

Gender Equality Action Plan



Western Health

your Culture | your Ability | your Identity

We welcome you at Western Health



Western Health respectfully acknowledges the Wurundjeri, Bunurong and Boon Wurrung peoples of the Kulin nation as Traditional Custodians of the lands on which Western Health sites are located and we pay our respects to their elders past and present.



Produced in partnership with GenderWorks.

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Our Commitment to Workplace Gender Equality

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Vision

This Plan commits Western Health to making reasonable and material progress towards workplace gender equality and inclusion. We do this work under the umbrella of our organisational vision, *Together, we deliver the healthcare of the future*. In particular, it contributes to our strategic goal of ensuring all of our *staff and volunteers are supported, engaged and equipped to embrace a dynamic future*.



At Western Health we are proud of our diversity. With this Plan, we turn our pride into action. We know that there is work to be done in all areas of the organisation to ensure full and equal participation of diverse employees of all genders – in all occupations, industries and roles. There are things we need to learn about the way our organisational systems, professional processes and individual biases discriminate on the basis of gender and other attributes. And there are also steps we need to take to ensure we continue to build and maintain a positive work environment that is safe and supports employee wellbeing for all employees.

We value what our people bring to work every day – diversity, authenticity, leadership, a ‘can-do’ attitude, talent and compassion. And we look to our people, in particular our leaders, to share the responsibility of progressing towards workplace gender equality and inclusion over the coming four years.

Context

The Gender Equality Act 2020

Western Health has developed this GEAP as a requirement under the *Gender Equality Act 2020*. This legislation requires us to develop and implement strategies and measures that will drive measurable progress in seven key areas:

- (i) Gender composition of all levels of the workforce
- (ii) Gender composition of governing bodies
- (iii) Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
- (iv) Sexual harassment in the workplace
- (v) Recruitment and promotion practices in the workplace
- (vi) Availability and utilisation of terms, conditions and practices relating to family violence leave; flexible working arrangements; and working arrangements supporting employees with family or caring responsibilities
- (vii) Gendered segregation within the workplace

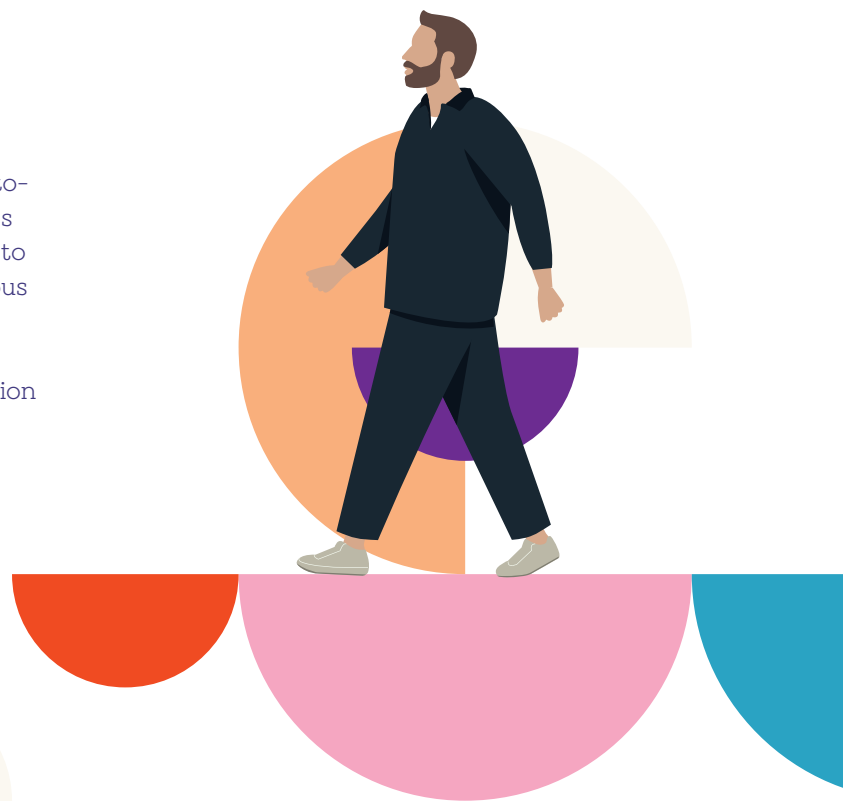
The strategies we have defined respond to findings from two key processes:

Our workplace gender audit

Our 2021 workplace gender audit included collection and analysis of *workforce and employee experience survey data* to understand the baseline state and nature of gender equality in our workplace. Summary findings from this audit are included as an Annex to this action plan. We also reference particular findings throughout the document.

Consultation with staff, staff representatives and the Board

Following completion of our audit, we shared this data with staff through online and face-to-face consultation sessions and an anonymous online survey. Audit findings were presented to the Board, who also took part in an anonymous survey. We also sought input on potential strategies from the six unions that represent Western Health employees. Further information on consultation findings is also found in the Annex.



Our Case for Change

The Gender Equality Principles

As we implement this GEAP over the coming four years, we reiterate our commitment to the following gender equality principles outlined in the *Gender Equality Act 2020*.

