

Gender Equality Action Plan 2021–25

The use of inclusive language in this document

When this document refers to 'woman/women' or 'man/men' it refers to female or male identifying people; this includes transgender people, cisgender people, and others who identify themselves within the spectrum of the gender identity of woman or man. This document also uses the term 'gender diverse people', who may identify as non-binary, trans, agender, genderqueer, genderfluid or with any other term.



Acknowledgment of Country

Grampians Health would like to acknowledge the Traditional Owners and Custodians of the lands on which we operate, the Djab wurrung, Wadawurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples. We pay our respects to all of the Traditional Custodians of the countries that our health service operates on and their connections to land, waterways and community.

We acknowledge our deep respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today. Grampians Health recognises and values the contributions that Aboriginal and Torres Strait Islander peoples make in our society. Sovereignty has never been ceded. It always was and always will be, Aboriginal land.

Introduction

Grampians Health understands that Gender Equality is a critical human rights and social justice issue. Achieving gender equity is critical to improving the health and wellbeing of individuals from all genders, families and communities and is a core principle of a fair, safe and inclusive workplace and community. Balancing the scales of gender equality has immense social and cultural benefits and supports equal opportunities for people of all genders to contribute equally at home, the workplace, in decision making and in the broader community.

Grampians Health was established in November 2021 and brings together Wimmera Health Care Group, Edenhope and District Memorial Hospital, Stawell Regional Health, and Ballarat Health Services to deliver safe, sustainable, healthcare tailored to changing workforce and community needs, for the long term. This partnership follows years of strong collaboration and close partnerships between the four health services. Together, Grampians Health will deliver better healthcare, enhance services and advance careers, closer to home, now and into the future.

The four health services cover a large area across the Grampians Region. In the east, Ballarat Health Services is based in the regional city of Ballarat, 116km west of Melbourne. On the far western side of the state of Victoria, the small township of Edenhope is only 30km from the South Australian border. Travelling along the Wimmera Highway, 92km north-east, the Grampians themselves come into view as you reach Horsham, where the Horsham and Dimboola campuses are located. A short 66km drive along the highway is Stawell, which hosts the Stawell Campus. Leaving the town behind and the Grampians in the rear-view mirror, the regional city of Ballarat is just 123km along the Western Highway. The four services combined service an area of 48,500 square kilometres, with approximately 6500 staff employed and servicing approximately 250,000 people.

Grampians Health's vision is to be a trusted, progressive and innovative leader of regional and rural healthcare. Our values of Compassion, Respect, Accountability, Innovation and Collaboration underpin our work towards delivering quality care for our community through safe, accessible and connected health services.

Individual workplace gender audits were undertaken at each health service pre-amalgamation with a single Gender Equality Action Plan developed for the new entity to minimise confusion.

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Case for Change

While the Gender Equality Action Plan is the first Grampians Health plan specifically focused on gender equality, the four separate health services that came together as Grampians Health had been working on promoting gender diversity and inclusivity for several years. Examples include initiatives such as the Disability Action Plan and Aboriginal Employment Plan and actively taking part in and promoting campaigns such as International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), International Women's Day, 16 Days of Activism and NAIDOC Week.

Following the introduction of Victoria's *Gender Equality Act 2020* (the Act), Grampians Health-Horsham & Dimboola Campuses recruited a Gender Equality & Diversity Project Officer to help promote and implement strategies to meet its obligations under the Act. This role includes liaising with key stakeholders, working closely with payroll and human resources, data analysis, action planning and establishing training and internal coaching requirements and delivery. Since commencing in the role, the Project Officer has also delivered LGBTIQ+ education sessions to team members.

Wimmera Health Care Group and Ballarat Health Services had previously committed to be signatories of the Communities of Respect and Equality Alliance (CoRE Alliance). In December 2021, Grampians Health joined with Women's Health Grampians and signed a commitment to the CoRE Alliance, formalising the organisation-wide commitment that both Wimmera Health Care Group and Ballarat Health Service had made separately, prior to amalgamation. The CoRE Alliance is a partnership of 124 organisations, businesses, clubs and groups who share a vision for safe, equal and respectful communities in the Grampians region. With staff representation across the four campuses of Grampians Health, an Equity, Diversity and Inclusion Working Group was formed in December 2021 to work on further promoting equality and diversity within the organisation.

Grampians Health is committed to the Gender Equality Principles included in the Act and believes that 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. Grampians Health has reviewed the gender equality audit data and People Matter (PMS) and Best Practice Australia (BPA) Survey results from each campus, with assistance from Women's Health Grampians. In completing this Gender Equality Action Plan (GEAP), we have focused on intersectional data results and considered this when forming actions and strategies. We have identified gaps in the demographic information currently being collected, including data that is important in assessing intersectional barriers related to gender equality; and have commenced work to collect this data from team members moving forward.

