MILDURA BASE PUBLIC HOSPITAL

Gender Equality Action Plan (GEAP)

2021-25

MILDURA BASE PUBLIC HOSPITAL

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About this document

Mildura Base Public Hospital (MBPH) will ensure that it complies with the requirements of the Gender Equality Act (Vic) 2020. MBPH is required to create a **Gender Equality Action Plan (GEAP)** every 4 years commencing in 2021.

MBPH is committed to making reasonable and material progress in relation to the workplace gender equality indicators and a progress report is to be provided every 2 years (due October 2023).

The GEAP includes:

- The results of the gender equality data audit (based on data captured 30/06/2021);
- Strategies and measures to improve gender equality in the workplace, based on the results of the audit; and
- Results of consultation with our employees, employee representatives, and governing body (e.g. board)

The focus of the action plan is on the Gender Equality Indicators:

- Gender composition at all levels of the workforce
- Gender composition of governing bodies
- Gender Pay Equity
- Workplace Sexual Harassment
- Recruitment and Promotion
- Leave and Flexibility
- Gendered Workforce Segregation

MBPH also plans to utilise the first Gender Equality Action Plan to work toward improvements in data measures, including recording data on intersectionality and start to develop plans to address any gender pay gaps that exist in the next Gender Equality Action Plan in 2025.

Acknowledgement
The Mildura Base Public Hospital would like to acknowledge all the traditional owners throughout the Murray Mallee region and on whose land we work and live as the first people of this nation. We also pay respect to all Elders past and present and to honour their culture.

Executive Summary

The case for change

The MBPH Board, CEO and Executive team believes addressing and improving gender equality will be beneficial to our health service by:

- Improving our level of care to patients
- Attracting and retaining talented staff
- Improving the wellbeing of staff
- Enhancing MBPH's external image in the community and our desire to be an employer of choice

For our patients, consumers and the community

"Workplace gender equality is achieved when people are able to access and enjoy the same rewards, resources and opportunities, regardless of gender" (Workplace Gender Equality Agency).

The organisation acknowledges that a strong focus on gender equality can lead to better patient outcomes. Gender bias can have a negative effect on medical diagnosis and the quality of healthcare people receive. (Victorian Healthcare Association).

It is noted in data captured in the United States, that clinical outcomes correlate to a diverse workforce; in cardiac care, for example, women treated by female doctors are more likely to survive a heart attack than women treated by male doctors. McKinsey & Company (2019).
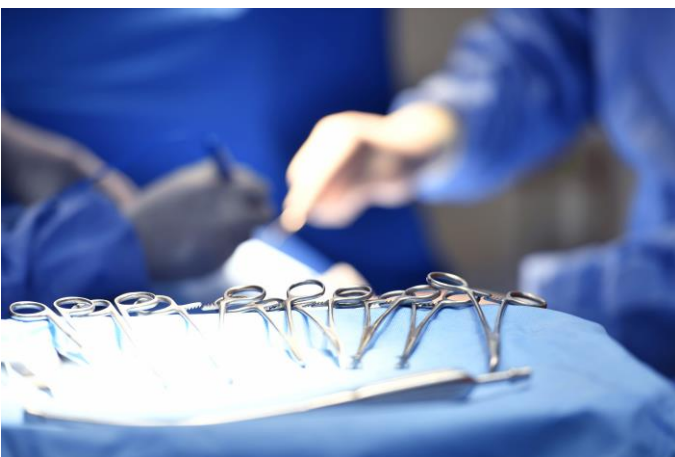
There are strong ethical arguments supporting gender equality in medicine, but research has also shown that gender balance in the clinical workforce can affect patient outcomes and "more gender diversity, particularly in corporate settings, can translate to increased productivity, greater innovation, better decision-making" (Lancet, 2019).

For example, a 2018 study showed that female patients with acute myocardial infarction had higher mortality when treated by a male doctor than when treated by a female doctor, an effect that was attenuated when the male doctors had more female colleagues and patients. Furthermore, many patients prefer to be treated by a doctor of a particular gender (Lancet, 2019).

For our staff

Research entitled "Social Attitudes to Gender Equality" states that an overwhelming proportion of Australians (88 per cent) agreed that inequality between women and men is still a problem in Australia today (Evans et al, 2018).

Women were more likely to have been negatively impacted by their gender in their work and careers and to believe that they had less access to career opportunities than men. Millennials were more likely than other generations to report having been negatively impacted by their gender in their work or career.

In looking at the most important issues of young people (15-19 years old) in Australia in 2019 – Equity and discrimination was highlighted as 3rd most important after mental health and the environment for both men (22%) and women (27%).

MBPH recognises that it most valuable asset is its staff, and achieving our vision of 'Delivering Exceptional Care' is dependent on the dedication and performance of its staff.

Aligning with the MBPH strategic pillar of 'Aspirational through our culture', the Gender Equality Action Plan demonstrates our commitment to an inclusive and diverse culture. The MBPH 'HEART' Values are Happy; Empathetic; Accountable; Respectful; Team-based and align to support our increased and sustained awareness of gender equality.

MBPH has considered the significant aspect of intersectionality and recognises that gender equality promotes the prevention of family violence

We understand it is a shared responsibility across our community to advance gender equality. MBPH will abide by the principles outlined in section 6 of the Gender Equality Act (2020). Based on our gender audit results and consultations, MBPH is committed to ensuring our staff and patients, regardless of gender, are treated with respect and fairness. We believe that our staff and patients should have equal access to resources and opportunities, and that gender equality results in significant economic, social and health benefits for our community.