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect, and fairness
- Gender equality benefits all Victorians regardless of gender
- Gender equality is a human right and precondition to social justice
- Gender equality brings significant economic, social and health benefits for Victoria
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls

- Advancing gender equality is a shared responsibility across the Victorian community
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes
- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality

Organisational Context

Western Health is committed to equality of rights, opportunities, responsibilities and outcomes for people of all genders because we know it is the right thing to do. We do this work because we care for our people. We also understand that workplace gender equality, for our organisation, is a business imperative. Because we know that without it, Western Health loses out.

As we note in our current Strategic Plan, the onset of COVID-19 has demonstrated the volatility of the health setting and the need for healthcare services to anticipate and respond to disruption. In the context of this disruption, and our ongoing crisis management and recovery processes, attention to the experiences and wellbeing of our people is most important.

In order to achieve our organisational purpose of providing the best care for the people of the West, we need to have the best people on board. This means taking steps to engage with the broadest talent pool and addressing and eliminating bias which hinders diversity of hiring. It means doing our best to provide flexible working arrangements and leave

entitlements that accommodate the needs of people of all genders. And it means building a culture where staff feel safe and free from sexual harassment, bullying & discrimination, a culture free from sexism, racism, ableism, ageism, homophobia, biphobia, transphobia.

What we learned through our audit process and through consultation with our employees is that there is enormous opportunity to get this work right. Some of the priority areas of work this GEAP commits us to over the coming four years are as follows:

Diverse and Inclusive Workforce Planning and Talent Management

We know that a diverse and inclusive workforce makes better, bolder decisions and that diverse teams are more productive and more effective problem solvers due to a wider range of views, backgrounds and perspectives. Over the coming four years we aim to promote, leverage and embrace diversity across all levels of our organisation – by embedding our new talent management system, reviewing and improving our recruitment procedures with an intersectional gender lens and taking steps to remove bias in these processes.

Developing a Strategic Approach to Workplace Flexibility

We know that flexible working conditions support improved productivity, improved

employee wellbeing, and provide greater opportunities for women in leadership. Now, more than ever, we understand that flexible working conditions are key to the attraction and retention of talent. For Western Health to succeed, we have to embrace new ways of working. We need to better understand what flexibility means for each segment of the workforce and develop tools and resources to support managers across all departments, disciplines and teams to implement positive flexible working arrangements.

Workplace Safety and Respect

Western Health has a duty to take positive action to eliminate sexual harassment in the workplace. This includes harassment from both managers, colleagues, patients and members of the public. Over the coming four years we are enhancing sexual harassment training for leaders and working to review and improve our Positive Workplace Strategy as an effective avenue for improving safety and respect in the workplace. We recognise that workplace safety and respect is about more than regular prevention training and strong response systems. Over the coming four years, we also commit to doing the work to create a culture free from sexism, racism, ableism, ageism, homophobia and transphobia – starting with the implementation of our *Your Culture, Your Ability, Your Identity* messaging campaign, supporting all employees to bring their authentic selves to work.

Strategic Alignment

Western Health is committed to ensuring workplace gender equality benefits all our people. This plan does not focus on gender alone. The GEAP commits us to taking steps to better understand and respond to gender inequality as it is experienced by women, men and gender diverse people with disability, of different ages, cultures and ethnicities, races, sexual orientations.

As we work to improve our understanding of the barriers experienced by diverse employees, we also note our intention to align GEAP implementation with the following existing organisational action plans:

- **Aboriginal Employment Plan 2019–2021**, which outlines the positive actions Western Health will take to engage, participate and collaborate with our Aboriginal community and other supporting agencies to develop a culturally safe workplace
- **Disability Access and Inclusion Action Plan 2019–2022**, which outlines the actions Western Health will undertake to help make services, interactions and culture more accessible and welcoming. Implementation aims to identify and change practices that may be discriminatory, restrict or prevent staff, volunteers and patients from contributing to high quality and safe healthcare services.

- **LGBTI Inclusion Strategy 2017–2020**, which outlines the actions we are taking to better understand the experiences of our LGBTI staff and volunteers, and take positive action to eliminate the negative impacts of homophobia, biphobia and transphobia in our workplace and community.

Legislative Context

The work we are doing to ensure we meet legislative requirements under the *Gender Equality Act 2020* intersects with our commitment to meet requirements under a range of other legislation and agreements, including:

- **Equal Opportunity Act 2010 (Vic)** which requires us to take a positive duty to eliminate discrimination, sexual harassment and victimisation in our workplace.
- **Fair Work Act 2009 (Cth)** which sets out minimum entitlements, enabling flexible working arrangements and fairness at work and prevention of discrimination against employees.

- **Sex Discrimination Act 1984 (Cth)** which makes it unlawful to discriminate against a person because of their sex, gender identity, intersex status, sexual orientation, marital or relationship status, family responsibilities, because they are pregnant or might become pregnant or because they are breastfeeding.
- **Victorian Disability Act 2006** which aims to reduce barriers to persons with a disability obtaining and maintaining employment and achieve tangible changes in attitudes and practices which discriminate against persons with a disability.
- Multiple discipline/profession-based **Enterprise Agreements** which set out the conditions for employment at Western Health.