Grampians Health believes the benefits of having a more balanced and diverse workforce is that it will reduce staff turnover, increase job satisfaction, increase performance and importantly team members will be more motivated to achieve their very best, despite intersectional barriers and negative impacts that exist in gender inequities. More importantly, Grampians Health believes that gender equality is a fundamental human right.

Leadership and Resourcing of the GEAP

Commitment and Leadership

Grampians Health understands that Gender Equality is a critical human rights and social justice issue. Achieving gender equity is critical to improving the health and wellbeing of individuals from all genders, families and communities and is a core principle of a fair, safe and inclusive workplace and community. Balancing the scales of gender equality has immense social and cultural benefits and supports equal opportunities for people of all genders to contribute equally at home, the workplace, in decision making and in the broader community.

Grampians Health recognises that the experience of gender inequality can be particularly compounded by the way gender-based discrimination intersects with other forms of diversity such as disability, cultural diversity, Aboriginality, gender diversity and sexual orientation.

Grampians Health Board, Executive and Leadership teams are committed to leading the reasonable and material implementation of the strategies and measures outlined in the Grampians Health Gender Equality Action Plan at all campuses.

We believe that the strategies and measures outlined in the Action Plan will ensure that Grampians Health:

- Develops a workplace culture that is equal, respectful, inclusive and safe
- Addresses systemic issues, such as the gender pay gap, increasing development opportunities for people of all genders at all levels of employment, ensuring best practice recruitment practices and developing more accessible sexual harassment reporting pathways policies and guidelines
- Increases workplace flexibility for people of all genders to support a healthy work/life balance for our employees
- Empowers all people within Grampians Health to promote and support gender equality

Dale Fraser

Chief Executive Officer
Grampians Health

Resourcing

While the final organisation structure and associated budgets for Grampians Health are still being developed, there is a clear commitment from the Board and Chief Executive Officer that Grampians Health will put the Equity, Diversity and Inclusion services and programs in place, addressing the specific needs of diverse and vulnerable groups in the Grampians Region.

The Horsham and Dimboola Campuses currently have a Gender Equality & Diversity Project Officer who is supporting the other campuses within Grampians Health, further resourcing is expected to be included in the 2022-2023 budget.

The other three campuses require dedicated resources at each campus to work toward their implementation of strategies and measures for each of the seven indicators.

Once there is clear structure around the new organisation being Grampians Health and an annual budget allocated for Gender Equality we will have a clearer picture of how to resource the Gender Equality Action Plan across Grampians Health. To date, the Department of Health has stipulated that resourcing for Gender Equality work is to be reallocated from existing operational resources.

It is therefore recommended that this Gender Equality Action Plan be reviewed in line with the commission's requirements, at which time the assignment of the most appropriate resources and accountability within the organisation structure will be completed.

Consultation Requirements under the Act

Grampians Health regularly communicated with team members about the work required for the Act by publishing articles in our newsletters for staff and for volunteers, and posting information on our internal blog. Consultation occurred with team members, leadership teams and union representatives.

Consultation was provided by way of information and monthly updates to the previous entity Boards. Post amalgamation in November 2021 monthly updates on progress were provided as part of operational reporting. A presentation about the Gender Equality Act obligations and progress to date was provided at the People & Culture Board Sub-Committee held in May 2022 and a briefing report from the Sub-committee was presented to the full Board. The draft version of the Gender Equality Action Plan was reviewed at the July 2022 People & Culture Board Sub-Committee. Once approved by the Commission the Board will formally endorse the GEAP and monitor its progress.

Grampians Health – Horsham & Dimboola Campuses			
Consultation / Advertising – Gender Equality	Consultation / Advertising – Gender Equality Action Plan	Consultation – Working Group	Feedback & Discussion
<ul style="list-style-type: none"> • We Matter Newsletter September & October 2021 • CEO Blog September & October 2021 • Letter to Union Representatives November 2021 • Senior Leadership Workshop November 2021 	<ul style="list-style-type: none"> • CEO Blog December 2021 • We Matter Newsletter December 2021 • Volunteer's emailed December 2021 • Volunteer's Newsletter January 2022 • CEO Blog February 2022 • We Matter Newsletter February 2022 	<ul style="list-style-type: none"> • Establishing an Equity, Diversity and Inclusion Action Group December 2021 (Grampians Health) • HR Working Group • We Matter Newsletter April 2022 • CEO Blog April 2022 	<ul style="list-style-type: none"> • Horsham & Dimboola Campus team member requesting pronouns – December 2021 • Horsham & Dimboola Campus team member feedback as per email – February 2022
Grampians Health – Edenhope Campus			
Consultation / Advertising – Gender Equality	Consultation / Advertising – Gender Equality	Consultation / Advertising – Gender Equality	Feedback & Discussion
<ul style="list-style-type: none"> • People Matter Survey email to all staff June 2021 • Weekly All Staff Email May, June, August & December 2021 	<ul style="list-style-type: none"> • Weekly All Staff Email June & August 2021 • Weekly All Staff Email March 2022 	<ul style="list-style-type: none"> • Gender Equality Working Group Invitation May 2021 • Gender Equality Working Group September, October, November & December 2021 	

