



**Dhelkaya
Health**

Gender Equality Action Plan

2024 - 2025





ACKNOWLEDGEMENT OF COUNTRY

Dhelkaya Health is located on the traditional lands of the Dja Dja Wurrung People.

We pay our respects to their Elders past and present, and acknowledge all Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation.

Dhelkaya Health is committed to achieving equality in health status between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians

LANGUAGE/TERMINOLOGY

Dhelkaya Health recognises that gender identity is socially and culturally constructed and acknowledges that there are many ways to identify outside of the binary male and female.

Throughout this plan the terms male or female/ men or women are used to include those who identify themselves within these terms.

Dhelkaya Health recognises that this binary framework is not representative of all people and this plan identifies actions to improve the way we capture data for non-binary, gender diverse, gender-fluid and other staff who don't identify within this binary framework.

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MESSAGE FROM SUE RACE

CHIEF EXECUTIVE OFFICER

I'm proud to introduce Dhelkaya Health's first Gender Equality Action Plan (GEAP).

As a newly formed entity Dhelkaya Health made the decision to voluntarily submit our action plan prior to our GEAP obligations commencing under the Gender Equality Act 2020 (Vic).

We recognise gender equality is important work and we want to engage early to lay a strong foundation for our future work in this space.

Dhelkaya means "being healthy" in the language of the Dja Dja Wurrung People. The choice of an Indigenous name acknowledges the traditional ownership of the land on which we live and work and expresses our gratitude to the Dja Dja Wurrung People for sharing them with us.

Our purpose and role at Dhelkaya Health is to be Healthier Together – we engage and empower individuals and community through the provision of empathetic inclusive and professional health services.

We recognise that gender equality is a fundamental human right and essential to the health and wellbeing of our staff and the communities we serve.

Gender equality is a shared responsibility across our community but as one of the shire's largest employers and a prominent health care provider, we have a leading role to play in advancing gender equality.

As we progress the actions outlined in this plan, we must remain alert to the compound effect gender inequality can have on individuals where it intersects with other forms of disadvantage.

We must also recognise that patriarchy and colonisation are both systems of control whose hallmarks of violence, political oppression and exploitation disproportionately affect those who find themselves at the intersection of both.



Through this action plan we will:

- lay a strong foundation for our future work
- be accountable for championing gender equality within our workplaces and within the community
- hold our leaders to account for leading this work
- be transparent with our strategies, actions and progress
- build our capacity to apply an intersectional lens to our analysis, strategies and actions
- evaluate and learn from barriers and hurdles we face
- support our staff through normalising work practices which are cognisant of caring responsibilities
- improve how we identify and manage behaviours which perpetuate inequality and support those experiencing inequality
- identify and implement measures to reduce pay gaps towards elimination.

To ensure our staff, stakeholders and community have clear visibility of our gender equality work, we commit to robust monitoring and regular reporting of our progress along the way.

ABOUT DHELKAYA HEALTH

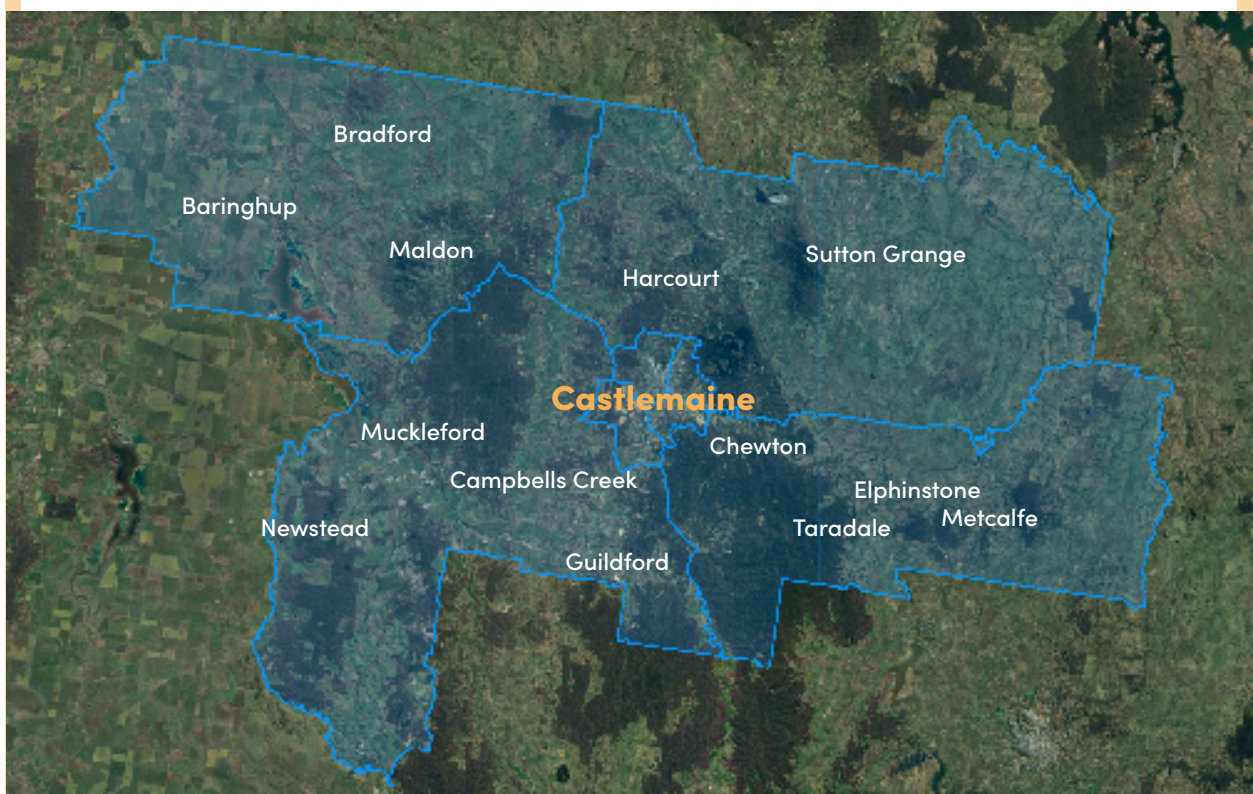
Dhelkaya Health was created on 1 March 2022, the result of an amalgamation between Castlemaine Health and Maldon Hospital, and previous amalgamation with CHIRP Community Health.

We are a community-oriented health service with an integrated hospital, primary care service, residential aged care and a wide range of community health services. Dhelkaya Health is predominantly a nurse and allied health-led service supported by locally credentialled General Practitioners and Visiting Medical Officers.

