



**Barwon
Health**

Gender Equality Action Plan

2022-2025

Acknowledgement of Country:

*Barwon Health acknowledges the Traditional Owners of the land, the **WADAWURRUNG** people of the Kulin Nation.*

*We pay our respects to the Elders past, present, and emerging. We thank the traditional Owners for their custodianship of the land and celebrate the continuing culture of the **WADAWURRUNG** people acknowledging the memory of their honourable ancestors.*



Foreword

I am pleased to present Barwon Health's first Gender Equality Action Plan.

The Gender Equality Act was passed through Victorian Parliament in February 2020 and came into effect on 31 March 2021. The Gender Equality Act is the first legislation in Australia that requires public sector organisations ('defined entities') to take positive action towards achieving workplace gender equality.



Our Gender Equality Action Plan sets out a range of initiatives that will reinforce and progress gender equality both within Barwon Health and also in the services we provide our community. As the largest employer in the Barwon region, Barwon Health is committed to providing an equitable and inclusive workplace. We believe gender equality, diversity and inclusion improves the care we provide for all patients, staff and our community.

We look forward to the implementation of the Gender Equality Action Plan to ensure Barwon Health is an employer where everyone is able to access the same opportunities, resources and rewards, regardless of gender.

A handwritten signature in blue ink, appearing to read 'F. Diver', with a long, sweeping underline.

Frances Diver
Chief Executive
Barwon Health

Table of contents

Foreword	3
Introduction	5
Commitment statement	5
Background and context.....	6
Data Collection and Consultation	8
Data Collection	8
Consultation.....	9
The Barwon Health Gender Equality Action Plan 2022-2025	10
Leadership, Resourcing and Governance	10
Measuring Progress	12
Appendix 1 - BH Gender Equality Workplace Audit Infographic	13
Appendix 2 – Health Level to CEO Classification Template (for large health services)	14
Appendix 3 – Barwon Health Gender Equality Action Plan	15
Appendix 4 – Key Terms and Definitions	20



We are a diverse organisation with a wide variety of staff of different ages, gender, ethnicity, physical ability, sexual orientation, and religious belief.

Introduction

COMMITMENT STATEMENT

- Barwon Health recognises that gender equality is a human right, and a foundation to social justice. Barwon Health is committed to creating a gender inclusive culture, which empowers our people and harnesses our diversity to deliver better services to our patients, consumers and the community.
- As a health service and the largest employer in the G21 region (City of Greater Geelong, Colac Otway Shire, Golden Plains Shire, Borough of Queenscliff and Surf Coast Shire), we understand that by improving gender equality in our organisation and our community we will help to bring about significant social and health benefits, contributing to reduced family violence and reducing the historical discrimination and disadvantage that women have experienced based on their sex and gender.
- The G21 region has a diverse population including Aboriginal and Torres Strait Islander people, people from the LGBTIQ+ community, people from differing cultural backgrounds and religions. We know that our employees also reflect these diversities of the community. As such, it is essential to Barwon Health that we provide a welcoming environment that is accessible and equitable for all.
- We understand that other forms of intersectional disadvantage and discrimination may compound gender equality and as such, we will ensure intersectionality is considered in our actions.
- By implementing the initiatives within our Gender Equality Action Plan (the “Plan”) we will work to ensure that our services, facilities, and most of all the attitudes and practices of our workforce, recognise and accommodate diversity including;
 - Gender (including trans and gender diversity)
 - Age
 - Aboriginality
 - Disability
 - Ethnicity and race
 - Religion
 - Sexual orientation

- We will ensure that our Plan aligns, supports and links with Barwon Health strategic actions, plans, programs and initiatives including;
 - Barwon Health Strategic Plan 2020-25
 - Clinical Services Strategic Plan 2020-25
 - Workforce and Culture Strategic plan 2020-25
 - Aboriginal Employment Plan, and Cultural Safety Plan
 - Disability Participation Action Plan 2020-25
 - LGBTIQ+ Committee initiatives
 - Family Violence Workplace Support Program
- When preparing our Plan Barwon Health has considered the gender equality principles outlined in the Gender Equality Act 2020 (Victoria).