		<ul style="list-style-type: none"> • Gender Equality Working Group February 2022 • Power Point Presentation on Gender Equality Act 2020 September 2021 • Gender Equality Presentation to Leadership team June 2021 • Gender Equality Data Analysis to Leadership team January 2022 	
Grampians Health – Stawell Campus			
Consultation / Advertising – Gender Equality	Consultation / Advertising – Gender Equality	Consultation – Working Group	Feedback & Discussion
<ul style="list-style-type: none"> • Corporate Governance report November 2021 • Kate Comm Newsletter August 2021 	<ul style="list-style-type: none"> • Kate comm Newsletter February 2022 	<ul style="list-style-type: none"> • Leadership meeting December 2021 • People Champions Committee November 2021 	<ul style="list-style-type: none"> • Stawell Campus Team Member requests commitment to Gender Equity needs to be reflected in all organisational behaviours • Stawell Campus Team Member request we establish and maintain a reputation and gendered inclusion within the community & progress towards our vision for a gender equitable workplace
Grampians Health – Ballarat Campus			
Consultation / Advertising – Gender Equality	Consultation / Advertising – Gender Equality Action Plan	Consultation – Working Group	Feedback & Discussion
<p>Official signing of Grampians Health's commitment to the CoRE Alliance on 10 December (media opportunity)</p> <ul style="list-style-type: none"> • Media release and social media posts across the campuses 	<ul style="list-style-type: none"> • BHS Pulse Newsletter • 23.03.2022 Closing the gaps in Gender Equality • 30.03.2022 Gender Equality Action Plan Consultation 	<ul style="list-style-type: none"> • 11/4/2022 Num Group • 26/4/2022 Environmental Services • 27/4/2022 Allied Health • 11/5/2022 General • 12/5/2022 General 	

<p>announcing our commitment to the CoRE Alliance, 10 December</p> <ul style="list-style-type: none"> • Newsletter article (Pulse) announcing our commitment to the CoRE Alliance • Internal communications informing staff of our commitment to the CoRE Alliance 	<ul style="list-style-type: none"> • 06.04.2022 Sexual harassment – Know where the line is 	<ul style="list-style-type: none"> • 17/5/2022 Grampians Area Mental Health • 18/5/2022 Social Work • 18/5/2022 General 	
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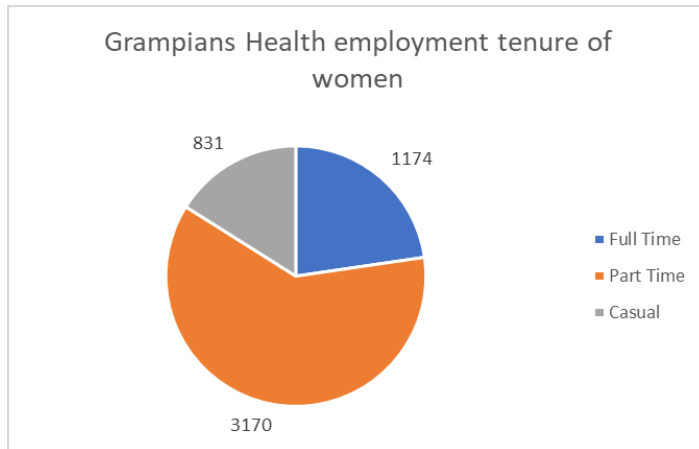
Strategies and Measures

Gender Equality Indicator one: Gender composition of all levels of the workplace

Grampians Health employed a total of 6,499 staff at 30 June 2021. Women represented 80% (5,176) and men accounted for 20% (1,323) of staff.

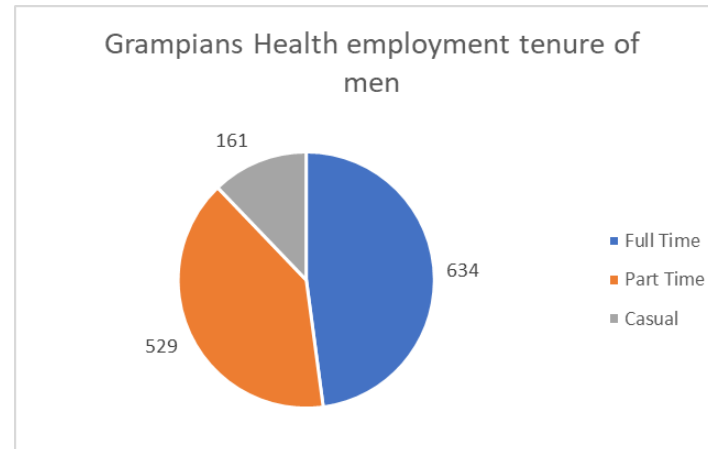
Of the women:

- 23% women (1174) work full time
- 61% women (3170) work part time
- 16% women (831) work on a casual basis



Of the men:

- 48% men (634) work full time (44% Edenhope, 55% Horsham, 35% Stawell and 47% Ballarat)
- 40% men (529) work part time (24% Edenhope, 35% Horsham, 39% Stawell and 42% Ballarat)
- 12% men (161) work on a casual basis (32% Edenhope, 10% Horsham, 27% Stawell and 12% Ballarat)



- Men are 2 times more likely to work full time than women.
- Women are 1.5 times more likely to work part time than men.