Dhelkaya Health provides a comprehensive range of low to moderate complexity services to a population of more than 20,000 people. We also work with Bendigo Health to provide a range of high quality, integrated healthcare services.

We are a member agency of the Loddon Mallee Health Network, Loddon Mallee Shared Services, and the Loddon Health Service Partnership.

WHERE WE WORK

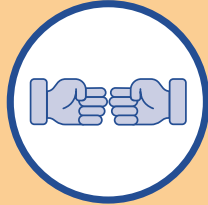


OUR VALUES

Our 'Breakthrough Values' are beliefs that are shared, and visible as behaviours, and that propel us to our desired future. These are:



EMPATHETIC
We are caring,
compassionate
and kind



INCLUSIVE
We are welcoming,
trustworthy and warm



PROFESSIONAL
We are dependable,
expert and ethical



TRANSFORMATIVE
We are curious,
progressive and creative

+ 'Core values' reflected by the Victorian Public Sector



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

OUR STRATEGIC PRIORITIES

Local care for local people

- Our intent: We will be here for our community so that consumers have a strong voice in how we do what we do, the community leads their own health prevention and protection, and all of the community sees that we are here for them.

A shared future

- Our intent: We will provide increasingly personalised healthcare, including improved aged care and home-based care offerings. We will prioritise partnerships, consumer-centrism and integration so that our community is truly getting what they need most.

One Dhelkaya

- Our intent: Our newly amalgamated health service will build a single, unified identity, within which systematic and streamlined information guides sound operational decisions. Our facilities will be modernised, with reduced environmental footprint.

People first

- Our intent: We are on a mission to ignite passion and purpose in our people by fostering a culture and values that promote high engagement, excellence and safety. We are determined to attract the best talent in our community, and once with us, invest in their development so we are future-ready.

BACKGROUND

GENDER EQUALITY IN VICTORIA

Safe and Strong: Victoria's Gender Equality Strategy

“All Victorians live in a safe and equal society, have access to equal power, resources and opportunities, and are treated with dignity, respect and fairness. All Victorians recognise that gender equality is essential to economic prosperity and that gender inequality has significant economic cost. Victoria leads the way in gender equality with sustained, enduring and measurable action.”

The Victorian Commission for Gender Equality in the Public Sector was launched in October 2020 and Dr Nikki Vincent was appointed as the first Commissioner.

The Commissioner's role is to:

- promote and advance the objectives of the Act
- support defined entities to improve gender equality and comply with the Act
- provide advice and education to defined entities to encourage best practice
- resolve disputes in workplaces relating to systemic gender equality issues
- publish and share GEAPs and progress reports.

RELEVANT LEGISLATION

Gender Equality Act 2020

- Commencing in March 2021, this Act mandates the Victorian Public Sector, including Dhelkaya Health, to proactively enhance gender equality in the workplace, and report to the Commission for Gender Equality in the Public Sector.

Sex Discrimination Act 1984

- This Act, in conjunction with other federal anti-discrimination laws and relevant state and territory laws, prohibits discrimination on a person because of their sex, gender identity, intersex status, sexual orientation, marital or relationship status, family responsibilities, pregnancy or if they are breastfeeding. Furthermore, the Act also unequivocally outlaws sexual harassment in the workplace.

Equal Opportunity Act 2010

- This Act acknowledges the social disadvantages linked with discrimination and fosters fairness, equality and respect in public life. The Act aims to eliminate discrimination, sexual harassment and victimisation.

OUR WORK TO DATE

Policies and procedures

Our existing policies and procedures are being reformulated with regard to our legislative compliance requirements and applying an intersectional lens to consider impacts.

Our Family Violence Policy supports our commitment to challenging and changing the attitudes and behaviours that mould family violence as well as supporting staff, consumers and victim survivors who may experience economic and health consequences related to their experience.

Our Family Violence in the Workplace Policy acknowledges our role as employer and shares how we can support our staff experiencing family violence with family violence leave, information and referral points and supportive workplace practices and flexibility.

Our procedures regarding Flexible Working Arrangements and working from home support staff to balance caring, parental and other familial responsibilities and this helps Dhelkaya Health remove barriers to workforce participation.

Representation, contribution and subscription to regional gender equality forums and committees

- Loddon Mallee Care Partnership: Loddon Mallee Women's Health
- Greater Bendigo Coalition for Gender Equity
- Bendigo Loddon Primary Care Partnership
- Strengthening Hospitals Response to Family Violence (MARAM Framework)

Participation in gender equality advancing events, promotions, awareness:

- 16 Days of Activism
- International Women's Day
- Women's and Men's Health week promotions
- Pride Week
- LGBTIQ+ visual posters
- Aboriginal and Torres Strait Islander Flags and artwork
- All staff email communication

Internal team strategies:

- Online and face-to-face education and
- Training (ongoing and evolving)
- Reference Committee
- Unconscious Bias Education

Other strategies include:

- Family Violence Champion
- Diversity and Inclusiveness Education
- Dhelkaya Health Staff Wellbeing Program
- Bystander Education

History of gender equality work:

- Participation in training and face-to-face education: Loddon Mallee Women's Health
- Committee representation
- Regional forum involvement
- Castlemaine Community Health (CHIRP) have supported Gender diversity including obtaining Rainbow Tick Accreditation. This is now being supported by organisation wide accreditation in May 2024.

CASE FOR CHANGE

We recognise that gender equality benefits everyone. However, at a workplace level gender equality improves staff engagement and wellbeing. It also makes a significant contribution towards improved operational performance.

We want to foster a workplace culture of inclusion where difference is valued and we attract staff who want to celebrate diversity, not just tolerate it.

Our aim is to support staff to pursue their ambitions and make empowered choices about their professional careers without being limited by gender stereotypes, gender roles or prejudices, or unnecessary barriers to inclusion.

We aspire to think creatively with innovative ideas and strategies to remove gendered barriers including being flexible in the ways we enable our staff to work.

This GEAP is our foundation and we will build upon this as we progress through our actions and evaluate successes and put in place new initiatives for continual learning and improvement.

Analysis of our workplace gender audit has provided us with useful insights into our workforce composition, gender segregation and our gender pay gap. It also delivered key learnings around our workforce's experiences of family violence, sexual harassment, bias and discrimination.

We do see key gaps in our capacity to access the full range of data and information we need for this work but the process has helped to identify the work needed to address these gaps.

Our gender equality work aligns with other key programs of activity, in particular those underpinning our Reconciliation Action Plan and Rainbow Tick accreditation process, as well as our organisational strategic plan.