Junior doctors Aaranie Vithushen, Praveen Mayavel and Jackson Brown with Megan Hamilton (centre), emergency physician and supervisor of prevocational medical training.

BACKGROUND AND CONTEXT

- In 2016 Australia was ranked 46th out of 144 countries for gender equality, primarily due to relatively low scores for workforce participation, wage equality and the number of women in Federal Parliament and ministerial positions.¹
- Societies with low levels of gender equality are likely to have higher levels of violence against women, as inequality sets the necessary social context for violence to occur.^{2 3}
- Violence against women is more damaging to the health of Victorian women aged 15 to 44 than any other risk factors for chronic disease.⁴
- Women make up 52% of the Australian population but continue to be underrepresented as Members of Parliament and within senior leadership positions.⁵
- Increasing female voices across all levels of leadership will enable our systems, structures and policies to be shaped by more diverse perspectives that represent our communities.⁵
- The combination of career breaks, part-time employment and a persistent gender pay gap throughout women's working lives significantly hampers women's ability to achieve greater financial security.⁵
- Women are overwhelmingly concentrated in part time employment, resulting in fewer opportunities to progress to senior leadership roles.⁵
- Caring responsibilities continue to fall disproportionality on women, who spend twice as much time in unpaid care as men.⁵
- For men and women to have equal choices and responsibilities in caring and paid work, there must be equal access to and equal success with flexible work for men and women.⁵
- Increased gender equality in the workplace can improve performance, reduce staff turnover and encourage creativity.⁶

¹ World Economic Forum 2016, The Global Gender Gap Report 2016, viewed 28 July 2017, http://www3.weforum.org/docs/GGGR16/WEF_Global_Gender_Gap_Report_2016.pdf

² United Nations Development Fund for Women (UNIFEM) 2010, Investing in gender equality: Ending violence against women and girls, UN Women, viewed 28 July 2017, http://www.endvawnow.org/uploads/browser/files/genderequality_vaw_leaflet_en_web.pdf

³ Our Watch, ANROWS & VicHealth 2015, Change the story: A shared framework for the primary prevention of violence against women and their children in Australia, viewed 28 July 2017, [http://www.ourwatch.org.au/What-We-Do-\(1\)/NationalPrimary-Prevention-Framework](http://www.ourwatch.org.au/What-We-Do-(1)/NationalPrimary-Prevention-Framework)

⁴ VicHealth 2004, The health costs of violence: Measuring the burden of disease caused by intimate partner violence, Victorian Health Promotion Foundation, Melbourne

⁵ <https://cew.org.au/topics/case-for-change/>

⁶ Workplace Gender Equality Agency 2016, The business case for gender equality, Commonwealth Government, viewed 28 July 2017, <https://www.wgea.gov.au/sites/default/files/wgeabusiness-case-for-gender-equality.pdf>

Data Collection and Consultation

DATA COLLECTION

Prior to developing the Plan, Barwon Health undertook a **Workplace Gender Audit**, a summary of which can be found in **Appendix 1**. Audit data was extracted from the following systems, reports and databases;

- PayGlobal (payroll system)
- VPSC People Matter Survey (PMS) 2021;
- E-Recruit (recruitment and variation system);
- Grow (online training system);
- Consumer and employee complaints;
- Other HR reports.

Barwon Health acknowledges that for the current Workplace Gender Audit intersectional data was largely unable to be captured. As such a key task within the Plan is to work with HR system vendors to enable accurate data collection for the next Workplace Gender Audit.

Gender pay gap data: Barwon Health utilised the 'Health Level to CEO Classification Template (for large health services)', supplied by the Commission for Gender Equality in the Public Sector ("the Commission"). The Health Level to CEO Classification Template can be found in Appendix 2.



