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BOARD PURPOSE STATEMENT

The Board of Directors is committed to ensuring the progression of Gender Equality at Timboon and District Healthcare Service. We believe that diversity, equity and inclusion are at the core of TDHS values and are central to achieving our mission, vision and impact.

The Board of Directors will support TDHS to provide a safe environment where gender, sexuality and background are never a barrier to full participation and all individuals are treated with dignity and respect. We will promote an environment and culture where diverse ideas, perspectives and points of view are encouraged and employees are empowered to reach their full potential.

We commit to championing diversity, equity and inclusion at all levels of the organisation, in order to build and leverage a diverse and inclusive workforce. This will support TDHS to better meet the needs of the communities and individuals we serve.

MESSAGE FROM THE CEO

Women, girls and gender diverse people are gaining opportunity and recognition across workplaces, politics and sports more than ever before, thanks to the countless number of invaluable feminist activists who came before us. Gender equality is becoming more and more tangible but there's still more work to be done. Women and gender diverse people are still not equally represented in the decision-making processes that impact lives. In order to achieve equality and respect for all women, gender inequality cannot be seen as separate from other forms of discrimination and disadvantage that women face. Gender inequality is not experienced in the same way by all women (or men). While gender needs to remain at the centre of efforts to prevent violence against women, to achieve equality and respect for all women, gender inequality must be addressed concurrently with other forms of discrimination and disadvantage such as racism, ableism, homophobia and religious discrimination.

TDHS is committed to being part of the change. Without a strategy, it is very difficult to gauge whether day-to-day activities and decisions are helping to effectively progress towards the desired end-goal. The Gender Equality Action Plan enables TDHS to move beyond an ad-hoc approach to gender equality and ensures investment in gender initiatives is targeted. Having a shared understanding of the strategies to eliminate gender inequality increases commitment to the initiatives and enables all parts of the organisation to work together towards the achievement of the objectives. Our Gender Equality Action Plan outlines a range of objectives and targeted actions that TDHS will implement over the coming years. The plan aligns with our ICARE values and is an important tool to ensure that we attract, develop and retain a diverse, high performing and engaged workforce that will continue to deliver outstanding care and services to our consumers and community.

In conjunction with the TDHS Board of Directors I am proud to stand behind Gender Equality and be part of creating an inclusive and understanding society. We believe that this strategy is a positive step in the right direction and we look forward to putting it into action.

Rebecca Van Wollingen

Chief Executive Officer

Approval Date: <#issue_date>

Review Date: <#last_review_date>

DEFINITIONS

Aggressor: A person that starts an argument or fight first.

ANZSCO: The skill-based classification used to categorise all occupations and jobs undertaken for profit in the Australian and New Zealand labour markets.

Family Violence: Any violent, threatening, coercive or controlling behaviour that occurs in current or past family, domestic or intimate relationships.

Flexible Work Arrangements: A legal entitlement under the Fair Work Act that permits an employee to request changes to hours, roster patterns or locations of work.

Gender: The characteristics of women and men that are socially constructed. For the purpose of the Gender Equality Action Plan and Workplace Audit data a person's gender is defined as either Woman, Man or Self Described.

Gender Equality: Treating every individual in the same manner, irrespective of their gender

Gender Equity: Treating each individual according to their needs. The concept recognizes that women and men have different needs and power, and that these differences should be identified and addressed in a manner that rectifies the imbalance between the sexes.

Higher Duties: Employees engaged in duties that carry a higher rate of pay than the employee's ordinary classification, will be entitled to payment of higher duties for this period

Intersectionality: The ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Such as: Aboriginality, age, disability, ethnicity and race, religion and sexual orientation.

Reporting Period: 1 July 2020 to 30 June 2021

Sex: A person's physical biological characteristics. A person's sex is usually described as being female, male or intersex.

Sexual Harassment: An unwelcome advance, request for sexual favours or conduct of a sexual nature in relation to another person.

Victim-survivors: A person who experiences or is affected by family violence.

TIMBOON & DISTRICT HEALTH COMMITMENT TO GENDER EQUALITY

TDHS is committed to providing a safe and inclusive environment for our consumers and staff to thrive in. We believe that everyone deserves a healthcare service that allows people to be their most authentic self and reach their full potential, regardless of gender. By promoting gender equality we are living up to our ICARE values of Integrity, Compassion, Accountability, Respect & Excellence.