Principles and assumptions

One of MBPH's greatest challenges in gender equality is the opportunity for women and gender diverse employees to get to a leadership level.

It is vital to gender equality targets, make applicable leaders accountable to deliver on them and make them known to all to succeed. Reporting and measuring on gender equality needs to become a part of the regular reporting cycle.

Enabling more women into leadership roles is one challenge, keeping them there requires an inclusive culture that welcomes female leaders so they stay. Improving things for women at work, improves things for other diverse groups (as well as all employees).

The internal and external recruitment process can be more gender inclusive, for example advertising all vacancies (not direct appointment), gender balance in candidates and recruitment panels, psychometric testing for leadership roles, balance the focus on capabilities as well as considering experience.

Further:
- Encouraging and supporting Flexible work, in all of its forms, is a critical requirement to success in gender equality (Burnford, J. 2019).

- Harassment, discrimination and bullying rates are a key indicator of the degree of inclusivity and psychosocial safety - a requirement for improved gender equality

- Leadership and Executive Sponsorship are vital for change management success in gender equality

- Parental leave provisions can make a difference to gender equality - including number of weeks of paid leave, qualifying period to access paid leave, paying superannuation during periods of leave, encouraging men and women to both experiences being the primary care giver and return to work arrangements

- Establishing programs to help people at different life stages e.g. career interruptions, transition to and from part time work, transition to retirement, transition to leadership helps gender equality.

- An ongoing gender equality network boosts the sense that MBPH cares about this topic and encourages gender equality as well as mobilising people to enable action throughout the organisation

Societal goals for gender equality:

Finally, there are some global/societal goals that we can keep in mind as the organisation progresses on this journey, they are:

- End discrimination against women and those who may be vulnerable
- End violence against women and those who may be vulnerable
- Promote shared domestic responsibilities and value unpaid care
- Ensure full participation in Leadership and Decision Making
- Universal access to reproductive Health and Rights
- Equal rights to Economic Resources and Financial Services - this is why some leading organisations pay superannuation during parental leave
- Promote empowerment of women through technology -particularly information and communications to empower women
- Adopt and strengthen policies for gender equality

Gender Equality Vision

"We have a gender inclusive culture. We know it improves our care".

MBPH is making progress towards gender equality, and we are striving to achieve a gender inclusive environment that is not only fair but has a significant impact on our organisation's success and engagement. MBPH seeks to foster an inclusive culture to create a greater sense of belonging. Staff who feel they belong perform better, become more willing to challenge themselves, and are more resilient.

Solutions for gender equality:

This document aims to highlight the MBPH 'starting point' so progress can be monitored. Our actions will be to educate our leaders and give them accountability for change. MBPH will challenge bias and sexism; consider creative job design and increase transparency of opportunities for progression (Dobbin and Kalev, 2016).

For sustainable change to occur, MBPH recognises the importance of bringing different people together to work side by side with the same purpose, to identify the issues and solutions to address gender equality. This is aligned to the "Team-Based" organisational Value. Reporting and metrics will be established to track progress. The governing bodies at MBPH can foster diversity and inclusion by talking to people openly and lean into conversations about identity and gender equality. These conversations need to be anchored to the MBPH Values (e.g. Respectful) and talent management processes should continue to be reviewed to address any structural inequities.

Gender Equality should always remain on the leadership agenda at the Board, Executive and Department level at MBPH.

Meaningful consultation and engagement

Consultation with employees has been undertaken through the establishment of the GEAP Working Group as a representative group of employees. Executive engagement and broader communication with employees occurred from March 2021 onwards through regular MEMOs to staff; Focus Groups; and discussion with internal governing bodies (including MBPH Board; People and Culture Committee, Occupational Health and Safety Committee and Nursing Consultative Committee).

In developing the GEAP, a review was undertaken of current policies, processes and training that is utilised. Findings were included in this action plan.

The Gender Equality Principles have been considered in reviewing the outcomes of the audit and also in developing actions in the GEAP.

In preparing this document, other forms of consultation include:

- Focus Groups to review gender equality results in 2021 People Matter Survey and key HR metrics aligned to workforce demographics
- GEAP Board Paper presented to the MBPH Board
- GEAP distribution to MBPH Executive Team for review and comment
- GEAP distribution to internal Gender Equality Working Group for review and comment

Leadership and resourcing our GEAP

The MBPH Board and Leadership Team is committed to bringing gender equality considerations to the forefront of leaders' discussions on talent, promotions, remuneration and structural changes.

Accountability for delivery of the GEAP has been resourced internally to support the development and implementation of the GEAP. This includes funding additional headcount in the People and Culture Team to coordinate the delivery of the gender equality actions and measures.

The Board will be provided with an annual report on key elements of improvement to ensure progress is tracked and will foster ongoing understanding and capacity to communicate the metrics and other data that relates to gender equality initiatives.

Measuring progress

MBPH has established an over-arching "Plan on a Page", as displayed below. This will increase awareness and foster accountability to deliver on our commitment to improving gender equality at our organisation.

Our Vision	We have a gender inclusive culture. We know it improves our care.				
We achieve this by	**Flexible work** Enabling flexibility as the way we work through creative job and roster design, attracting and retaining great people	**Equity and Diversity** Achieving pay equity and enabling a minimum 30% tipping point for Gender diversity in leadership, teams and committees	**Positive Workplace** Promoting positive workplace behaviours and providing freedom to speak up, report and act	**Inclusion and Diversity** Encouraging inclusion and diversity of thought at every opportunity, including decision making	**Fairness in Processes** Removing bias from our processes and programs to ensure fairness in recognition, recruitment, development and promotions
Measured by	• Meeting Compliance obligations of the Victorian Gender Equality Act 2020 • Achievement of gender diversity targets • Year on year improvement in employee survey responses regarding Diversity & Inclusion • Manager focus on gender equality based on feedback in performance reviews				

Aspects of intersectionality for consideration – race, Aboriginality, religion, ethnicity, disability, age, sexual orientation, gender identity, parental status.