Leadership and Resourcing

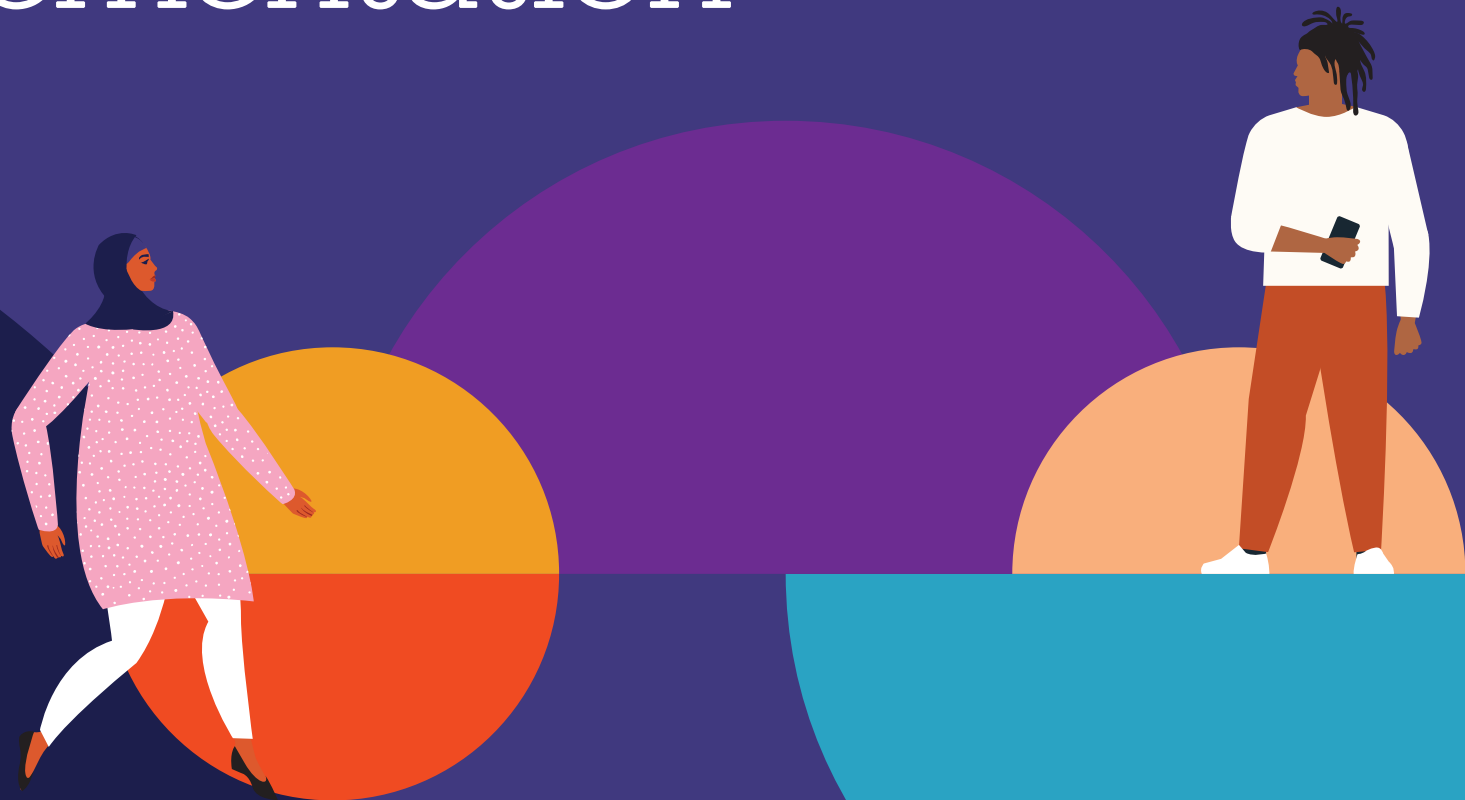
Progress towards workplace gender equality is an organisation-wide responsibility and all staff have a role to play in achieving the goals of this plan. This ambitious program of work also requires dedicated ongoing resourcing and leadership commitment.

Our Executive Director, People Culture and Communications acts as Executive Sponsor for workplace gender equality, determining the resources needed to implement and monitor this GEAP.

A dedicated GEAP resource will take on the role of project management for GEAP implementation, while a range of teams will take on shared responsibility for implementation of specific strategies and actions. These teams include: Operations and Workforce Systems, Employee Relations and Business Partnering, Workplace Strategy and Wellbeing, Public Affairs, Business Intelligence, Corporate Governance, Health Equity, and Leads of Diversity and Inclusion Plans.

GEAP Strategies for Implementation

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Strategies on a page

Overarching Strategies

- 0.1 Promote a safe, inclusive and respectful workplace for people of all gender and identities
- 0.2 Strengthen workplace gender equality data collection and reporting capabilities

Indicator 1: Workforce composition

- 1.1 Build gender equity, diversity and inclusion measures into workforce planning
- 1.2 Strengthen leaders' engagement in leading and promoting a gender equitable and inclusive workforce

Indicator 2: Composition of governing body

- 2.1 Engage Board members in overseeing and promoting workplace gender equality at Western Health

Indicator 3: Equal remuneration

- 3.1 Diagnose the status of pay equity at Western Health and set goals to address priority areas of concern

Indicator 4: Sexual harassment

- 4.1 Set positive expectations for a workplace culture free from sexual harassment, including sexism, racism, ableism, ageism, homophobia, transphobia

Indicator 5: Recruitment and promotion

- 5.1 Review and improve recruitment and promotion procedures with an intersectional gender lens