Integrity: We foster an open and positive work environment through honest and ethical behaviours

Compassion: We are understanding of peoples differing needs, opinions and feelings, and treat everyone with empathy

Accountability: We take responsibility for our actions, attitudes and decisions and the impact it has on others within our workplace

Respect: We promote an inclusive and diverse culture by valuing the differing views, qualities, needs and feelings of each other

Excellence: We invest in continuous development opportunities, so we can continue to deliver exceptional services to our community

TDHS is committed to a providing a workplace where:

- Our employees feel welcomed, respected and included, regardless of gender, age, sexual orientation, cultural background or disability
- People are valued for the differing views, qualities and skills they bring to the workplace
- Employees and consumers feel safe to be themselves
- Continuous learning and development is supported and encouraged

Striving towards better gender equality aligns with TDHS values and research shows it also leads to increasing overall organisational performance, culture improvements and assists in attracting and retaining quality employees. Increasing diversity in the workforce provides us the ability to consider varied perspectives and points of view, which leads to better decision making. Increases to efficiency, productivity, innovation, creativity and improved employee engagement are also noted as benefits achieved through a more inclusive and diverse workforce (WGEA, 2018).

CASE FOR CHANGE

Women make up 70% of the global health workforce but hold only 25% of the senior roles. An analysis by the World Health Organization and Women in Global Health summed it up succinctly: “In general, women deliver global health and men lead it” (United Nations Foundation, 2021). At Timboon & District Healthcare Service (TDHS) we agree that employing a majority female workforce does not lead to gender equality.

Women are more likely to experience family violence, be sexually harassed in the workplace or need to request flexible work arrangements for caring responsibilities than their male counterparts. In comparison to men, women continue to earn less, are less likely to advance their careers as far, and accumulate less retirement or superannuation savings. These challenges create additional barriers for women to progress in their careers and develop to their full potential in the workplace. At the same time, men have less access to family-friendly policies such as parental leave or flexible working arrangements than women. By achieving gender equality, people will have access to the same recognition, resources and opportunities regardless of their gender.

Gender equality helps to prevent violence against women and makes our community safer and healthier. The best preventative to violence against women is to promote gender equality (Victorian Government, 2021).

As part of our commitment to gender equality, TDHS undertook a Workplace Data Audit regarding gender statistics. Through the audit TDHS has identified areas for improvement including the need for improved data collection over time, to support and inform future decision making. Our ICARE values of Integrity, Compassion, Accountability, Respect and Excellence align with our vision to strive towards greater gender equality and create positive change in our community and in the lives of our consumers.

LOCAL GENDER EQUALITY STATISTICS

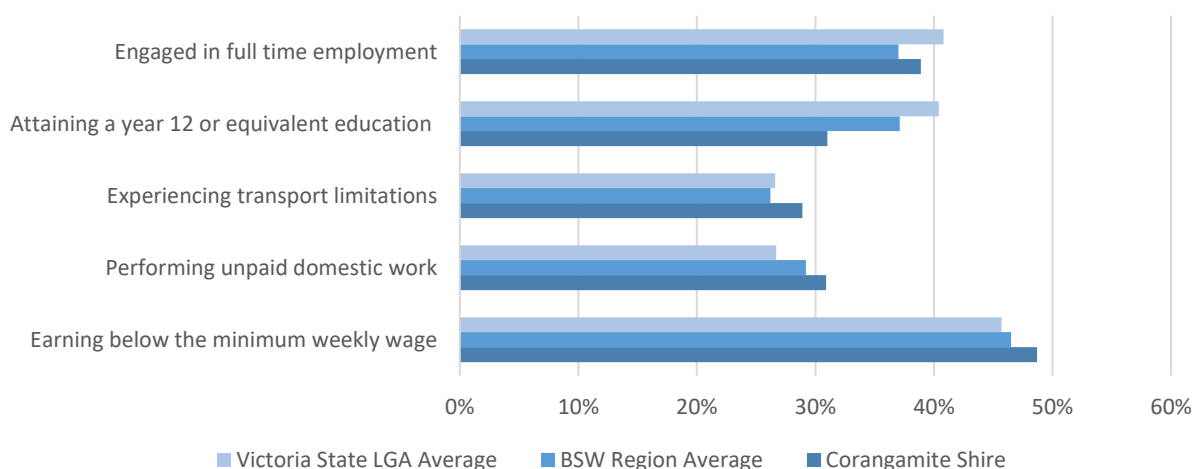
TDHS is located in Corangamite Shire and has a catchment of approximately 7,700 people. With 69% of TDHS staff living within the catchment our staff are reflected in these statistics. Statistics below highlight the experience of individuals in our catchment.

