



**Dhelkaya
Health**

Gender Equality Action Plan

2026 - 2030





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 nonIndigenous 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 our 202630 Gender Equality Action Plan (GEAP), building directly on the strong foundations established by our inaugural plan published in 2024.

When we launched our first GEAP, we did so proactively, ahead of our obligations under the Gender Equality Act 2020 (Vic) to affirm gender equality as a core human right and a driver of healthier, more inclusive workplaces and communities. We recognised the importance of laying solid groundwork and addressing data gaps, embedding intersectional lenses, strengthening policies, and fostering awareness across our workforce.

We are delighted to report that the foundational actions outlined in the previous plan have been largely achieved. Highlights include the implementation of updated recruitment and payroll systems that now accurately and sensitively capture gender diversity and intersectional data, which in turn ensures greater visibility and respect for the diverse identities of our staff.



We have significantly raised staff awareness and knowledge of flexible work offerings and made the process for applying for flexible work much easier. We have also encouraged awareness of family violence leave entitlements and other workplace supports available to victims and survivors, creating safer and more supportive environments. These accomplishments, along with many others detailed in the inaugural plan, reflect the commitment of our staff and leadership team. By prioritising education, data capture and system improvements, we have created a solid baseline from which to advance.

Our new GEAP shifts the focus to sustaining and deepening the progress already made. We intend to build on our momentum through targeted, measurable initiatives under the same seven pillars through:

- **Indicator 1 (Workforce gender composition):** expand our lens to better represent intersectionality more broadly.
- **Indicator 2 (Governing bodies):** maintain gender balance and diversity on our Board through the appointment processes.
- **Indicator 3 (Gender pay equity):** undertake deeper analysis of patterns in overtime, higher duties allowances and discretionary pay decisions, while providing education and training to promote fair and transparent decision-making.
- **Indicator 4 (Sexual harassment):** roll out the RespectX anonymous reporting platform and finalise the new procedure on workplace sexual harassment, strengthening prevention, response and cultural change.
- **Indicator 5 (Recruitment and promotion):** undertake in-depth analysis of promotions, secondments and higher duties opportunities.
- **Indicator 6 (Entitlement to leave and flexibility):** further develop strategies to encourage men to access parental leave to enable greater workforce participation by partners and normalise shared caring responsibilities.
- **Indicator 7 (Gendered segregation):** actively challenge gender stereotypes and encourage participation of all genders across the full range of roles at Dhelkaya Health.

This plan is about sustaining what works while innovating to close remaining gaps. Gender equality is integral to Dhelkaya Health's organisation strategic priorities of People First and Healthier Together, and to delivering exceptional care. I thank our staff, volunteers and our community for their ongoing partnership and support. Together, we will continue to model inclusive excellence in regional health.

As the Chief Executive Officer of Dhelkaya Health, I have reviewed and approved the submission of this Gender Equality Action Plan on behalf of Dhelkaya Health and attest that the implementation of the GEAP will be adequately resourced as required under the Gender Equality Act (2020).

SUE RACE
CHIEF EXECUTIVE OFFICER

ABOUT DHELKAYA HEALTH

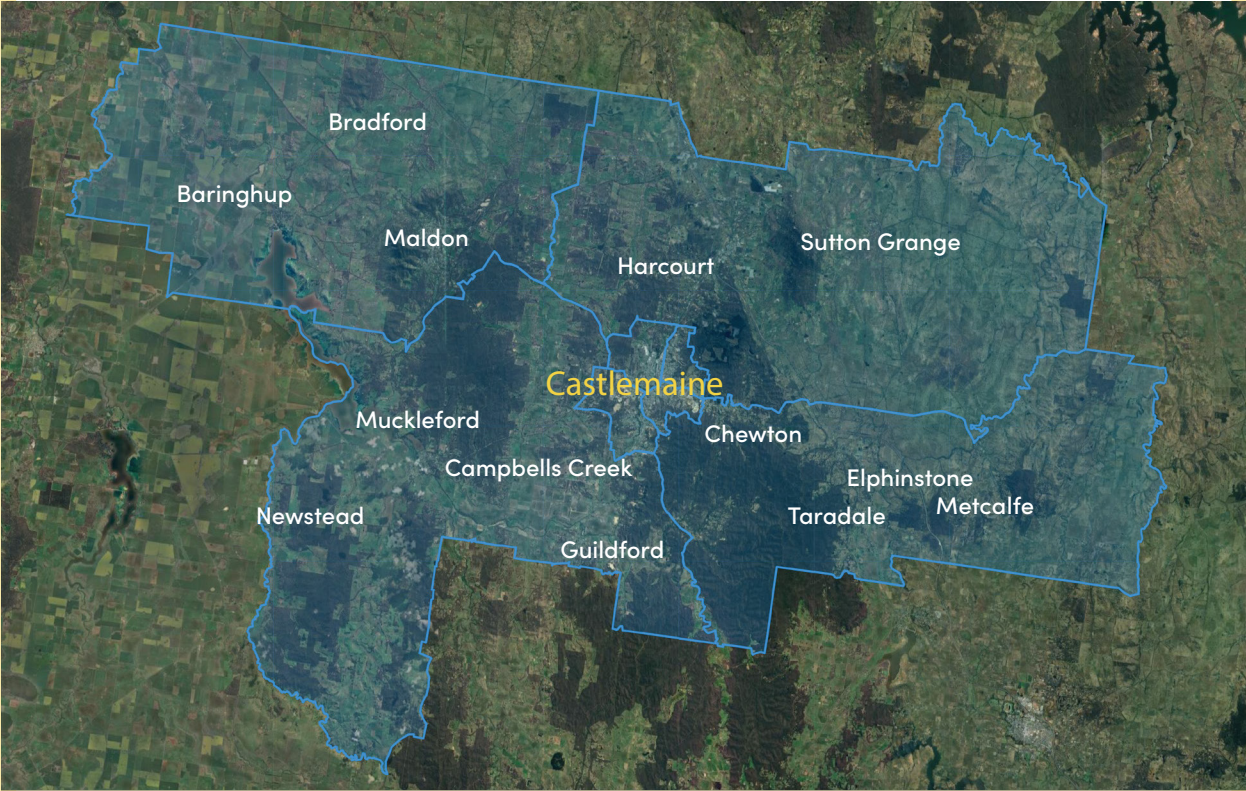
Dhelkaya Health was created on 1 March 2022, the result of an amalgamation between Castlemaine Health and Maldon Hospital, and previous amalgamation with CHIRP Community Health.