MBPH Organisational Values: Happy; Empathetic; Accountable; Respectful; Team-Based

Baseline audit analysis

Indicator 1: Gender Composition of the workforce

Definition
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.

What this means for MBPH
By collecting and reporting data on gender composition at all levels, MBPH can observe where we can benefit from greater gender diversity and take action to support women into senior roles.

Summary Findings
- Women comprise 77% of 1042 employees at Mildura Base Public Hospital. Based on employee data extracted on 30/06/2021.

- The overall gender representation within the Hospital Executive & Board is 48% women and 52% men, which means a higher proportion of men compared to the organisation (77% women, 23% men), but balanced gender representation.

- The proportion of men tends to increase with higher Grade levels in award roles such as Admin Officers, Medical Officers, and Nursing to some degree e.g. Nursing is composed of 89% women, but the most senior role (NUM) is 70% female

- Note: Gender data recorded currently is binary – male and female only. As an identified action, the Payroll system, PayGlobal, will need to be enabled to record non-binary gender.

(Refer Appendix p.27)

Indicator 2: Gender composition of the governing body

Definition
Boards, councils, committees of management and other governing bodies make important decisions about people, finances and strategy that impact on the organisation and its employees.

What this means for MBPH
It's important that governing bodies at MBPH have diverse voices at the table to reflect the community it serves, improve outcomes and make better decisions. Consistently collecting and reporting this data will help ensure more gender-balanced decision making and governance bodies

Findings
The governing bodies are considered to have power in decision making and take actions that impact employees. The gender composition of the governing bodies is summarised below.

The highest governing body at MBPH is the Board, consisting of:

Women	Men	Total
4 (Includes Board Chair)	5	9

The second highest level of governing body is the Executive Team, consisting of:

Women	Men	Total
4	3 (Includes CEO)	7

Indicator 3: Pay equity

Definition

A gender pay gap exists when different genders are paid at a different pay rate. Rates of pay to be examined include the annualised base salary and the total remuneration. The gender pay gap can be driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination.

What this means for MBPH

There is an expectation of Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender. By collecting and reporting pay data, MBPH will be able to see where pay gaps are largest and identify the underlying cause. This promotes a greater sense of fairness and assists retention.

Findings

- There is a 28% gender pay gap in favour of men overall (using the average base hourly rate)
- In looking at actual, annualised pay, there is a 25% gender pay gap in favour of men
- While the Executive pay gap of 33% may be due to the CEO salary being included, pay gaps by award such as Administration Officers (16% which is equivalent to $7 per hour) and hospital medical officers (9% which is $6 per hour difference) are not so easily explained and will need to be explored through further data analysis.
- By directorate, where there are sufficient numbers to identify a trend in pay gaps, there are differences of between $1 and $4 per hour in favour of men in finance, operations and mental health areas.
- In Nursing, even by award level, men and women on the same award and grade are paid at slightly different rates. This warrants further exploration.

(Refer Appendix p.29)

Indicator 4: Workplace Sexual Harassment

Definition

Sexual harassment in the workplace is common in Australia, including Victoria. It causes financial, psychological, and physical harm to victim survivors. It also has a significant economic cost to organisations and the community. 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.

What this means for MBPH
By consistently collecting and reporting data on workplace sexual harassment, MBPH will be more transparent and accountable to employees and the community. This will build confidence to report experiences of sexual harassment.

Findings
- The 2021 People Matter Survey Results shows that 10% of respondents had experienced sexual harassment, compared to 6% of respondents in 2019
- However, gender audit data captured highlights that total number of sexual harassment complaints from 1 July 2020 to 30 June 2021 only 2 complaints of sexual harassment were formally made (1 female, 1 male). The People Matter Survey asks "Please tell us why you did not submit a formal complaint" and 38% of respondents stated that "I didn't think it would make a difference".
- Complaints of Sexual Harassment are recorded, results are included in audit and outlined in these findings
- MBPH has an harassment policy in place. In looking at policies and procedures, Bullying, Harassment and Discrimination (BHD) are usually within the one policy. However, the mandatory training provided to all employees does cover all aspects of BHD and there is also unconscious bias training included.
- The Diversity policy is mostly referencing patients and carers and not employees so is not relevant to the audit.

(Refer Appendix p.32)

Indicator 5: Recruitment and Promotion

Definition

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.

What this means for MBPH
Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities.

Findings
- The current Recruitment policy indicates the selection panel needs to be gender balanced.
- Policies regarding Talent or Succession planning for Career Progression do not exist and need to be developed
- Unconscious bias training is part of the mandatory training suite for all employees
- The recruitment system does not currently enable recording of applicants by gender as they go through the recruitment process
- Promotions, career development and (on job) training opportunities, higher duties, internal secondments by gender and level from CEO are also not currently recorded or reported
- People Matter Survey 2021 results:
    - 73% favourably respond to "Gender is not a barrier to success in my organisation".
    - 75% favourably respond to "People in my workgroup actively support diversity and inclusion in the workplace"
    - 72% favourably respond to "Senior leaders actively support diversity and inclusion in the workplace" compared to 55% in 2019.
    - 42% favourable responses to "I feel I have an equal chance at promotion in my organisation"

(Refer Appendix p.34)

Indicator 6: Leave and flexibility

Flexible Working

Definition
- 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. On average women do nearly twice as much unpaid work as men.
- Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements support workers with family or caring responsibilities
- Some flexible working policies differentiate between informal and formal flexibility. Informal flexibility is where employees can access flexible working without needing to formally document it and by "informally" agreeing with their direct manager. By removing the requirement to fill out a form or seek formal approval, this may increase access and utilisation of flexible working arrangements.

