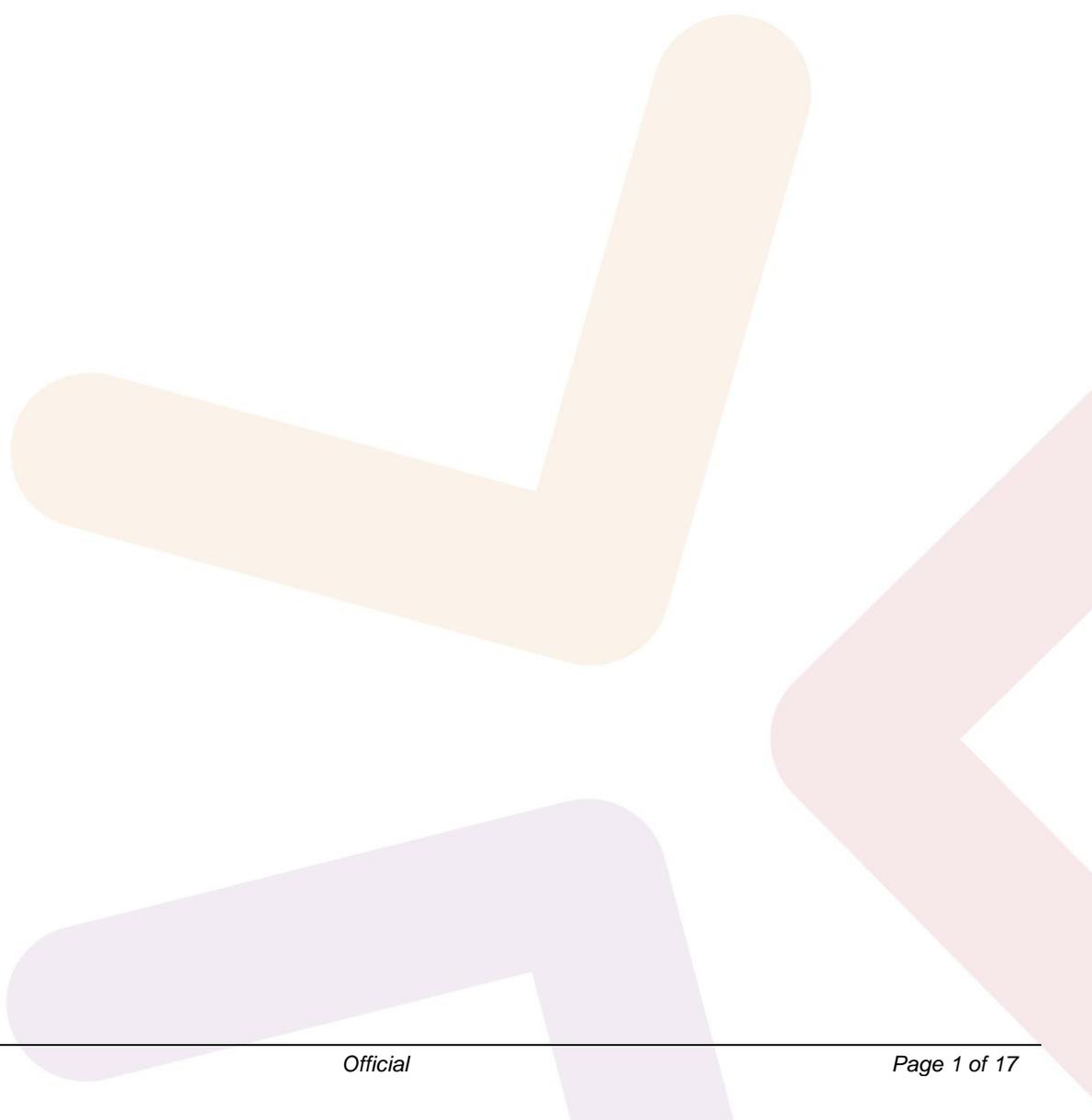


GENDER EQUALITY ACTION PLAN

2022 - 2025

31 March 2022

Version 1.0



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Introduction

HSV. Supporting equality in everything we do.

We promote access to equal power, resources and opportunities – regardless of gender – and treat everyone with dignity, respect and fairness. This helps ensure HSV is a great place to work and contributes to a fairer and safer society.