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

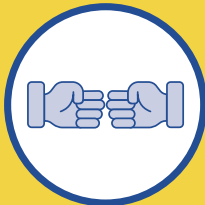


OUR VALUES

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.

INSIGHTS

Insights from previous gender equality work

Learnings from the implementation of our previous GEAP and progress reporting have directly informed the development of this 2026–2030 GEAP . They have strengthened our approach and ensure a greater focus on impact and sustainability.

A key insight was the importance of embedding gender equality into existing organisational systems, processes and everyday practices. Actions that were integrated into business planning, policies and leadership accountability frameworks were more consistently progressed and sustained. As a result, this GEAP places a stronger emphasis on aligning gender equality initiatives with core organisational functions and existing structures.

We also learned that regular, clear communication is critical to maintaining awareness, building capability and reinforcing expectations. This has informed a more deliberate approach to ongoing messaging, engagement and education across all levels of the organisation.

This GEAP shifts the focus to sustaining and deepening the progress already made. We intend to build on our momentum through targeted, measurable initiatives under seven indicators.

PROCESSES

Record keeping and governance

To support the implementation of this GEAP, we have established clear processes and structured record keeping to ensure accountability, consistency and transparency. We have embedded GEAP actions into existing organisational planning and reporting systems, aligning them with performance frameworks and relevant policies. This ensures that gender equality initiatives are monitored alongside core organisational priorities rather than operating in isolation.

Record keeping processes have been updated to capture progress, decisions and outcomes. This includes maintaining centralised documentation of Gender Impact Assessments (GIAs), progress reports and data tracking (such as workforce and gender equality metrics). These records enable ongoing monitoring, support evidence-based decision-making and ensure continuity over time. Governance has been strengthened through clearly defined roles and responsibilities. Oversight is provided by key personnel, with regular reporting to senior leadership and, where relevant, the executive or board. Accountability for specific actions has been assigned to responsible personnel, supported by periodic check-ins and progress reviews. This is supported by additional oversight from a newly created Social Impact and Community Engagement Committee which allows for the formation of appropriate working groups as needed to support this work.

Together, these processes ensure that gender equality work is systematically integrated, regularly reviewed and supported by strong organisational governance, positioning us to deliver sustained and measurable outcomes over the life of the GEAP.

Leadership commitment

Our leaders demonstrate a clear and ongoing commitment to gender equality through visible advocacy, accountability and the integration of gender equality objectives into organisational priorities. Senior leaders actively champion this work by modelling inclusive behaviours, supporting initiatives and ensuring gender equality is considered in decision-making processes across the organisation. Gender equality commitments are embedded within leadership performance expectations, with executives and managers accountable for progressing relevant actions within their areas of responsibility.

Consultation Process

Stakeholder	Consultative mechanisms
Governing Body	• Reports of data/analysis • Board meetings • Input into draft plan
Employees	• Staff updates, newsletters • Team meetings • Reports • Senior leaders’ forum
Employee Representatives/Trade Unions	• Ongoing agenda item on Implementation Committee for Enterprise Bargaining Agreements • Formal invitations to provide feedback

To develop our 2026–30 GEAP, we undertook a collaborative consultation process involving our governing body senior leaders, employees and employee representatives.

We engaged employees through multiple communication channels, including regular emails, staff updates, screensavers and newsletter features that provided information on our progress and invited feedback. A dedicated intranet landing page was established to give staff a central, easily accessible location for training materials, resources and updates related to gender equality. To further support open communication, we created a Gender Equality email address as a direct point of contact for staff queries, suggestions or concerns.

Our People and Culture Business Partners played a key role in gathering insights by attending team meetings across both campuses.

These sessions enabled staff to provide feedback on the strategies and actions in our 2024–2025 GEAP and to contribute ideas and priorities for the 2026–2030 plan.

Senior leaders were engaged through a hands-on planning activity at a Senior Leaders’ Forum, where they reviewed progress, discussed organisational priorities and contributed to shaping the new GEAP’s strategic direction. Our Board received updates on the implementation of the 2024–2025 plan and provided input into the new plan.

We also consulted with unions to ensure employee representatives were informed and able to contribute to its development, ensuring a collaborative and inclusive approach.

FINDINGS

Consultation with staff and leaders highlighted the importance of regular communication that clearly explains the purpose behind our processes, expectations and gender equality initiatives.

Participants emphasised that training and education are essential to building understanding and capability, and that this learning needs to be revisited regularly to reinforce knowledge and embed consistent practice.

There was strong engagement and awareness at the senior leadership level. However, feedback also indicated that we now need to prioritise communication with our wider workforce. Some staff reported that current communication channels are not consistently reaching all employees, signalling the need to broaden our approaches and explore additional methods to ensure information is accessible, timely, and meaningful for everyone.

Consultation also highlighted the unique challenges our organisation faces in progressing gender equality. As a predominantly female workforce with strong representation of women in senior leadership, and with highly detailed enterprise agreements that set pay and conditions, our gender equality landscape differs from many other sectors. These factors mean that traditional indicators of gender inequality—such as a gender pay gap disadvantaging women—do not fully capture our experience. Instead, we need to look more deeply and critically to identify where inequities may still exist, including those that affect men, non-binary and genderdiverse employees, as well as the structural and cultural barriers that continue to impact women. This reinforces that our gender equality work is nuanced and requires a tailored, evidence-informed approach.

- Gender equality is a human right and precondition to social justice.

PRINCIPLES

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 brings significant economic, social and health benefits to 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 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 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 genders.
- Special measures may be necessary to achieve gender equality.

We embedded the gender equality principles at every stage of developing the 2026–2030 GEAP to ensure the plan is evidence-based, inclusive and outcome-focused. Workforce and pay audit data, together with evaluation of the 2024–2025 GEAP, shaped our priorities and measurable targets.

We undertook consultation with employees across different roles, levels, and lived experiences to ensure diverse perspectives were considered. This included creating safe opportunities for feedback, particularly for women and gender-diverse employees, to better understand their experiences and challenges.

In developing our GEAP, we apply the gender equality principles in a way that reflects both our predominantly female healthcare workforce and our commitment to delivering safe, respectful, person-centred care. This means ensuring that our policies, systems and workplace practices actively promote fairness, inclusion and equal access to opportunities for people of all genders.