Grampians Health had limited intersectional data available in relation to its employees.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
1	By 2025 Grampians Health will have a complete data set for the gender audit and staff experience survey that demonstrates our progress towards gender equality.	1.1	Increase data collection of intersectional data via recruitment & payroll systems				✓	✓	✓	✓	✓	Chief of People or delegate including: HR department Payroll	2025 Gender Audit is complete and includes intersectional data. HR / Recruitment documentation and processes updated to include effective collection of demographic data. Grampians Health will aim to achieve an 85% compliance rate against the indicators
		1.2	GH staff are engaged, consulted and informed of GH progress towards gender equality including the development of internal communication on <ul style="list-style-type: none"> the collection of intersectionality data for new and existing staff members actions and progress of the GEAP challenging gender stereotypes 				✓	✓	✓	✓	✓	Chief of People or delegate	Minimum 40% response rate to Engagement survey.
2	By 2025 GH will be recognized as a regional leader in promoting gender equality in	2.1	Work toward Rainbow Ready Roadmap framework <ul style="list-style-type: none"> Education is provided to ensure staff and volunteers understand the experiences and needs of LGBTIQ+ service users 		✓	✓		✓	✓	✓	✓	Chief of People or delegate including: Peoples	65% of GH respondent agreeing with Engagement survey question

	the workplace. This will be part of GH profile as an employer of choice.	<ul style="list-style-type: none"> • The service engages LGBTIQ+ service users to plan, implement and evaluate improvements to the services • The Service recognises and supports local LGBTIQ+ events and commemorations • LGBTIQ+ Inclusive language and images are used in service materials and on websites • The service has a statement of LGBTIQ+ inclusion that is publicly visible • The service displays messages of welcome to LGBTIQ+ service users • The service provides a safe and inclusive workplace for LGBTIQ+ staff volunteers • Service user assessment, processes and documentation tools are LGBTIQ+ inclusive and confidential • Potential risks to the safety of LGBTIQ+ service users are identified and inform plans to promote LGBTIQ+ safety. The service responds to LGBTIQ+ phobic incidents by advocating for the rights of LGBTIQ+ members and taking steps to prevent future recurrence. 									Champions Committee Gender, Diversity & Inclusion Working Group	<i>“There is a positive culture within my organisation in relation to employees who identify as LGBTIQ”</i>
	2.2	<p>Improve positive culture around gender identity through</p> <ul style="list-style-type: none"> • include pronouns in email signatures 		✓			✓	✓	✓	✓	IT Department Gender, Diversity & Inclusion	Non-gendered toilets available at all campuses.

			<ul style="list-style-type: none"> provide team members with pronoun badges to add to their name tag provision of unisex toilets 									Working Group Leadership Group Staff Development Unit Gender Equality and Diversity Project Officer	Standard email signatures and name tag designs implemented across GH.
		2.3	<p>Managers and Leaders look for opportunities to refresh and continue conversations, initiatives that align workplace culture with GH vision, mission and values and the work of their team. This includes</p> <ul style="list-style-type: none"> Ensure gender equality is included on agendas at team meetings and leadership meetings. Challenging gender stereotypes through sharing staff lived experience/stories. 	✓	✓	✓	✓	✓	✓	✓	✓		Annually increasing % in GH respondent agreeing with Engagement survey question <i>There is a positive culture within my organisation in relation to employees of different sexes/genders</i>
3	GH includes gender equality/ gender lens as part of workforce planning to increase women participating in leadership roles.	3.1	Develop processes to capture and understand current staff work arrangements including drivers for existing arrangements and identify opportunities for flexibility or new ways of undertaking roles that allow the best people to take up these opportunities.			✓		✓	✓	✓	✓	Chief of People or delegate	Workforce development plan includes commitments to identifying opportunities for role flexibility.

4	Grampians Health addresses intersectional barriers to enable all staff to achieve success in the organization	4.1	Review and monitor progress of the Aboriginal and Torres Strait Islander Employment Plan and Reconciliation Action Plan			✓		✓	✓	✓	✓	Chief of People or delegate including: Equity, Diversity & Inclusion Working Group Aboriginal Health Liaison Officers	Increased % in GH respondent agreeing with Engagement survey question <i>“There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander”</i>
		4.2	Review progress towards the objectives, actions and performance indicators set out in the Disability Action Plan 2019 – 2024			✓		✓	✓	✓	✓	Chief of People or delegate including: Equity, Diversity & Inclusion Working Group	Increased % in GH respondent agreeing with Engagement survey question <i>There is a positive culture within my organisation in relation to employees with disability</i>
		4.3	Include gender equality, diversity and inclusion reporting in key governance groups across Grampians Health			✓		✓	✓	✓	✓	Chief of People or delegate	Equity, Diversity and Inclusion plan endorsed by the Board

