



Gender Equality Action Plan 2022-2025

Gender Equality Action Plan

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Foreword

I am proud to present to you Orbost Regional Health's inaugural Gender Equality Action Plan 2022-2025. Orbost Regional Health is committed to providing a workplace where all employees can access and enjoy the same rights, responsibilities, resources and opportunities; and can bring their unique selves to the workplace. Gender equality in the workplace will be achieved when all our staff and community are able to access and enjoy equal rewards, resources and opportunities regardless of their gender and background.

Considerable progress towards gender equality in the workplace has been made, however we know there is much more that we can do. We have outlined four key priorities for our organisation that we will work to achieve by 2025.

- Improve data on gender and intersectionality
- Address Gender Pay Gap
- Promotion of a respectful and inclusive workplace culture
- Building capability and capacity related to equity

Our Gender Equality Action Plan will assist Orbost Regional Health to plan, implement and measure change in order to achieve workplace gender equality. I am pleased to say it has been developed with the meaningful consultation and input from women and men across the organisation.

The Executive team at Orbost Regional Health is committed to lead our organisation and community in achieving gender equality along with the prevention of violence against women and minority groups in our community. Working alongside organisational policies, procedures, processes and plans, the Gender Equality Action Plan will ensure that we attract, develop and retain an inclusive, high performing and engaged workforce that will continue to deliver outstanding services for our community. I commend the plan to you.

Vicki Farthing
Chief Executive Officer

Background Context

The Gender Equality Act (2020) introduced a series of new measures for defined entities to comply with and show material progress against that relate to seven key indicators concerning gender inequality in the workplace. These indicators and their descriptors can be found on the following page.

One of these measures is this development and submission of a Gender Equality Action Plan (GEAP). To achieve gender equality in the workplace, the Commission for Gender Equality in the Public Sector states that organisations need to:

- Understand the importance of gender equality
- Identify where change is needed in your organisation; and
- Plan and implement actions that will achieve progress

In preparation for compilation of the Gender Equality Action Plan a workforce data audit was undertaken to determine the baseline level of gender equality in our workplace.

Data Audit








We have now analysed this baseline data and reviewed People Matter Survey additional questions that were undertaken in 2021 which has helped identify the current state of equality across our workplace.

This Gender Equality Action Plan provides our current state of equality against the seven indicators and details the actions to be undertaken to remediate the areas of concern.

Consultation

Extensive consultation has been undertaken with the workforce to determine the validity of these strategies and to prioritise actions. Details of the consultation activities can be found in Appendix A.

Gender Equality Indicators

1		Gender composition of all levels of the workforce	Women are often underrepresented in leadership roles, and overrepresented in lower level roles. This contributes to the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels. By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women in senior roles.
2		Gender composition of governing bodies	Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table. The Victorian Government has made a commitment that at least 50% of all new appointments to courts and paid government boards will be women. Consistently collecting and reporting this data will help ensure more gender-balanced boardrooms.
3		Equal remuneration	The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.
4		Sexual harassment	Sexual harassment in the workplace is common in Australia. Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is. By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community.
5		Recruitment and promotion practices	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. Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities.
6		Utilisation of flexible work and other support practices	Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave. It's important that defined entities collect clear data on who is accessing flexible work so they can see what extra support might be needed.
7		Gendered segregation	Women make up a higher proportion of certain occupations and industries, while men are more represented in others. 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. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average is lower in industries and occupations dominated by women.

Our Vision

An Outstanding Rural Health service where people are valued and diversity is supported in a safe, respectful and equitable workplace, where all employees have access to equal power, resources and opportunities.

Introduction

Orbost Regional Health has a strong history of working with our diverse population to ensure equity for all, establishing a Diversity Committee in 2014. Since that time, ORH has provided education for our staff and implemented processes to address bullying and harassment, violence and aggression and family violence.

The Gender Equality Act 2020, provides the platform for ORH to develop our inaugural Gender Equality Action Plan by reviewing and assessing the gender equity across all areas of our organisation and to implement strategies that will enable us to work towards a workplace that is equal for all regardless of gender or intersectionality. The guiding principles in the Act underpin the right of every person to be able to be in an environment that is safe, respectful, fair, provides equal opportunities and is free of discrimination or disadvantage.