We recognise that addressing structural barriers to participation and progression is nuanced work, requiring us to promote greater inclusion for men, non-binary and gender-diverse people in a predominantly female workforce, while also acknowledging that women continue to face gendered barriers that require sustained focus. Our approach ensures that advancing one priority does not diminish another, but instead strengthens equity for all genders.

Our work is grounded in an intersectional lens, acknowledging that gender does not operate in isolation. People's experiences at work are shaped by the interplay of gender with culture, race, sexuality, disability, age, and other aspects of identity. This aligns with our ongoing commitment to reconciliation, where we seek to create culturally safe environments for Aboriginal and Torres Strait Islander peoples. It also aligns with our Rainbow Tick accreditation, which reflects our dedication to ensuring safety, visibility, and inclusion for LGBTQIA+ staff, volunteers, consumers, residents and our communities.



Embedding the gender equality principles requires us to use inclusive and accurate data, design transparent decision-making processes, and ensure that recruitment, development, and leadership pathways are equitable. It also means engaging meaningfully with staff, consumers, and leaders to understand diverse experiences and to build a culture where everyone feels safe, respected, and valued. By strengthening gender equality within our workforce, we also enhance our ability to connect with and reflect the diverse communities we serve, ensuring our services remain responsive, inclusive, and culturally safe.

Grounding our GEAP in these principles strengthens our organisation's ability to support our workforce, enhance wellbeing, and deliver high-quality care to the community.

GENDER PAY PRINCIPLES

- Equal pay for work of equal or comparable value, which refers to work valued as equal or similar in terms of skill, effort, responsibility and working conditions, including different types of work.
- Employment and pay practices are free from bias and discrimination, including the effects of unconscious bias and assumptions based on gender.
- Employment and pay practices, pay rates and systems are transparent, and information about these matters is readily accessible and understandable.
- Employment and pay practices recognise and account for different patterns of labour force participation by employees who undertake unpaid or caring work
- Interventions and solutions are collectively developed and agreed to, sustainable and enduring.
- Employees, unions and employers work collaboratively to achieve mutually agreed outcomes.

In developing our 2026-30 GEAP, we have carefully considered the gender equality principles as they relate to pay equity. While our organisation does not have a gender pay gap disadvantaging women

at the aggregate level when considering total remuneration, there is variance across occupational groups and within the senior leadership level. We recognise the need to delve deeper to get a sense of the full picture. To uphold genuine pay equity, we must look beyond the overall averages and examine the other factors that may contribute to inequity — including discretionary payments, higher duties, overtime, allowances, casual/part-time/fulltime employment distribution, progression pathways and the distribution of men, women, non-binary and gender-diverse employees across roles and levels.

This deeper analysis will ensure we do not overlook inequities that may be experienced by particular groups or within specific parts of the workforce.

As part of our 2024-2025 GEAP implementation, we integrated gender pay equity principles into our remuneration policies, systems, and decision-making processes. In this plan we are seeking to further support this work with targeted training and education for managers and leaders to strengthen our commitment to a fair and transparent workplace where all employees are recognised and rewarded appropriately for their contributions.

INTERSECTIONALITY

Intersectionality has been a key consideration in the development of our GEAPs. We recognise that gender inequality can be compounded by other factors such as race, age, disability, and cultural background. As a result, our actions aim to address these overlapping forms of disadvantage rather than treating gender in isolation.

By applying an intersectional lens, we ensure that our actions do not take a one-size-fits-all approach but instead respond to the diverse realities of our workforce.

This commitment aligns with our broader organisational values and ongoing work in reconciliation and LGBTQIA+ inclusion, including our Rainbow Tick accreditation. It reinforces our responsibility to create culturally safe, inclusive, and equitable environments for Aboriginal and Torres Strait Islander peoples, LGBTQIA+ staff and consumers, and for all individuals whose experiences are shaped by multiple dimensions of

identity.

CASE FOR CHANGE

Gender equality is fundamental to achieving the best outcomes for our people, our organisation, and the communities served by Dhelkaya Health. As a healthcare provider, we recognise that a diverse, equitable and inclusive workforce is essential to delivering high-quality, safe and responsive care. When gender equality is prioritised, it supports improved employee wellbeing, strengthens engagement and retention, and enhances decision-making through a broader range of perspectives and experiences.

At Dhelkaya Health, we acknowledge that gender inequality can create barriers to opportunity, limit career progression and contribute to inequitable pay and workplace experiences. Addressing these issues is not only a matter of fairness, but also critical to building a sustainable and high-performing organisation. By fostering an environment where all employees, regardless of gender, are valued, respected, and supported to succeed, we strengthen our capacity to meet the needs of our diverse communities.

Our vision for gender equality is a workplace where people of all genders have equal access to opportunities, resources and rewards, and where everyone feels safe, respected and empowered to contribute fully. We aspire to a culture where gender does not influence career progression, leadership representation or remuneration, and where flexible and inclusive work practices are the norm.

We are committed to embedding gender equality into all aspects of our organisational culture, systems and decision-making. This includes promoting equitable leadership pathways, eliminating gender-based pay gaps, preventing discrimination and harassment, and supporting work-life balance through flexible work arrangements. Through our 2026-30 GEAP, we aim to drive meaningful and lasting change that benefits our workforce and the community we serve.

AUDIT DATA

Gender inequality is shaped by long-standing social and structural factors that influence how different genders enter, participate in and progress through work. Our workforce shows strong gendered patterns, with women concentrated in roles such as managers (84%), professionals (88%), community and personal service workers (84%) and clerical and administrative positions (87%). Men form the majority in areas such as machinery operation and driving (0% women) and remain the majority in trades (63% men). These patterns reflect traditional gender norms about the types of work performed by women and men, which are further reinforced by differences in caring responsibilities, with women taking an average of 18.8 weeks of parental leave compared with 3.0 weeks for men.