In 2023 Dhelkaya Health signed on to be part of a CARE Partnership with Women's Health Loddon Mallee. This partnership exists to build workforce capacity and support organisations in the region to engage in activities and initiatives that, collectively contribute to the primary prevention of violence against women.

The CARE partnership provides Dhelkaya Health with the opportunity to connect and strengthen resourcing towards common goals; workplaces and community which promote social justice, gender equality and respect for all women.

The Dhelkaya Health Strategic Plan 2023-26 defines our purpose to be Healthier Together and our role to 'engage and empower individuals and communities' aligns with this purpose and role.

LEADERSHIP AND RESOURCING

Following the introduction of the Gender Equality Act 2020 (Vic), Dhelkaya Health recruited a Project Officer (Gender Equality) to take a leading role in supporting Dhelkaya Health to meet its obligations under the Act.

The incumbent was .3 FTE with Dhelkaya Health and also .5 in a Regional Coordinator role with Loddon Mallee Health Network.

The implementation of actions and strategies within the plan will be resourced predominately by the People and Culture Team with defined FTE held in Diversity, Inclusion and Belonging.

This work will be overseen by the Executive, Board and a newly created oversight committee with working parties and other collaborative groups held as required.

Dhelkaya Health has a number of specialist staff who will also play key roles in the implementation of this plan, including a LGBTIQ+ Wellbeing Officer, Aboriginal Health and Inclusion Coordinator, Workforce Trainer and Careers Advisor.

OUR WORKPLACE GENDER AUDIT

The Gender Equality Act 2020 (Vic) requires organisations to regularly collect and report data on gender equality in the workplace by completing Workplace Gender Audits.

As a defined entity Dhelkaya Health will be required to complete an annual Workplace Gender Audit and develop a GEAP from 2025 onwards. The current GEAP contains the initial baseline data as at 30 June 2023. Collection and analysis of the initial baseline audit against future audits will allow Dhelkaya Health to measure progress across relevant areas.

There are two separate but complementary data sets: workforce data (held in internal HR/Payroll systems) and employee experience data (People Matter Survey collected annually via an all-staff survey by the Victorian Public Sector Commission) that will be used to inform decision making.



The Gender Equality Act 2020 (Vic) sets out seven workplace gender equality indicators in which Dhelkaya Health must collect and report on workforce data as part of the Workplace Gender Audit. These indicators represent key areas where workplace gender inequality generally persist and are:

- gender composition of all levels of the workforce
- gender composition of governing bodies
- gender pay equity
- workplace sexual harassment
- recruitment and promotion practices in the workplace
- leave and flexibility
- gendered segregation within the workplace¹.

Including both the workforce data and employee experience data is critical to provide a full picture of the state and nature of gender inequality within Dhelkaya Health.

It is acknowledged that the data and employee details are reflective of extracts from the HR systems at Dhelkaya Health. The intent is to provide insight into what is recorded, how it is recorded and where there are identified data gaps, which will form actions as part of this plan.

Dhelkaya Health has ensured data is de-identified to maintain the privacy and confidentiality of all staff.

¹ (Further information around these Indicators can be found on the Commission for Gender Equality in the Public Sector website at <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>)

LIMITATIONS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES

It is noted that Dhelkaya Health has used employee experience data from the 2022 People Matter Survey which had a response rate of 35% or 282 staff members. Dhelkaya Health will use strategies to increase staff participation in the People Matter Survey to ensure data is more representative of staff views.

The SAP Payroll system was updated in 2023 to include a diversity data entry tab within staff payroll records. This provides a data entry point for intersectional data. All staff were surveyed in 2023 to capture this data for current staff members however a low participation rate in this survey has meant that many staff don't have this information captured.

This has led to limited intersectional data. Dhelkaya Health has identified the need to increase staff awareness of the importance of capturing this information as well as providing clear information on how this data is used and confidentiality/privacy obligations.

Currently Dhelkaya Health does not have systems and processes available for tracking internal secondments, promotions and higher duties. The establishment of such systems has been addressed in this action plan.

INTERSECTIONAL DATA – PEOPLE MATTER SURVEY

Indicator/Question	Data
Aboriginal/Torres Strait Islander	1% of staff identified as Aboriginal and/or Torres Strait Islander and 7% preferred not to respond to that question.
Religion	55% of staff responded that they do not follow a religion, 31% of respondents identified Christianity, Sikhism, Hinduism or Other. A further 14% preferred not to answer that question.
Ethnicity	6% of staff reported being born in a country other than Australia. Additionally, 6% of staff members chose not to respond to that question. Furthermore, 6% of staff members indicated that they speak a language other than English at home, with a total of 10 different languages being identified among them.
Disability	6% of staff identified as a person with a disability, with 76% of those staff members sharing their disability information with the organisation.
Age	Of the respondents 16% were aged 15 – 34, 46% were 35 – 54 and 32% were 55+. A further 6% of staff preferred not to respond to that question.
Sexual orientation	77% of staff identified as heterosexual, 5% Gay or Lesbian, 3% Bisexual, 1% responded don't know or use a different term, and 0% responded as Asexual. 13% of staff preferred not to respond to this question.
Gender identity	78% of staff identified as a Women, 13% as a Man, 1% identified as Non-Binary or used a different term and the remaining 7% preferred not to respond.

1. GENDER COMPOSITION OF ALL LEVELS OF THE WORKFORCE

The following is an overview of the baseline audit analysis.