In Corangamite shire, females are more likely to receive a year 12 education or equivalent than men. However, women are also more likely to experience sexual offences, family violence, homelessness, be a single parent, work part time, perform higher rates of unpaid domestic and caring work, experience transport limitations and be paid below minimum wage than men. Some of these rates reflect greater disadvantage than averages for the Barwon South West (BSW) region and Victoria State Local Government Areas (LGA). The areas of greatest disadvantage include income lower than minimum weekly wage, higher performance of unpaid domestic work, transport limitations, lower attainment of year 12 or equivalent education and lack of full time employment.

Women who experience sexual violence are also likely to know their perpetrator. Ninety four percent of women who reported a sexual offence in 2020 had known the person for at least 2 years. Statistics also indicate that, unfortunately more children are present during incidents of family violence when the victim is a woman. Most incidents witnessed by children occurred between intimate partners and involved male aggressors and female victim-survivors. Family violence impacts negatively on children’s physical and mental wellbeing, language development and schooling, and is the leading cause of children’s homelessness.

The percentage of men identifying with the need for gender equality and equal partnerships in the Corangamite Shire is lower than in the BSW region or Victoria State LGA averages. According to the VicHealth Indicators Survey 2015 (VicHealth, 2018) low levels of support for equal relationships between women and men are most prevalent among young men aged 18-34.

Corangamite is ranked 61/79 on the Mother’s index. Indicating poorer health and life outcomes for women and children in our catchment. Scores were sorted from low to high, with 1 being the best place for a mother to live (Women’s Health Victoria, 2021)



CONSULTATION

TDHS understands the importance of consultation in developing a meaningful Gender Equality Action Plan and took appropriate actions to support feedback and engagement. The consultation process was developed by the Human Resources department in conjunction with the Executive team and involved concerted efforts to engage all staff and the Board of Directors. All employees were given an opportunity to contribute ideas and voice concerns relating to gender inequality through an autonomous online survey. Staff were asked to respond to the following questions:

- Have you observed gender inequality at TDHS? What does it look like?
- What priority actions would you like to see included in the TDHS Gender Equality Action plan? Do you have any ideas that would help rebalance any inequity?

TDHS also facilitated two separate drop-in sessions as a way to provide employees to engage one on one and open up the discussion of gender equality in the workplace. Consultation was also conducted directly with the TDHS Inclusion Committee. The majority of responses received from employees stated that they felt TDHS was a fair and equitable employer.

Consultation was conducted with relevant Unions utilising the same questions outlined above. Additionally the Unions were provided the opportunity to review the draft Plan and provide input prior to finalisation of the Plan.

Feedback received from staff and unions was reviewed for themes, which then informed key objectives and actions for inclusion in the Plan.

The Executive Leadership team were consulted on strategies and actions that TDHS could implement. They identified the importance of more detailed reporting and data collection including the formalising of flexible work arrangements. They also advocated for better promotion and communication relating to our Family Violence Officers.

The CEO of Women's Health & Wellbeing Barwon South West conducted a presentation to the Board of Director's to outline the importance of the Gender Equality Action Plan and provided suggested strategies on how they can support gender equality at TDHS.

LEADERSHIP AND RESOURCING

The TDHS's Gender Equality Action Plan aims to promote gender equality within our workforce and improve outcomes for people of all genders.

Under the Gender Equality Act 2020 (Vic) TDHS is required to ensure adequate resources are invested to implement the Gender Equality Action Plan. Properly resourcing the implementation of this plan is critical to delivering on our commitments to staff and meeting our obligation under the Act to make reasonable and material progress towards workplace gender equality.

The delivery of this plan will be overseen by the CEO and a significant number of actions will be delivered by our Human Resources department. Key actions have been allocated to the relevant Executive or staff member as is appropriate. TDHS also participate in the Barwon South West regional group that supports the development and implementation of this plan.

Several actions identified in the Gender Equality Action Plan include participation of employees from across the business in activities to raise awareness, knowledge, and skill development.