Through data analysis and consultation, ORH has been able to develop an Action Plan to address areas for improvement that will assist us in achieving our vision. The actions identified in this plan work in parallel with ORH's Diversity Plan and Workforce Strategy to build a more respectful, inclusive culture that supports diversity and empowers staff to be part of the cultural change, with a view to achieving equal opportunity and participation for all.

Our Current State

Workplace gender equality indicator	FINDINGS
1 Gender composition of all levels of the workforce	ORH employs 195 staff (data as at 1/7/2020 – 30/06/2021) 84% of whom are women, yet only 53% of full-time roles are occupied by women. Women make up 75% of the Executive Team (includes CEO). There is a 50/50 breakdown at Manager level (recorded as level -2 in data audit. People Matter Survey results (PMS) for 2021 show that 1 person identified as trans or non-binary and 8 people 'prefer not to say' gender; regarding sexual orientation, 9 people preferred not to say, 1 person identified as bisexual and another 1 person indicated they prefer another term. Workforce data shows 0% of employees identify as Aboriginal or Torres Strait Islander, however PMS data shows that 3 people identify as Aboriginal or Torres Strait Islander. Women are overly represented in all of the age brackets of the workforce.
2 Gender composition of governing bodies	The Governing body (excluding the chair) composition is 43% women, 50% men and 0% specified gender or preferred not to disclose and the Chair is male thus bringing the split to 43% women and 57% men. No one on the governing body identifies as Aboriginal or Torres Strait Islander, having a disability or as having a self-described gender. There was no other intersectional data provided for the governing body.
3 Equal remuneration	Federal data shows the national gender pay gap as at May 2021 at 14.2%. In Victoria as at 2019 the Victorian Public Sector pay gap is 10%. Orbest Regional Health has an overall Gender Pay Gap of -2.5% (calculated by mean annualized salaries across all employment types excluding casuals. A negative means the pay gap is in favour of women.). However, there is significant variance when breaking down these figures by specific employment type. For example; for full-time contract roles there is a 26.6% gender gap in favour of men. There is also significant variation across age levels which may warrant further review.
4 Sexual harassment	No complaints of sexual harassment were received within this reporting period. Sexual harassment is non-consensual or unwelcome sexual behaviour that could cause an employee to feel offended, humiliated or intimidated. The People Matter Survey results (which can often vary due to the anonymity) reported 3% of people experienced sexual harassment in the reporting period.
5 Recruitment and promotion practices	The majority, 88%, of new recruits were women in this period. Higher duties 83% were in favour of women, however, permanent promotion opportunities were split 50/50 which needs to be considered in terms of the overall gender ratios of the workforce. There were no recorded internal secondment. There were 48 exits in the reporting period. 56% of respondents to the annual People Matter Survey agreed they had an equal chance at promotion at ORH.
6 Utilisation of flexible work and other support practices	According to the WFDA only five women and 1 male accessed flexible work arrangements in this 12 month period. However, women took a significantly higher amount of paid and unpaid parental leave over this period with 10 weeks of paid leave (compared to 1 week for men) and 22 weeks of unpaid leave (compared to zero weeks for men*). (Note unpaid leave average is skewed by one individual taking extended unpaid leave).
7 Gendered segregation	Women represent 80% of the Professional and Manager categories combined. Women are overly represented in most other employment categories, which is unsurprising given the overall gender split of the organisation. Women occupy 100% of the Community and Personal Service Workers category, which includes roles such as welfare workers and PCAs.

Consultation

Consultation took place with staffing groups via a variety of methods including:



- *Staff Open drop in sessions: session offered to all staff and board members at ORH to call in and provide feedback on findings and recommendations resulting from Gender Data Audit and People Matters Survey.*
- *Survey Monkey: anonymous electronic survey provided to all staff and board members at ORH requesting feedback on findings and recommendations resulting from Gender Data Audit and People Matters Survey. This was by far the most successful consultation with our people suggesting a preference to provide feedback via a mechanism where anonymity is ensured.*
- *Diversity Committee: presentation made to Orbost Regional Health's Diversity Committee about findings and recommendations resulting from Gender Data Audit and People Matters Survey. Feedback collected from discussions.*
- *People and Culture Committee: presentation made to Orbost Regional Health's People and Culture Committee about findings and recommendations resulting from Gender Data Audit and People Matters Survey. Feedback collected from discussions.*
- *Direct email response: direct email sent to all staff at Orbost Regional Health providing copy of our Victorian Gender Equality Act Data Audit Findings & Recommendations. This email was distributed by Human Resources department and provided another mechanism for staff to provide direct feedback.*

Overwhelming response from all consultation was that Gender Data Audit and People Matter Survey indicate no areas of major concern from staff consulted.