Part-time/Casual representation

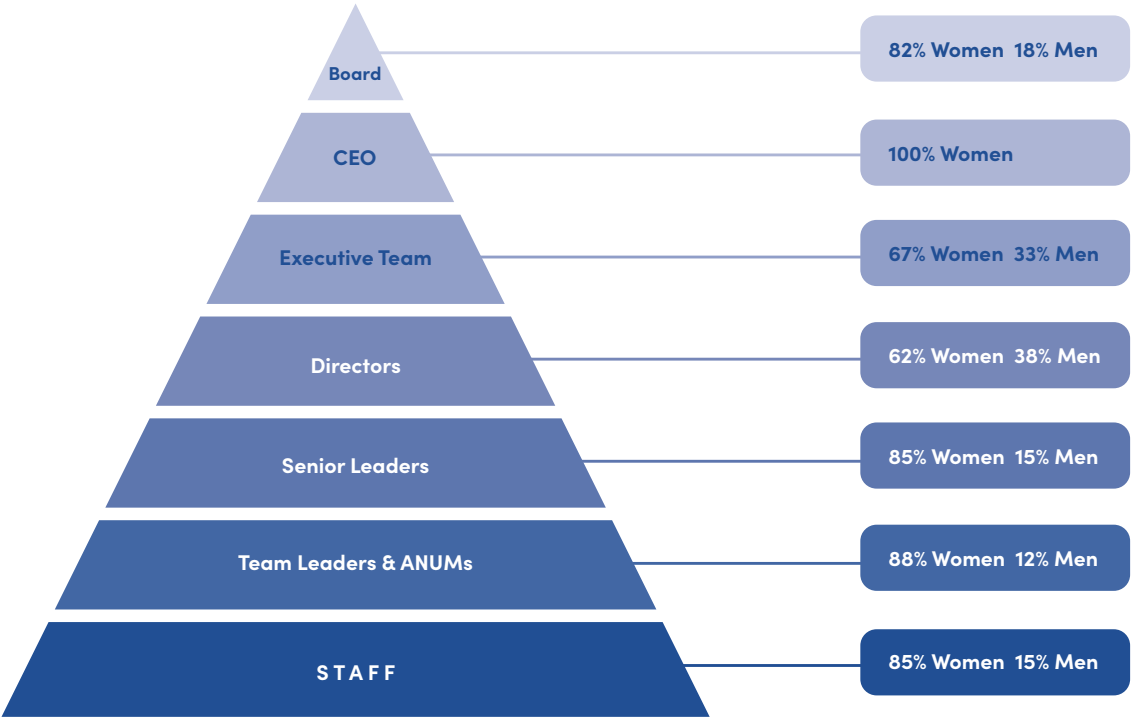
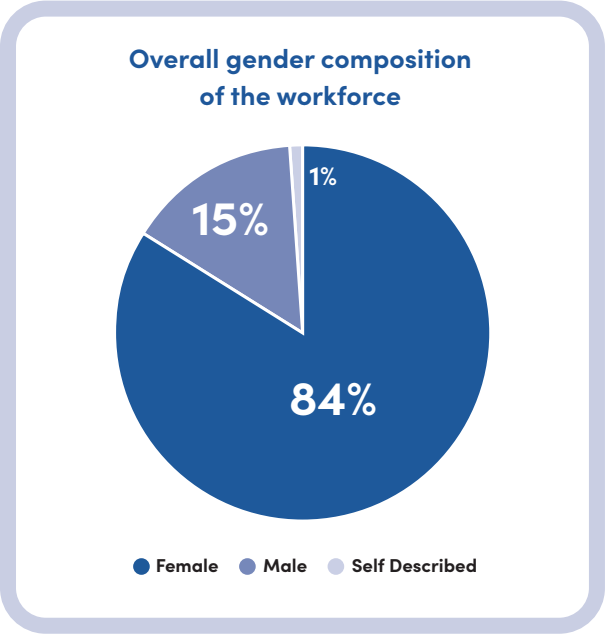
- 89% of staff work in a part-time or casual capacity
- 12% of part-time staff identify as male and 88% as female
- 80% of casual staff identify as female, 19% male and 1% self-described.

Full-time representation

- 74% of full-time staff members identify as female and 25% identify as male. 1% of full-time staff identify as self-described.

Classification representation

- The classification framework used a methodology which consisted of a measurement of reporting level to the CEO. The levels are defined as follows, 0 represents the CEO and Board, 1 the Executive team, 2 Directors and 3 Senior Leaders, 4 Team Leaders/ANUMs and 5 General employees. This assisted with the analysis of data within the gender equality framework.



2. GENDER COMPOSITION OF GOVERNING BODIES

Dhelkaya Health has a Board of Directors which oversees the governance of Dhelkaya Health and ensures that its services comply with Dhelkaya Health’s bylaws. The Board Charter has recently been updated to include reference to the Diversity on Victorian Boards Guidelines, 2022 and the Board Director Capability Framework 2023.

The Dhelkaya Board Appointments Panel receives guidance documentation from the Department of Health regarding board appointment diversity and its obligation to include diversity in the criteria for selection.

Dhelkaya’s Board exceeds the gender requirement of at least 50% women.

3. GENDER PAY EQUITY

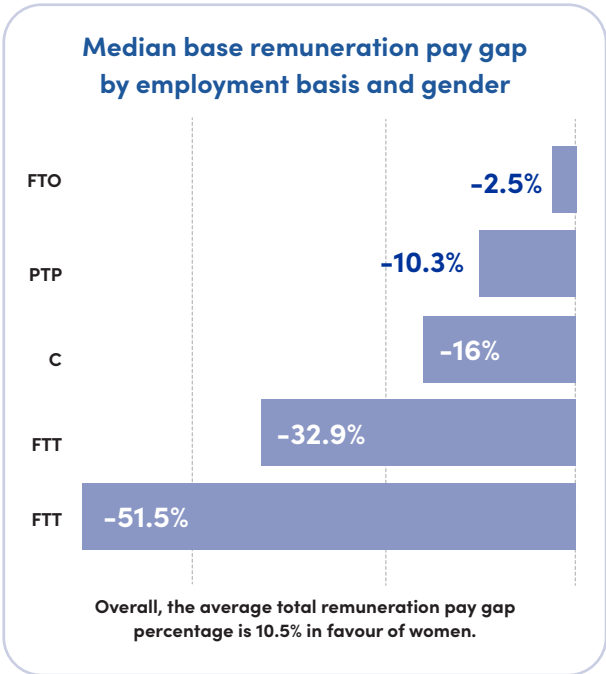
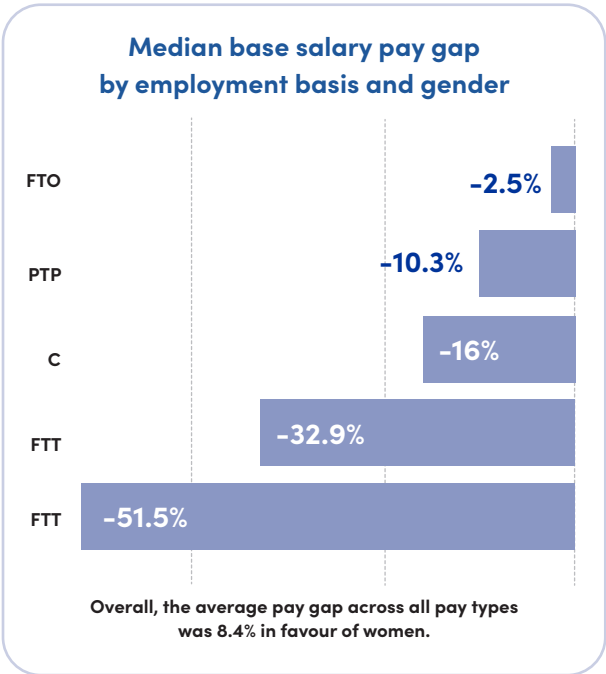
Remuneration analysis

To assist with the analysis of any overall organisational gender pay gaps, the methodology provided by the commission used the average (mean and median) annualised full-time equivalent salary gap between genders (for both annualised base salary and total remuneration) by classification and employment basis, and this was applied across using the last pay period prior to 29 June 2023.