Gender Equality Indicator two: Gender composition of the Governing Body

In the healthcare and social assistance sector nationally, women hold 39 per cent of Board positions but have a workforce that consists of 80 per cent women. (*1)

During the year 01 July 2020 to 30 June 2021 the 4 campuses for Grampians Health had separate governing bodies. Grampians Health was established on 1st November 2021 and the new Board was established, consisting of 10 people with a gender composition of 50% Male : 50% Female with the chairperson being Male.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
1	Leadership accountability for the promotion and support of an organisational cultural and working environment that is inclusive and fair to all genders	1.2	Allocate budget and resources for future activities to support delivery against the Gender Equality Action Plan	✓	✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	Gender Equality Action Plan is endorsed by the Board Commitments of the GEAP are included in GH Operational budgets.
2	Work together to provide inclusive and culturally diverse services. Where appropriate use Board / Council networks to further enhance this and provide ongoing support	2.1	Consideration of Board Professional Development calendar to include <ul style="list-style-type: none"> gender equality diversity and inclusion intersectionality risk management of workplace behaviours. 			✓	✓	✓	✓	✓	✓	Board Leadership Group	Board education agenda item includes reference to the GEAP and recommendations for professional development

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
3	Ensure GH Board is accountable for providing leadership on gender equality, diversity and inclusion across the whole organization	3.1	Support GH leadership to be excellent role models and ensuring GH workplace culture, inclusive, diverse and culturally and emotionally safe.	✓	✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	Increased % of staff responding positively to Engagement survey question <i>Senior leaders actively support diversity and inclusion in the workplace</i>

Gender Equality Indicator three: Pay equity

The differences between women's and men's average weekly full-time earnings in the 'Health Care and Social Assistance' industry, including the private and public sectors, shows that across Australia the gender pay gap is 20.7% (in favour of men) as at May 2021. (*1)

The gender pay gap at each of the Grampians Health campuses is listed below:

- Edenhope:
 - Median annualised base salary gap is 1.7% in favour of women.
 - Median total remuneration gap is 22.3% in favour of men
- Horsham/Dimboola:
 - Median annualised base salary gap is 0.0%.
 - Median total remuneration gap is 0.9% in favour of men
- Stawell:
 - Median annualised base salary gap is 7.6% in favour of women.
 - Median total remuneration gap is 9.6% in favour of women.
- Ballarat:
 - Median base salary gap is 17.6% in favour of men.
 - Median total remuneration gap is 23.1% in favour of men

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
1	GH has transparent processes regarding salary and has processes that match pay equity principles	1.1	Review polices / procedures surrounding salary and contract negotiation with a gender lens. Managers are trained to be aware of negotiation procedures			✓		✓	✓	✓	✓	Chief of People or delegate	Salary / Contract negotiation procedure is included in Recruitment policy.
		1.2	Ensure employee contracts are current and workplace agreements, and awards are up to date and reviewed to ensure equal pay under fair work act employment awards		✓			✓	✓	✓	✓	Chief of People or delegate	Employment agreements are current and up to date.
		1.3	Include gender diversity as selection criteria when allocating secondment opportunities		✓			✓	✓	✓	✓	Chief of People or delegate	Selection criteria documents are updated to include gender diversity.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
		1.4	Formalise a procedure regarding the reclassification process			✓				✓		Chief of People or delegate	Procedure formalised.
		1.5	Explore ways to capture diversity data related to pay / income		✓	✓				✓		Chief of People or delegate	Discussion across multidisciplinary teams regarding best ways to capture data

Gender Equality Indicator four: Sexual harassment in the workplace

Sexual harassment in the workplace is unlawful and can cause significant harm to those who experience it. It can also be costly for employers, exposing them to legal liability and increasing staff turnover.

Workplace sexual harassment is prevalent and pervasive: it occurs in every industry, in every location and at every level, in Australian workplaces. Workplace sexual harassment was estimated to cost the Australian economy approximately \$3.8 billion in 2018. (*1)

In addition to gender, other factors may increase the likelihood that a person may experience workplace sexual harassment: Young workers aged less than 30, LGBTQI workers, Aboriginal and Torres Strait Islander workers, workers with a disability, workers from culturally and linguistically diverse (CALD) backgrounds, migrant workers or those holding temporary visas, people in working arrangements described as 'insecure'. (*2)