At HealthShare Victoria (HSV), we are committed to a workplace that values all contributions equally and achieves equal outcomes for our employees, regardless of gender, race or cultural background, age, carer status, disability, sexual identity and religious beliefs.

HSV recognises the benefits of diversity and aims to foster a diverse, fair and inclusive workforce. Our diversity contributes to our organisational strength. It brings together our different talents, our broad set of experiences, our different perspectives and world views that are reflective of the Victorian community and allow us to relate to the unique needs of our public health sector customers and stakeholders.

Case for change

HSV supports the gender equality principles outlined in the *Gender Equality Act 2020 (Vic)* and commits to continuing our support for women, men and self-described genders in the workplace. Gender equality is a human right that supports community connection and helps improve the economy while reducing violence and anti-social behaviour in our society. Workplace gender equality at HSV helps ensure our people have equal access to work opportunities, resources and rewards based on capability and everyone can equally contribute to HSV being a great place to work.

This Gender Equality Action Plan aims to promote gender equality at HSV by focusing on our employees. It addresses requirements under the *Gender Equality Act 2020 (Vic)* to improve workplace gender equality across the Victorian public sector with the development of tools to plan, measure and track progress towards gender equality.

HSV has conducted a workplace gender audit (see page 15) to inform the strategies and actions in this plan. An important step to HSV achieving gender equality is having a full set of data on which to base decisions and develop evidence-based strategies and actions. HSV commits to improving its data set before the next reporting period in October 2023.

We have also considered data and feedback from our employees gathered through the People Matter Survey, HSV quarterly temperature checks and exit interviews.

Intersectional gender inequality

HSV acknowledges that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender, identity, race, religion, sexual orientation.

Current programs

At HSV we promote gender equality through many different programs and initiatives.

- A comprehensive set of actions addressing gender equality are outlined in our [Diversity and Inclusion Plan 2019-2022](#), including family violence training for all employees, regular reporting to the Executive Leadership Team on pay parity and working to ensure our recruitment and attraction does not include gender bias. This Gender Equality Action Plan further strengthens HSV's gender equality aspirations.
- In addition to gender equality, the HSV Diversity and Inclusion Plan outlines our strategy to foster and develop diversity and inclusion in areas including:
 - First Nations people inclusion
 - Culturally diversity

- Accessibility
- Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Questioning and Asexual (LGBTIQ+)
- Mental Health

The focus is on raising awareness, promoting the tangible benefits of inclusion and supporting our workforce in valuing diversity and workplace respect.

- **Flexible working arrangements** are promoted and widely implemented at HSV. We offer employees flexible start and finish times, part-time work, compressed hours (e.g. 9-day fortnight), working remotely, and a number of leave options that support flexibility including purchased leave (e.g. 48/52), ADOs, parental leave for primary and secondary carers, professional development leave and cultural and ceremonial leave.
- All HSV roles are advertised encouraging applicants from **diverse backgrounds** and those requiring **flexible working arrangements**, including part-time.
- HSV's **ethical leadership program**, Speak Up, focuses on building employee capability to 'speak up' against behaviours that aren't aligned to HSV's values, including sexual harassment and other negative behaviours such as bullying, harassment and discrimination. This program is introduced to employees during their induction period and continues throughout their employment with HSV.
- **Speak Up Contact Officers** are a point of contact for an employee who believes they may be experiencing or witnessing negative behaviours. Trained by the Victorian Human Rights and Equal Opportunity Commission, they provide information on the Diversity and Workplace Respect and Complaint Resolution procedures and options for resolving issues.
- **Diversity and workplace respect** is part of everyday working life at HSV. 'Respectful' is an HSV Value. During induction, all employees complete comprehensive Diversity and Workplace Respect training, and this knowledge is regularly refreshed through HSV's compliance program. In addition, expectations regarding respect and valuing diversity at work are regularly discussed with employees.
- HSV also has comprehensive Diversity and Workplace Respect and **Complaint Resolution** policies and procedures.
- A comprehensive **health and wellbeing program** is a pillar of HSV's BeSafe Safety Strategy. This covers psychosocial wellbeing, recognition, the employee assistance program and HSV's health and wellbeing committee (HAWC).
- HSV celebrates and promotes **events relating to gender equality and diversity**. Each year we recognise International Women's Day, 16 Days Activism Against Gender Based Violence and Men's Health Week, in addition to events relating to First Nations people, cultural diversity, accessibility, Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Questioning and Asexual (LGBTIQ+) inclusion and mental health. (Further details on how HSV celebrates our diversity can be found in HSV's Diversity and Inclusion Plan).
- HSV offers employees access to professional counselling support through an **Employee Assistance Program**.
- HSV upholds the principles of **equal pay** for work of equal or comparable value in our remuneration practices.
- **Gender equality indicators and intersectional data** are monitored through the annual People Matter Survey and quarterly temperature check surveys.