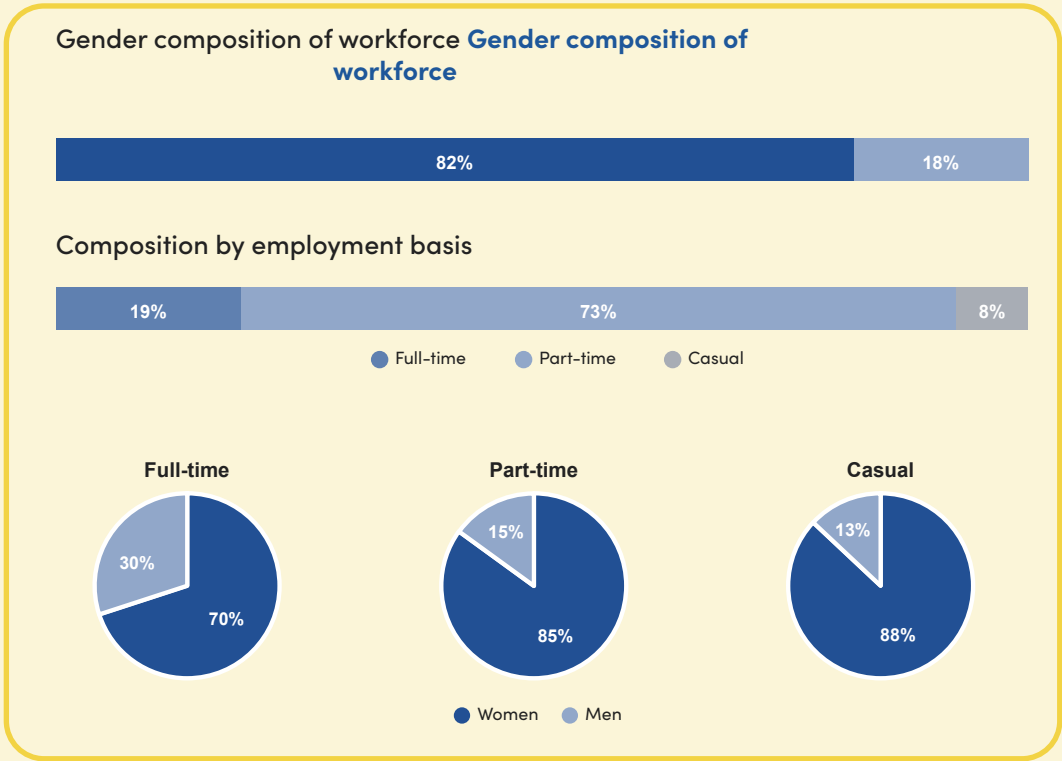
Although most employees believe flexible work requests would be supported, only 2.1% of women and 1.8% of men hold formal flexible arrangements, suggesting barriers to accessing or formalising flexibility. Together, these factors contribute to gender inequality by shaping recruitment pipelines, career pathways and access to opportunities across the organisation.

INDICATOR 1:
Gender composition of all levels of the workforce

Dhelkaya Health continues to have a high representation of women in the overall workforce, which is reflective of occupational segregation with the workforce being predominately composed of nursing, allied health and administrative roles. 2025 data reflects women make up 82% of senior leaders which aligns to the overall gender composition of the workforce.

Most employees work part-time (73%). While men make up 18% of the total workforce, 13% of those work casually and 15% of those who work part-time are men. Overall women have a higher participation in part-time and casual work than men.

0.1% of the workforce overall have self-described in 2025 data. We are currently unable to establish whether this is reflective of our workforce and have designed strategies to strengthen our ability to accurately and sensitively capture data.



METRICS

Critical performance measure	Target
Gender composition of workforce overall	
Gender composition of part-time workers	Increase in overall percentage of men in part-time roles/accessing flexible work arrangements
Gender composition of senior leaders	Percentage of women in senior leadership roles must meet or exceed overall gender composition of workforce (e.g. if overall percentage of women in workforce is 80% gender composition for women in senior leadership should be 80% or above).

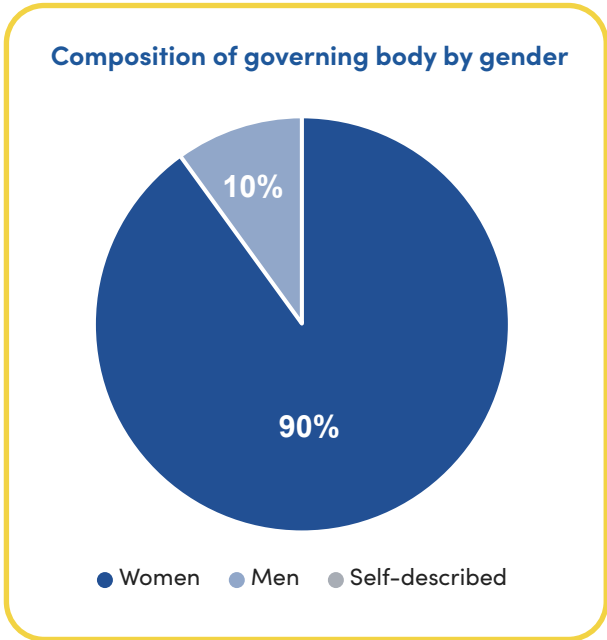
STRATEGIES

Strategy	Responsible (recommended)	Timeline (recommended)
1. Ensure gender diversity data is accurately and sensitively captured during system transition Ensure that existing gender diversity data-capture functionality is preserved and strengthened during the transition to SuccessFactors (new payroll system) for recruitment and payroll, maintaining inclusive options and sensitive data-handling practices.	Payroll Director and People and Culture Director	1 July 2027 (in line with Success Factors implementation)
2. Establish a structured audit process for gender diversity data Develop and implement a twice-yearly audit cycle to assess the accuracy, completeness, and consistency of gender diversity data across recruitment and payroll systems, and address any identified gaps.	People and Culture Business Partner/Payroll Director	1 July 2026
3. Promote staff awareness of why gender diversity data is collected Increase staff understanding of the purpose and importance of capturing gender diversity data through targeted communications such as staff updates (verbal and written), screensavers and intranet resources.	People and Culture Business Partner	1 December 2026
4. Increase the visibility and uptake of part-time and flexible work options among male staff Implement targeted communication and role-modelling initiative, including publishing at least two staff stories per year featuring male employees in part-time or flexible roles, promoting these stories across multiple communication channels (including induction), and monitoring the proportion of men working part-time/flexible work annually to identify changes in uptake.	People and Culture Business Partner	1 September 2026
5. Report gender composition to Executive and Board Provide twice-yearly gender composition reporting to the Executive and Board to support informed decision-making, monitor trends, and identify areas requiring targeted action.	Payroll Director and People and Culture Director	1 July 2026 / 1 December 2026

INDICATOR 2:
Gender composition of the governing body

Currently 90% of Dhelkaya Health’s Board of Directors are women. Board diversity is captured during the board recruitment process (on an optional disclosure basis), coordinated by the Health Service Support and Improvement division within Hospitals and Health Services at the Department of Health. The Board gender profile is considered as part of recruitment, in line with the Victorian Government’s Women on Boards commitment (introduced in March 2015).