Dr Belinda Hibble
Director - Emergency Department



Emily Cochrane
Coordinator – Design & Project Management Office



Renee Owen
Aboriginal Health Program Manager

CONSULTATION

The Plan was developed in consultation with a number of internal and external stakeholders to ensure the strategies included in the plan are both relevant and targeted.

Staff were consulted about their observations about gender equality at Barwon Health, and improvement ideas were sought. Specifically, we sought to generate discussion and feedback based on two initial questions:

- 1. Have you observed/are you aware of gender inequality here at Barwon Health? What does it look like?*
- 2. What priority actions would you like to see included in the Barwon Health Gender Equality Action Plan? Do you have any ideas that would help rebalance any inequity?*

Consultation within Barwon Health staff occurred both vertically (i.e. engaging with employees of varying seniority within one directorate) and horizontally (i.e. engaging with employees from multiple directorates).

Using the two questions above as the basis for consultation, various methods were utilised to seek feedback from staff including;

- Agenda item for discussion at various existing meetings and committees across Barwon Health
- Anonymous staff survey available for all staff to complete
- Drop in sessions where staff could individually meet with a member of the Barwon Health Organisational Development Team, and provide feedback.
- Consultation was conducted with relevant Unions (including AMA, ANMF, HACSU, HWU, MSAV and VAHPA) utilising the same questions outlined above.

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

The Barwon Health Board was consulted on the development of the Plan.

Barwon Health staff were provided with the opportunity to review the draft Plan and provide input prior to finalisation of the Plan.

The Barwon Health Gender Equality Action Plan 2022-2025

Barwon Health's Gender Equality Action Plan can be found in Appendix 3.

The Plan includes objectives and key actions to make progress towards improving gender equality related to each of the seven Gender Equality Indicators (GEI) as described by the Commission;

1. Gender composition of the workforce
2. Gender composition of the governing body
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered workforce segregation