What this means for MBPH
It's important that MBPH collect clear data on who is accessing flexible work to see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work.

The benefits of flexibility for MBPH is the competitive edge it can bring when competing for talent in the local community and also to attract candidates from other regions and metropolitan areas. Offering flexibility can give them this edge where they cannot match the staff benefits of their larger rivals. By offering flexible work patterns, MBPH is able to widen the pool of talent, especially for hard to fill roles. There is a lot of anecdotal evidence that people who are empowered to work where, when and how they want, work more productively and do more than they are paid to do.

Flexibility is important to millennials who want to balance their commitment to their careers with their equally-valued commitment to friends, family, and hobbies (IT Brief Australia, 2020)

Findings
- Casual, Part Time and Full-Time employment types are recorded by gender, and it is known that two females and one male are currently utilising flexible working arrangements. Offers made of flexible working arrangements and the type of arrangement is not currently formally recorded by gender.
- There is no policy provided for working from home. There is a flexible work policy, but it does not specify the options that may be available for flexible work.

Flexibility and Contract Type, leave taken
- The majority of casual employees are women (84%)
- For fulltime fixed term positions, only a slightly higher number of positions is filled by women (54%)
- 52% of the organisation work part time and substantially more women than men hold part-time fixed term (88%) as well as part-time ongoing (86%) positions

Family Violence Leave and Family or Caring Responsibilities
Definition
- Family violence causes significant trauma to a victim survivor, which can affect their ability to work. Victim survivors may worry about consequences if they try to remove themselves from the violent situation. This may include the perpetrator attending the workplace, or missing work to attend to housing and legal matters.
- Family violence leave supports victim survivors to manage the impacts of their experience. It also promotes an organisational culture that does not accept family violence.

What this means for MBPH

Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements support workers with family or caring responsibilities

Findings
- There has been a significant focus on family violence across MBPH including the family violence workplace support policy, leave provision and training
- The Welfare Fund Policy supports staff in financial hardship in addition to the Family Violence policies. Currently two staff are approved for the Welfare Fund.
- The parental leave policy is compliant and contemporary.
- The take up rate for family violence leave was 6 women and 0 men.

(Refer Appendix p.36)

Indicator 7: Gendered workforce segregation

Definition
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 pay is lower in industries and occupations dominated by women.

What this means for MBPH
Organisations can use data on their workforce composition to see which roles and areas have more women or more men, and consider how to achieve better gender diversity where required.

Findings

- The Gender balance in fields such as Pharmacy, Health and Allied Services and Medical Officers and Specialists (Doctors) are relatively even (ranging from 44% to 50%).
- Male dominated departments include the Maintenance team (100% male) and Stores & Supply (80% male)
- Female dominated areas include nurses, mental health professionals and administrative officers (ranging from 75% to 92% female)

(Refer Appendix p.39)

Intersectionality

Definition
For many Victorians, gender inequality may be compounded by other forms of disadvantage or discrimination that a person my experience due to other characteristics. This is known as intersectionality and includes considering gender in relation to race, Aboriginality, religion, ethnicity, disability, age, sexual orientation and gender identity

Intersectionality considers different systems of oppression, and specifically how they overlap and are compounded to shape the employee experience.

What this means for MBPH
The Act requires organisations to also consider aspects of intersectionality when developing strategies and measures to promote gender equality. However, these are optional aspects at this stage and it is not mandatory to report on these.

Findings
- MBPH does not currently record the aspects of intersectionality other than gender and age. Staff are also invited to share information of aboriginality which is captured in the payroll Masterfile system.
- The People Matter Survey however, does include this information. While this will not enable specific reporting by employee, it does enable increased awareness of the diversity of the workforce.

For example, within gender, a 31year old white married woman with no children will likely have a very different experience to a 42-year-old single, black woman with two children. Intersectionality means we view the whole person, not their characteristics separately.

The new legislation requires gender in consideration of:

- race
- Aboriginality
- religion
- ethnicity
- disability
- age
- sexual orientation
- gender identity

Gender Impact Assessments

When developing policies, programs and services, MBPH must undertake a comprehensive Gender Impact Assessment which includes the following steps:

1. Define the issue and challenge assumptions
2. Define the problem or issue your policy, program or service is trying to address and make sure this definition considers how the problem(s) or issue(s) is shaped by gender.
3. Understand your context
4. Think about what information is available and what further evidence is needed to understand how gender shapes the context.
5. Options analysis
6. Develop potential options for your policy, program or service and weigh up the gendered impact of each.
7. Make recommendations
8. Make a final recommendation based on the evidence collected and analysis conducted.
9. Document the process as proof of the Gender Impact Assessment being completed for each initiative

Strategies and measures

To address the findings of the gender equality data audit, MBPH has committed to the following actions as outlined in the table below.

