

# **Gender Equality**

## **Action Plan**

### **2021 – 2025**

Gippsland Southern Health Service



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## Acknowledgement of Country

GSHS acknowledges the people of the Bunurong Nation, the traditional custodians of the land Gippsland Southern Health Service operates on today.

We recognise the First Nation's peoples ongoing connection to the land and waters, and we thank them for their protection of its ecosystem since time immemorial.

We pay our respects to First Nations culture, traditions, and Elders past, present and emerging and we pay our respects to all First Nations people reading this report, engaging with our health service, and participating in our workforce.



## A Message from our CEO

### Our Commitment to Gender Equality

The Gippsland Southern Health Service (GSHS) Executive and I are pleased to share our first Gender Equality Action Plan (GEAP).

The GEAP for 2021 to 2025 was completed using data from 1 July 2020 to 30 June 2021, including data extracted from our People & Culture Systems and the results of the 2021 People Matter Survey (PM survey). In total, we reviewed 22 data sets. Initially expected to be submitted earlier this year, GSHS and other health services were granted an extension due to the Code Brown and Pandemic situation we were navigating in January 2022. So, while we are looking at data from what feels like quite some time ago, we will regularly review our data to ensure we are making the desired progress we have aimed for throughout the GEAP. However, our commitment to periodically review our data to ensure we are progressing will rely heavily on our workforce to continue participating in events, such as celebrations, and surveys, such as diversity surveys and our annual PM survey.

You will see throughout our GEAP that we considered the feedback provided by the workforce every step of the way, and we thank you all for your time, effort, and candour in providing sensitive and crucial information through the Diversity and Gender Equality Survey that will impact upon gender equality at GSHS for years to come. You will see directly throughout this report how your feedback was considered while determining our action plan. The diversity survey is the first of many planned actions to improve our workplace over the coming years.

Throughout our GEAP, we aim to be as inclusive as possible with the language we use, the gender categories we consider, and we recognise those who may not identify with a gender. Wherever possible, we have sought to use inclusive language while recognising we are still early in our learning journey and can always strive to use more inclusive language in everything we do.

We believe our GEAP demonstrates our values. We strive for excellence and ensure our workforce are in the best and safest work environment possible. We respect each other, regardless of there being differences of opinion, background, ethnicity and culture, and always show regard to others in our own, personal behaviour. We empathise with others by understanding their perspective, and we are accountable to our plans and show up for each other. We are inclusive, valuing differences, and we collaborate. We hear each other out and adjust our plans based on feedback. Our GEAP will only help us further align our values and our workforce. It is an exciting time to be at GSHS.

At GSHS, we have identified 17 opportunities for improvement, which we have broken down into four categories: Data, organisational governance, organisational development, and recruitment. The People Matter Working Party will ensure workforce oversight over this plan.

I look forward to a more equitable health service for all in the next few years.



**Mark Johnson**  
**Chief Executive Officer**

## **Consultation**

To support the development of the Gender Equity Action Plan GSHS completed the following:

- Gathered data to complete the GEAP data submission
- Surveyed staff about the findings of the GEAP data submission, their experiences and preferences, and the draft action plan
- Engaged with the relevant Unions to gain their input into GSHS's findings
- Engaged with the Executive team for organisational insight, input, commitment, and endorsement

## Indicator 1: Gender composition of all levels of the workforce

At GSHS, we have a workforce of 575 people. Within our workforce, 502 employees are women (87%), and 73 employees are men (13%). [See Figure 1](#).

GSHS does not have any data that supports that we have employees who identify as 'non-binary' or 'gender diverse.'

The 2021 People Matter Survey data demonstrates a similar percentage of men and women, and the PM Survey identifies a small percentage of staff who may identify as 'non-binary' or 'gender diverse', with 7% of respondents selecting 'prefer not to say' when completing gender questions in the survey.

Our Workforce Data shows us that our workforce is predominately women, although our workforce is predominately male from our middle to senior management. [See Figure 2](#).

There appears to be a relatively equitable split between males and females working in a full-time going capacity, with a 60%/40% split female to male. However, when reviewing part-time ongoing and casual employment, predominately our workforce is female, 92% for part-time and 87% for casual employment. [See Figure 3](#).

Further, women predominately entered into fixed-term contracts with GSHS (making up 67% of fixed-term full-time and 90% fixed-term part time employment). The data below is likely skewed by the predominately female nursing workforce, which is reflective of the industry, with 88% of Registered Nurses being female ([Reference](#)).