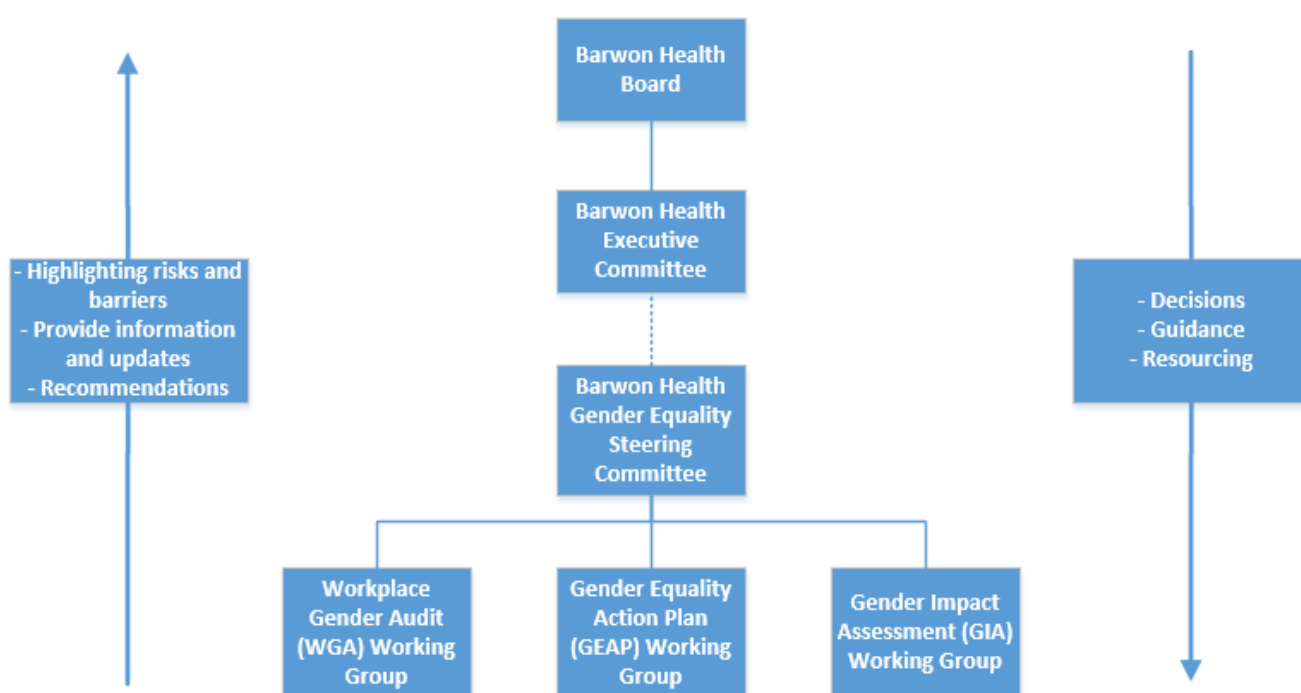
Leadership, Resourcing and Governance

Leadership - Barwon Health has appointed an Executive Sponsor of the Plan; the Chief People & Culture Officer. The Senior Leadership Group (comprising the Executive team, Clinical Directors and Co Directors) and the Barwon Health Board all have an important and active role to play in the full and timely delivery of the Plan.

Key actions have been allocated to the relevant Executive or Senior Leadership Group member and to individual department/program owners, as is appropriate.

Resourcing - The Organisational Development team has ongoing resourcing accountable for the gender equality portfolio. For an initial 12 month period (January 2022 – January 2023) an additional 0.4 FTE position (Gender Equality Project Officer) has been allocated to support key tasks such as overseeing the audits, coordinating the consultation process, coordinating the development of the Plan, communications and establishing governance and reporting mechanisms.

Governance - A governance structure has been developed to support and monitor the effective and timely implementation of the Plan, as well as the other requirements under the Gender Equality Act. The governance structure is outlined below.



Measuring Progress

Progress of each objective and relevant key actions from the Plan will be closely monitored.

Updates, including deliverables and risks, will be reported to relevant parties regularly as detailed below;

Group	Frequency of reporting
Gender Equality Steering Committee	Bimonthly
Barwon Health Executive and Senior Leadership Group	Quarterly
Barwon Health Staff	Annually or as required
Barwon Health Board	Annually or as required
Commission for Gender Equality in the Public Sector	Biannually (commencing 31 October 2023)

Appendix 1 - BH Gender Equality Workplace Audit Infographic

Barwon Health Gender Equality Workplace Audit



The below infographics show the key Gender Equality Workplace Audit 2021 results for Barwon Health, as at 30 June 2021.

Colour Key for infographics*
Women = ■
Men = ■

Total Staff

- 79.67% of our staff were women
- 20.33% of our staff were men



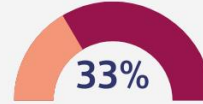
Gender composition by employment status



73% of 2021 People Matter Survey respondents agreed that Barwon Health has a positive culture in relation to people of different sexes/genders.

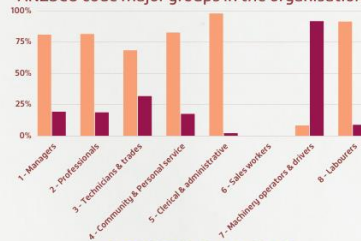
Governing Body

The Barwon Health Board was comprised of three women and six men



Gendered Segregation

The below graph outlines the gender composition of ANZSCO code major groups in the organisation



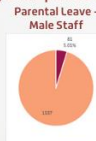
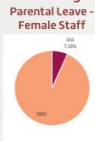
GENDER PAY GAP

Barwon Health's overall gender pay gap was 7.8%. A positive percentage indicates that men are being paid more than women. The above data shows the pay gap by CEO Level (Appendix 2 - Health Level to CEO classification template)



PARENTAL LEAVE

Between 1 July 2020 - 30 June 2021, 535 (6.72%) Barwon Health staff took parental leave. During their parental leave period 12 female staff exited the organisation (no male staff exited the organisation during their period of parental leave).