DATA ANALYSIS

Data analysis was undertaken by TDHS in the way of a Workplace Audit that included results from the 2021 People Matters Survey and payroll data. Workplace Audit results were submitted to the Gender Equality Commissioner on 31 December 2021. The workplace gender audit data period covered from 1 July 2020 to 30 June 2021 and reported on the following 7 indicators:

1. Gender composition of all levels of the workforce
2. Gender composition of governing bodies
3. Equal remuneration for work of equal or comparable value across all levels of the workforce
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace
6. Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with caring responsibilities
7. Gendered segregation in the workplace - Gender composition of employees by occupation per ANZSCO codes

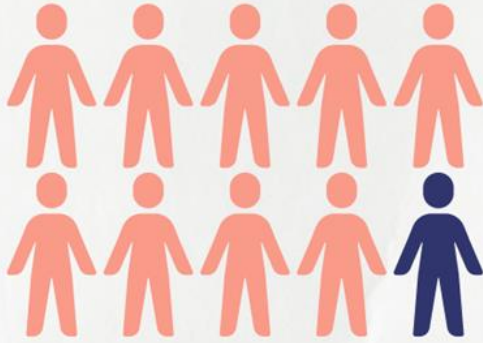
Intersectionality indicators that TDHS were not able to provide, due to data being unavailable, were Aboriginality, disability, ethnicity and race, religion and sexual orientation. TDHS was able to report on age.

GENDER EQUALITY WORKPLACE AUDIT RESULTS

From 1 July 2020 to 30 June 2021

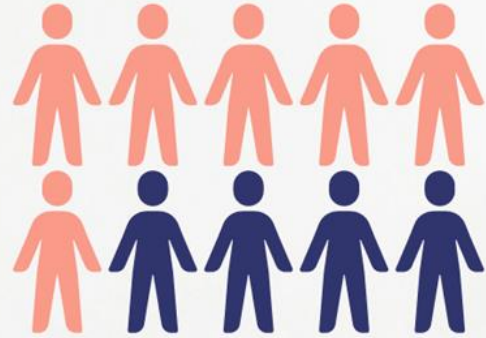
TOTAL STAFF

90.35% of the staff were women
9.65% of the staff were men



GOVERNING BODY

60% of the Board were women
40% of the Board were men

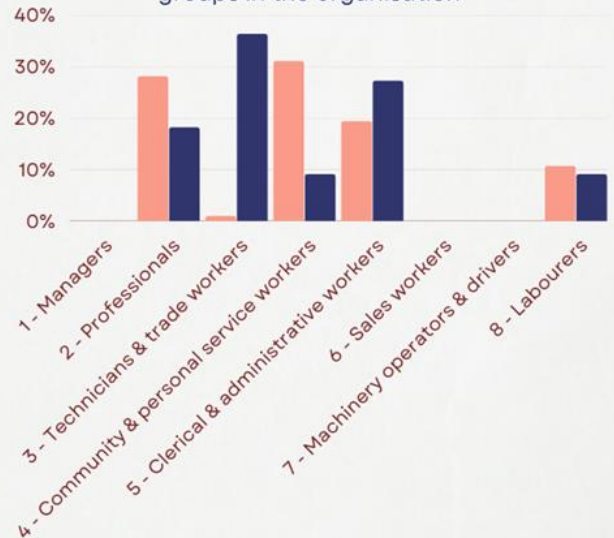


GENDER COMPOSITION BY EMPLOYMENT STATUS



GENDERED SEGREGATION

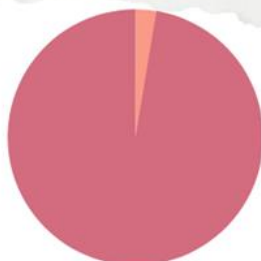
Gender composition of ANZSCO code major groups in the organisation



PARENTAL LEAVE

Between 1 July 2020 - 30 June 2021, 3 female staff members took parental leave (2.63% of all staff). No male staff took parental leave during this period. No staff exited the organisation during their parental leave.

Female Staff - Parental Leave
2.6%



All other staff
97.4%

GENDER PAY GAP



Timboon & District Healthcare Service's overall gender pay gap was -5.9% for median annualised base salary. A negative percentage indicates that women are being paid more than men whereas a positive percentage indicates that men are being paid more than women. The above data shows the gender pay gap by CEO level.