Considering gender by age group, 40% of GSHS's male workforce are 55 years and over, which means that GSHS may experience a large portion of their male workforce within the next few years as they retire, decreasing diversity without intervention. [See Figure 4](#).

Available data limit GSHS to analyse cultural identity and country of birth. However, the PM survey demonstrates our workforce is predominately Australian and born in Australia. See [Figure 5](#) and [Figure 6](#). Data limitation also extends to intersectionality analysis for our workforce who have a disability, however, the PM survey demonstrates 6% of the workforce report they have a disability. [See Figure Z](#).



## Our Workforce Views

"I just want to work with amazing people"

"Actively work towards achieving the rainbow tick accreditation"

"Be Rainbow Tick Accredited. Be more active in our community. Celebrate National Pride month and/or IDAHOBIT Day. Provide LGBTIQ+ training to staff around inclusive practice"

"Everyone at GSHS is treated fairly and with respect no matter who you are or what's your preference"

"Maybe have more information on social media, website, and poster to make diverse people feel comfortable to work with us"

"Put in your employment adds advertisements that you don't discriminate, and all applicants are treated equally"

"Vacancies should be offered on merit not on gender"

"Advertising using pictures/video of all people from all walks of life being welcomed at GSHS"

"To encourage more women in leadership you need more flexible hours and work from home"

"Executive need to be seen on the floor more so staff trust them and want to join the leadership team"

## Our Opportunities

1. GSHS should invite employees to provide gender information by a confidential survey
2. GSHS should identify strategies that encourage women to take on middle to senior management positions, demonstrated by an increase in women in middle to senior management over the plan period
3. GSHS should identify strategies to encourage men and gender diverse employees to join GSHS for greater gender balance, including investigating pursuing accreditation under The Rainbow Tick Accreditation Program
4. GSHS should identify any barriers to success within the organisation due to intersectionality reasons (e.g., cultural background or disability) and plan to overcome these barriers, measured by improvements to intersectionality questions in the People Matter Survey
5. GSHS should update their commitment statements, advertising, and social media to encourage employment applications from peoples of all genders, cultures, backgrounds, and abilities
6. GSHS should take opportunities to stop and celebrate diversity, celebrating days that are important to our workforce and community

## Indicator 2: Gender composition of the governing body

Gender composition of the governing body as at 30 June 2021 demonstrates that our board gender composition is more gender diverse than our workforce, however still has more women (64%) than men (36%). [See Figure 8.](#)



## Our Opportunities

7. GSHS board should consider recruitment and retention practices to attract and retain men and gender diverse candidates

### **Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender**

From the data submitted, there is no concerning wage gap, and where gaps exist, the gap appears to favour women at GSHS. [See Figure 9](#). As GSHS follows the relevant Enterprise Agreements, there are no gender-based pay gaps based on discretionary payments, and there are low instances of additional remuneration above and beyond entitlements in the Enterprise Agreements. This means that the gaps we see in the data are largely attributed to low male participation in the workforce and favourable Enterprise Agreement provisions, such as increased pay rates because of years of experience.

Upon further analysis of the data, there are no genuine pay gaps, and the following is noted: At the -2 level, the employment group is predominately male, with one earning significantly more due to years of experience. The removal of this outlier reflects a much lower pay gap 7%, which upon further review, is in line with the difference between responsibilities and campus following the relevant Enterprise Agreements. At the -3 level, there appears to be a large pay gap favouring women. However, upon review of the data, there are only two men at this level who earn similar to the average of the six women in the same employment group and level. The data is skewed by three women earning over six figures following the terms of their Enterprise Agreements. At the -4 level, there appears to be another large pay gap favouring women; however, upon review of the data, there are again limited men in this level, and the average salary for men and women is similar. The wage gaps evident in the fixed term contracting areas should be reviewed, and fixed-term contracts at GSHS should be reviewed to ensure they meet the Enterprise Agreement requirements.