Our Priority Areas for Action

Action Plan

Priority 1 – Improve data on gender and intersectionality


Indicator	Objective	Strategy	Who	When
	Investigate options to enhance existing data collection and extraction methods to increase the level of information available for analysis to understand trends and highlight issues on gender and intersectionality	<ul style="list-style-type: none"> - Review and improve employee data collection, recording and storage capacity, particularly in relation to intersectional data - In collaboration with GHA, identify options to enhance existing data collection and extraction methods to increase ORH’s knowledge and understanding of under-represented cohorts and gender equality - Assess data gaps and determine data capture fields required for new starters - Design a process to capture intersectionality data from existing employees and raise awareness of purpose of data collection - Draft a process for future data collection and storage 	HR Manager	December 2023
	To collect intersectional data on Board incumbents	<ul style="list-style-type: none"> - Analyse the gender composition of the Board of Management and membership of Board sub-committees to address areas of gender and intersectional inequality and increase diversity and inclusion 	CEO	December 2022 and ongoing

Monitoring Progress

Strategy	Measures of Success
Review and improve employee data collection, recording and storage capacity, particularly in relation to intersectional data	<i>Improved HR systems can collect intersectionality data</i>
In collaboration with GHA, identify options to enhance existing data collection and extraction methods to increase ORH's knowledge and understanding of under-represented cohorts and gender equality	<i>HR systems are modified to collect gender equality data</i>
Assess data gaps and determine data capture fields required for new starters	<i>Data gaps in HR systems identified and notified to GHA</i>
Design a process to capture intersectionality data from existing employees and raise awareness of purpose of data collection	<i>Promotion and education activities scheduled and completed by 80% of current staff</i>
Draft a process for future data collection and storage	<i>HR policies and procedures for data collection reviewed and endorsed</i>
Analyse the gender composition of the Board of Management and membership of Board sub-committees to address areas of	<i>Analysis of Board of Management and Board sub-committees completed and presented at Board meeting</i>

gender and intersectional inequality and increase diversity and inclusion

Priority 2 - Address Gender Pay Gap

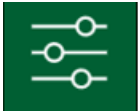


Indicator	Objective	Strategy	Who	When
	Identify pay gaps and targeted strategies to address factors that contribute to gender pay gaps	<ul style="list-style-type: none"> - Investigate root causes on areas of pay gaps and barriers to pay equity - Undertake employment type and classification level analysis to review gender pay disparity for both men and women to identify systemic issues that may be impacting this - Undertake analysis against age levels, in terms of gender composition and remuneration as there is a significant variation across age levels which may warrant further review 	HR	July 2023



Monitoring Progress

Strategy	Measures of Success
Investigate root causes on areas of pay gaps and barriers to pay equity	<i>Investigation conducted and report provided on investigation of current gender pay inequity at Band 4 level.</i>
Undertake employment type and classification level analysis to review gender pay disparity for both men	<i>Report of employment type, classification and pay disparity completed and presented to Executive Management meeting</i>

and women to identify systemic issues that may be impacting this	
Undertake analysis against age levels, in terms of gender composition and remuneration as there is a significant variation across age levels which may warrant further review	<i>Report of analysis of age and pay levels completed and presented to Executive Management meeting</i>

Priority 3 – Promotion of a respectful and inclusive workplace culture

Indicator	Objective	Strategy	Who	When
	Be community leaders by demonstrating and promoting inclusiveness and diversity	<ul style="list-style-type: none"> - Continue running transformational education activities for staff on an annual basis - Enhance psychological safety across ORH through a review of reporting, supports and escalation processes - Celebrate and promote our diverse employees and encourage them to share their experiences so that we can learn from them 	Diversity Manager	July 2023 and ongoing
	Provide an environment where staff and the community feel safe, respected, supported and valued	<ul style="list-style-type: none"> - Provide annual education for staff to raise awareness of inappropriate behaviours, sexual harassment and family violence - Develop and distribute an internal campaign and tools that clearly articulate what sexism and discrimination looks like and how to call it out and prevent it 	Diversity Manager	July 2023 and ongoing
	Recruitment processes and practices are fair and equitable	<ul style="list-style-type: none"> - Seek feedback from current employees regarding internal promotion practices and opportunities - Review recruitment advertising to further promote inclusive workplace and encourage diverse applicants by ensuring advertising includes 	HR Manager	July 2023