Dhelkaya Health submits an annual report to the Department of Health, Disability and Ageing through the Provider Operations Report, which captures governing body diversity and lived experience, including representation of First Nations peoples, disability, gender diversity and culturally and linguistically diverse communities, as well as initiatives that support a diverse and



inclusive environment for staff, volunteers, consumers and residents.

METRICS

Critical performance measure	Target
Gender composition of Dhelkaya Health’s governing body	Minimum 50% women

STRATEGIES

Strategy	Responsible (recommended)	Timeline (recommended)
1. Strengthen gender-diverse recruitment to the governing body Actively promote gender diversity in Board and committee recruitment by using inclusive language in position advertisements, broadening outreach channels and encouraging applications from under-represented genders.	Board Chair/CEO	1 August 2027
2. Review governance policies for gender inclusivity Audit governance policies, charters and codes of conduct to ensure they reflect gender-inclusive language, expectations and commitments.	People and Culture Director	1 August 2027
3. Provide gender equality and inclusive governance training Deliver training for Board and committee members on gender equality principles, inclusive leadership and the impact of gender bias on governance decision-making.	People and Culture Director & People and Culture Business Partner	1 October 2027

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

In 2025, the organisation recorded a –1.1% mean total remuneration gender pay gap, indicating that women earned slightly more on average than men across all occupations. This small negative gap can be attributed to a predominantly female workforce and the concentration of women in roles that attract higher penalty rates, shift loadings or overtime payments.

However, the overall figure masks significant variation between occupational groups:

- **Managers:** women earned 15.4% more than men on average (–15.4% gap), which reflects the small number of men in managerial roles and the distribution of women in higher-paid management positions.
- **Professionals:** women earned 17.1% less than men on average, suggesting potential structural factors such as differences in seniority, tenure, or access to allowances within professional streams.

- **Clerical and Administrative workers:** women earned 19.2% less than men on average, which is a notable gap in a highly female-dominated job family and may indicate gendered patterns in role allocation, progression or access to higher-paid classifications.

Across senior leadership, women earn on average 24.6% less than men in senior leadership roles. This figure is based on average earnings and considers total remuneration, which includes base salary, allowances, loadings, overtime and bonuses.

This is reflective of a small number of men in senior leadership potentially skewing the average. However, the figure warrants further exploration using strategies outlined in our 2026-30 GEAP.

Considering base salary, women on average had a 0.8% higher base salary than men. This is reflective of enterprise agreements setting clear classification systems. The median total remuneration pay gap is -11%, which means that than median women earn -11% more than median men and reflects the higher representation of men in support services and maintenance roles. This also explains the median base salary pay gap of -11%.

Mean total remuneration gender pay gap by occupation groups		
Occupation groups	Women	Self-Described
1. Managers	-15.4%	***
2. Professionals	17.1%	12.9%
3. Technicians and Trades Workers	6.9%	***
4. Community and Personal Service Workers	-7.9%	***
5. Clerical and Administrative Workers	19.3%	***
6. Sales Workers	***	***
7. Machinery Operators and Drivers	***	***
8. Labourers	3.9%	***
All occupations	-1.1%	-29.2%

METRICS

Critical performance measure	2025 data	Target
Mean total remuneration gender pay gap by occupation group in 2025	-1.1%	Maintain the mean total remuneration gender pay gap within + - 2% monitoring overall occupational-level gaps
Mean total remuneration senior leader gender pay gap in 2025	24.6%	Reduce the senior leader gender pay gap to 15% or below by 2030
Mean base salary pay gap in 2025	-0.8%	Maintain a mean base salary gender pay gap within +-2%
Median total remuneration pay gap in 2025	- 11%	
Median base salary pay gap in 2025	- 11.0%	

STRATEGIES

Strategy (required)	Responsible (recommended)	Timeline (recommended)
1. Establish a framework for discretionary remuneration decisions Develop and implement a clear framework to guide discretionary remuneration decisions, ensuring alignment with the Payroll Policy and embedding gender-equity principles into all pay-related decision-making.	Payroll Director and People and Culture Director	1 December 2026
2. Build senior leader capability on gender pay equity Provide targeted education for senior leaders on gender pay equity principles, analysis of existing data, and the appropriate use of discretion in remuneration decisions to ensure consistent, fair, and transparent outcomes.	People and Culture Business Partner	1 December 202
3. Introduce system prompts to support equitable decision-making Implement system-based prompts or checkpoints to ensure all discretionary remuneration decisions undergo appropriate gender-equity checks prior to approval.	Payroll Director and People and Culture Business Partner	1 December 2026
4. Expand pay analysis and reporting Broaden remuneration analysis to include regular gender-disaggregated reporting on higher duties, overtime, allowances and other pay components to identify trends and address inequities.	Payroll Director	1 September 2026

INDICATOR 4:
Sexual harassment in the workplace

METRICS

Critical performance measure	2025 data	Target
Anonymous experience rate of sexual harassment	3.9%	Reduction in experience rate
Number of formal reports of sexual harassment	0	
Survey respondents who said they reported sexual harassment	10%	Key trust indicator - year on year increase
Reasons for not making a formal sexual harassment complaint		
Satisfaction with handling of sexual harassment complaint		100%

STRATEGIES

Strategy (required)	Responsible (recommended)	Timeline (recommended)
1. Strengthen safety, prevention, and trauma-informed responses to sexual harassment Finalise and implement a standalone Sexual Harassment Procedure developed with meaningful input from consumers and clinical staff to ensure it is practical, trauma-informed, and reflective of real-world experiences. Provide staff with training in relation to this procedure.	People and Culture Business Partner	1 May 2026
2. Embed clear information on sexual harassment, expected behaviours and reporting options in consumer-facing materials Include consumer-facing materials such as admission documents, resident brochures, and orientation resources.	People and Culture Business Partner	1 December 202
3. Build capability and understanding through training Update mandatory training requirements to ensure all staff complete annual training on sexual harassment prevention, respectful behaviours and reporting pathways.	People and Culture Business Partner	1 May 2026
4. Implement Respect (anonymous reporting platform) Implementation to enable confidential and anonymous reporting of sexual harassment, improving accessibility and psychological safety for staff.	People and Culture Business Partner	1 July 2026

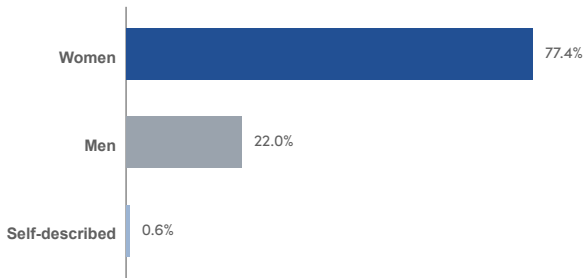
INDICATOR 5:
Recruitment and promotion practices

In 2025, the gender composition of recruited employees was 77.4% women, 22.0% men, and 0.6% people of self-described gender, reflecting the broader gender profile of our workforce.