### **Our Workforce Views**

*"I've always felt I have been paid fairly, even though I have been having second thoughts during the pandemic. It has been much more stressful."*

*"GHS is an equal opportunity employer"*

*"I do not think I am experiencing a gender pay gap because I get paid the same amount as my colleague that is a male with the same qualification level as I am."*

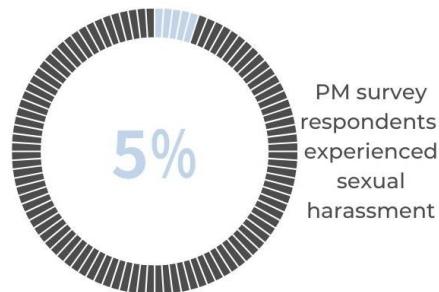
### **Our Opportunities**

8. A comprehensive review of levels from CEO should occur for the next data submission with focus on position and directorate rather than linear levels from the CEO which will support easier analysis of data and identify wage gaps that may be skewed because of the current reporting levels in this report
9. GSHS should review all fixed term contracts to ensure legitimacy and salary in line with the very minor wage gap identified

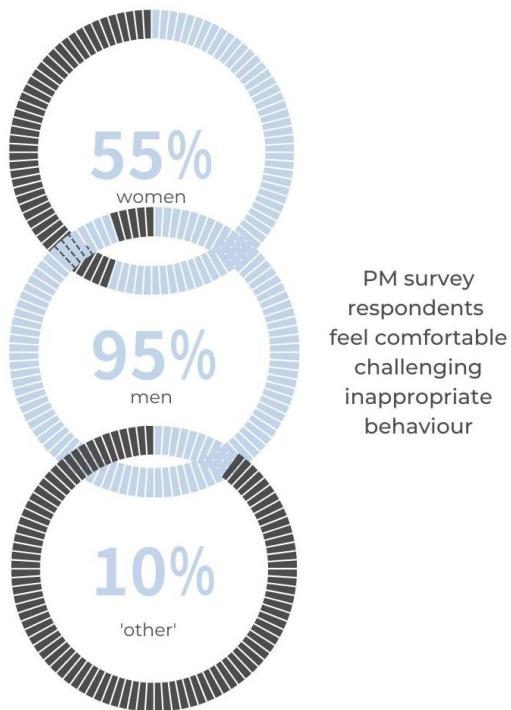
## Indicator 4: Sexual harassment in the workplace

GSHS did not receive any informal or formal complaints of sexual harassment between 1 July 2020 and 30 June 2021.

In the 2021 People Matter Survey 5% of participants (7 employees) responded that they had experienced sexual harassment at GSHS including: unwelcome conduct, sexually suggestive comments, and intrusive questions. [See Figure 10](#). There are limitations to the data obtained in the PM Survey as we are not provided with who the perpetrators of sexual harassment are which limits our ability to implement strategies to overcome sexual harassment.



Reviewing the sexual harassment data obtained from the PM Survey, predominately our younger and older staff are experiencing sexual harassment, with the 15-34 and 55+ who appear to be most at risk. Reviewing intersectionality data showed that all who experienced sexual harassment were Australian, and all were women. [See Figure 11](#).



It is clear there is a large gap in confidence to deal with inappropriate behaviour at GSHS. Of the PM Survey participants who agreed or strongly agreed they felt safe to challenge inappropriate behaviour at work, 95% of men said they felt safe to challenge inappropriate behaviour and only 55% of women and 10% of 'other' genders agreed. [See Figure 12](#).

## Our Workforce Views

*"Develop a more consistent approach to policy/process, further training/mentoring, create a safe reporting culture."*

*"I am aware that there are processes to deal with harassment, but these can become clouded by pre-existing relationships within our small community."*

*"I don't want to be made to feel that it was my fault...follow up reporting...follow up care of staff...support your staff...educate all Managers, Exec, and Middle managers, After Hours Coordinators and Associate Nurse Unit Managers about how to support staff."*

*"More information on the topic. Make people feel safe to report this behaviour. Signs and training on this topic in the hospital."*

*"To have support phone numbers to contact in staff rooms."*

*"I think I would be supported"*

## Our Opportunities

10. GSHS should seek to understand who in our workforce is experiencing sexual harassment from and implement interventions to eliminate sexual harassment from these groups
11. GSHS should review the process to report sexual harassment, ensuring a supportive and safe environment for victims of sexual harassment
12. GSHS should invest in training to educate its workforce about sexual harassment, challenging sexual harassment and what constitutes inappropriate behaviour at work to ensure our workforce are confident and safe to challenge inappropriate behaviour at work, and understand the mechanisms to seek support.