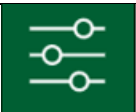
		welcoming messaging for people of all ages, abilities and cultural backgrounds <ul style="list-style-type: none"> - Promote diversity and inclusion practices on ORH website and consult with staff about opportunities to focus on specific areas 		
	Provide professional development on gender intersectionality and inclusion	<ul style="list-style-type: none"> - Identify barriers at ORH, in the health sector and in the community to the attraction, recruitment and retention of non-dominant genders into previously gender stereotypical roles - Continue to work with staff around psychological safety 	HR Manager	July 2023
	Parents and carers leave entitlements are applied equally to all employees	<ul style="list-style-type: none"> - Strengthen the awareness across ORH of the provision of parental, carers and family violence leave and the process for access 	HR Manager	December 2022

Monitoring Progress	
Strategy	Measures of Success
Continue running transformational education activities for staff on an annual basis	100% staff complete transformational education sessions provided
Enhance psychological safety across ORH through a review of reporting, supports and escalation processes	Review of policies, procedures and processes of psychological safety reporting, supports and escalation completed and changes completed and communicated to staff

Celebrate and promote our diverse employees and encourage them to share their experiences so that we can learn from them	People and Culture meeting have developed a schedule of celebration to share the diverse culture of the workforce at ORH and the schedule is implemented
Provide annual education for staff to raise awareness of inappropriate behaviours, sexual harassment and family violence	100% staff have attended annual education of inappropriate behaviours, sexual harassment and family violence
Develop and distribute an internal campaign and tools that clearly articulate what sexism and discrimination looks like and how to call it out and prevent it	Internal toolkit is developed and distributed to staff
Seek feedback from current employees regarding internal promotion practices and opportunities	Staff survey re promotion practices and opportunities developed and completed with staff
Review recruitment advertising to further promote inclusive workplace and encourage diverse applicants by ensuring advertising includes welcoming messaging for people of all ages, abilities and cultural backgrounds	Template for recruitment advertising is reviewed to improve messaging and job application data shows an increase in the diversity of applicants for positions
Promote diversity and inclusion practices on ORH website and consult with staff about opportunities to focus on specific areas	Article on diversity and inclusion posted on ORH website
Identify barriers at ORH, in the health sector and in the community to the attraction, recruitment and retention of non-dominant genders into previously gender stereotypical roles	Issue included as an agenda item on the People and Culture meeting and discussed at Executive Management meeting and MPS Managers meeting. Barriers identified and actions noted to address the issue

Continue to work with staff around psychological safety	Number of Psychological safety education sessions included on annual staff development calendar
Strengthen the awareness across ORH of the provision of parental, carers and family violence leave and the process for access	Amount of information provided to staff regarding parental, carers and family violence leave and an increase in the number of male employees accessing leave.

Priority 4 – Building capability and capacity related to equity

Indicator	Objective	Strategy	Who	When
	Provide a workplace free from sexual harassment, bullying and discrimination	<ul style="list-style-type: none"> - Review staff induction content and processes to strengthen the focus on understanding and preventing sexual harassment - Ensure a clear process exists for an employee or by-stander to report unwanted or offensive behaviour in the workplace and at work-related social activities, confidentially and without fear of reprisals, with appropriate action - Identify barriers to employees or by-standers reporting instances of inappropriate or unwanted behaviour 	HR Manager/ Staff education	December 2022
	Increase employee awareness of flexible work options and other support practices such as parental leave, family violence leave and carers leave	<ul style="list-style-type: none"> - Review flexible leave and work arrangements process to ensure equitable access - Strengthen employee awareness of the availability of Family Violence leave - Support carers to return to work after parental leave and take steps to minimise disruption to career progression 	HR Manager	March 2023
	To understand the barriers to women at ORH working full time	<ul style="list-style-type: none"> - Review the high levels of part-time work for women and identify any barriers preventing career progression or full-time employment 	HR Manager	March 2023