1 Gender composition of the workforce

Theme	Actions / Measures	Timeframe / Responsible
Data	• Add relevant data elements to Masterfile data for future reporting needs (including level below CEO; gender identification options)	June 2022 *People and Culture*
Targets	• Highlight areas for improved gender composition/balance at all levels of the workforce considering the results of the workplace gender audit, People Matter Survey Results and employee consultation. • Report gender composition findings and targets back to the Board annually and identify areas of focus	September 2022 *People and Culture*
Talent	• For targeted areas identify and implement recruitment and advancement strategies, such as: mentoring, scholarships, development and education pathways, secondment opportunities (linked to MBPH Learning and Organisational Development Strategy)	Jan 2023 *People and Culture*
Training	• Learning Needs analysis for leaders and employees re gender bias and gender- based development needs, develop and implement training	June 2022 *People and Culture*

2 Gender composition of governing bodies

Theme	Actions / Measures	Timeframe / Responsible
Data	• Establish data capture process to record staff `participation in governing body' for future reporting	Dec 2022 *People and Culture*
Targets and reporting	• Establish targets for the gender composition of members of each of the MBPH governing bodies (if required) considering the results of the workplace gender audit • Create annual report of composition of committees by gender. Consider ratio to reflect 50/50 ideal or ratio	June 2023 *People and Culture*

Theme	Actions / Measures	Timeframe / Responsible
	reflective of gender makeup of MBPH (at least 30/70 balance)	
Governance	• Amend the Terms of Reference (where needed) to reflect a clear policy and process guidelines around recruitment to governing body members and include actions that would reduce any barriers to the recruitment of diverse applicants	Sept 2022 *People and Culture*

3 Gender pay equity

Theme	Actions / Measures	Timeframe / Responsible
Targets and reporting	• Create annual report of base pay and actual pay (including superannuation and over award payments) by craft group, gender and award/seniority level as at June each year. Report this to the Executive Team and review it annually. Report should include pay increases awarded and gender comparison of pay when recruiting and offer made. • Highlight any immediate areas of concern and address individual discrepancies where required. • Focus on gender composition and pay equity – targets set	Dec 2022 *People and Culture*

4 Sexual harassment

Theme	Actions / Measures	Timeframe / Responsible
Policies	• The Harassment policy will be expanded to include bullying and discrimination • An equal opportunity policy for the workforce will be reviewed and updated as required	Sept 2022 *People and Culture*
Processes	• Records of complaints by gender will also be kept as data needed for future audits. • BHD complaints will be reported to the Board quarterly and People and Culture Committee as a standing workplace health and safety agenda item • Provide greater encouragement to report by providing quarterly report to all employees of numbers of complaints (by gender) and action taken (de-identified)	June 2022 *People and Culture*
Culture	• MBPH will establish a zero-tolerance approach to	September

Theme	Actions / Measures	Timeframe / Responsible
	sexual harassment, including reporting options being highlighted to all staff. • Build a culture of checking in consistently to ensure that staff making complaints or disclosures are supported, that issues raised are always taken seriously and dealt with appropriately and effectively. (captured in Manager 1:1 Check Ins and measured through metrics and regular staff feedback)	*People and Culture*

5 Recruitment and promotion

Theme	Actions / Measures	Timeframe / Responsible
Targets and reporting	• Review gender composition of all levels by area for the Executive to align on areas of focus for improvement when recruiting • Set targets for recruitment of diverse candidates at specific levels for Admin Officers and Medical Officers • Update reporting mechanisms to show recruitment, promotions, career development and (on job) training opportunities, higher duties, internal secondments by gender and level from CEO	Jan 2023 *People and Culture*
Policies and processes	• Start to record and report promotions, career development and (on job) training opportunities, higher duties, internal secondments by gender and level from CEO. Include this reporting in the People & Culture Committee reporting. • Review recruitment processes to ensure gender diversity in candidates. For example, through reviewing language in job descriptions, composition of interview panels, shortlisting, and appointment processes • Communicate a transparent process for secondment and acting opportunities • Managers who recruit to pass quiz/ undertake training to reduce risk of unfair bias.	Jan 2023 *People and Culture*
Talent	• Leverage role models to provide Career progression examples, mentoring and training pathways	June 2023 *People and Culture*

6 Flexibility and leave

Theme	Actions / Measures	Timeframe / Responsible
Policies and processes	• Expand the flexible working policy to include: Variations to working days (e.g. working part-time and job-sharing); Variations to working hours (e.g. working 8am to 4pm, instead of 9am to 5pm); Working condensed hours (e.g. working a full week in a shorter number of days, as long as Award/Agreement provisions for overtime are not contravened); Working from home on set days and/or hours • As new or replacement roles arise, include a process to consider how the role may be performed flexibly • Include flexibility options in job ads, e.g. job sharing • Communicate with hiring managers regarding the benefits and options for flexible working arrangements • Continue to record and report flexible working arrangements, and type, by gender • Review parental leave policies to ensure gender neutral and do not discourage a particular gender from taking up parental leave • Encourage and track leave for culturally significant events • Ensure there are processes in place to encourage people of all genders to take carers leave as required	Sept 2022 *People and Culture*
Reporting	• Develop reporting of Leave taken – including accessing family violence leave and carers leave and departure during parental leave	June 2022 *People and Culture*
Education and talent	• Broaden understanding of paternity leave, messaging to not stigmatise through resources and training sessions • Pilot flexible work approaches with a team (and the people who roster) • Set up flexible options for working from home, e.g. Telehealth	June 2023 *People and Culture*