Indicator 6: Leave & flexibility

- 6.1 Implement a strategic approach to workplace flexibility
- 6.2 Promote improved access to parental and carer's leave entitlements to people of all genders
- 6.3 Continue to improve family violence prevention and response practices for employees

Indicator 7: Gendered segregation of the workforce

- 7.1 Improve understanding of workforce gender segregation to inform workforce planning
- 7.2 Counteract workplace and community 'norms' which continue to drive gender segregation



Overarching Strategies

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 0.1 Promote a safe, inclusive and respectful workplace for people of all genders	Among <i>People Matter</i> respondents: <ul style="list-style-type: none">85% of men, 86% of women, 67% of people who are gender diverse or prefer not to say agree the organisation uses inclusive and respectful images and language.83% of men, 84% of women, 66% of people who are gender diverse or prefer not to say agree Western Health encourages respectful workplace behaviours72% of men, 73% of women, 62% of people who are gender diverse or prefer not to say agree that senior leaders actively support diversity and inclusion.	Implement a communications plan to underpin roll-out of workplace gender equality and inclusion initiatives, leveraging the ‘ <i>your Culture, your Ability, your Identity</i> ’ branding	1	EDPCC	GEAP Project & Public Affairs
		Integrate workplace gender equality and inclusion messaging across existing branding and business communications (<i>for example, inclusion of pronouns as standard in email signatures and business introductions, gender equality messaging in WH inclusion branding</i>)	1	EDPCC	GEAP Project & Public Affairs
		Deliver targeted training to leaders on creating psychological safety, and positive workplace behaviours (custodians of culture) to enable employees to be their authentic selves at work	2	EDPCC	Workplace Strategy & Wellbeing
		Develop an Ally-ship at work program to support employees to identify ways to support an inclusive and respectful workplace culture	3	EDON&M	Consumers & Inclusion
WGA 0.2 Strengthen workplace gender equality data collection and reporting capabilities	In the 2021 workplace gender audit, there were significant gaps in gender and intersectional data collection and reporting. Challenges related to the collection of data from multiple systems and complexity of the workforce – including around 460 award classifications. At present Western Health employees are not able to identify gender beyond m/w binary in workforce systems.	Document workforce data collection limitations for completion of future workplace gender audits	1	EDSP	Business Intelligence
		Resource and implement priority improvements to data collection processes	1	EDPCC	Operations & Workforce Systems
		Develop and communicate a position on collection of gender and intersectional data for the purposes of workplace gender equality	2	EDPCC	GEAP Project & Public Affairs
		Run a campaign to promote and encourage people to update their personal details, in line with audit requirements, including communication around how this data will inform initiatives to improve workplace equality, diversity and inclusion, in time for the 2025 Workplace Gender Audit.	3	EDPCC	Public Affairs
		<i>Note: WH does not currently have a HR Management System, which is a significant limitation to these (and related) actions, however WH will continue to adapt current systems and reporting in order to address some of these challenges</i>			

Workplace Gender Audit Indicator 1: Workforce Composition

Women are often under-represented in leadership roles and over-represented in lower-level roles. This contributes to the gender pay gap and means that organisations may be missing out on expertise and skills of women at senior levels. By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women into senior roles.¹

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 1.1 Build gender equity, diversity and inclusion measures into workforce planning	Overall workforce composition is 78% women, 22% men, with fewer than 10 employees of unknown or self-described gender.	• Deploy and embed 'Unleashing Talent', to support equitable succession management/identification and development of future leaders	1	EDPCC	Workplace Strategy & Wellbeing
	Composition of top 4 reporting levels at Western Health (<i>including CEO, Executive Commitment and Senior Leadership</i>) is 55% men, 45% women.	• Senior leaders role model flexibility and prioritise provision of meaningful part-time/flexible working opportunities at leadership levels	1	CEO	Executive Committee
	There is currently insufficient data from audit to compare staff and leadership composition within specific disciplines.	• Establish workforce gender equity and diversity metrics at senior leadership levels and investigate measures for reasonable progress	2	EDPCC	GEAP Project
	Among <i>People Matter</i> respondents:	• Establish labour category-based workforce gender equity and diversity metrics and consider measures for reasonable progress (<i>shared initiative, also under Indicator 7</i>)	2	EDPCC	GEAP Project
	• 76% of men, 81% of women and 58% of people who are gender diverse or prefer not to say agree that gender is not a barrier to success.	• Develop a process for transparent and consistent reporting to the organisation on metrics and progress.	3	EDPCC	Operations & Workforce Systems
		• Partner with leaders to build awareness of workforce diversity and inclusion metrics and steps to take to drive change	4	EDPCC	GEAP Project & Public Affairs
WGA 1.2 Strengthen leaders' engagement in leading & promoting a gender equitable and inclusive workplace	Among <i>People Matters</i> respondents: • 80% men, 82% women, 72% of people who are gender diverse or prefer not to say agree that their manager works effectively with people from diverse backgrounds.	• Design and deliver capacity building initiatives (training, facilitated workshops, key messages) to develop leaders' capability and confidence to promote workplace gender equality	2	EDPCC	Workplace Strategy & Wellbeing

¹ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)

Priorities: 1 = 2022/23, 2 = 2023/24, 3 = 2024/25, 4 = 2025/26 (next GEAP)