## Indicator 5: Recruitment and promotion practices in the workplace

From 1 July 2020 to 30 June 2021 80% of GSHS's new employee were female, 20% were male, and 0% identified as a self-described gender. Only men were hired externally in -1 and -2 levels (Middle to Senior Management) and hiring was skewed towards women at -3 and below levels, consistent with the current gender composition data. [See Figure 13.](#)

The PM Survey generally provides a positive culture at GSHS towards varied cultural backgrounds, aged groups, and sexes/genders, however Senior Leaders must ensure the workforce understands the commitment the Executive have to diversity and inclusion in the workplace and should work to understand why the workforce believes there is a less positive culture towards Aboriginal and/or Torres Strait Islanders, employee who identify as LGBTQ+, and employees with a disability. [See Figure 14.](#)

In the PM Survey, men responded more favourably than women and believe they are not experiencing or believing there are barriers to success at GSHS based on age, culture, ability, or gender. However, the percentage drops significantly when reviewing the responses from women or gender diverse employees. [See Figure 15.](#)

No data exists to analyse the gender of recruitment pool of candidates or promotions up to June 2021. In relation to GSHS recruitment practices, men also responded more favourably in the PM survey towards recruitment and barriers to success than women or 'other', although equal chance at promotion was minimal. It was concerning to see that there are low levels of agreement that there is equal change at promotion at GSHS which the organisation must seek to understand. [See Figure 16.](#)

### Our Workforce Views

"Look at advertising in secondary schools as pathways"

"The recent changes to GSHS job ads make working at GSHS look more appealing"

"Promote the lifestyle opportunities the region has to offer."

Possibly the images of males working for GSHS could feature on publicity material for the organisation

"Our local area has very conservation values which act as a discouragement for males to work in the home care industry"

"Jobs have been given to management who are "favourites" or staff that are friends rather than actual qualifications and experience"

"Introduction of leadership pathways for women , gender and culturally diverse employee's"

**"I think recruitment is based on word of mouth. When a place is great to work at, people talk about it, and no one leaves. When people don't feel valued and become stressed, they find work elsewhere. Make it a great place to work and good people will apply."**



## Our Opportunities

13. Ensure data is gathered about recruitment and selection gender and intersectionality information
14. Review recruitment and selection policies and process in relation to gender, interview panels, and bias in the recruitment process and train managers about bias in recruitment practices
15. Create a more transparent recruitment process for middle to senior management positions and clear processes to take opportunities to act up in these positions for all genders
16. Communication of the commitment from GSHS Executive to gender equality
17. Work to understand why the workforce believes there is a less positive culture towards Aboriginal and/or Torres Strait Islanders, employee who identify as LGBTIQ+, and employees with a disability and identify ways to promote a positive culture towards intersectionality.

## **Indicator 6: Availability and utilisation of terms and conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities**

The 2021 PM Survey demonstrated that women at GSHS are predominately using flexible working arrangements. Senior Leaders do not utilise any formal flexible working arrangements.

There appears to be a trend where women are using their paid leave entitlements, such as annual leave, to work flexible hours, which could impact their ability to take time away from work to recharge and avoid burnout. [See Figure 17](#).

While GSHS does not have comprehensive data of the number of formal adjustments made to support our workforce who have a disability, caring responsibilities, health concerns, or other things in their lives that require support, such as study. [See Figure 18](#). The PM survey results support that the organisation is supplying adjustments, such as accessible communication technologies, flexible working arrangements, and physical modifications. [See Figure 19](#). However, upon reviewing the PM Survey responses about employee experience when making a flexible working arrangement request, it was concerning that 35% of the PM Survey respondents who requested a flexible working arrangement were either unsatisfied with the outcome or the adjustments they needed were not made. [See Figure 20](#). Predominately men answered more favourably in relation to flexibility questions, such as balance between work and home life, and flexible working arrangements. [See Figure 21](#).

At GSHS:

- Five (5) women utilised Parental Leave in the report period compared to one (1) man who took Parental Leave. Interestingly, Parental Leave was taken by levels -4 and -5 and was less likely to be taken as levels to the CEO rose.
- Five (5) women utilised Family Violence Leave.
- 122 women utilised Carer's Leave and 13 men utilised Carer's Leave.

The 2021 People Matter Survey demonstrated several staff who have caring responsibilities, the highest being primary school aged child(ren), closely followed by Secondary School aged child(ren), and Frail or aged person(s). [See Figure 22](#).

## **Our Workforce Views**

"You must understand a certain number of staff are required on the floor to maintain ratios. This can limit flexibility because staff would need to be replaced. Communication with senior staff is the key."