SEXUAL HARASSMENT

From 1 July 2020 to 30 June 2021 there were four sexual harassment complaints. Three were made by Barwon Health staff and one by a contractor providing services. All complainants were female.

People Matter Survey Question	Agree %
Percentage of survey respondents who experienced sexual harassment, by gender	Female - 8% Male - 7% Other - 10%
I feel safe to challenge inappropriate behaviour at work	56%
My organisation takes steps to eliminate bullying, harassment and discrimination	56%
My organisation encourages respectful workplace behaviours	76%

FLEXIBLE WORKING ARRANGEMENTS

The below table shows the proportion of staff using formal flexible working arrangements by gender

	Women	Men	Total
FWA	130	5	135
Staff	6339	1618	7957
%	2.05%	0.31%	1.70%

People Matter Survey Question	Agree %
My organisation would support me if I needed to take family violence leave	68%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	58%
My organisation supports employees with family or other caring responsibilities regardless of gender	64%

RECRUITMENT AND PROMOTION

People Matter Survey Question	Agree %
My organisation makes fair recruitment and promotion decisions, based on merit	47%
I feel I have an equal chance at promotion in my organisation	39%
Gender is not a barrier to success in my organisation	74%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	65%
Cultural background is not a barrier to success in my organisation	71%
Sexual orientation is not a barrier to success in my organisation	72%
Disability is not a barrier to success in my organisation	56%
Age is not a barrier to success in my organisation	66%

*At the time of this audit our HR systems were not able to record gender diversity and as such all information displayed relates to the binary gender options being women and men

Appendix 2 – Health Level to CEO Classification Template (for large health services)

Level	Description of Level	Nursing	Medical	Allied Health	Other clinicians and scientists	Operations	Corporate/other
0	Chief Executive Officer						
-1	Executive team	Chief Nursing Officer	Chief Medical Officer	Chief Allied Health Officer (if on Executive team)	Executive Director Quality and Safety	Chief Operating Officer	Chief Financial Officer Executive Director P&C
-2	Directors and General Managers	Divisional Director, Program Director	Medical Director, Program Director	Chief Allied Health Officer (if not on Executive)	Director, General Manager	Director, General Manager	Director, General Counsel Corporate Counsel
-3	Heads of/Nurse Unit Managers/ Senior Managers	Nurse Unit Manager (NUM)	Head of Department/ Service/Unit	Head of Discipline/ Department/Service	Head of Department/ Discipline, Program Manager	Operations Managers, Site Managers	Head of Functions/ Programs/Departments
-4	Registered Nurses with additional responsibilities (not included above)	Assistant NUM, Clinical Specialist, Nurse Educator, After Hours Supervisor					
-5	Senior Medical Officers with additional responsibilities (not included above)		Deputy Head, Specialty Lead				
-6	Allied health and other clinical professionals/scientists with additional responsibilities (not included above)			Manager, Assistant Manager, Lead or Advanced Clinician	Manager, Lead or Advanced Scientist		
-7	Other managers (not included above)					Team leaders	Team leaders
-8	Registered Nurses without additional responsibilities	Registered Nurse, Midwife & Psychiatric Nurse					
-9	Doctors without additional responsibilities		Specialist, VMO, Consultant				
-10	Doctors in training		Medical Officer, Registrar, Hospital Medical Officers				
-11	Qualified allied health and other clinical professionals/scientists without additional responsibilities			All other registered/ qualified allied health professionals	All other qualified/certified/ registered clinicians, scientists, engineers, and researchers		
-12	Other staff with specific expertise					Technical specialists	Technical specialists
-13	Everyone else	Enrolled Nurses (EN), Trainees (RUSON), Psychiatric Enrolled Nurse (PEN)		Technicians, assistants, interns, students, trainees, apprentices, welfare/youth /community development workers	Technicians, clinical and personal health care workers, dental assistants, diploma qualified counsellors, interpreters, trainees, students, interns	Food services, ward clerks, PSAs, maintenance workers, general services workers	All other staff without leadership responsibilities or specialist expertise