Workplace Gender Audit Indicator 2: Composition of the Governing Body

Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table.²

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 2.1 Engage Board members overseeing and promoting workplace gender equality at Western Health	Overall composition of the Board is 78% women, 22% men. The Board is led by a woman chair.	• Integrate workplace gender equality measures into 6-monthly workforce reports to the Finance & Resources sub-committee	2	EDPCC	Operations & Workforce Systems
		• Integrate messaging on workplace gender equality and inclusion into Board induction materials.	3	CEO	Corporate Governance

² Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)

Workplace Gender Audit Indicator 3: Equal Remuneration

The gender pay gap is persistent in Victoria and as at November 2019 stands at 9.6%. In the Victorian Public Sector it is 10%. The gender gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.³

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 3.1 Diagnose the status of pay equity at Western Health and set goals to address priority areas of concern	Available data suggests an organisation-wide median gender pay gap of 10.8% (favouring men) on base salary (annualised full-time equivalent) and total remuneration. Further investigation is required to better understand and respond to by-level pay gaps.	• Establish a working group to undertake this work	1	EDPCC	GEAP Project
		• Establish robust baseline pay equity metrics per priority labour categories	1	EDPCC	GEAP Project
		• Provide advice to executive on priority areas of concern and recommended corrective actions	2	EDPCC	GEAP Project
		• Embed commitments to pay equity in attraction, recruitment, on-boarding and promotion communications and processes	2	EDPCC	GEAP Project
		• Identify and implement corrective actions and targets to reduce the gender pay gap for priority labour categories	3	EDPCC	GEAP Project
		• Develop a process for transparent and consistent reporting of pay gap data to the organisation	4	EDPCC	GEAP Project

² Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)

Priorities: 1 = 2022/23, 2 = 2023/24, 3 = 2024/25, 4 = 2025/26 (next GEAP)

Workplace Gender Audit Indicator 4: Sexual Harassment

Sexual Harassment in the workplace is common in Australia. It causes financial, psychological and physical harm to victim survivors. It also has a significant economic cost to organisations and the community. Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is. By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community. This will build confidence to report experiences of sexual harassment.⁴

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 4.1 Set positive expectations for a workplace culture free from sexual harassment, including sexism, racism, ableism, ageism, homophobia, transphobia	<p>Three formal sexual harassment complaints received in FY21, 2 women and 1 man (note, this does not include data on sexual harassment experienced by staff where the perpetrator is a patient/member of the public)</p> <p>Among <i>People Matter</i> Respondents:</p> <ul style="list-style-type: none">• 7% women, 5% men, 10% of people who are gender diverse or prefer not to say experienced sexual harassment in the workplace in the past 12 months.• 60% of women, 68% of men, 42% of people who are gender diverse or prefer not to say feel safe to challenge inappropriate behaviour at work• 71% women, 72% men, 51% of people who are gender diverse or prefer not to say agree Western Health takes steps to eliminate bullying, harassment and discrimination.	• Update existing training offerings	1	EDPCC	GEAP Project
		• Develop a workplace approach to support staff experiencing sexual harassment from patients/members of the public via the OVA steering committee	1	EDON&M	Safety, Risk & Emergency Management
		• Deliver sexual harassment training for leaders (every 2 years, including what constitutes sexual harassment, drivers of harassment, scenario-based content to role play responding to scenarios)	2	EDPCC	Employee Relations & Business Partnering
		• Encourage completion of sexual harassment e-learning module for all staff (in corporate induction, with refresher training every 2 years)	2	EDPCC	Employee Relations & Business Partnering
		• Explore mandating of sexual harassment training (and bullying, discrimination), develop and submit a business case	2	EDPCC	GEAP Project
		• Target perpetrator groups for proactive intervention	2	EDPCC	GEAP Project
		• Deliver a campaign focused on sexual harassment in the workplace	3	EDPCC	GEAP Project & Public Affairs
		• Incorporate messaging on respectful workplace behaviours and a culture free from sexual harassment, sexism, racism, ableism, ageism, homophobia and transphobia into internal communications plans.	3	EDPCC	GEAP Project & Public Affairs
		• Enhance capability of employees receiving/investigating reports of Sexual Harassment to build necessary skills to respond in a trauma-informed way.	4	EDPCC	Employee Relations & Business Partnering
		• Integrate discussions regarding experience of negative behaviours into exit interview processes, to identify and understand trends that may emerge.	4	EDPCC	Employee Relations & Business Partnering

⁴ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)