"Purchased leave should be made available to part time staff at the organisations discretion as a staff retention initiative."

"I have found my manager accommodating to any caring responsibilities I have had"

"We want flexible work hours"

"I want to work more hours on less days"

"The option to work school hours. Being able to be flexible with RDO's and banking some to use over school holidays rather than being rostered in on a 4 week basis. Being able to work a 9 day fortnight."

## **Our Opportunities**

18. GSHS must review the flexible working arrangements policy and process and educate decision makers about flexible working arrangements legislation.
19. GSHS must educate staff about gender stereotypes when it comes to caring responsibilities to encourage shared responsibility for caring responsibilities, measured by increased utilisation of carer's leave taken by men.

## Action Plan

At GSHS we have identified 17 opportunities for improvement which we have broken down into four (4) categories. GSHS is committed to delivering the measures outlined in the below action plan.

The People Matter Working Party will be tasked with ensuring workforce oversight over this plan. The below is a final document at publishing, however must be regularly updated and reviewed following progress in the People Matter Working Party and when subsequent information becomes available, such as the People Matter Survey.

### Organisational Governance:

**GSHS must ensure that its workforce and community understand the organisations leaders are committed to gender equality at GSHS**

#	Opportunity	Measure	Timing
6	GSHS should take opportunities to stop and celebrate diversity, celebrating days that are important to our workforce and community	GSHS to develop a yearly calendar of an array of celebration days linked back to gender, diversity, culture, and other intersectionality areas based upon celebration days that are important to our workforce	Celebration calendar to be developed 30 June 2022 and from December 2022 yearly
16	Communication of the commitment from GSHS Executive to gender equality	The GSHS Executive to create a commitment statement which is communicated to the workforce  GSHS Executive ensure opportunities identified in this action plan are completed	By 30 June 2022  As outlined in this plan

**Data:**

**GSHS identified a lack of data that can comprehensively inform the organisation to make decisions about equality interventions**

#	Opportunity	Measure	Timing
1	GSHS should invite employees to provide gender information by a confidential survey	Engagement with completion of any gender equality survey – target 40% completion rate	Annually
4	GSHS should identify any barriers to success within the organisation due to intersectionality reasons (e.g., cultural background or disability) and plan to overcome these barriers	Engagement with completion of diversity equality survey – target 40%  Measured by improvements to intersectionality questions in the People Matter Survey contained in <a href="#">Figure 14</a>  Completion of the GSHS Diversity Plan	30 June 2023  Annually  30 June 2023
8	A comprehensive review of levels from CEO should occur for the next data submission with focus on position and directorate rather than linear levels from the CEO which will support easier analysis of data and identify wage gaps that may be skewed because of the current reporting levels in this report	More 'levels to CEO' are identified for the next Gender Quality Submission, expanding <a href="#">Figure 2</a>	30 June 2023
10	GSHS should seek to understand who in our workforce is experiencing sexual harassment from and implement interventions to eliminate sexual harassment from these groups	Engagement with completion of any gender equality survey – target 40%  Analysis of sexual harassment perpetrators information from any gender equity surveys to identify possible strategies  Place visible signage in service areas to protect our workforce from sexual harassment from visitors and consumers and provide details of support available to staff should they experience sexual harassment  Measure by improvements to sexual harassment questions in the People Matter Survey contained in <a href="#">Figure 10</a>	30 June 2022  30 June 2022  30 June 2023  Annually
13	Ensure data is gathered about recruitment and selection gender and intersectionality information	Provision of data through the onboarding process.	30 June 2022

#	<b>Opportunity</b>	<b>Measure</b>	<b>Timing</b>
17	Work to understand why the workforce believes there is a less positive culture towards Aboriginal and/or Torres Strait Islanders, employee who identify as LGBTQ+, and employees with a disability and identify ways to promote a positive culture towards intersectionality	Engagement with completion of any gender equality survey – target 40%  Measured by improvements to intersectionality questions in the People Matter Survey contained in <a href="#">Figure 14</a>	30 June 2023  Annually

**Organisational Development:**

**GSHS must use the data obtained to identify strategies that encourage diversity in workforce participation, and which creates a supportive and welcoming environment for its workforce**