The gender pay gap is the difference between women’s or people of self-described genders and

men’s average full-time basis annualised earnings, expressed as a percentage of men’s earnings.

A median base salary gap, which was a gender pay gap that was positive (i.e. >0), meant that the average annualised full-time salaries of men were greater than women, while a gender pay gap that was negative (i.e.<0) meant that the average annualised full-time salaries of women were greater than men.



FTO is full-time ongoing. PTO is part-time ongoing. C is casual.
FTT is full-time temporary. PTT is part-time temporary.

4. WORKPLACE SEXUAL HARASSMENT

Sexual harassment is non-consensual or unwelcome sexual behaviour that could reasonably be expected to make a person feel offended, humiliated or intimidated.

Employee experience data indicates that 15 staff members or 5% of staff who participated in the 2022 People Matter Survey had experienced sexual harassment at work in the last 12 months. Of those experiencing sexual harassment, 53% reported the perpetrator as a colleague and 53% reported the perpetrator as a client/customer/patient stakeholder.

However, there was only one report of sexual harassment made to the People and Culture Department. The primary reason identified for not making a formal complaint was “I didn’t think it was serious enough”.

Employee experience data: Reasons for not submitting a formal complaint

Responses	You in 2022	Comparator average in 2022	Public sector average in 2022
I didn’t think it was serious enough	47%	49%	46%
I didn’t think it would make a difference	27%	36%	40%
I believed there would be negative consequences for my reputation	20%	22%	25%
I didn’t need to because I made the harassment stop	20%	16%	11%
I thought the complaint process would be embarrassing or difficult	20%	6%	10%
I believed there would be negative consequences for the person I was going to complain about	13%	8%	10%
I believed there would be negative consequences for my career	7%	10%	17%
I didn’t need to because I no longer had contact with the person(s) who harassed me	7%	9%	9%

63% of staff indicated that they felt safe to challenge inappropriate behaviour at work with 52% of staff indicating that the organisation takes steps to eliminate bullying, harassment and discrimination.

Employee experience data indicates that 68% of staff believe the organisation encourages respectful workplace behaviours.

5. RECRUITMENT AND PROMOTION PRACTICES IN THE WORKPLACE

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices.

This means that women may not have access to the same career opportunities as men.

Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.

Key insights from employee experience data

- 31% staff indicated they felt promotion processes in the organisation are fair,
- 39% staff felt they had an equal opportunity for promotion
- 46% of staff felt recruitment processes in the organisation are fair
- 52% of staff responded that the organisation takes steps to eliminate bullying, harassment and discrimination

Dhelkaya Health was unable to collect data across Internal appointments; Secondments; Higher duties; Career Development Training; Staff Exits. However, these data limitations will be addressed in GEAP actions.

6. LEAVE AND FLEXIBILITY

Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other aspects of their lives.

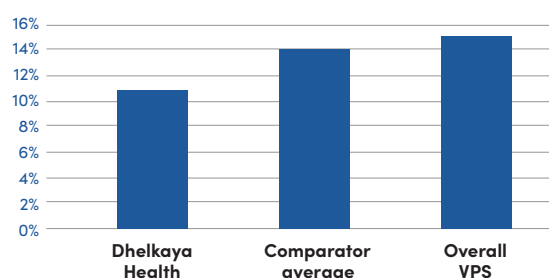
Flexible work comes in different forms such as job sharing, flexibility around when work is performed (e.g. start and finish times, numbers of hours per work day), flexible use of leave and working from home.

Dhelkaya Health staff employment conditions are all covered by Enterprise Bargaining Agreements with specific provisions in relation to flexible working arrangements. These are supported by policy/procedures and administrative forms.

Structural and cultural factors

- 9% of staff felt that caring responsibilities are a barrier to success, which is 2% higher than the 2022 public sector average
- 66% of staff reported being satisfied with their work/life balance in their current job with 16% noting they are dissatisfied
- 72% of staff felt that their manager supported working flexibly yet 63% of staff responded that they felt confident that if they requested a flexible work arrangement it would be given due consideration
- 11% of staff felt competing home and work responsibilities contributed to work-related stress which was lower than the Victorian Public Sector average of 15%

Competing home and work responsibilities

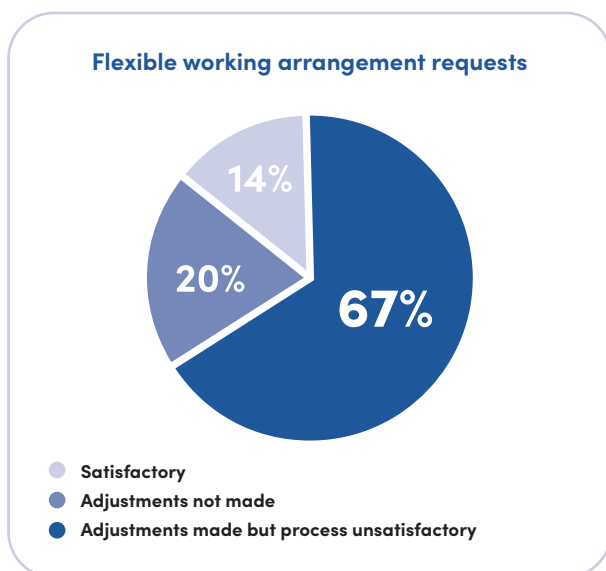


Use of flexible work practices

- 72% of staff work part-time
- 9% staff identified home or private location as their main place of work
- 21% of staff stated they had requested flexible work arrangements
- 5% of staff stated they had requested job redesign or role sharing
- 18% staff utilise flexible start and finishing times
- Of those that requested adjustments, 30% identified that the reason for requesting adjustments was caring responsibilities and 24% highlighted family responsibilities
- Of those that had requested flexible working arrangements, it is noted that 67% felt that the adjustments were made, and the process was satisfactory; 20% felt that adjustments were not made and 14% felt adjustments were made but the process was unsatisfactory.