Appendix 3 – Barwon Health Gender Equality Action Plan

CEO: Chief Executive Officer | CE&T: Clinical Education & Training | CFO: Chief Financial Officer | CMO: Chief Medical Officer | CNMO: Chief Nursing and Midwifery Officer | COO: Chief Operating Officer | CP&CO: Chief People and Culture Officer | CR: Collaborative Recruitment Team | DBS: Director Building Services | DCP&CO: Deputy Chief People and Culture Officer | DoH: Department of Health | DPA&C: Director Public Affairs & Communication | GEI: Gender Equality Indicator | OD: Organisational Development Team | SLG: Senior Leadership Group | TA: Talent Acquisition Team | WC&S: Workplace Contracts and Support Team | WD: Workforce Data Team | WR: Workplace Relations Team

Gender Equality indicators (GEI):

1. Gender composition of the workforce
2. Gender composition of the governing body
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered workforce segregation

Timeframe key	Short: 6-12 months	Medium: 1-2 years	Long: 2-3 years
----------------------	--------------------	-------------------	-----------------

Leadership/Governance (“L”)						
	Objective	GEI	Key Actions	Measures	Responsible	Timeframe
L-1	Install tactics and processes to help achieve pay parity	3,5	<ol style="list-style-type: none"> a. Review all identified gender pay gaps (specifically CEO levels -1 and -2); identify causes and contributors b. Where required, install tactics to improve pay parity. c. Monitor by conducting bi annual pay parity analysis / reporting (of those targeted areas); and conduct annual pay parity analysis (all of health service) 	<ul style="list-style-type: none"> • Periodic gender pay gap data, to schedule 	Lead: CP&C Support: SLG	Ongoing
L-2	Improve gender balance (workforce composition) of senior medical roles	1,5,7	<ol style="list-style-type: none"> a. Install recruitment processes to ensure that, overall, we have gender balance at the interview stage for senior medical roles (Medical Directors and above) 	<ul style="list-style-type: none"> • % gender composition at the interview stage (consolidated across all senior medical roles not individual roles) 	Leads: COO and CMO Support: SLG	Medium

			<ul style="list-style-type: none"> b. Install processes to ensure that interview panels are gender balanced c. Undertake a review with the “senior medical staff of the future” (i.e. our succession pipeline) to ascertain barriers that may reduce their personal interest in progressing to more senior roles at Barwon Health. Act on any areas identified for improvement 	<ul style="list-style-type: none"> • Gender balance of senior medical leads (org chart) • Gender balance of selection panel for senior medical leads 		
L-3	Improve and then maintain gender composition of the Barwon Health Board and increase awareness of gender equality	2	<ul style="list-style-type: none"> a. As opportunities arise: ensure future recruitment of board members aligns with achieving equal gender composition b. Board members to complete gender equality training 	<ul style="list-style-type: none"> • Barwon Health Board achieves and maintains equal gender composition • Training completion statistics 	Lead: DoH and CEO Support: CEO and CP&C	Short and ongoing
L-4	Promote neutral language that is inclusive and welcoming for staff of all genders and diverse backgrounds	1,5	<ul style="list-style-type: none"> a. Review Barwon Health formal and ad hoc messaging and communications (visual and written) with a gendered and intersectional lens to ensure it is diverse and inclusive b. Conduct an awareness campaign to help employees self-manage their language (e.g. men v girls, ‘single man’ etc) c. Pronoun project (i.e. LGBTQIA+) d. Review Barwon Health facilities (i.e. toilets, breastfeeding facilities) to ensure they are inclusive of diversity e. Act on any areas identified for improvement 	<ul style="list-style-type: none"> • Audit of communications and facilities 	Lead: DPA&C Support: DBS	Medium