Workplace Gender Audit Indicator 5: Recruitment and Promotion

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.⁵

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 5.1 Review and improve recruitment and promotion procedures with an intersectional gender lens	Limited consolidated workforce data on recruitment and promotion is available for analysis.	• Deploy and embed 'Unleashing Talent', to support equitable selection, development and promotion practices for leadership roles (setting of objective assessment/selection methods to reduce unconscious bias), in readiness for doubling of headcount in 5 years	1	EDPCC	Workplace Strategy & Wellbeing
	Among <i>People Matter</i> respondents:				
	• 57% men, 53% women, 36% of people who are gender diverse or prefer not to say agree that Western Health makes fair recruitment and promotion decisions, based on merit	• Develop a position statement on 'merit' in recruitment at Western Health	1	EDPCC	GEAP Project
	• 47% men, 43% women, 28% of people who are gender diverse or prefer not to say agree they have an equal chance at promotion	• Deliver ongoing unconscious bias training/development for leaders, and develop support mechanisms to support genuine change	2	EDPCC	GEAP Project
	• 76% men, 81% women, 58% of people who are gender diverse or prefer not to say agree that gender is not a barrier to success at Western Health	• Review end-to-end recruitment procedures and identify barriers to gender equitable, diverse and inclusive talent attraction, recruitment and onboarding	2	EDPCC	GEAP Project
		• Document and communicate standards for gender equitable and inclusive recruitment and promotion processes, including standards for communicating with unsuccessful applicants	2	EDPCC	GEAP Project
		• Review promotion (secondment, acting, higher duties) procedures to understand barriers experienced by part-time staff	3	EDPCC	GEAP Project
		• Identify opportunities to apply a gender lens over existing diversity and inclusion action plans, including Aboriginal Employment Plan, Disability Access and Inclusion Plan, LGBTI Inclusion Strategy	3	EDPCC & EDON&M	Leads of Diversity & Inclusion Plans

⁵ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)

Workplace Gender Audit Indicator 6: Flexible Work and Leave Uptake

Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave. On average women do nearly twice as much unpaid work as men. It’s important that defined entities collect clear data on who is accessing flexible work so they can see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work.

Family violence causes significant trauma to a victim survivor, which can affect their ability to work. Victim survivors may worry about consequences if they try to remove themselves from the violent situation. This may include the perpetrator attending the workplace, or missing work to attend to housing and legal matters. Family violence leave supports victim survivors to manage the impacts of their experience. It also promotes an organisational culture that does not accept family violence.⁶

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 6.1 Implement a strategic approach to workplace flexibility	Limited workforce data is available on formal flexible working arrangements.	• Support senior leaders to take up and model flexible working arrangements	1	Exec Committee	GEAP Project
	Among <i>People Matter</i> Respondents, 57% of men, 55% of women, 40% others are confident that if they requested a flexible work arrangement, it would be given due consideration.	• Promote commitment to flexibility across the business, in internal communications from leaders, in recruitment advertisements and hiring processes and throughout performance review and development processes	2	CEO	GEAP Project & Public Affairs
	Through GEAP consultation, staff emphasised the need for transparent guidelines for managers and staff on flexible work options, noting that the silver lining of COVID should be commitment to ongoing flexibility.	• Develop an organisation-wide position statement on workplace flexibility (including potential models of access for employees across all levels, disciplines and settings)	2	EDPCC	GEAP Project
		• Review existing procedures and develop a practical toolkit for managers and staff to guide implementation of flexible working principles, procedures and models of access while balancing risk (e.g. back pay claims for working outside of ordinary hours)	2	EDPCC	GEAP Project

⁷ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 6.2 Promote improved access to parental and carer's leave entitlements to people of all genders	515 employees took parental leave (paid and unpaid) in FY21, comprising 514 women and 1 man.	<ul style="list-style-type: none"> Review parental and carer's leave provisions and procedures with an intersectional gender lens and update language and communications where necessary 	3	EDPCC	Employee Relations & Business Partnering
	7 employees exited (voluntary exits, all women) during parental leave.				
	Among <i>People Matter</i> Respondents, 65% of men, 65% of women, 54% other agree that Western Health supports employees with family or other caring responsibilities, regardless of gender.	<ul style="list-style-type: none"> Deliver messaging regarding acceptability and expectation that men will access leave provisions in equal numbers as women 	3	EDPCC	GEAP Project & Public Affairs
	Through GEAP consultation, staff emphasised the need to ensure uptake of parental and carers' leave provisions was encouraged and accepted for employees of all genders.	<ul style="list-style-type: none"> Integrate discussions around paid and unpaid parental leave conditions for parents of all genders 	4	EDPCC	Employee Relations & Business Partnering
WGA 6.3 Continue to improve family violence prevention and response practices for employees	16 employees utilised family violence leave during FY21, including 15 women and 1 man.	<ul style="list-style-type: none"> Implement the Strengthening Hospital Responses to Family Violence (SHRFV) work plan 	1	EDO	Health Equity
	Among <i>People Matter</i> Respondents, 61% of men, 70% of women, 68% of other respondents agree that Western Health would support them if they needed to take family violence leave	<ul style="list-style-type: none"> Promote commitment to family violence support during onboarding and induction programs 	2	EDPCC	GEAP Project and Operations and Workforce Systems
		<ul style="list-style-type: none"> Develop a leaders guide for responding to disclosures of family violence 	3	EDPCC	GEAP Project & Public Affairs
		<ul style="list-style-type: none"> Deliver training for leaders on responding to family violence disclosures by employees 	3	EDPCC	GEAP Project & Public Affairs

Workplace Gender Audit Indicator 7: Workforce Gender Segregation

Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women. Organisations can use data on their workforce composition to see which roles and areas have more women or more men and consider how to achieve better gender diversity.⁷