#	Opportunity	Measure	Timing
2	GSHS should identify strategies that encourage women to take on middle to senior management positions, demonstrated by an increase in women in middle to senior management over the plan period	GSHS improves the Recruitment and Selection Policy to address formal secondment arrangements and create comprehensive data about secondment arrangements	By 30 June 2023
		GSHS reviews gender equality survey data to identify strategies to encourage more women to engage in senior positions	By 30 June 2023
		GSHS to identify formal career pathways to leadership within the organisation	By 30 June 2025
3	GSHS should identify strategies to encourage men and gender diverse employees to join GSHS for greater gender balance, including investigating pursuing accreditation under The Rainbow Tick Accreditation Program	GSHS completes a Workforce and Recruitment Plan which includes a gendered approach to recruitment, resulting in an increase in overall % of men and gender diverse employees at GSHS contained in <a href="#">Figure 1</a>	By 30 June 2022
		GSHS recommends the Rainbow Tick Committee/Working Party with the view to work towards Rainbow Tick Accreditation	Recommence committee by 30 June 2024
11	GSHS should review the process to report sexual harassment, ensuring a supportive and safe environment for victims of sexual harassment	GSHS has a confidential sexual harassment reporting system, and the workforce are educated and encouraged to use the system	30 June 2023

#	Opportunity	Measure	Timing
12	GSHS should invest in training to educate its workforce about sexual harassment, challenging sexual harassment and what constitutes inappropriate behaviour at work to ensure our workforce are confident and safe to challenge inappropriate behaviour at work, and understand the mechanisms to seek support.	<p>Practical sexual harassment training is provided to the GSHS workforce and at least 80% of staff have completed training, focusing on the most at risk groups outlined in <a href="#">Figure 11</a> to engage in training first</p> <p>Sexual harassment training is provided to the GSHS middle to senior management about how to prevent against sexual harassment and support the workforce if sexual harassment occurs.</p> <p>The People Matter Survey demonstrates our workforce are more confident in addressing sexual harassment in the workplace and incidences of sexual harassment are reduced, increasing confidence levels contained in <a href="#">Figure 12</a></p>	30 June 2024 30 June 2023 30 June 2024
18	GSHS must review the flexible working arrangements policy and process and educate decision makers about flexible working arrangements legislation	<p>GSHS to create a new flexible working arrangements policy and process</p> <p>GSHS to create a training package for flexible working arrangement decision makers to ensure they understand legislative and policy requirements</p> <p>The People Matter Survey demonstrates our workforce have increased in more flexible working arrangements and are more satisfied with the outcomes of requests for flexible working arrangements contained in <a href="#">Figure 17</a></p>	30 June 2023 30 June 2023 30 June 2023
19	GSHS must educate staff about gender stereotypes when it comes to caring responsibilities to encourage shared responsibility for caring responsibilities, measured by increased utilisation of carer's leave taken by men	<p>Communication about gender stereotypes and caring responsibilities are shared with the workforce</p> <p>Utilisation of carer's leave reaches greater gender balance</p>	30 June 2025 30 June 2025

**Recruitment:**

**GSHS should update its recruitment process to become more attractive to all genders to improve diversity of our workforce**

#	Opportunity	Measure	Timing
5	GSHS should update their commitment statements, advertising, and social media to encourage employment applications from peoples of all genders, cultures, backgrounds, and abilities	The Executive in consultation with the workforce create an updated commitment statement	30 June 2023
7	GSHS board should consider recruitment and retention practices to attract and retain men and gender diverse candidates	GSHS Board to consider a new Board Recruitment Policy with a gendered approach	20 June 2023
9	GSHS should review all fixed term contracts to ensure legitimacy and salary in line with the very minor wage gap identified	Review and adjustments completed  GSHS Recruitment Selection Policy adjusted to ensure comprehensive fixed term contract practices	30 June 2022  30 June 2022
14	Review recruitment and selection policies and process in relation to gender, interview panels, and bias in the recruitment process and train managers about bias in recruitment practices	GSHS Recruitment Selection Policy adjusted to ensure comprehensive fixed term contract practices  GSHS Managers are provided Recruitment and Selection training	30 June 2022  30 June 2023
15	Create a more transparent recruitment process for middle to senior management positions and clear processes to take opportunities to act up in these positions for all genders	GSHS to identify career pathways for middle to senior management positions  GSHS Recruitment and Selection Policy adjusted to ensure comprehensive, equitable, and transparent opportunities for secondments in middle to senior management positions experiencing positive impact on data contained in <a href="#">Figure 16</a>  GSHS to formalise secondments and retain data of secondments to middle to senior management positions	30 June 2023  30 June 2024  30 June 2024