At the time of the audit, the organisation did not have a formal system for tracking promotion practices. This gap has been addressed in this 2026-30 GEAP through the introduction of a manual interim tracking process, which will remain in place until a permanent payroll-based solution is implemented.

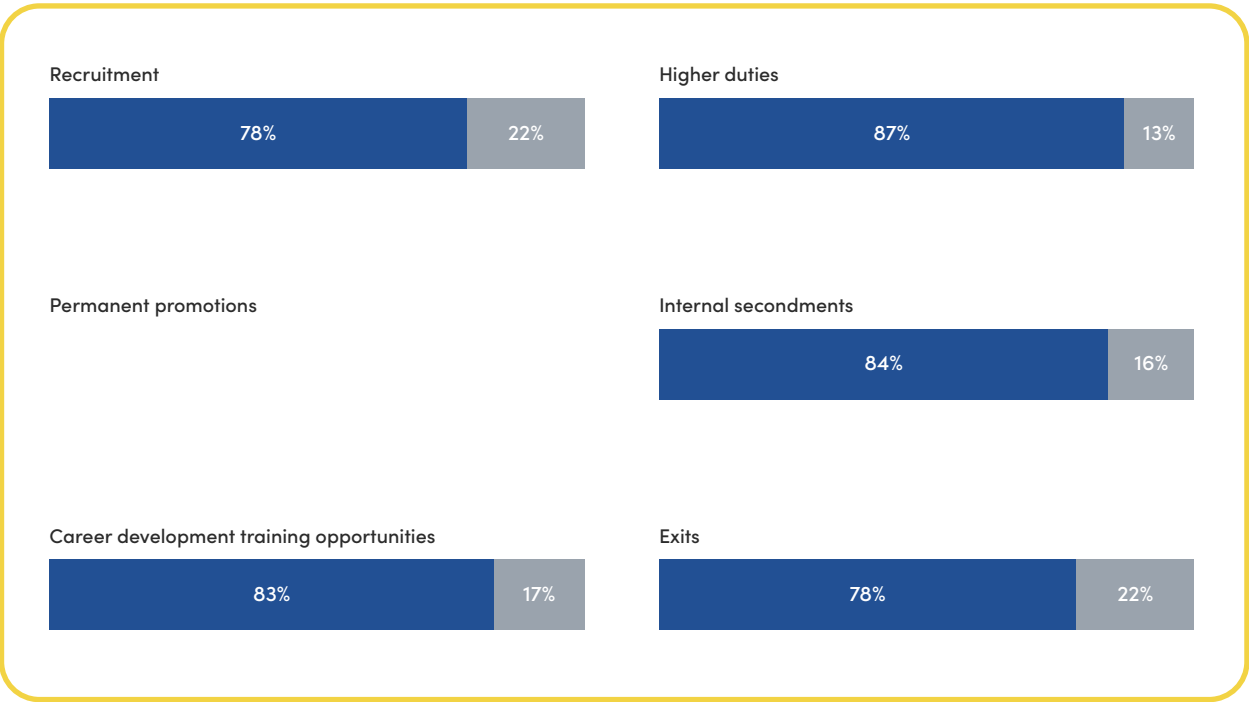
Employee experience data shows mixed perceptions of fairness in recruitment and promotion. In 2025, 61.0% of women and 74.4% of men believed that recruitment processes were fair. Perceptions of fairness were lower for promotion processes, with 46.1% of women and 55.8% of men reporting confidence in the fairness of promotion decisions.

Gender composition of recruited employees



Data for employees of self-described gender could not be reported due to small numbers.

These findings indicate that while recruitment outcomes broadly reflect workforce composition, there is a need to strengthen transparency and consistency in promotion processes and to improve employee confidence in the fairness of career progression pathways.



METRICS

Critical performance measure	Target
Gender composition of recruited employees	
Gender composition of employees who are promoted	Data consistent with overall gender composition of workforce within +/-2%
Perceptions of recruitment by gender	10% increase in employee perception of recruitment fairness for women and 5% increase in employee perception of recruitment fairness by men
Perceptions of promotion by gender	15% increase in employee perception of recruitment fairness for women and 10% increase in employee perception of recruitment fairness by men