Over 2020-2021 there was one formal sexual harassment complaint made across the four campuses of Grampians Health. The people matter survey identified that 7% of respondents in Stawell and 8% of staff at Edenhope and Horsham had experienced sexual harassment in the 12 months to 30 June 2021. Ballarat staff experience identifies that in 2020 that 2.8% of respondents said no to the statement "My workplace is free from sexual harassment". Across the campuses, staff said the main reasons for not making a formal complaint were; they 'didn't think it would make a difference, they didn't think it was serious enough and that there would be negative consequences for their reputation'.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
1	GH will have the structures, practices and culture to respond appropriately to staff and stakeholders affected by violence, discrimination, bullying and sexual harassment	1.1	All corporate documents display GH commitment to safe work environment and wellbeing of GH staff		✓		✓	✓	✓	✓	✓	Chief of People or delegate	Increased positive response rate to the 3 Engagement survey statements relating to bullying, harassment and discrimination
		1.2	Review and update sexual harassment policy, discrimination and bullying for GH. This will include: <ul style="list-style-type: none"> a victim focused approach to reporting and managing sexual harassment complaints. 		✓			✓	✓	✓	✓	Chief of People or delegate	Increase in formal reporting of sexual harassment and increase in staff satisfaction in processes for

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
			<ul style="list-style-type: none"> consistency in the organisational response and follow up to complaints about sexual harassment policy, discrimination and bullying. applying a gender and intersectionality lens. Clear process to support victims and teams that have been impacted by inappropriate workplace behaviours. maintain conversations at all levels of the organisation about the prevention and response to sexual harassment, discrimination and bullying. 										addressing of complaints
		1.3	Refresh and strengthen the contact officer role across all campuses and communicate the purpose and functions of the role to all staff. Ensure this information is included in staff orientations.	✓	✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	<p>Focused leadership and oversight of GH Contact Officers including procedure development, promotion and training.</p> <p>Contact officer reporting enhanced</p>
2	Facilitate staff and management capability to prevent or respond to discrimination, bullying, sexual	2.1	Management training across all campuses to ensure a consistent response, and follow up, to staff complaints and to strengthen the leadership response and commitment to zero tolerance to sexual harassment			✓	✓	✓	✓	✓	✓	Chief of People or delegate	All Managers and Team Leaders have training included in their mandatory training list.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
harassment and family violence.	2.2	Conduct a review of mandated staff training and strengthening the sexual harassment component including the complaints process			✓		✓	✓	✓	✓	Chief of People or delegate	# of training courses delivered. # of participants Complaints process reviewed and suitable for all campuses	
	2.3	Develop and implement an awareness campaign with a clear communication strategy that promotes <ul style="list-style-type: none"> • What constitutes bullying and harassment in the workplace • Pathways to address bullying and harassment • Supports available to team members • a zero-tolerance approach to sexual harassment with reference to the positive obligations in the Occupational Health and Safety Act 2004 and any health and safety obligations in enterprise agreements 	✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	Increased parity between Engagement survey results and formal complaints.		
	2.4	Accessing and sharing of appropriate lived-experience stories; so that the impacts of inappropriate behaviours at work are better understood and conversations about sexual harassment in the workplace are normalised and included in workplace practices such as team meetings.		✓			✓	✓	✓	✓			

(*1) - Australian Human Rights Commission –Respect@Work: Sexual Harassment National Inquiry Report (2020)

(*2) – Australian Human Rights Commission –Everyone’s Business: Fourth National Survey on Sexual Harassment in Australian Workplaces (2018)

Gender Equality Indicator five: Recruitment and promotion practices

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women, and gender diverse people, may not have access to the same career opportunities as men. This can impact in many ways:

- Unconscious bias during recruitment and promotion processes
- lack of flexible working arrangements in leadership roles
- Gender-coded wording in job advertisements that can influence people's comfort in applying for jobs and may reinforce stereotypes about which genders are better suited to certain roles

There was a total of 1,342 people recruited to Grampians Health and a total of 983 exited across the campuses in the 12 months to 30 June 2021. The organisation is growing. The gender composition of new appointees is 75% women and 25% men. The gender composition of the people exiting is 71% women and 29% men. This data does not include the Stawell campus.

The overall gender composition of Grampians Health is 80% women and 20% men.

In regards to staff experience in recruitment and promotion, staff at the Edenhope campus had the most confidence in this area.

<i>PMS Statement</i>	Edenhope	Stawell	Horsham	Ballarat
<i>My organisation makes fair recruitment and promotion decisions, based on merit</i>	65	43	42	No data
<i>I feel I have an equal chance at promotion in my organisation</i>	62	35	41	No data

Grampians Health had limited intersectional data available in relation to its employees.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
1	Grampians Health will actively celebrate and encourage diversity in its workforce.	1.1	Review position descriptions and advertisements for vacant and or new roles to ensure that men, women and gender diverse candidates will be welcomed to apply. This will include reference to Flexible Working Policy.		✓	✓		✓	✓	✓	✓	Chief of People or delegate	2025 Gender Audit is complete and includes intersectional data