Monitoring Progress

Strategy

Measures of Success

Review staff induction content and processes to strengthen the focus on understanding and preventing sexual harassment	Review of staff induction information completed and updates incorporated into all information
Ensure a clear process exists for an employee or by-stander to report unwanted or offensive behaviour in the workplace and at work-related social activities, confidentially and without fear of reprisals, with appropriate action	Process for reporting unwanted or offensive behaviour reviewed. Consultation with People and Culture committee regarding changes required and education for staff on reviewed process completed
Identify barriers to employees or by-standers reporting instances of inappropriate or unwanted behaviour	Process for reporting unwanted or offensive behaviour reviewed. Consultation with People and Culture committee regarding changes required and education for staff on reviewed process completed
Review flexible leave and work arrangements process to ensure equitable access	Flexible leave and work arrangements policies and procedures have been reviewed and are equitable
Strengthen employee awareness of the availability of Family Violence leave	100% of staff have attended family violence leave education
Support carers to return to work after parental leave and take steps to minimise disruption to career progression	Survey report of employees who have returned to work re opportunities for career progression completed and presented at Executive Management meeting and People and Culture meeting

Review the high levels of part-time work for women and identify any barriers preventing career progression or full-time employment

Included as an agenda item for the People and Culture meeting and report issues to Executive Management meeting for discussion and action

Resourcing Strategy

Orbost Regional Health Gender Equality Action Plan Resourcing & Leadership Commitment	
Objective	Strategies
Our Board and Executive have oversight of, and have endorsed, the actions within this Gender Equality Action Plan and will monitor our material progress against the actions listed.	<ul style="list-style-type: none"> - Foreword and commitment statement from CEO - Quarterly reporting of progress against actions to Executive and Board level is provided. - Active and visible sponsorship from leadership of the principles of gender equality across our organisation takes place. - Executive have provided support to break down barriers that get in the way of progressing the actions within this plan.
Adequate and defined resources are allocated to project manage progress of the actions within this plan and the broader EDI agenda within our organisation.	<ul style="list-style-type: none"> - Appointment of a Corporate Services Project management role to coordinate the roll out of the Gender Equality Action Plan and reporting requirements - Responsible roles involved in completion of actions within this plan have been documented and time allocated. - Reporting of progress against actions to the Corporate Services Project Manager. <p>Responsible roles include:</p> <ul style="list-style-type: none"> - HR Manager - Diversity Manager - Staff Educators - CEO - Corporate Services Project Manager <p>Responsible staff will be supported by the Corporate Services Project Manager, who will in turn be supported by the CEO to ensure allocated tasks are completed on schedule.</p>
Leaders at all levels of the organisation are aware of the strategic approach to gender equality	<ul style="list-style-type: none"> - Regular reporting of progress against actions in this action plan will be reported at the MPS Managers meeting on a quarterly basis

<p>in our organisation and actively model and support implementation of the actions within this plan.</p>	<ul style="list-style-type: none"> - MPS management group will undertake specific education to ensure they are equipped with the knowledge and skills to support the implementation of this action plan
<p>Our cross functional Equity, Diversity and Inclusion working party monitors progress of actions against this action plan and acts as change champions across our organisation to implement and successfully embed these actions.</p>	<ul style="list-style-type: none"> - Time allocated to responsible staff to attend working party meetings and complete reporting requirements

Implementation & Communication Plan

On finalisation of this document, the Gender Equality Action Plan will be presented to staff, Board of Management and the community via:

- Board of Management meeting
- MPS Managers meeting
- People and Culture meeting
- Executive Management meeting
- Community Advisory Committee meeting
- Uploaded to ORH website
- Social media post on Facebook
- Article in local newspaper, Snowy River Mail
- ORH Pulse newsletter

Progress on actions will be reported quarterly at the:

- People and Culture meeting
- Executive management meeting
- Board of Management and
- Community Advisory Committee

Consultation groups will be established to inform actions and education programs will be commenced to raise staff awareness of gender inequality, the purpose of the plan and to gather additional information to target actions.

Other Information

Orbost Regional Health documents linked to diversity and equality include:

Diversity Framework

Diversity Policy

Diversity Plan

Dealing with Diversity Staff Guide

Working with Aboriginal People Staff Guide

People and Culture Framework

People and Culture Staff Guide

Key contact: Andrew Phillips, Diversity Manager, email – andrew.phillips@orh.com.au