7 Gendered workforce segregation

Theme	Actions / Measures	Timeframe / Responsible
Policy	• Create a gender equality policy. Specifics to include reference to pay equity, zero tolerance for sexual harassment, the availability of flexible working options, equal opportunity for recruitment, promotions, internal appointment and also development opportunities.	April 2022 *People and Culture*
Data	• Include in Masterfile data Occupational Category (using ANZSCO) codes	June 2023 *People and Culture*
Reporting	• Create an annual report to continue to monitor gendered workforce segregation. Report this to the Board and review it annually	Jan 2024 *People and Culture*
Talent	• Target specific cohorts as part of recruitment and secondment arrangements if required. Measured by HR Metrics monthly Report.	Jan 2023 *People and Culture*
Education	• Create an internal awareness campaign to help people understand the gendered segregation of occupations within the workplace, workforce and industry and the impact gender stereotypes can have on decisions about role type and level	Jan 2023 *People and Culture*

Other

Theme	Actions / Measures	Timeframe / Responsible
Intersectionality	• Plan methods that can be used in recruitment and Masterfile systems to record all aspects of intersectionality, including race, Aboriginality, religion, ethnicity, disability, age, sexual orientation, gender identity • Aim to begin reporting on these aspects of 2023 (progress update)	June 2022 *People and Culture*
Diversity and Inclusion	• Introduce LGBTIQA+ inclusive practice taskforce to seek accreditation, branding and include in Employee Value Proposition (EVP) • Create and promote internal network/networks for exploring gender equality • Implement staff survey focused on belonging – beyond even VPSC People Matter Survey	Sept 2024 *People and Culture*
Communication and training	• Training opportunities to promote inclusive practices	Jan 2023 *People and*

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Theme	Actions / Measures	Timeframe / Responsible
	- Exec to do implicit bias test Harvard Project Implicit - Introduce gender equality themes in regular CEO and Executive Team communication to workforce - Schedule events that celebrate gender diversity (at least yearly) - Share GEAP document with relevant Union bodies for comment, such as ANMF, with focus on progress update of key actions as outlined in GEAP	*Culture*
Gender Impact Assessments (GIA)	Provide education regarding Gender Impact Assessments (GIA) and introduce GIAs to all new relevant programs and policies that may affect the public	Jan 2024 *People and Culture*
Measuring progress	Provide progress report to Commission	Dec 2023

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Appendix – MBPH workplace gender audit dataset

Gender representation
Gender representation overall

Women comprise 77% of 1042 employees at Mildura Base Public Hospital. Women have an average tenure of 7.9 years and men have an average tenure of 6.9 years.

Figures in this report show the proportions of men and women as well as the number of employees in each category in brackets.

Figure 1. Overall gender representation
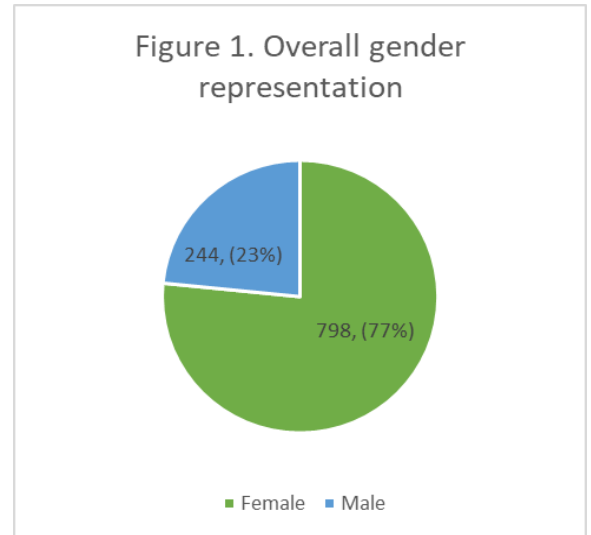
Gender representation by contract and appointment types

Figure 2 shows the gender representation by contract and appointment types. For this analysis, seconded employees who are working fulltime hours are classified under full-time and sessional employees are combined into the group with part-time employees.
The figure shows that the majority of casual employees are women (84%). For fulltime fixed term positions, only a slightly higher number of positions is filled by women (54%) than by men (46%). According to the data, the majority of employees at Mildura Base Public Hospital are working part-time (542 employees), which is 52% of the organisation. Substantially more women than men hold part-time fixed term (88%) as well as part-time ongoing (86%) positions.
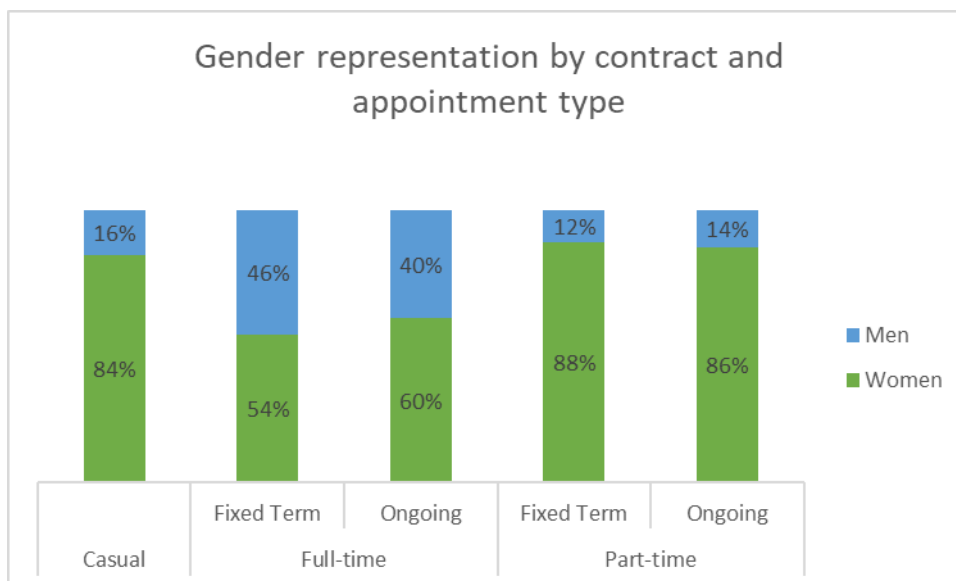
Figure 2

Gender representation by directorate description and appointment type

Figure 3 shows that men comprise the majority of casual employees in Finance and Corporate Services (64%) and Medical Operations (100%). Men also predominate fulltime positions in Finance and Corporate Services (69%) and Medical Operations (54%). Men do not comprise the majority of part-time staff in any directorate description, but of all categories are mostly represented in Finance and Corporate Services (40%) and Medical Operations (41%).