Family Violence Leave

Dhelkaya Health provides all staff members with access to Family Violence Leave in accordance with Enterprise Bargaining Agreement requirements and legislative obligations.



Dhelkaya Health acknowledges the role of workplaces in challenging and changing the attitudes and behaviours that support family violence and supporting staff victim/survivors of family violence who may experience economic, social and health consequences related to their experience.

The Family Violence in the Workplace Procedure sets out the responsibilities of key staff in supporting victim/survivors of family violence and provides details of Family Violence Contact Officers who can support staff members to access Family Violence Leave.

During the reporting period three female staff members accessed Family Violence Leave.

It has been identified that data is not currently available to ascertain staff awareness of Family Violence Leave provisions and the percentage of staff experiencing family violence who have accessed leave provisions or other workplace supports.

7. GENDERED SEGREGATION WITHIN THE WORKPLACE

Workplace gendered segregation is the unequal distribution of specific genders in certain industries and job types.

This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements.

The process of reviewing gender segregation data can lead to the identification of job roles or functions which may have a barrier to some people based on their gender or other attribute of diversity.

The Australian and New Zealand Standard Classification of Occupations (ANZSCO) is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets.

It is used in Australian Bureau of Statistics (ABS) and Stats NZ censuses and surveys where occupation data is collected and is also used to measure and understand labour markets.

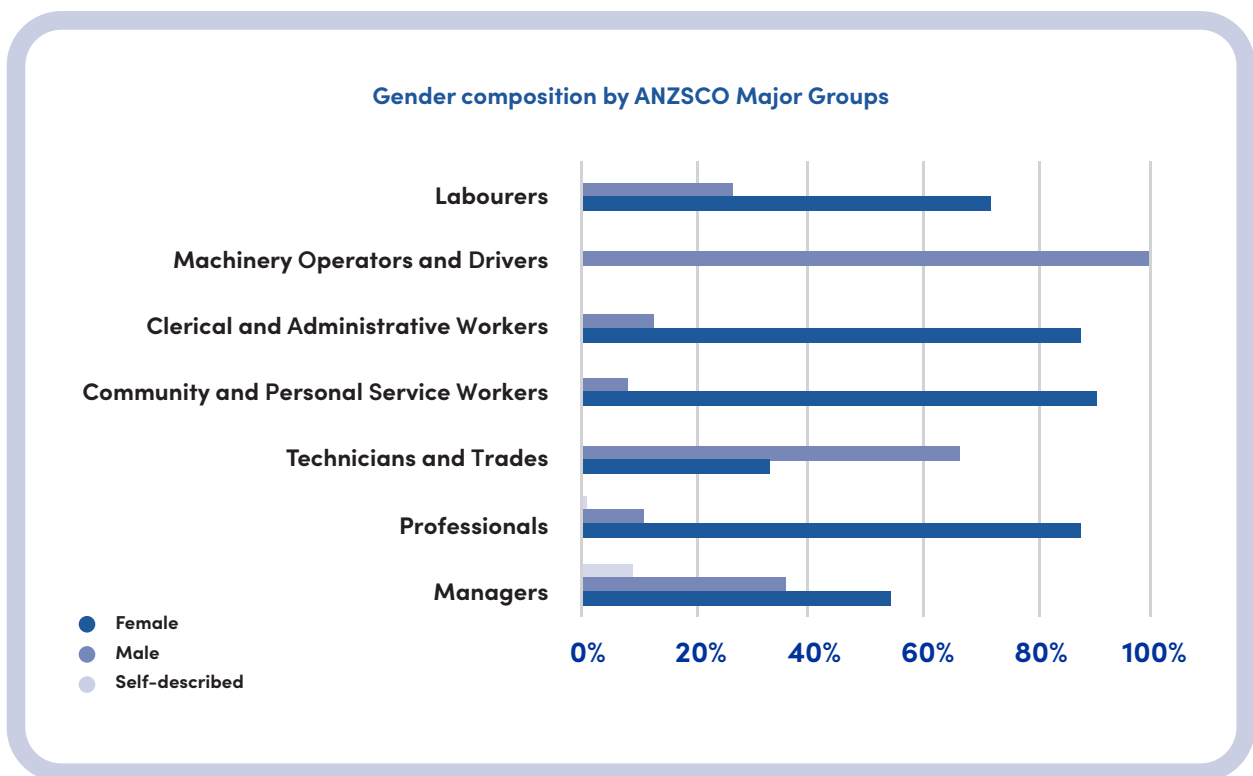
The structure of ANZSCO has five hierarchical levels: Major Group, Sub-Major Group, Minor Group, Unit Group and Occupation. The complete listing of these groups can be found on the ABS website. Major Groups are the broadest level of ANZSCO, and are formed using a combination of skill level and skill specialisation to create groups which are meaningful and useful for most purposes. There are seven Major Groups in ANZSCO.

Dhelkaya Health's workforce consists of the following ANZSCO occupational groups within the seven Major Groups broken down by gender composition.

Gender composition of staff by occupation per ANZSCO codes

ANZSCO Major Groups	Women	Men	Self-described
Managers	55%	36%	9%
Professionals	88%	11%	1%
Technicians and Trades Workers	33%	67%	0%
Community and Personal Service Workers	91%	9%	0%
Clerical and Administrative Workers	85%	15%	0
Machinery Operators and Drivers	0	100%	0
Labourers	73%	27%	0

Note: The Board Directors do not fall within the ANZSCO major groups above



Workforce data shows higher representation of men within Technicians and Trades, and Machinery Operators and Drivers, and the majority of Clerical and Administrative workers were female.



GENDER EQUALITY ACTION PLAN

MEANINGFUL CONSULTATION AND ENGAGEMENT

The GEAP was developed by the People and Culture Team at Dhelkaya Health with preparatory work undertaken by the Project Officer-Gender Equality.

A number of key stakeholder groups were consulted and contributed to the development of this plan including the Dhelkaya Health Board and Executive Team, Payroll, Aboriginal Health and Inclusion Coordinator and LGBTIQ+ Wellbeing Officer.

Staff and employee representatives were also given opportunities to provide feedback on the data and findings of the audit as well as the strategies and measures developed to address areas of inequality.

The Dhelkaya Health Board have endorsed the GEAP.

For simplicity, the strategies and measures have been grouped by indicator with an additional focus on governance, leadership and accountability to ensure this 12-month plan lays a strong foundation for future work.

Importantly, the aim is to ensure that gender equality is championed by all leaders.

S 6 of the Gender Equality Act 2020 sets out the gender equality principles. Dhelkaya Health has reflected on these throughout the development of strategies and measures.