Strategy	Baseline Data/ Organisational Context	Actions	Priority	Exec Sponsor	Lead
WGA 7.1 Improve understanding of workforce gender segregation to inform workforce planning	Gendered segregation is apparent across most occupation groups at Western Health.	<ul style="list-style-type: none">Establish discipline-based workforce gender equity and diversity metrics <i>(also an action under Indicator 1: Workforce Composition)</i>	2	EDPCC	GEAP Project
	FY21 Audit data, by ANZSCO major groups, does not provide a full and complete picture of gender segregation across departments and disciplines.	<ul style="list-style-type: none">Develop a process for transparent and consistent reporting to the organisation on metrics and progress <i>(shared initiative, also under Indicator 1)</i>	3	EDPCC	Operations & Workforce Systems
		<ul style="list-style-type: none">Recommend targets for implementation in future GEAPs	3	EDPCC	GEAP Project
		<ul style="list-style-type: none">Partner with leaders in heavily gender-segregated labour categories and service lines to build awareness of workforce diversity and inclusion metrics and steps to take to drive change	4	EDPCC	GEAP Project
WGA 7.2 Counteract workplace and community ‘norms’ which continue to drive gender segregation	Through our GEAP consultation, staff emphasised the role Western Health could play in counteracting community ‘norms’ which drive gender segregation of the workforce – in both internal communications and public communications and engagement.	<ul style="list-style-type: none">Influence the pipeline of talent through engagement with universities and schools	1	EDPCC	Executive Committee & Board
		<ul style="list-style-type: none">Review existing collateral and develop new materials to ensure diverse representation in recruitment campaigns, corporate communications and presentations	2	EDPCC	GEAP Project & Public Affairs
		<ul style="list-style-type: none">Develop a communication and campaign plan to challenge gendered stereotypes and address gender segregation in the workforce	2	EDPCC	GEAP Project & Public Affairs
		<ul style="list-style-type: none">Re-invigorate campaigns such as ‘I’m not a female surgeon, I’m a surgeon’ to ensure continued education and awareness building on the influence of gender stereotypes in everyday communications	3	EDPCC	GEAP Project & Public Affairs

⁷ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)



Annex A: Summary findings from 2021 Workplace Gender Audit & GEAP Consultation process against each indicator

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A summary list of key findings from our audit is included and subsequent GEAP consultation process is included below. Copies of our complete workforce and employee experience (People Matter Survey) datasets have been provided to the Commission for Gender Equality in the Public Sector.

Indicator 1: Workforce Composition	Workforce Data	Employee Experience Data	GEAP Consultation Findings
	<ul style="list-style-type: none"> • Workforce is 22% men, 78% women • <10 people of self-described gender in workforce data⁸ • Men represent 55% of top 4 reporting levels in Western Health organisational hierarchy (top 49 positions comprising of CEO, Executive Committee, Clinical Services Directors, Medical Directors, Divisional Directors & Non-Operational Grade 8) • Men are twice as likely as women to be working full-time • 42% men and 22% women work full-time • 36% men and 53% women work part-time • 22% men and 24% women work casually 	<ul style="list-style-type: none"> • 27% of the workforce completed <i>People Matter</i> (1,853 of 6,990) • Based on respondent data provided by survey administrator (Victorian Public Sector Commission), it is possible to disaggregate responses by three gender groupings: men (18% of respondents), women (73% of respondents), people of self-described gender and those who prefer not to say (9% of respondents) • Among respondents, 76% men, 79% of women (+3% difference), 63% people of self-described gender and those who prefer not to say (-13% diff) <i>agree there is a positive culture within Western Health in relation to employees of different sexes/genders</i> 	<ul style="list-style-type: none"> • Leaders across all departments need to actively promote and support gender equitable and inclusive culture and practice • Current by-level gender composition data is insufficient for targeted action – most relevant to track composition data within specific cohorts (eg. junior doctors through to senior medical) to understand barriers and protective factors for gender equity and inclusion • The lack of flexible/part-time opportunities in leadership is a key barrier to achieving diversity in leadership • There is more to equity than just gender – ethnic diversity, age, Aboriginal and Torres Strait Islander representation
Indicator 2: Composition of Governing Body	Workforce Data	Employee Experience Data	GEAP Consultation Findings
	<ul style="list-style-type: none"> • 9 board members, led by a woman Chair • Board is 22% men, 78% women 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Not discussed at consultation

⁸ Note that in Western Health workforce data, an employee's gender is currently assumed based on 'title' box ticked on TFN declaration form completed by all employees during the onboarding process. A gender-neutral title option may not be available and there is currently no online system to self-identify or self-update gender details.

Indicator 3: Equal Remuneration

Workforce Data

- Organisation-wide pay gap of 10.8% on base salary and total remuneration (favouring men)
- By-level pay gaps favouring men:
 - Executive Committee (% pay gap undisclosed as <10 employees in this group);
 - Divisional Directors and Non-Operational Grade 8 (9.6%)
 - Operations Managers (1.8%)
 - Senior Doctor (Specialist Year 7 & 8 (0.6%))
- By-level pay gaps favouring women:
 - Registered & Enrolled Nurses (6.1% gap)
 - Pharmacists (3.9%)
 - All other staff (1.9%)
 - Clinical Services Directors & Medical Directors (0.9%)
 - Grade 1 Administrators (0.3%)

Employee Experience Data

- N/A

GEAP Consultation Findings

- Not discussed in detail at consultation

Indicator 4: Sexual Harassment

Workforce Data

- 3 formal sexual harassment complaints in FY21, 2 women and 1 man

Employee Experience Data

- 5% men, 7% women, and 10% other respondents experienced sexual harassment in the workplace in the past 12 months
- 68% men, 60% women (-8% diff), 42% other (-26% diff) *feel safe to challenge inappropriate behaviour at work*
- 72% men, 71% women (-1% diff), 51% other (-21% diff) *agree Western Health takes steps to eliminate bullying, harassment and discrimination*
- 83% men, 84% women, (+1% diff), 66% other (-17% diff) *agree Western Health encourages respectful workplace behaviours*