Gender representation by directorate description and appointment type
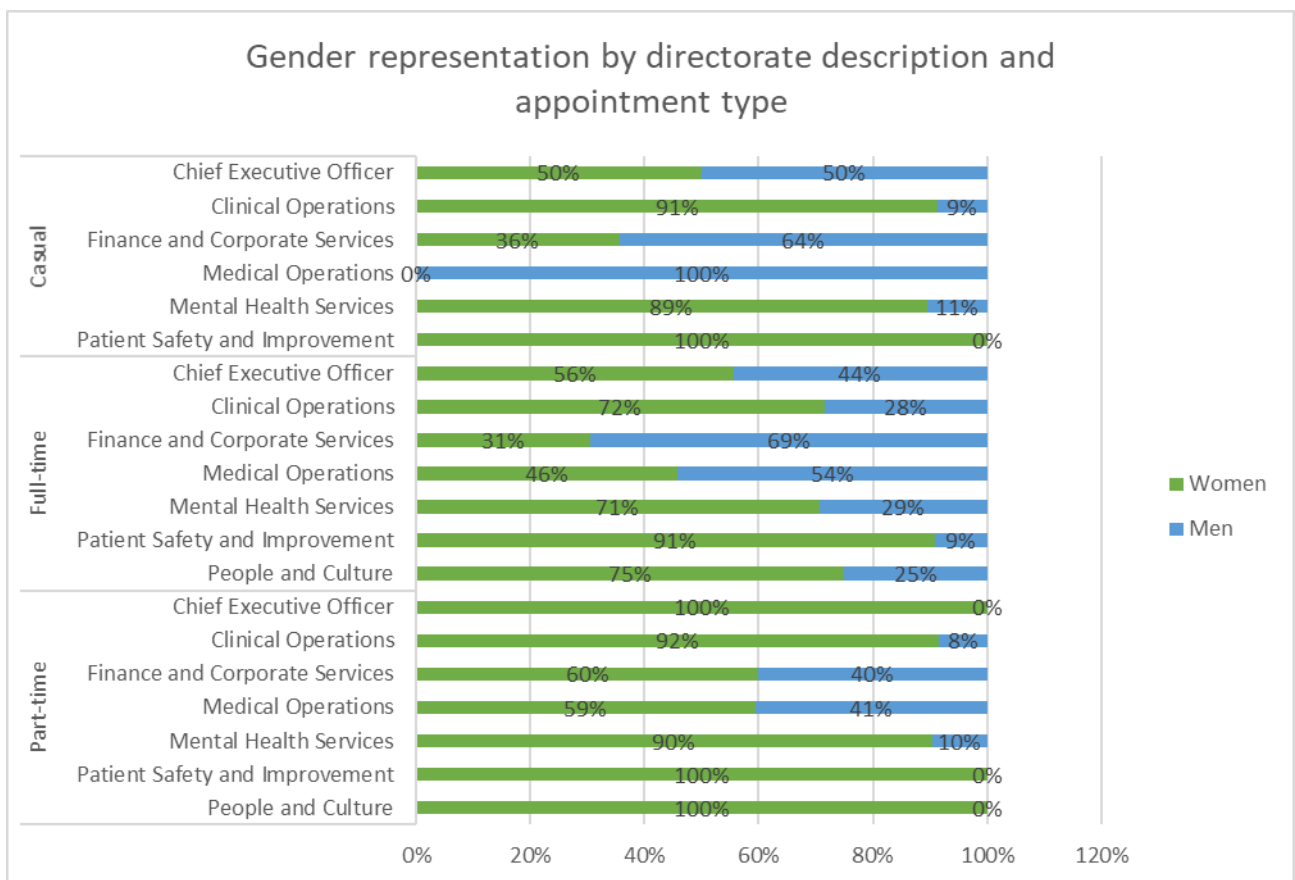
Pay Gaps overall

For the pay gap analysis, payroll data from 982 employees has been used. From the 1042 employees, 60 have been excluded analysis as crucial data for the analysis was incomplete. The number of employees per category is displayed in brackets in all upcoming figures. Across the organisation overall, women earn on average $44 base hourly rate, while men earn $61 on average (see Figure 19). This reflects a 28% gender pay gap in favour of men for the base hourly rate.

Organisation-wide pay gaps are of limited use in that they represent an "all in" figure in which people of all levels and pay scales are averaged and compared. Their usefulness is in identifying that pay gaps exist in a given organisation, and that further investigation is required to identify specific gaps before action plans can be developed to address them. Therefore, the rest of this chapter will investigate pay differences between women and men on a number of axes to identify specific pay gaps.