Gender equality principles

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness
- Gender equality benefits all Victorians regardless of gender
- Gender equality is a human right and precondition to social justice
- Gender equality brings significant economic, social and health benefits for Victoria
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
- Advancing gender equality is a shared responsibility across the Victorian community
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality

STRATEGIES AND MEASURES

GOVERNANCE, LEADERSHIP AND ACCOUNTABILITY

Objective	Key Actions	Deliverable/ Measure of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Establish Gender Equality Governance 	<ul style="list-style-type: none"> Establish a cross-functional working group with Executive sponsorship with responsibility for GEAP delivery Establish a Gender Equality Reporting/Audit Cycle and reporting requirements across organisational levels including Board Establish a workforce communication strategy regarding gender equality 	<ul style="list-style-type: none"> Working Group established with clear terms of reference, agreed reporting arrangements and a workforce communication strategy 	March 2024 September 2024 September 2024	Executive People and Culture Director Marketing/ Communications in collaboration with working group and People and Culture Team
<ul style="list-style-type: none"> Accountable leaders who champion gender equality, inclusion and diversity 	<ul style="list-style-type: none"> Incorporate gender equality, diversity and inclusion accountabilities within position descriptions, performance appraisal documents and key performance indicators for Senior Leaders and above 	<ul style="list-style-type: none"> Increase in proportion of position descriptions with accountabilities listed, updated performance appraisal form for Senior Leaders 	May 2024	People and Culture Business Partners/ Executive
<ul style="list-style-type: none"> Improve capacity to collect and analyse employee experience data 	<ul style="list-style-type: none"> Identify and implement strategies to increase staff participation in the People Matter Survey with a target of over 50% participation 	<ul style="list-style-type: none"> People Matter Survey participation rate (target over 50%) 	July –September 2024 (in preparation for October survey)	People and Culture Team
<ul style="list-style-type: none"> Build upon existing partnerships to collaboratively work towards gender equality 	<ul style="list-style-type: none"> Continue and actively participate in CARE Partnership 	<ul style="list-style-type: none"> Partnerships are sustained to aspire to best practice knowledge 	Ongoing	Executive
<ul style="list-style-type: none"> Apply a gender lens to policies, programs and services 	<ul style="list-style-type: none"> Conduct Gender Impact Assessments (GIAs) on policies, programs and services in line with Gender Equality Act 2020 (Vic) requirements. 	<ul style="list-style-type: none"> Number of GIAs conducted and uploaded to Sharepoint Page 	Ongoing	Department Heads

INDICATOR 1: GENDER COMPOSITION OF ALL LEVELS OF THE WORKFORCE

Objective	Key Actions	Deliverable/ Measure of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Establish systems to ensure gender diversity and intersectional data is accurately and sensitively captured by recruitment and payroll systems 	<ul style="list-style-type: none"> Review onboarding forms and documents to ensure wording is gender appropriate/inclusive Update recruitment system Springboard to enable the capture of gender diversity information Finalise roll-out of Springboard onboarding module with consideration of gender diversity/intersectional information requirements Distribute information to staff on reasons for collection of gender diversity/intersectional data and how data is used and privacy is maintained 	<ul style="list-style-type: none"> All templates include gender appropriate language Springboard onboarding module is updated and includes applicant information sections which enable capture of gender diversity information Information available and communicated to staff on data privacy/ collection requirements 	March 2024	Recruitment Coordinator
			March 2024	Recruitment Coordinator
			June 2024	Recruitment Coordinator
			June 2024	Recruitment Coordinator
<ul style="list-style-type: none"> Gender composition of the workforce is analysed and communicated across all levels of the organisation 	<ul style="list-style-type: none"> Document baseline gender composition based on employee groups. Report annually to Board and all staff on gender composition of leadership levels (Executive Directors, Directors, Managers) and Board. 	<ul style="list-style-type: none"> Baseline audit available GEAP Annual Report 	February 2024	Payroll Manager/ People and Culture Director
			August 2024	Executive Director of People, Safety and Experience

INDICATOR 2: GENDER COMPOSITION OF GOVERNING BODIES

Objective	Key Actions	Deliverable/ Measure of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Ensure Board composition aligns with Diversity on Victorian Boards Guidelines and Board Director Capability Framework 	<ul style="list-style-type: none"> Ensure board appointment chair is provided with education across board diversity requirements 	<ul style="list-style-type: none"> Maintain gender diversity on Board 	Ongoing	Board Chair

INDICATOR 3: GENDER PAY EQUITY

Objective	Key Actions	Deliverables/ Measures of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Ensure Board, Remuneration Committee and Executive consider and analyse existing pay gap/s 	<ul style="list-style-type: none"> Develop an annual Gender Pay Gap analysis report which considers analysis of root causes of the pay gap and recommends strategies to address 	<ul style="list-style-type: none"> Gender Pay Gap analysis report provided and action plan developed from the report where appropriate 	July (annually)	Payroll Manager/ Executive Director of People, Safety and Experience
<ul style="list-style-type: none"> Equal pay rates for the same role/job done 	<ul style="list-style-type: none"> Develop Gender Equality Pay Principles Include Gender Equality Pay Principles in Payroll policy Educate hiring managers on Gender Equality Pay Principles 	<ul style="list-style-type: none"> Payroll Policy includes Gender Equality Pay Principles Hiring managers demonstrate Gender Equality Pay Principles when recommending pay rates. 	July 2024 Ongoing	Payroll Manager/ People and Culture Director Department Leads

INDICATOR 4: WORKPLACE SEXUAL HARASSMENT

Objective	Key Actions	Deliverables/ Measures of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Increase confidence of staff to report sexual harassment and harm by building awareness and knowledge, improving support, and improving reporting mechanisms 	<ul style="list-style-type: none"> Revise existing procedure/s on sexual harassment in the workplace to ensure they are victim-focused Review existing training modules on sexual harassment and identify and implement required improvements Ensure sexual harassment training is covered in induction and ongoing mandatory education Develop visual messages/ information for across sites to inform consumers/patients and other stakeholders of acceptable conduct and that sexual harassment will not be tolerated 	<ul style="list-style-type: none"> Sexual Harassment Procedure is finalised and education provided to all staff People Matter Survey results will demonstrate equality between incidents of sexual harassment and formal reporting of these incidents Information is available for consumers and other stakeholders on acceptable behaviour 	<ul style="list-style-type: none"> July 2024 July 2024 July 2024 	<p>Director/People and Culture</p> <p>Executive Director of People, Safety and Experience</p>