GEAP Consultation Findings

- Improve workplace communications on sexual harassment (CEO messaging, regular communications from leaders, public 'this is not okay' campaigns)
- Deliver mandatory training, for staff and leaders (education on what constitutes sexual harassment, bystander action, experiential role plays)
- Develop tailored support for staff experiencing sexual harassment from patients
- Re-invigorate the Positive Workplace Strategy (also noted under Indicator 7: gendered segregation)

Indicator 5: Recruitment & Promotion

Workforce Data

- Western Health recruited 2655 employees in FY21, approximately 23% men, 77% women, <1% (<10) people of self-described gender
- Western Health exited 1144 employees in FY21, approximately 25% men, 75% women, no workforce data on exits for people of self-described gender

Employee Experience Data

- 57% men, 53% women (-4% difference), 36% other (-19%) agree *Western Health makes fair recruitment and promotion decisions, based on merit*
- 47% of men, 43% women (-4% difference), 28% other (-19%) agree *they feel they have an equal chance at promotion in the organisation*
- 76% men, 81% of women, (+5% difference), 58% other (-18%) agree that *gender is not a barrier to success at Western Health*
- Men are 4-7% more likely than women to perceive Aboriginality, age, disability, cultural identity, sexual orientation are a barrier to success
- All respondents most likely to believe disability and being Aboriginal and/or Torres Strait Islander are a barrier to success

GEAP Consultation Findings

- Apply a gender lens over end-to-end recruitment processes and practices
 - a) in tapping into diverse talent pools (e.g. make deliberate attempts to target diverse talent pools)
 - b) in advertisement content (e.g. gender equality statements, remove gender stereotypes from collateral, flexible working statements)
 - c) in selection processes (e.g. gender balance on selection panels, including senior women, including diversity of representation)
 - d) in interviews (e.g. gender balance on interview panels, discussion of flexible working options)
 - e) in onboarding and induction (e.g. reiterate expectations around respectful behaviours, workplace flexibility, parental and carers leave)
 - f) in support for career development opportunities
 - g) in exit processes (e.g. gender as a point of discussion)
- Deliver unconscious bias training (formal, mandatory training for staff engaged in the recruitment process)
- Perceived discord between gender equitable recruitment & merit-based recruitment

Indicator 6: Leave & Flexibility

Workforce Data

- No data available on proportion of workforce on formal flexible working arrangements
- 515 employees took parental leave (paid and unpaid) in FY21, including 514 women and 1 man
- 7 employees exited (voluntary exits, all women) during parental leave
- 16 employees took family violence leave in FY21, including 15 women and 1 man

Employee Experience Data

- 57% of men, 55% women (-2% difference), 40% other (-17% difference) agree *they are confident that if they requested a flexible work arrangement, it would be given due consideration*
- 65% of men, 65% women (no difference), 54% other (-11% difference) agree that *Western Health supports employees with family or other caring responsibilities, regardless of gender*
- 61% men, 70% women (+9% difference), 68% other (+7% diff), agree that *Western Health would support them if they needed to take family violence leave*

GEAP Consultation Findings

- The silver lining of COVID should be flexibility
- The culture towards flexible work is heavily dependent on microculture of team/ individual managers
- There is a need for transparent guidelines (for workers, for managers) on what flexible work options are available
- Managers need guidance on flexible work options (what they are, how to facilitate flexibility discussion, how to manage)
- Access to parental and carer's leave must be promoted for all genders
- Need for improved support for employees throughout the full cycle of leave and return to work (eg. access to promotions during leave)
- Need for onsite childcare

Indicator 7: Gendered Segregation of the Workplace

Workforce Data

- Gendered segregation is apparent across most occupation groups at Western Health⁹
– data from this audit shows:
 - 79%W: 21%M *Professionals* (75% of the workforce)
 - 80%W: 20%M *Clerical and Administrative workers* (12% of the workforce)
 - 67%W: 33%M *Community and Personal Service Workers* (6% of the workforce)
 - 72%W: 28%M *Labourers* (5% of the workforce)
 - 50%W: 50%M *Technicians and Trade Workers* (2% of the workforce)

Employee Experience Data

- 85% of men, 86% women (+1% difference), 67% other (-18% difference) agree the organisation uses *inclusive and respectful images and language*
- 78% of men, 82% women (+4% difference), 66% other (-12% difference) agree that *in my workgroup work is allocated fairly, regardless of gender*
- 68% of men, 74% women (+6% difference), 59% other (-9% difference) disagree that *people in their workgroup often reject others for being different* (ie. men are more likely to think people in their workgroup often reject others for being different)

GEAP Consultation Findings

- Challenge gender stereotypes in the workplace – build positive team cultures towards women, men and gender diverse people
- Challenge gender stereotypes in the community – counteract community ‘norms’ through public communications and external engagement
- Influence the pipelines of talent to redress gender imbalances over time
- Re-invigorate the Positive Workplace Strategy (also noted under Indicator 4: Sexual Harassment)



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