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
													40% response rate to Engagement surveys
		1.2	Conduct an image audit of Grampians Health stock used on the website, in job advertising, social media, promotional material and any other workforce or public facing document to ensure diversity is represented.				✓	✓	✓	✓	✓	Chief of People or delegate	Audit results reviewed and images replaced / updated where required.
		1.3	Actively encourage diversity in job applications by seeking new ways and new places to advertise. This can include strengthening and building upon existing relationships to improve the recruitment of and engagement of; young apprentices and trainees, people from Aboriginal and Torres Strait Islander backgrounds, CALD communities.		✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	Increased number of applications received from young people, Aboriginal and Torres Strait Islander peoples, CALD communities.
2	Grampians Health will invest in the area of Human Resources to enable organisational cultural change, support strategic input across GH and position GH as an employer of choice.	2.1	Complete a workforce plan that includes a review and analysis of areas of work, departments and roles, at all levels of the organisation, considering where flexible work arrangements are possible. (reference action in Indicator 6)		✓	✓		✓	✓	✓	✓	Chief of People or delegate	Workforce development plan includes commitments to identifying opportunities for role flexibility.
		2.2	Develop clear policies and procedures around flexible work that are easy to follow and allow for consistency of decision making based on the nature of the role.			✓	✓	✓	✓	✓	✓	Chief of People or delegate	Policies and Procedures developed

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
		2.3	<p>Utilise the recruitment team at Grampians Health and ensure that it has the skills and expertise to undertake and coach managers in ensuring a consistent process, based on merit, from advertising through to interviewing and follow up. This will include Workplace Trainer/Careers Advisor position</p> <p>Develop standardised recruitment procedures and forms including online education for use of management that include consideration of flexible work best practice, cultural safety, intersectional barriers for candidates etc.</p>			✓		✓	✓	✓	✓	Chief of People or delegate	<p>Increased % of respondents that agree with Engagement survey statements</p> <p><i>My organisation makes fair recruitment and promotion decisions, based on merit</i></p> <p><i>Gender is not a barrier to success in my organisation</i></p>
		2.4	<p>Develop education and training for managers including:</p> <ul style="list-style-type: none"> • Interview skills • Cultural safety • Flexible work best practice • Gender balance on panels • Consideration of intersectional barriers for candidates 			✓	✓	✓	✓	✓	✓	Chief of People or delegate	# of managers trained
		2.5	<p>Access information and education for employees including:</p> <ul style="list-style-type: none"> • Financial literacy and workplace options in salary sacrificing 			✓			✓		✓	Chief of People or delegate	# attendees and gender composition of participants.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
		2.6	Explore ways to capture promotions / secondments, higher duties and career development training data				✓	✓	✓	✓	✓	Chief of People or delegate	Complete data set in the gender equality audit under indicator 5 and 5a intersectionality section
3	Grampians Health will support health care professionals and working families currently on staff, and those considering relocating, through advocating for improved child care options and other necessary enabling infrastructure.	3.1	Complete a feasibility study for child care, including before and after school care, that will support the flexibility and needs of the hospital workforce. (supported by Indicator 6 action 2.1)			✓		✓		✓		Chief of People or delegate	Feasibility study completed for each GH campus and options reviewed
		3.2	GH will look at options to advocate across the Grampians region acknowledging that housing and child care access are systemic regional issues that impact on GH ability to attract new employees to the region.		✓	✓		✓	✓	✓	✓	Chief of People or delegate	Opportunities to advocate on these issues are actively sourced and this information is promoted to the staff

Gender Equality Indicator six: Flexible working arrangements and leave

358 persons across Grampians Health took parental leave in the 12 months to 30 June 2021, which is 6% of the total workforce. The gender composition of the those taking parental leave was 96% Women and 4% Men (344 women and 14 men). 14 women left voluntarily during parental leave.

A total of 1826 persons took carers leave and this equals 28% of the workforce. More women than men took carer's leave and the gender composition of those taking leave aligned with the overall gender composition of 3 out of the 4 campuses. The lowest percentage of staff taking carers leave was 9% at WHCG. The highest was 46% at Stawell, where 95% of the carers leave was taken by women. The gender composition of the overall workforce at Stawell is 87% Women : 13% Men.

Edenhope was the only campus that had data on flexible working arrangements.

Other areas for data collection improvement is in Family Violence Leave. Ballarat had 9 staff take Family Violence leave, one man and 8 women.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
1	By 2025 GH will have reviewed, implemented and evaluated a GH Flexible Work Policy that will increase women's opportunity to access full time work and for men to access part time work.	1.1	Establish a working group that will research and develop and implement GH flexible work policy and the streamlined processes for staff to apply for flexible working arrangements. The working group could identify <ul style="list-style-type: none"> Processes to audit roles for flexible working arrangements opportunities to pilot FWA such in small regional teams options for working Full Time across 4 days any barriers in EBAs to flexible work senior leadership roles that could be job shared 		✓	✓		✓	✓	✓	✓	Chief of People or delegate	Increase in the % of respondents who agree with the following statements <i>I am confident that if I requested a flexible work arrangement, it would be given due consideration</i> <i>Using flexible work arrangements is not a barrier to success in my organisation</i> <i>Using flexible work arrangements is not a barrier to success in my organisation</i>