## Data

### Indicator 1

	<b>W</b>	<b>M</b>
<b>Total</b>	502	73
<b>Percentage</b>	87%	13%

Figure 1

	<b>W</b>	<b>M</b>	<b>% of women</b>	<b>% of men</b>
0	0	1	0%	100%
-1	1	3	25%	75%
-2	5	6	45%	55%
-3	36	5	88%	12%
-4	296	35	89%	11%
-5	164	23	88%	12%

(Level -1 = Senior Management) and (Level -2 = Middle Management)

Figure 2

	<b>W</b>	<b>M</b>
Full-time permanent/ongoing	60%	40%
Part-time permanent/ongoing	92%	8%
Full-time contract (fixed-term)	67%	33%
Part-time contract (fixed-term)	90%	10%
Casual	87%	13%

Figure 3

<b>Age Bracket</b>	<b>Men</b>	<b>Women</b>	<b>% Total</b>
15-24 years	0.85%	4.76%	5.61%
25-34 years	2.55%	14.29%	16.84%
35-44 years	1.70%	16.67%	18.37%
45-54 years	2.38%	19.22%	21.60%
55-64 years	3.57%	25.68%	29.25%
65+ years	1.36%	6.97%	8.33%

Figure 4

<b>Culture</b>	<b>Response %</b>
Australian	77.9%
Prefer not to say	9.7%
English, Irish, Scottish and/or Welsh	6.5%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	3.2%
South Asian	3.2%
New Zealander	1.3%
Aboriginal and/or Torres Strait Islander	0.6%
Central Asian	0.6%
East and/or South-East Asian	0.6%
North American	0.6%
Other	0.6%

Figure 5

<b>Country of Birth</b>	<b>Response %</b>
Born in Australia	75%
Canada	1%
India	4%
Ireland	1%
Malaysia	1%
New Zealand	1%
Other	1%
Prefer not to say	12%
United Kingdom	4%

Figure 6

<b>Disability</b>	<b>Response %</b>
No	89%
Prefer not to say	5%
Yes	6%

Figure 7

## Indicator 2

<b>Position</b>	<b>Women</b>	<b>Men</b>
Chair		1
Other members of governing body	7	3
<b>TOTAL</b>	<b>7</b>	<b>4</b>
<b>Percentage</b>	<b>64%</b>	<b>36%</b>

Figure 8

## Indicator 3

<b>Employment basis</b>	Median	
	Annualised base salary	
	Pay gap as %	
	<b>W</b>	<b>S</b>
ALL	10.1%	
Full-time permanent/ongoing	3.2%	
Full-time contract (fixed-term)	55.5%	
Part-time permanent/ongoing	-6.8%	
Part-time contract (fixed-term)	-34.7%	
Casual	0	

Figure 9

#### Indicator 4

Question	Response %
No, I have not experienced any of the above behaviours	95%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	3%
Intrusive questions about your private life or comments about your physical appearance	3%
Unwelcome touching, hugging, cornering or kissing	1%
Inappropriate physical contact (including momentary or brief physical contact)	1%
Sexual gestures, indecent exposure or inappropriate display of the body	1%
Any other unwelcome conduct of a sexual nature	1%
Repeated or inappropriate invitations to go out on dates	0%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%
Sexually explicit email or SMS message	0%
Request or pressure for sex or other sexual acts	0%
Sexually explicit pictures, posters or gifts that made you feel offended	0%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc)	0%
Inappropriate staring or leering that made you feel intimidated	0%

Figure 10

Measure	% of all respondents		
	15-34 years	35-54 years	55+ years
Any other unwelcome conduct of a sexual nature		1%	2%
Inappropriate physical contact (including momentary or brief physical contact)			2%
Intrusive questions about your private life or comments about your physical appearance	8%		4%
Sexual gestures, indecent exposure or inappropriate display of the body	4%		2%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)		3%	4%
Unwelcome touching, hugging, cornering or kissing			2%

Figure 11

Question	M	O	W
I feel safe to challenge inappropriate behaviour at work	92%	10%	55%

Figure 12

## Indicator 5

<b>Level</b>	<b>Women</b>	<b>Men</b>	<b>Self-Described Gender</b>
0	0	0	0
-1	0	1	0
-2	0	1	0
-3	5	0	0
-4	41	10	0
-5	28	7	0
<b>Total</b>	<b>74</b>	<b>19</b>	<b>0</b>
<b>Total %</b>	<b>80%</b>	<b>20%</b>	<b>0%</b>