An accessible version of this report will be available on our website and upon request by contacting info@healthsharevic.org.au

Employee support

HSV recognises discussing gender equality can raise issues of safety and/or wellbeing for our employees. HSV has supports in place including an Employee Assistance Program. Our policies and procedures include comprehensive family violence and complaint resolution procedures. In addition, HSV's ethical leadership program, Speak Up, focuses on giving employees the capability to speak up with their ideas and improvements, behaviours that aren't in line with our values and to give respectful feedback to colleagues.

Consultation and engagement

HSV has engaged in meaningful consultation with our Employees, HSV Union Representatives, Unions and the HSV Board in the development of the Gender Equality Action Plan. Detailed consultation was conducted in relation to the results of the Workplace Gender Audit and in developing the strategies and actions for the Gender Equality Action Plan. Feedback from all employees was invited and welcomed throughout the development period.

Central to consultation was a group of employees who self-nominated to be part of the Gender Equality Focus Group. This group was representative of HSV, with employees of different levels, employment types and tenures. The group included employees who may experience intersectional gender inequality.

HSV has also consulted with external groups including partner recruitment agencies and the Enablers Network in the development of this plan.

This information gained through consultation was supplemented by feedback from the People Matter Survey, quarterly temperature check surveys, exit interviews and other informal feedback from employees.

Leadership and resources

The Executive Leadership Team are committed to delivering the Gender Equality Action Plan. People, Culture and Safety will be responsible for delivery and activities will be supported by the Ethical Leadership Committee, Speak Up Contact Officers, IT Operations, HSV's Executive Leadership Team and Managers across the organisation.

Tracking progress

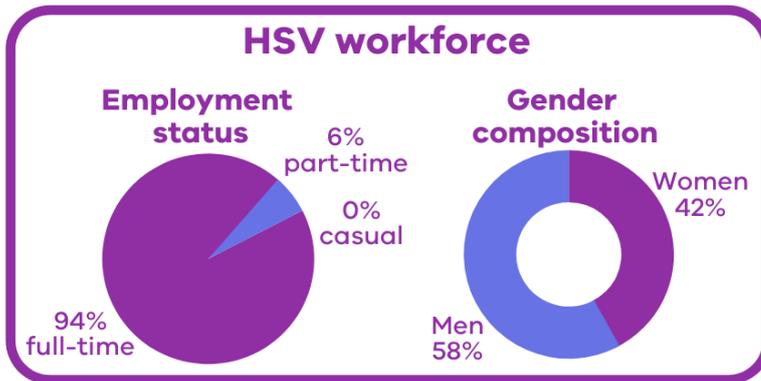
Progress against this Gender Equality Action Plan will be provided to the Commissioner for Gender Equality in the Victorian Public Sector in October 2023.

Workplace Gender Audit

The following two pages contain the key data resulting from our Workplace Gender Audit, with data applicable to the financial year 2020–21, and accurate at 30 June 2021. The audit information is supplemented with key insights from our 2021 People Matter Survey.



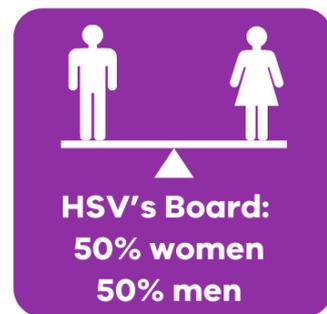
Workplace Gender Audit 2021



average gender pay gap
4.7%
in favour of women



	Women	Men
Full-time ongoing	55 (76%)	91 (90%)
Full-time fixed term	9 (13%)	7 (7%)
Part-time ongoing	7 (10%)	2 (2%)
Part-time fixed term	1 (1%)	1 (1%)
Total employees	72 (42%)	101 (58%)



32% of women and 15% of men have a formal flexible work arrangement in place

Executive Leadership Team:
17 % women, 83% men
Managers:
41 % women, 59% men

0 formal complaints of sexual harassment

Distribution Operations

100%
men

Employees recruited:
26 women, 26 men
Employees who left:
10 women, 6 men



zero employees took family violence leave



People Matter Survey 2021 Insights

Gender is not a barrier to success in my organisation.