Processes & Procedures ("P")						
	Objective	GEI	Key Actions	Measures	Responsible	Timeframe
P-1	Increase organisational awareness of family violence and associated supports	6	a. Review and communicate family violence policies and processes to ensure they are victim-centric and in line with sector best practice b. Continue to monitor managers completion of family violence workplace support training c. Increase organisational awareness of link between family violence and gender inequality through training and communications	<ul style="list-style-type: none"> Policy and procedure review Targets completion rates are met for Family Violence Workplace Support Training PMS results to family violence questions Staff and managers have an understanding of the link between gender inequality and family violence - training completion rates and feedback 	Lead: CP&C	Medium
P-2	Review recruitment and promotion practices to ensure fair and equitable recruitment and promotion	1,5,7	a. Review recruitment and promotion processes to attract greater gender diversity and intersectionality in candidates e.g. by reviewing language in PDs and advertisements, targeted campaigns to attract gender diversity in specific departments/roles b. Implement equity, diversity and inclusion training for the Talent Acquisition Team and Senior Management i.e. Clinical Directors, Co-Directors and Executive c. Provide reciprocal support with all other inclusion employment plans related to gender equality and intersectionality i.e. Aboriginal Employment Plan and Disability Participation Action Plan	<ul style="list-style-type: none"> Processes reviewed and updates made as required Completion of equity, diversity and inclusion training by Talent Acquisition Team and Senior Management PMS results for recruitment questions Key action items related to gender equality and intersectionality in other inclusion employment plans are supported 	Lead: DCP&C and COO Support: TA and CR	Medium
P-3	Ensure leadership and career development training opportunities are accessible to all staff regardless of gender	1,5	a. Continuously promote career development training opportunities and make available to all staff regardless of gender or employment status b. Continue to develop training plans for non-clinical staff (i.e., food services, patient services, ward clerks, security)	<ul style="list-style-type: none"> Career development training rates by gender and employment status Rollout of Learning and Development program for non-clinical staff. Uptake of training offered 	Lead: CP&C and CNMO Support: OD and CET	Ongoing

Data & Reporting (“D”)						
	Objective	GEI	Key Actions	Measures	Responsible	Timeframe
D-1	Systems and processes enable accurate collection of data for future Workplace Gender Audits	1, 2, 3, 4, 5, 6 & 7	a. Review and improve relevant systems to be able to record intersectional data for staff and board members. System fields could capture: <ul style="list-style-type: none"> • Gender • Disability • Cultural identity • Religion • Sexual orientation b. Implement changes to new starter documentation to obtain intersectional data c. Develop and implement a process to request intersectional data from existing staff (optional completion) d. Develop definitions and processes to record relevant data related to; <ul style="list-style-type: none"> • Permanent promotions • Career development • Higher duties • Internal secondments • Exits • Flexible working arrangements • ANZSCO codes 	<ul style="list-style-type: none"> • Data obtained, recorded accurately and easily accessible for completion of future Workplace Gender Audits noting that this data is deeply personal and will be optional for staff to provide 	Lead: DCP&C Support: WD, WC&S	Long
Workplace Culture (“W”)						
	Objective	GEI	Key Actions	Measures	Responsible	Timeframe
W-1	Promote a culture of fairness and respect where all staff feel confident in reporting issues of sexual harassment and discrimination	4	a. Review and relaunch Wurri-Ki (peer resolution program) b. Yearly review of PMS data to identify ‘hot spot’ areas of the organisation in relation to sexual harassment and discrimination c. Work with senior leaders to develop and install behavioural / cultural improvement plans for departments identified as ‘hot spots’ d. Determine trends in sexual harassment incidents to develop training and education strategies	<ul style="list-style-type: none"> • Usage rates of Wurri-Ki • Behavioural / cultural improvement plans implemented for ‘hot spot’ departments • Annual review of all reported incidents of sexual harassment • PMS results to sexual harassment and discrimination questions 	Lead: CP&C Support: WR & OD	Short