INDICATOR 5: RECRUITMENT AND PROMOTION PRACTICES IN THE WORKPLACE

Objective	Key Actions	Deliverables/ Measures of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Identify and where possible remove gender/ intersectional barriers for candidates seeking employment at Dhelkaya Health 	<ul style="list-style-type: none"> Provide education and training for hiring managers on interview and selection processes, unconscious bias, consideration of intersectional barriers for candidates and workplace flexibility offerings, cultural safety and gender balance on panels Review the Recruitment and Selection Policy and Procedure to ensure hiring managers accountabilities are clear and diversity and inclusion are continuously reflected upon throughout the recruitment process 	<ul style="list-style-type: none"> % Managers training completed Revised Recruitment and Selection Policy/ Procedure available 	<ul style="list-style-type: none"> December 2024 March 2024 	<ul style="list-style-type: none"> Department Heads People and Culture Director
<ul style="list-style-type: none"> Attract a diverse workforce 	<ul style="list-style-type: none"> Review recruitment advertisements, position descriptions and onboarding documentation to ensure inclusive and welcoming language and content to encourage workforce diversity 	<ul style="list-style-type: none"> Documents reviewed to ensure inclusive/ welcoming language 	<ul style="list-style-type: none"> September 2024 	<ul style="list-style-type: none"> Recruitment Coordinator
<ul style="list-style-type: none"> Systems capable of capturing reportable data for recruitment and promotion 	<ul style="list-style-type: none"> Establish systems and processes for capturing data on promotions, secondments, higher duties and career development training 	<ul style="list-style-type: none"> Systems in place and data able to be reported 	<ul style="list-style-type: none"> December 2024 	<ul style="list-style-type: none"> People and Culture Team
<ul style="list-style-type: none"> Promote career progression supports in the workplace 	<ul style="list-style-type: none"> Continue to promote Workplace Trainer and Careers Advisor role for relevant staff cohort (Allied Health Assistants, Food Services, Administrative Officers). 	<ul style="list-style-type: none"> Role regularly promoted (e.g. staff newsletter, notice boards etc). 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> People and Culture Director/Workforce Trainer and Careers Advisor Department Heads

INDICATOR 6: LEAVE AND FLEXIBILITY

Objective	Key Actions	Deliverable/ Measure of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Flexible work arrangements that meet individual staff needs are offered to staff where possible to remove barriers to workforce participation 	<ul style="list-style-type: none"> Consult with staff via a staff survey to gain staff insights into work flexibility requirements and satisfaction with current systems and processes Develop a report to Executive on findings from Staff Survey and identify strategies to address Implement a Staff Exit Survey Process which captures feedback from exiting employees regarding reasons for departures (targeting information around caring/ parental responsibilities, hours of work etc). 	<p>Staff Survey uptake and report provided to Executive on findings</p> <p>Staff Exit Survey developed and monthly data included in People and Culture Board reporting process</p>	<p>1 July 2024</p> <p>30 September 2024</p> <p>1 July 2024 with ongoing monthly reporting</p>	<p>People and Culture Director</p> <p>People and Culture Director</p> <p>People and Culture Business Partners</p> <p>People and Culture Directors</p>
<ul style="list-style-type: none"> Promote the use of flexible working arrangements and leave entitlements through awareness raising activities and process improvements 	<ul style="list-style-type: none"> Raise awareness of flexible work arrangements by inclusion of information on flexible work arrangements in employment documentation and induction content Educate managers on flexible work arrangements and their role through Senior Leader education sessions Review Flexible Working Arrangements Procedure and Form to improve usability 	<p>Employment documentation includes information on flexible working arrangements and application processes`</p>	<p>September 2024</p>	<p>People and Culture Directors</p>
<ul style="list-style-type: none"> Improve experience of employees returning to work after parental leave 	<ul style="list-style-type: none"> Collect and analyse data of staff experience returning from parental leave via a staff survey to identify areas for improvement 	<p>Survey completed and reported to Executive</p>	<p>September 2024</p>	<p>People and Culture Director</p>
<ul style="list-style-type: none"> Increase staff awareness of Family Violence Leave and other workplace supports to support staff victim/survivors of family violence 	<ul style="list-style-type: none"> Include information regarding the Family Violence in the Workplace Procedure within new employee starter packs and induction content. Advertise Family Violence Contact Officers on staff noticeboards across all campuses 	<p>Information available in onboarding and induction</p>	<p>30 June 2024</p>	<p>People and Culture Director</p>

INDICATOR 7: GENDERED SEGREGATION WITHIN THE WORKPLACE

Objective	Key Actions	Deliverables/ Measures of Success	Timeframe	Resourcing/ Accountability
<ul style="list-style-type: none"> Monitor and increase awareness of gendered segregation 	<ul style="list-style-type: none"> Report and monitor gendered segregation in overall workforce and across occupational groups Review Workforce Planning Policy/Procedure and templates to require gender segregation analysis by work area/department Create an internal awareness campaign to help staff understand the gendered segregation of occupations within the workplace, workforce and certain industries and the impact gender stereotypes can have on decision making and career paths for individuals 	<p>Gender segregation data report provided annually to Board and Executive</p> <p>Workforce planning templates include gender segregation analysis</p> <p>Awareness campaign delivered (e.g. newsletter, screensaver, one-page flyer)</p>	<p>Annually</p> <p>August 2024</p> <p>December 2024</p> <p>December 2024</p>	<p>Payroll Manager</p> <p>People and Culture Director</p> <p>People and Culture Business Partners</p> <p>Marketing and Communications Team/People and Culture Business Partners</p>
<ul style="list-style-type: none"> Review target areas to identify possible barriers to entry and identify actions to remedy 	<ul style="list-style-type: none"> Review recruitment processes for Technicians and Trades Workers, Machinery Operators and Drivers and Clerical and Administrative roles, to identify any barriers for specific genders e.g. position descriptions, advertisements, recruitment platforms Monitor gender data on springboard for target areas to identify % of applicants across specific genders 	<p>Analysis report provided to relevant Executive for consideration</p>	<p>December 2024</p>	<p>Department Head in collaboration with Recruitment Coordinator</p>
<ul style="list-style-type: none"> Diverse range of careers at Dhelkaya Health are promoted to external stakeholders 	<ul style="list-style-type: none"> Promote diverse range of career opportunities at Dhelkaya Health via university, school and TAFE forums and expos 	<p>Attendance at relevant events</p>	<p>Ongoing</p>	<p>Workplace Trainer and Careers Advisor</p>



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