GENDER EQUALITY WORKPLACE AUDIT RESULTS

The below data reflects the percentage of staff that agreed with the statement according to the 2021 People Matter Survey results

SEXUAL HARRASSMENT

From 1 July 2020 to 30 June 2021 there were no sexual harassment complaints made by staff at Timboon & District Healthcare Service



FLEXIBLE WORK ARRANGEMENTS

Timboon & District Healthcare Service did not have any staff with a formal flexible working arrangement in place for the reporting period



RECRUITMENT & PROMOTION



STRATEGIES

When determining what strategies to focus on for the 2021 – 2025 Gender Equality Action Plan the following categories were decided on, based on their relevance to the Audit Indicators or the need for further data collection.

Promotion of
Gender Equality

Family Violence

Data & Systems

Workplace
Sexual
Harassment

Recruitment &
Promotion

Workplace
Flexibility &
Leave

Gender Pay
Equity

Training &
Education

Communication

Leadership

Promotion of Gender Equality Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Foster a culture where diversity is valued 	<ul style="list-style-type: none"> Explore/align to regional advocacy strategies that work to advance gender equity within rural and regional health services Uphold a safe and respectful workplace for women free from discrimination and harassment in alignment with TDHS ICARE values and GEAP. Board of Directors will make decisions in line with the GE Purpose Statement Significant dates such as international women’s day, 16 days of activism etc. are recognized and added to the organisations calendar 	<ul style="list-style-type: none"> Creation and implementation of Diversity & Inclusion calendar events Significant dates celebrated and recognised on TDHS Facebook page and through internal events TDHS representative to attend Region meetings to explore advocacy work within the region Display posters and visual reminders throughout the health service regarding gender equality Board to review Purpose Statement and clarify that their practice aligns every 2 years 	Y1, Y2, Y3	All indicators
			Y1, Y2, Y3	
			Y1, Y2, Y3	
			Y1, Y2, Y3	
			Y1, Y3	

Family Violence Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Further develop internal processes and training to better support employees experiencing Family Violence in line with EA & TDHS policies 	<ul style="list-style-type: none"> Create and implement MARAM plan Information sessions for all staff about the available Family Violence support entitlements including leave and contact officers provided at orientation and as required Upskill managers and supervisors on identifying and having sensitive conversations about Family Violence with their teams Participate in the regional approach to reducing Family Violence in conjunction with SHRFV & MARAM projects Review, analysis and improvement of current Family Violence procedure and practices within 12 months and then as per schedule 	<ul style="list-style-type: none"> Family Violence procedures & practices reviewed and updated if necessary Family Violence education & information sessions rolled out to supervisors & managers Family Violence information added to TDHS intranet page including contact officer information TDHS participation at region SHRFV & MARAM information sessions 	<p>Y1</p> <p>Y2</p> <p>Y1</p> <p>Y1, Y2, Y3</p>	<p>Indicator 6</p>

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Review Date: <#last_review_date>

Data & Systems Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> • Create robust workforce data collection to better inform decision making • Build systems to support workplace flexibility 	<ul style="list-style-type: none"> • Identify the data gaps from the Gender Equality Workplace Audit • Develop strategies to capture missing data for new and existing staff with a specific focus on capturing intersectional data in line with Privacy Act legislation • Implement strategies to collect identified data • Analyse data to inform gender equity goals, programs, and initiatives • Implement programs and initiative to support gender equality as informed by data 	<ul style="list-style-type: none"> • Data gaps from Workplace Audit outlined • Create plan to capture data • Strategy to formally capture higher duties, flexible work arrangements and promotions of existing employees is implemented • Intersectional data gaps identified and a strategy is put in place to capture this information from new and existing employees • All data is recorded in Chris21 system with the exception of Sexual Harassment complaints and Family Violence records 	<p>Y1</p> <p>Y2</p> <p>Y3</p> <p>Y2</p> <p>Y3</p>	<p>All indicators</p>

Workplace Sexual Harassment Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Increase staff confidence that those who report improper conduct will be protected and supported Introduce new reporting process to more accurately capture sexual harassment incidents in the workplace 	<ul style="list-style-type: none"> Review of current procedures relating to addressing sexual harassment and clarify reporting process to better capture incidents Demonstrate that inappropriate behaviours will be dealt with swiftly and decisively by reducing the timeframe for resolution of discipline matters. Ensure policy and procedure reflect best practice including: <ul style="list-style-type: none"> Protect employees from being victimised because they have made a complaint Protect employees from vexatious and malicious complaints Ensure appropriate confidential records are kept about complaints and that this information is stored and managed appropriately. 	<ul style="list-style-type: none"> Current procedures relating to sexual harassment are reviewed and amended if necessary to reflect best practice Add KPI's to timeframes in which complaints must be dealt with Review current complaints record keeping system and align to best practice Positive responses through the People Matter Survey results 	<p>Y1</p> <p>Y3</p> <p>Y2</p> <p>Y1, Y2, Y3</p>	Indicator 4