77% of employees agree

31% woman

38 % man

2% non-binary/different term

29% prefer not to say

There is a positive culture within my organisation in relation to employees of different sexes/genders.

81% of employees agree

I am confident that if I requested a flexible work arrangement, it would be given due consideration.

92% of employees agree

My organisation encourages respectful workplace behaviours.

91% of employees agree

My organisation would support me if I needed to take family violence leave.

82% of employees agree

I feel safe to challenge inappropriate behaviour at work.

73% of employees agree

I feel I have an equal chance at promotion in my organisation.

35% of employees agree

My organisation takes steps to eliminate bullying, harassment and discrimination.

77% of employees agree

My organisation makes fair recruitment and promotion decisions, based on merit.

49% of employees agree

2% of respondents reported they had experienced sexual harassment in the previous 12 months.

My organisation supports employees with family or other caring responsibilities, regardless of gender.

86% of employees agree

Strategies and actions

GENDER EQUALITY INDICATORS

HSV is required to develop actions for the following gender equality indicators:

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

1. GENDER COMPOSITION OF THE WORKFORCE

Opportunity for improvement	Action	Timeline
1.1 HSV has not previously collected all gender equality data required by the Workplace Gender Audit. This impacts the organisation's ability to determine strategies and develop actions.	a. Improve systems to collect gender equality data by updating HR systems to allow: <ol style="list-style-type: none"> i. intersectional data to be collected ii. employees to select their gender, including an option of 'self-described' 	Prior to 2023 Workplace Gender Audit
	b. Review processes for collecting and reporting on data required for the Workplace Gender Audit.	Prior to 2023 Workplace Gender Audit
1.2 Support employees in expressing their identity at work, including their gender.	a. Continue to deliver Diversity and Inclusion initiatives for First Nations people, cultural diversity, accessibility, mental health, LGBTIQ+ status, and gender equality.	As per Diversity and Inclusion Plans
	b. Build trust with employees completing employee surveys including the People Matter Survey by reinforcing in all communications that: <ol style="list-style-type: none"> i. all responses are confidential ii. feedback is listened to iii. actions are developed and implemented collaboratively with employees 	Ongoing
	c. Introduce gender pronouns in email signature blocks – she/her, he/him, they/them: <ol style="list-style-type: none"> i. optional for employees ii. supported by training and communication 	Commence March 2022
	d. Promote existing all gender toilets at HSV including Casselden Place and Derrimut Distribution Centre by: <ol style="list-style-type: none"> i. updating induction materials ii. communicating to employees 	September 2022
1.3 Continue to use up to date information on gender equality for decision making purposes.	a. Report divisional gender composition metrics and trends to the Executive Leadership Team.	Every quarter

2. GENDER COMPOSITION OF GOVERNING BODY

Opportunity for improvement	Action	Timeline
2.1 Support equal opportunity for all genders to participate on HSV's Board of Directors.	a. Continue to facilitate Victorian Public Sector board appointments.	As required

3. GENDER PAY EQUITY

Opportunity for improvement	Action	Timeline
3.1 Uphold the principles of equal pay for work of equal or comparable value.	a. Embed pay equity principles in remuneration classification structure.	Implement in HSV Enterprise Agreement 2022
	b. Continue current remuneration practice to offer equal pay for roles of equal value.	Ongoing
	c. Explore options for managers to complete extended unconscious bias training (covering recruitment, pay equity, leave and flexibility).	2022
3.2 Analysis of gender pay equity	a. Continue to monitor and report to the Executive Leadership Team.	Every quarter