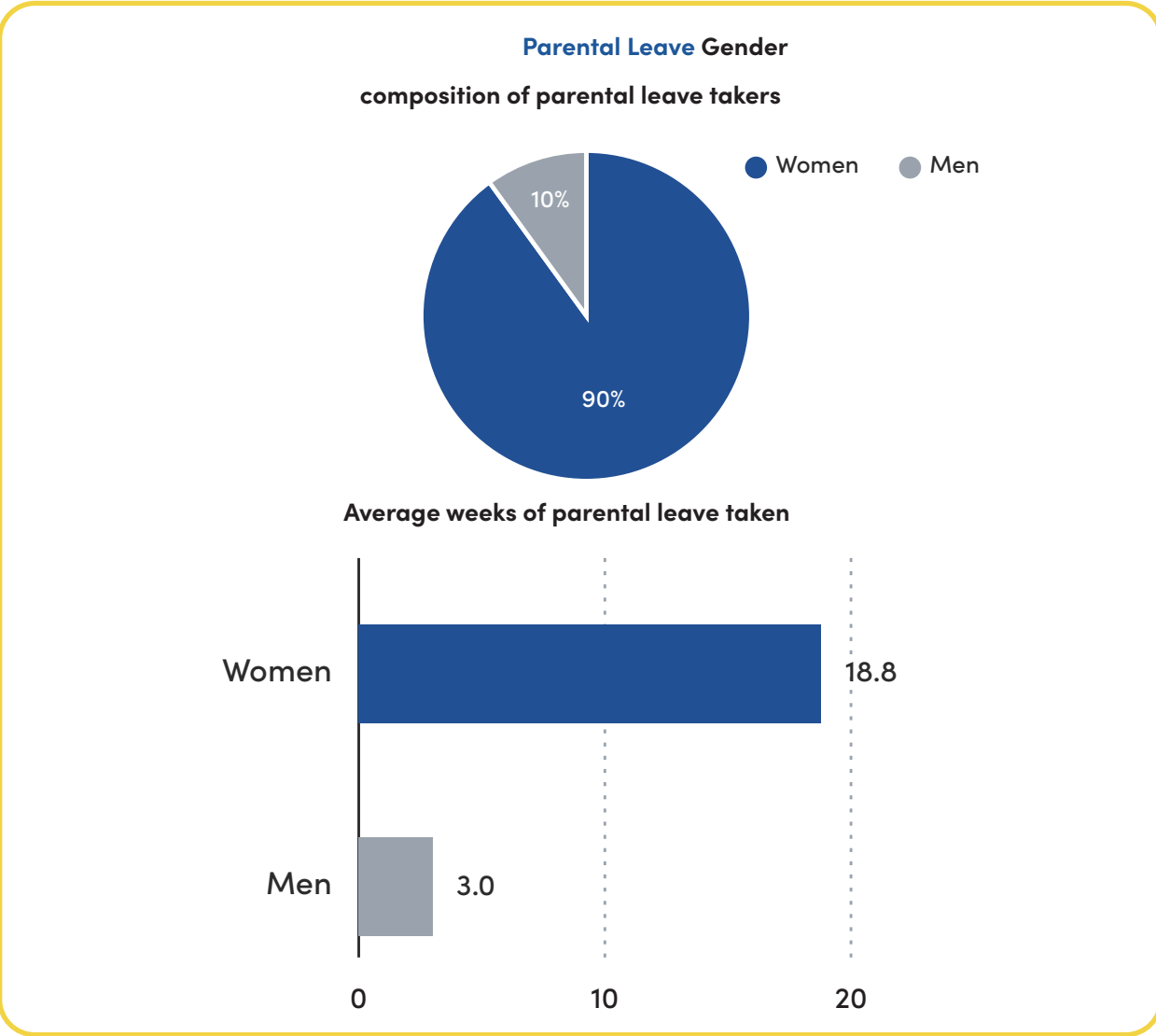
STRATEGIES

Strategy	Responsible (recommended)	Timeline (recommended)
1. Establish a reliable system for data tracking Develop a manual system to track higher duties, secondments and promotions, and update relevant forms to ensure accurate and consistent data entry into the payroll system	People and Culture Business Partner	1 July 2026
2. Educate managers on the purpose of data tracking and how to accurately fill in forms	People and Culture Business Partner	1 July 2026
3. Incorporate unconscious bias training into mandatory training requirements for all managers and leaders	People and Culture Business Partner	1 December 2026
4. Provide targeted training on the organisation's recruitment policy and procedures to support fair and equitable hiring practices Specifically address LGBTIQ+ inclusion, First Nations candidates and remove unnecessary gendered requirements or processes that may create barriers to participation.	People and Culture Business Partner	1 July 2026
5. Audit current recruitment and selection practices to assess their alignment with gender equality requirements and identify any gaps or inconsistencies in implementation	Recruitment Coordinator and People and Culture Business Partner	1 July 2026 and annually thereafter

INDICATOR 6:
Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities

In 2025, women took an average of 18.8 weeks of parental leave, while men took an average of 3.0 weeks. Formal flexible work arrangements were held by 2.1% of women respondents, 1.8% of men respondents and an unknown proportion of respondents of self-described gender. Despite the low uptake of formal arrangements, perceptions of organisational support were comparatively high: 75.2% of women respondents, 76.7% of men respondents and an unknown proportion of respondents of self-described gender believed that requests for flexible work would be given due consideration.

The gender composition of parental leave takers in 2025 was 89.7% women and 10.3% men, with data unavailable for people of self-described gender. For carer’s leave, 29.0% of takers were women, 16.2% were men and 50.0% were people of self-described gender. These patterns highlight the gendered distribution of care responsibilities within the organisation, with women continuing to take the majority of parental leave, while carer’s leave shows more varied use across gender groups. Together, these findings suggest that while employees generally believe flexible work is supported, formal uptake remains low and caring responsibilities continue to be unevenly distributed.



METRICS

Critical performance measure	Target
Average weeks of parental leave by gender	Increase average parental leave taken by men from 3 weeks to 4 weeks by 2030
Uptake of flexible work arrangements by gender	Increase uptake of flexible work arrangements by 2%
Perceptions of flexible work culture by gender	Increase employee perception of organisation's support of flexible work to 80%
Gender composition of parental leave takers	Increase the percentage of men accessing parental leave by 2%
Gender gap in carer's leave	Increase the percentage of men accessing carer's leave by 2%