Recruitment & Promotion Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Further develop and promote fair and transparent recruitment and promotion practices that do not advantage any specific gender 	<ul style="list-style-type: none"> Pilot blind recruitment and promotion processes to analyse the variance in outcomes relative to the number of females applying for positions progressing to interviews. 	<ul style="list-style-type: none"> Trial blind recruitment process with supervisor/ manager recruitment 	Y2	Indicator 5
Workplace Flexibility & Leave Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Gain an understanding of the current informal flexible work arrangements Facilitate processes for supporting organisational flexibility 	<ul style="list-style-type: none"> Capture data relating to current informal flexible work arrangements and record details in HRIS Include discussions about care and outside work responsibilities in regular Monthly Accountability Meetings for all employees Executive leadership team to partner with managers to support team flexibility alongside specific business needs 	<ul style="list-style-type: none"> Review employees on part time arrangements to determine which qualify as flexible work arrangements Flexible work arrangement details recorded in Chris21 with review dates 	Y1, Y2, Y3 Y2, Y3	Indicator 6

Gender Pay Equity Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Investigate and rectify gender pay gaps 	<ul style="list-style-type: none"> Address pay equity gaps in the Gender Equality Workplace Audit 	<ul style="list-style-type: none"> Gender pay gaps are investigated and reported to CEO for review and rectification 	Y1	Indicator 3
Training & Education Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Increase the awareness of our workforce to gender inequalities Support women to progress to leadership roles through targeted training 	<ul style="list-style-type: none"> Introduce training and education for employees regarding gender equality in the context of the MARAM framework. Provide targeted training and development including leadership mentoring programs. Train relevant managers on how to complete Gender Impact Assessments on new and existing policies, programs and services with direct and significant impact on the public. 	<ul style="list-style-type: none"> Increase in positive responses to Diversity & Inclusion questions in People Matters Survey Training and development programs for leadership positions are implemented Gender Impact Assessments are conducted on new and existing policies, programs and services with direct and significant impact on the public. 	Y1, Y2, Y3 Y2, Y3 Y1	Indicator 4 & 6

GENDER EQUALITY ACTION PLAN 2021-2025



Communication Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Promote Gender Equality initiatives through a clear communication strategy 	<ul style="list-style-type: none"> Develop a communication plan and engagement strategy for the introduction of Gender Impact Assessments Create a communication plan to inform employees of the Gender Equality Action Plan actions and include information on the intranet Ensure meetings have flexibility for both in-person and virtual attendance options 	<ul style="list-style-type: none"> Committee meetings have online options (Zoom) for attendance Clear procedures outlining how to complete Gender Impact Assessments are included on PROMPT Gender Equality Action Plan is published on the TDHS intranet 	<p>Y2</p> <p>Y2</p> <p>Y1</p>	All Indicators
Leadership Strategy				
Planned Outcome	Actions	Success / Progress Measure	Timeframes	Audit Indicator
<ul style="list-style-type: none"> Empowered and educated executive leadership team who champion gender equity and equality best practices Increase leadership capacity to create inclusive practices that minimise gender inequalities 	<ul style="list-style-type: none"> The executive leadership team are actively engaged in the organisation's gender equality strategy, programs, events, and initiatives The executive leadership team models genuine workplace flexibility The executive leadership team are represented on the Inclusion & Quality Review Committees to influence changes that further support gender equity 	<ul style="list-style-type: none"> Executive leadership team leads the role out of Gender Impact Assessments All members of the executive leadership team undertakes Diversity & Inclusion training 	<p>Y1</p> <p>Y1, Y2, Y3</p>	Indicator 6

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 Review Date: <#last_review_date>

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DOCUMENT DEVELOPMENT / REVIEW PROCESS

The Gender Equality Action Plan will be reviewed and updated every 4 years or following substantial changes to relevant legislation, regulation or safety and quality standards.

Prepared / Reviewed by

Name	Position
Jessica Stephens	Human Resources Coordinator
Rebecca Van Wollingen	Chief Executive Officer

Approved by

Committee Name	Moved by	Date
Inclusion Committee	Vickie Stevens, Hayley Weel	17/06/2022