Figure 13

<b>Question</b>	<b>% of all respondents who agree/ strongly agree</b>
There is a positive culture within my organisation in relation to employees of different age groups	88%
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	86%
There is a positive culture within my organisation in relation to employees of different sexes/genders	85%
There is a positive culture within my organisation in relation to employees with disability	68%
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	65%
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	63%
Senior leaders actively support diversity and inclusion in the workplace	59%

Figure 14

<b>Question</b>	<b>% Agree Men</b>	<b>% Agree Gender Diverse</b>	<b>% Agree Women</b>	<b>% Agree varied cultural background</b>
Age is not a barrier to success in my organisation	92%	40%	77%	100%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	80%	40%	71%	91%
Cultural background is not a barrier to success in my organisation	88%	30%	75%	91%
Disability is not a barrier to success in my organisation	72%	50%	68%	64%
Gender is not a barrier to success in my organisation	88%	60%	82%	91%
Sexual orientation is not a barrier to success in my organisation	84%	50%	76%	91%
In my workgroup work is allocated fairly, regardless of gender	92%	40%	89%	82%
My organisation supports employees with family or other caring responsibilities, regardless of gender	92%	30%	74%	82%

Figure 15

<b>Question</b>	<b>% Agree Men</b>	<b>% Agree Gender Diverse</b>	<b>% Agree Women</b>	<b>% Agree varied cultural background</b>
I feel I have an equal chance at promotion in my organisation	48%	20%	41%	64%
My organisation makes fair recruitment and promotion decisions, based on merit	72%	10%	51%	64%
Having caring responsibilities is not a barrier to success in my organisation	76%	30%	64%	73%
Having family responsibilities is not a barrier to success in my organisation	80%	30%	65%	73%

Figure 16

## Indicator 6

<b>Flexible Working Arrangement</b>	<b>Man</b>	<b>Woman</b>	<b>Prefer not to say</b>
Shift swap	2%	14%	0%
Working more hours over fewer days	2%	1%	0%
Flexible start and finish times	1%	12%	1%
Part-time	3%	29%	1%
Study leave	1%	5%	0%
Purchased leave	0	5%	0%
Using leave to work flexible hours	1%	10%	0%
Other		2%	1%
Working from an alternative location (e.g. home, hub/shared work space)	1%	4%	0%
No, I do not use any flexible work arrangements	7%	5%	28%

Figure 17

<b>Question</b>	<b>Flexible Working Arrangement</b>	<b>% Respondents</b>
Why did you make this request?	Caring responsibilities	35%
	Disability	5%
	Family responsibilities	28%
	Health	45%
	Study commitments	8%
	Work-life balance	30%
	Other	8%

Figure 18

<b>Question</b>	<b>Flexible Working Arrangement</b>	<b>% Respondents</b>
Have you requested any of the following adjustments at work?	Physical modifications or improvements to the workplace	12%
	Flexible working arrangements	16%
	Accessible communications technologies	1%
	Career development support strategies	1%
	Other	2%
	No, I have not requested adjustments	74%

Figure 19

<b>Question</b>	<b>Flexible Working Arrangement</b>	<b>% Respondents</b>
What was your experience with making the request?	The adjustments I needed were made and the process was satisfactory	65%
	The adjustments I needed were made but the process was unsatisfactory	5%
	The adjustments I needed were not made	30%

Figure 20

<b>Question</b>	<b>% Agree Men</b>	<b>% Agree Gender Diverse</b>	<b>% Agree Women</b>	<b>% Agree varied cultural background</b>
I have the flexibility I need to manage my work and non-work activities and responsibilities	84%	30%	74%	73%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	80%	30%	65%	82%
Using flexible work arrangements is not a barrier to success in my organisation	80%	40%	62%	82%

Figure 21

<b>Demographic</b>	<b>Caring Responsibilities</b>	<b>% of all respondents</b>
Caring responsibility	Child(ren) - younger than preschool age	8%
	Preschool aged child(ren)	9%
	Primary school aged child(ren)	21%
	Secondary school aged child(ren)	18%
	Other	3%
	Person(s) with disability	7%
	Person(s) with a medical condition	10%
	Person(s) with a mental illness	10%
	Frail or aged person(s)	18%
	None of the above	36%
	Prefer not to say	6%

Figure 22