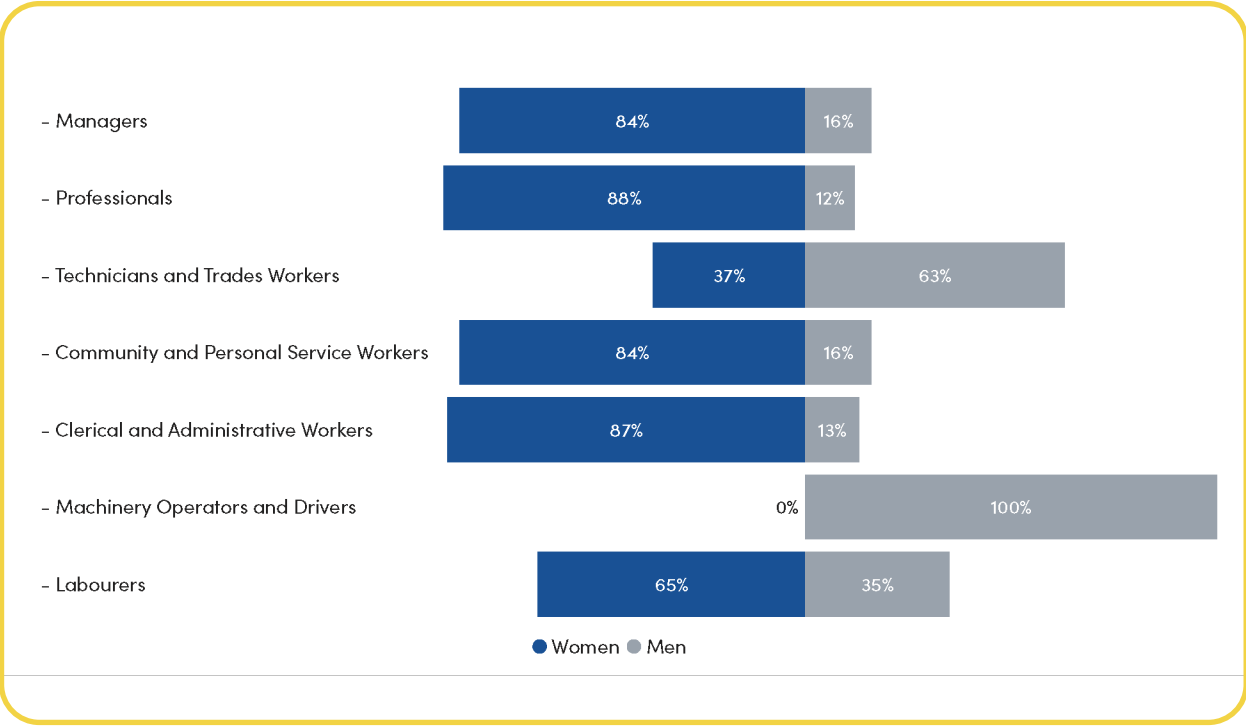
STRATEGIES

Strategy	Responsible (recommended)	Timeline (recommended)
1. Bu manager and leader capability by providing training on the organisation's flexible working arrangements procedure, parental leave provisions, and carers leave entitlements to ensure consistent, gender equitable application of these policies. - Content to be delivered within Senior Leaders' Forum for existing managers - Content to be incorporated into new manager induction	People and Culture Business Partner	1 October 2027
2. Promote awareness and educate staff on flexible working arrangements, parental leave, family violence leave and carer's leave using gender inclusive language and messaging to encourage uptake by employees of all genders. - Content to be included in general staff induction - Content to be included in detail in monthly staff newsletters - Screensavers covering these topics to be run on an annual basis	People and Culture Business Partner	1 October 2027
3. Review and update the parental leave form to ensure the use of gender inclusive language (e.g. for "primary carer") and incorporate a prompt encouraging employees to consider submitting a flexible working arrangement request as part of return to work planning.	People and Culture Business Partner	1 May 2026

INDICATOR 7:
Gendered segregation within the workplace

Dhelkaya Health’s 2025 workforce profile shows pronounced occupational gender segregation, with women heavily concentrated in most job families. Women make up 84% of managers, 88% of professionals, 84% of community and personal service workers and 87% of clerical and administrative employees, reflecting the gendered nature of many roles within the health and care sector.

In contrast, women represent only 37% of trades workers, 65% of labourers and 0% of machinery operators and drivers, highlighting areas where men remain the dominant workforce.



METRICS

Critical performance measure	Target
Occupational gender segregation	- Increase women in machinery operators/drivers by 5% by 2030 - Increase women in trades by 5% by 2030 - Increase men in professionals and clerical and administrative workers by 5% respectively

STRATEGIES

Strategy	Responsible (recommended)	Timeline (recommended)
1. Implement targeted, evidence-based strategies to improve the representation of women in Technician/Trade roles and among Machinery Operators and Drivers. - Promote visibility of women in these occupations by showcasing employee stories and career pathways on the Dhelkaya Health's website and through social media campaigns, including as part of International Women's Day and other gender equality initiatives. - Strengthen engagement with local schools and community partners to provide work experience, career exploration, and pathway opportunities for girls and young women interested in trade and machinery-based roles, helping to address systemic barriers to participation. - Remove barriers to women's participation in these roles by expanding access to flexible working arrangements and ensuring recruitment processes are equitable, including the use of gender balanced selection panels.	People and Culture Business Partner/Marketing Manager Workplace Trainer/Careers Advisor Recruitment Coordinator, Director of People and Culture and Executive	December 2026 and ongoing
2. Promote gender equality by actively challenging gender stereotypes and encouraging participation of all genders across the full range of roles within the Dhelkaya Health. - Minimum of two external communication campaigns per year that highlight diverse gender representation across roles (e.g., staff profiles, career pathway stories, social media features). - Inclusion of gender diverse role models in recruitment materials, induction content, and career development resources.	People and Culture Business Partner/Marketing Manager People and Culture Business Partner	1 July and 1 October 2026 and ongoing 1 August 2026 and ongoing

GEAP RESOURCING

The implementation of our first GEAP was supported through internal resourcing, primarily delivered by a 0.6 FTE People & Culture Business Partner and a 0.8 FTE Director, People & Culture.

Together, these roles have carried the responsibility for coordinating GEAP actions, developing policies and procedures, preparing reporting, supporting leaders and embedding gender equality practices across the organisation. While this resourcing has enabled steady progress, the workload has been significant, with both roles balancing GEAP delivery alongside broader operational and strategic responsibilities.

Despite these constraints, the allocated resourcing has ensured that key foundations such as policy updates, data collection improvements, training development and governance structures, have been established and continue to mature across Dhelkaya Health.

RESOURCING THE 2026-30 GEAP

The 2026-30 GEAP will be supported with oversight from the Social Impact and Community Engagement Committee, which will allow for the formation of cross-functional working groups to support strategies and actions.

Our People and Culture Business Partners (4 roles) and the People and Culture Director led the consultation process, ensuring that staff voices, stakeholder insights and organisational needs were meaningfully integrated into the plan.

In parallel, the Payroll Director coordinated the collection, validation and analysis of workforce data, providing a robust evidence base for identifying gaps and shaping our strategies.

As we move into implementation, the People and Culture Business Partner (.6) and People and Culture Director (.8) will continue to lead and coordinate implementation activities in collaboration with the Payroll Director (1.0) and People and Culture Business Partners.

We will monitor the effectiveness of our resourcing through quarterly governance reviews, progress reporting against milestones, staff feedback mechanisms and annual assessments of whether current resources remain fit for purpose. These insights will guide timely adjustments to maintain momentum and ensure the GEAP remains adequately supported throughout its lifecycle.





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