4. WORKPLACE SEXUAL HARASSMENT

Opportunity for improvement	Action	Timeline
4.1 Sexual harassment is not tolerated at HSV. Educating employees about sexual harassment and other inappropriate behaviours can reduce the prevalence of sexual harassment in the workplace.	a. Continue all new employees participating in face-to-face Diversity and Workplace Respect training as part of their induction.	Within 3 - 6 months of employment
	b. Continue to refresh employees' knowledge of the Diversity and Workplace Respect and Complaint Resolution policies and procedures through HSV's compliance program.	Every year
	c. Develop online learning module on resolving complaints.	2023
4.2 HSV has programs in place to address inappropriate behaviours in the workplace, including sexual harassment:	Continue current programs and initiatives to address negative behaviours including sexual harassment, and in addition:	
4.2.1 HSV's ethical leadership program, Speak Up, focuses on building employee capability to 'speak up' against behaviours that aren't aligned to HSV's values, including sexual harassment and other	a. Speak Up topics addressing negative behaviours including sexual harassment.	Minimum 1 topic per year
	b. Speak Up topic addressing casual sexism.	March 2022

Opportunity for improvement	Action	Timeline
inappropriate behaviours, including bullying, harassment and discrimination.		
4.2.2 Speak Up Contact Officers are a point of contact for an employee who believes they may be experiencing or witnessing inappropriate behaviours. Trained by the Victorian Human Rights and Equal Opportunity Commission, they provide information on the Diversity and Workplace Respect and Complaint Resolution procedures and options for resolving issues.	a. Regularly promote our Speak Up Contact Officers to employees.	At least quarterly
	b. Continue to build the skills of Speak Up Contact Officers through network meetings and refresher training.	Network meetings – quarterly Refresher training – every 2 years
	c. Maintain a cross functional group of employees as Speak Up Contact Officers.	Ongoing
4.2.3 Employee Assistance Program – employee sessions recently increased to 6 sessions.	a. Regularly promote the Employee Assistance Program (EAP) at team meetings.	at least quarterly
4.2.4 Comprehensive Diversity and Workplace Respect and Complaint Resolution policies and procedures.	b. Continue to refresh employees' knowledge of these policies through HSV's compliance program.	Every year
4.2.5 A comprehensive health and wellbeing program is a pillar of HSV's BeSafe Safety Strategy. This covers psychosocial wellbeing, recognition, employee assistance program and HSV's health and wellbeing committee (HAWC).	c. HAWC continue to promote and celebrate: <ul style="list-style-type: none"> i. R U OK? Day, promoting meaningful connections and support of others in suicide prevention. ii. Harmony Day, celebrating Australian multiculturalism, and the successful integration of migrants into our community. iii. International Women's Day, a global day celebrating the social, economic, cultural and political achievements of women. iv. International Day Against Homophobia, Biphobia, Interphobia and Transphobia, championing inclusion and building a better world for the LGBTIQ+ community. v. Men's Health Week, promoting awareness of preventable health problems and encourage early detection and treatment of disease among men and boys. vi. National Aborigines and Islanders Day Observance Committee (NAIDOC) week, celebrating the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. vii. World Mental Health Day, raising awareness of mental health issues around the world. viii. Movember, men's health promotion and fundraising. 	Ongoing

Opportunity for improvement	Action	Timeline
	<ul style="list-style-type: none"> ix. International Day of People with Disability, increasing public awareness, understanding and acceptance of people with disability and celebrating their achievements and contributions. x. Skin screening xi. Flu vaccinations xii. Celebrations of achievements 	
	b. Continue formal and informal employee recognition programs.	Ongoing
4.3 Building employee trust and confidence to raise complaints will support them being addressed and resolved.	a. Managers hold one-on-one meetings regularly with employees to 'check in' on wellbeing, understand challenges and barriers and support employees in addressing them.	At least monthly
	b. At team meetings continue to regularly encourage reporting of inappropriate behaviours.	At least quarterly
	c. Continue to regularly promote Speak Up Contact Officers through the intranet, newsletters, team meetings and direct promotion by Speak Up Contact Officers.	Ongoing
4.4 Incident reporting provides another avenue for employees to report sexual harassment.	a. Introduce incident reporting for inappropriate behaviours including sexual harassment.	Incident management system, Resolver, launched in 2022
4.5 Providing avenues for anonymous reporting of sexual harassment can allow HSV to monitor levels of inappropriate behaviour and target communications to encourage reporting and resolution.	a. Continue to participate in the annual People Matter Survey and quarterly temperature check surveys, target communications and collaboratively develop and implement action plans as required.	Every quarter

