- ♦ Gender Equality Act 2020 (Vic)
- ♦ KRHS Diversity and Inclusion Strategy 2018-2022
- ♦ Multicultural Victoria Act 2011(Vic)
- ♦ Racial and Religious Tolerance Act 2001 (Vic)
- ♦ Ride in Our Future: Victoria's LGBTIQ+ strategy 2022-2032
- ♦ Safe and Strong: A Victorian Gender Equality Strategy (2021)
- ♦ South Gippsland Coast Partnership, Disability Action Plan Framework 2019-2022
- ♦ State Disability Plan 2022 - 2026

### Reference list:

Australian Human Rights Commission, 'Gender segregation in the workplace and its impact on women's economic equality', 2017, retrieved on April 2022, [Year \(humanrights.gov.au\)](https://www.humanrights.gov.au/our-work/gender-equality/2017-gender-segregation-in-the-workplace)

Canadian women and sport , "What is Gender Equity", retrieved on the 06 June 2022, [Gender Equity | Canadian Women & Sport \(womenandsport.ca\)](https://www.womenandsport.ca/en/gender-equity)

Workplace Gender Equality Agency 2018, "About workplace gender equality", retrieved on the 11 December 2021, [Workplace gender equality | WGEA](https://www.wgea.gov.au/about)

Workplace Gender Equality Agency, "The Gender Pay Gap", retrieved on 10 June 2022, [The Gender Pay Gap | WGEA](https://www.wgea.gov.au/the-gender-pay-gap)

UNICEF, 2017. Gender Equality Glossary of Terms and Concepts. [online] Available at: [Gender equality: GLOSSARY OF TERMS AND CONCEPTS \(unicef.org\)](https://www.unicef.org/gender-equality/glossary) [Accessed 10 May 2022]

World Health Organisation 2018 retrieved on 22 May 2022  
<https://www.who.int/gender-equity-rights/en/>

Oxford Reference, "gender inequality", retrieved on 22 May 2022, [Gender inequality - Oxford Reference](https://www.oxfordreference.com/view/10.1093/acref/9780190090110.001.0001/acref-9780190090110.001.0001)