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
			<ul style="list-style-type: none"> recommendations on how PD are advertised to promote flexibility opportunities communication strategies to staff to ensure flexible work arrangements are available to all regardless of gender or family/carer responsibilities. Single and people who do have children can access FWA. 										<p>Data collection processes for FV leave and flexible work arrangements are in place for each campus</p> <p>Working group established</p>
		1.2	Leaders and managers are trained and supported by HR to ensure a consistent and transparent process in managing flexible work arrangements, reviewing PDs to consider flexibility options, and managing staff offsite.			✓	✓	✓	✓	✓	✓	Chief of People or delegate	<p>Number of people trained</p> <p>Gender composition of fulltime and part time employees in 2025 compared to 2021</p>
2.	GH conducts a feasibility study into providing on-site child care (including before and after school care) to attract and retain health workforce	2.1	<p>Establish a working group that identifies child care needs for staff with a focus on the rural campuses that have limited existing child care options. Options for child care that matches staff needs could be explored with community providers and/or recommendations made that GH be the provider</p> <p>(supported by Indicator 5 action 3.1)</p>			✓	✓	✓	✓	✓	✓	Chief of People or delegate	Feasibility study underway for all rural campuses

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
3.	Establish a work culture that supports and encourages staff to access flexible working arrangements and relevant leave	3.1	GH has ways of capturing flexible working arrangements and leave types including Family Violence leave whilst maintaining confidentiality	✓	✓	✓		✓	✓	✓	✓	Leadership team HR Department	Increase in employees accessing FV leave
		3.2	Ensure staff are aware of leave entitlements and that processes for accessing leave is consistent across the organisation regardless of gender		✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	Increase in the % of respondents who agree with the following statement <i>My organisation would support me if I needed to take family violence leave</i>
4.	Ensure professional development opportunities are available to all staff regardless of tenure and level to the CEO	4.1	Consider flexible training delivery to enable part time and casual staff to access training Workforce development plan to have a focus on professional development of women, employees in rural locations, on flexible work arrangements and regardless of tenure		✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	Complete data set for next gender audit for Indicator 6 and 6a Number of professional development plans that include employees under the specified categories

Gender Equality Indicator seven: Gender segregation

Most of Australia’s health workforce is female—the ratio of FTE rates for health professionals that are women remains at around 2.5 times that of men¹. In 2019 88.3% of registered nurses working in Australia were female². In Grampians Health 80% of staff are women (5,176) and men accounted for 20% (1,323) of staff.

The gender composition of nursing workforce across the four campuses is

- Ballarat 86% Women and 14% Men
- Edenhope 80% Women and 20% Men
- Horsham 93% Women and 7% Men
- Stawell 93% Women and 7% Men

Workplace segregation across all campuses tend to follow traditional gender lines, with women disproportionately represented in health professionals, community and personal services and clerical and administrative roles with men more often represented in management and senior leadership positions.

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
1	Grampians Health will actively work to promote an inclusive and diverse workplace and seek ways to address workplace segregation and gender stereotypes.	1.2	Actively address the ‘pipeline’ issue and attract more diversity into the nursing and health care fields by: <ul style="list-style-type: none"> • Partnering with local schools to enable students to develop work experience programs across multiple fields within Grampians Health with a particular focus on attracting young men and gender diverse people into the health industry. • Participating in Careers Day across all of the key catchment 			✓	✓	✓	✓	✓	✓	Chief of People or delegate HR department and payroll	2025 Gender Audit is complete and includes intersectional data Minimum 40% response rate to Engagement surveys

¹ [Health workforce - Australian Institute of Health and Welfare \(aihw.gov.au\)](https://www.aihw.gov.au)

² [Health Workforce Data](#)

Strategy		Action		Time line				Campus				Responsible department	Measure
				22	23	24	25	B	S	H	E		
			areas to engage with young people about the variety of careers on offer at Grampians Health, regardless of gender.										
		1.2	Seek opportunities to actively diversify the workforce particularly in relation to traditionally male or female dominated areas of work	✓	✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	A noticeable shift in the gender split of the ANZSCO codes in work groups for Indicator 7 in the gender audit
		1.3	Challenge gender stereotypes in the health industry by seeking to better understand the lived experience of GH staff working within departments that are female/male dominated e.g. male nurses	✓	✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	
		1.4	Ensure a gender lens is applied to any images /branding on Grampians Health website including recruitment employment page (both internal workforce focused and external) to include: <ul style="list-style-type: none"> Diversity and Inclusion and equal opportunity statement Acknowledgement of country. Ensure gender stereotypes aren't reinforced. 		✓	✓	✓	✓	✓	✓	✓	Chief of People or delegate	
2	Ensure access to breastfeeding spaces for all parents at all locations	2.1	Any parent who is breastfeeding has access to dedicated breastfeeding spaces regardless of work location and role		✓						✓	Chief of People or delegate	Confirmation from operational managers and impacted employees that this has been achieved in every instance