5. RECRUITMENT AND PROMOTION

Opportunity for improvement	Action	Timeline
5.1 Enhancing recruitment practices to promote gender equality principles will broaden the candidate pool of new HSV employees.	a. Ensure interview panels are gender balanced.	Ongoing
	b. Request gender balanced shortlist from recruitment agencies (where possible).	2022
	c. Promote awareness of language that contains gender bias to ensure position descriptions are attractive to all potential candidates.	2023
	d. Review the recruitment procedure for practices that may result in bias or discrimination and to ensure accessibility is maximised throughout the recruitment experience.	June 2023 (HSV procedure reviews required every 2 years)
5.2 Build capability of employees participating in recruitment activity.	a. All recruitment panel members will complete the eLearning recruitment and selection training module, including the section on unconscious bias.	Ongoing

Opportunity for improvement	Action	Timeline
5.3 Support employees to meet career aspirations.	a. Continue to have regular career and development conversations and offer accessible learning and development opportunities to all employees in line with the 70:20:10 learning model.	Ongoing
	b. Monitor employee feedback on learning and development activities.	Ongoing
	c. Recruiting managers provide constructive feedback and relevant actions to unsuccessful internal candidates.	Ongoing
	d. Communicate how the principles of merit and equity are upheld for all internal recruitment activities.	Ongoing

6. LEAVE & FLEXIBILITY

Opportunity for improvement	Action	Timeline
6.1 Flexible Work Arrangements can support Employees in achieving a balance between work, personal and family responsibilities. HSV is genuinely committed to offering employees flexible work arrangements that meet the individual's need for flexibility as well as HSV's business and legislative requirements.	a. Continue to coach managers to manage and accommodate flexible work arrangement requests.	Ongoing
	b. Continue to build manager capability by exploring options to utilise the resources from external organisations, e.g. eLearning options and sharing resources through the health sector community of practice.	2023
	c. Continue to monitor employee feedback in surveys, including the People Matter Survey, and develop action plans as appropriate to support employees in accessing flexible working arrangements.	Ongoing
6.2 HSV is committed to providing a safe and supportive work environment and to supporting Employees who experience family violence.	a. Continue to provide family violence training for all employees, including specific manager training.	Ongoing

7. GENDERED WORKFORCE SEGREGATION

Opportunity for improvement	Action	Timeline
7.1 Aspire to achieve gender equality across HSV.	a. Actions as per recruitment indicator relating to gender balanced interview panels, gender balanced shortlists, language and procedure review.	See actions for gender equality indicator 5
	b. Explore options for building employees' understanding of the impact of gender inequality in the workplace.	2024
	c. Engage with Women Victoria to explore how HSV employees can get involved in future women's leadership programs.	2023

Opportunity for improvement	Action	Timeline
	d. Explore options for increasing the number of women in the Distribution operations team, e.g. internships.	2023
7.2 HSV can contribute to breaking down stereotypes and celebrate our diversity.	a. Promote employee intersectionality through the promotion of employee diversity, men and women working in non-traditional roles, flexible working etc.	Ongoing
	b. Publicise key gender statistics and metrics via a number of platforms, e.g. website, annual report etc.	Every year
	c. Encourage participation in gender equality forums and events.	Ongoing

Appendix 1

Data from the HSV Workplace Gender Audit 2020-21

1. GENDER COMPOSITION OF THE WORKFORCE

1.1 The gender composition of HSV's workforce at 30 June 2021 was 42% women and 58% men (173 employees in total). No data was available for employees who identify their gender as 'self-described' which includes non-binary, trans, gender diverse, agender, genderqueer, genderfluid or any other term.

1.2 Overall HSV employment status:

- a. 90% ongoing
- b. 10% fixed-term
- c. 0% casuals
- d. 94% full-time
- e. 6% part-time

1.3 Gender composition by employment status:

HSV 30 June 2021	Woman		Man		Total	
	No.	%	No.	%	No.	%
• Full-time: ongoing	55	76%	91	90%	146	85%
• Full-time: fixed term	9	13%	7	7%	16	9%
• Part-time: ongoing	7	10%	2	2%	9	5%
• Part-time: fixed term	1	1%	1	1%	2	1%
Total number of employees	72	42%	101	58%	173	100%

1.4 **People Matter Survey 2021 insights:**

- a. 31% of respondent's identified as woman, 38% man, 2% non-binary/use a different term, 29% prefer not to say
- b. *There is a positive culture within my organisation in relation to employees of different sexes/genders*
81% of respondents agree, 3% disagree, 16% neither agree nor disagree or don't know

2. GENDER COMPOSITION OF GOVERNING BODY

2.1 HSV's Board of Directors has 12 members including 6 women and 6 men.

3. PAY EQUITY

3.1 HSV's average **gender pay gap** (difference between the total remuneration of men and women) was 4.7% in favour of women at 30 June 2021.