W-2	Improve flexible workplace practices and culture with respect to flexible workplace arrangements	6	a. Develop and implement policies/procedures and models (e.g. job share, school friendly hours, working from home) that support and promote shared caring and workplace flexibility for all staff regardless of gender	<ul style="list-style-type: none"> Annual reports of all formal flexible work arrangements PMS results to capture feedback on workplace flexibility 	Lead: CP&C Support: WR	Medium
W-3	Increase understanding, acceptance and support for transgender staff members	1, 5	a. Develop and implement tactics to enhance the understanding, acceptance and support for staff affirming their gender at work	<ul style="list-style-type: none"> Development of policy and procedure 	Lead: CP&C Support: LGBTIQ+ Committee	Medium
W-4	Celebrate and increase visibility of Barwon Health's commitment to diversity and inclusion	1, 5	a. Participate in and celebrate special events across the year that promote diversity and inclusion e.g. IDAHOBIT day, NAIDOC week, International Women's Day etc	<ul style="list-style-type: none"> Participation in events, social media campaigns etc for relevant special occasions 	Lead: Relevant department/committee Support: DPA&C	Ongoing

External requirements ("E")

	Objective	GEI	Key Actions	Measures	Responsible	Timeframe
E-1	Ensure compliance with all obligations under the Gender Equality Act 2020	N/A	a. Conduct Gender Impact Assessments (GIA) for services, programs and policies that directly and significantly impact the public b. Identify and prioritise list of services, programs and policies for GIA completion c. Deliver GIA training to managers/leaders within the organisation who will be completing GIAs d. Centrally record all completed GIAs and report biannually to the Commission	<ul style="list-style-type: none"> GIAs completed for all identified public facing services, programs and policies Report submitted biannually to the Commission on all completed GIAs 	Lead: CPC&C Support: OD	Ongoing

Appendix 4 – Key Terms and Definitions

In order to develop an inclusive workplace, the following terms and definitions are provided to support awareness and for use in workplace interactions.

Term	Definition
Gender	Part of a person's social and personal identity. It refers to each person's deeply felt internal and individual identity, and the way a person presents and is recognised within the community ⁷
Gender Equity (the means to get there)	The process to achieve gender equality. Entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances ⁸
Gender Equality (the end goal)	The equal rights, responsibilities and opportunities of women, men and trans and gender diverse people. Equality does not mean that women, men and trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender ⁸
Intersectionality	Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Aspects of a person's identity can include social characteristics such as: gender, Aboriginality, sex, sexual orientation, ability, ethnicity, religion etc ⁹

Diversity	Recognising, respecting and valuing differences based on ethnicity, gender, age, race, religion, disability and sexual orientation ¹⁰
Trans and gender diverse	<p>Transgender (often shortened to 'trans') refers to a person whose gender identity, gender expression or behaviour does not align with their sex assigned at birth.</p> <p>Gender diverse and non-binary refers to people who do not identify as a woman or a man. In the same way that sexual orientation and gender expression are not binaries, gender identity is not a binary either⁸</p>
Inclusion	Occurs when people feel, and are, valued and respected regardless of their personal characteristics or circumstances ¹⁰

⁷ [Australian Government Guidelines on the Recognition of Sex and Gender \(ag.gov.au\)](http://www.ag.gov.au)

⁸ [Safe-and-Strong-Victorian_Gender_Equality_Strategy.pdf](#)

⁹ [Understanding intersectionality | Victorian Government \(www.vic.gov.au\)](http://www.vic.gov.au)

¹⁰ [What do we mean by diversity and inclusion? | Victorian Government \(www.vic.gov.au\)](http://www.vic.gov.au)