3.2 HSV's Median total remuneration gap was 2.9% in favour of women at 30 June 2021.

4. SEXUAL HARASSMENT

4.1 In July 2020 – June 2021 no formal complaints of sexual harassment were made.

4.2 **People Matter Survey 2021 insights:**

- a. *2% of HSV's respondents to the People Matter Survey reported they had experienced sexual harassment in the previous 12 months.*

4.2

People Matter Survey 2021 insights:

- b. *My organisation encourages respectful workplace behaviours*
91% agree, 3% disagree, 7% neither agree nor disagree or don't know
- c. *I feel safe to challenge inappropriate behaviour at work*
73% agree, 12% disagree, 15% neither agree nor disagree or don't know
- d. *My organisation takes steps to eliminate bullying, harassment and discrimination*
77% agree, 6% disagree, 18% neither agree nor disagree or don't know

5. RECRUITMENT AND PROMOTION

 5.1 In July 2020 – June 2021 HSV **recruited** 52 new employees – 26 women and 26 men.

 5.2 During the same period 16 **employees left** HSV – 10 women and 6 men.

5.3

People Matter Survey 2021 insights:

- a. *My organisation makes fair recruitment and promotion decisions, based on merit*
49% agree, 20% disagree, 31% neither agree nor disagree or don't know
- b. *I feel I have an equal chance at promotion in my organisation*
35% agree, 29% disagree, 36% neither agree nor disagree or don't know
- c. *Gender is not a barrier to success in my organisation*
77% agree, 6% disagree, 18% neither agree nor disagree or don't know
- d. *Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation*
63% agree, 1% disagree, 37% neither agree nor disagree or don't know
- e. *Cultural background is not a barrier to success in my organisation*
82% agree, 2% disagree, 16% neither agree nor disagree or don't know
- f. *Sexual orientation is not a barrier to success in my organisation*
81% agree, 1% disagree, 18% neither agree nor disagree or don't know
- g. *Disability is not a barrier to success in my organisation*
74% agree, 3% disagree, 23% neither agree nor disagree or don't know
- h. *Age is not a barrier to success in my organisation*
74% agree, 3% disagree, 24% neither agree nor disagree or don't know

6. LEAVE AND FLEXIBILITY

 6.1 32% of women and 15% of men have a formally documented **flexible work arrangement** in place (22% total).

6.2 No employees took family violence leave for the period July 2020 – June 2021.

6.3 3 women and 1 man accessed parental leave for the period July 2020 – June 2021.

6.4 No employees exited HSV during parental leave.

6.5

People Matter Survey 2021 insights:

- a. *My organisation would support me if I needed to take family violence leave*
82% agree, 1% disagree, 16% neither agree nor disagree or don't know
- b. *I am confident that if I requested a flexible work arrangement, it would be given due consideration*
 - i. 92% agree, 0% disagree, 8% neither agree nor disagree or don't know
- c. *My organisation supports employees with family or other caring responsibilities, regardless of gender*
 - i. 86% agree, 3% disagree, 11% neither agree nor disagree or don't know

7. GENDERED SEGREGATION

- 7.1 At 30 June 2021 HSV's Executive Leadership Team consisted of 17% women and 83% men. By December 2021 two more women had joined the Executive team.
- 7.2 Manager breakdown: 30 June 2021 – 23 women, 33 men.
- 7.3 Distribution Operations, including employees in the warehouse and drivers, were 100% male at 30 June 2021
- 7.4 Australian and New Zealand Standard Classification of Occupations (ANZSCO) roles by gender:

ANZSCO Code	Women	Men
Managers	23	33
Professionals	23	24
Technicians and trades workers	0	0
Community and personal services workers	0	0
Clerical and administrative workers	26	20
Sales workers	0	0
Machinery operators and drivers	0	24
Labourers	0	0