Pay gaps are described as a percentage of men's remuneration. When a pay gap is in favour of men, this number will be positive and in cases where a pay gap is in favour of women, this number will have a negative value. An important side note that has to be made here is that pay gaps in this report are not tested for their significance. Statistical significance could be tested with a one-way ANOVA in SPSS or another statistical program, however, that is outside the scope of this report.
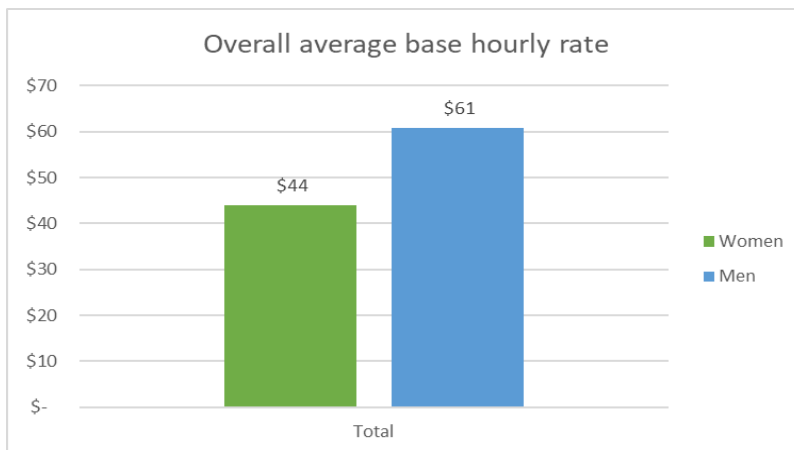
Pay gaps by appointment type

In Figure 5 the **average base hourly rates by appointment type** are displayed. Table 1 shows the corresponding gender pay gaps. Data shows that there is a 2% pay gap in favour of women for casual employees. For full-time employees, the average rate of men is 28% higher than the average rate for women and for part-time employees the pay gap is 22% in favour of men.

Figure 5. Average base hourly rates by appointment type
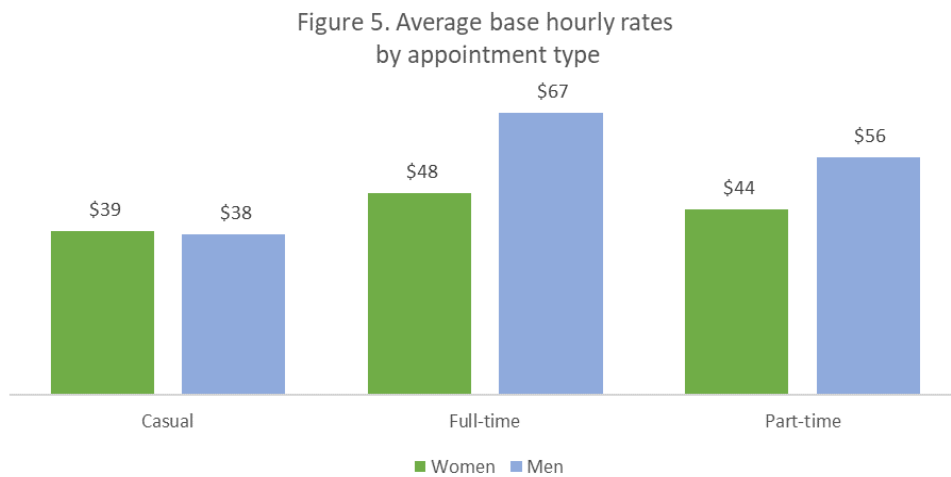
Table 1. Appointment type	Women	Men	Pay Gap
Casual	$ 39	$ 38	-2%
Full-time	$ 48	$ 67	28%
Part-time	$ 44	$ 56	22%

Pay gaps by contract and appointment type

Figure 4 shows the average base hourly rates by contract and appointment type and Table 2 shows the pay gaps. The largest pay gap, according to the data, is for part-time fixed term employees and is 63% in favour of men. Also, fixed term full-time male employees earn on average 45% more than female employees.

Figure 4 Average base hourly rates by contract and appointment type
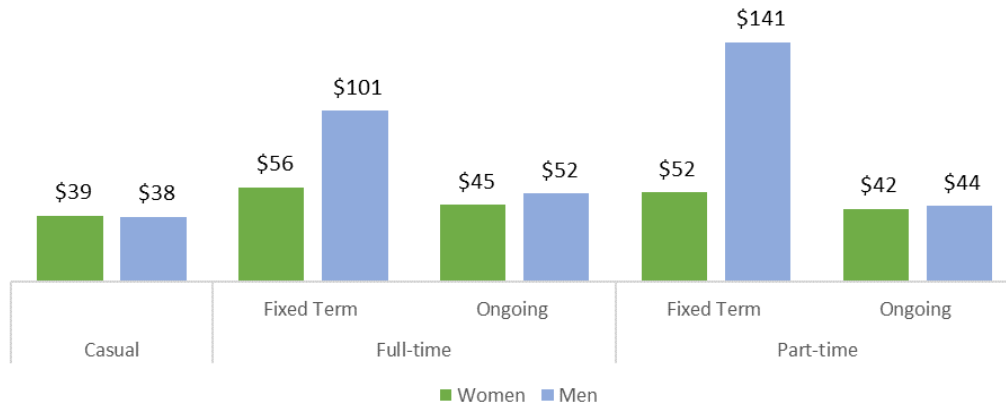
Table 2. Contract and appointment type	Women	Men	Pay Gap
Casual	$ 39	$ 38	**-2%**
Full-time			
Fixed Term	$ 56	$ 101	**45%**
Ongoing	$ 45	$ 52	**13%**
Part-time			
Fixed Term	$ 52	$ 141	**63%**
Ongoing	$ 42	$ 44	**4%**

Sexual harassment

In 2021, 423 staff completed the People Matter Survey.

The 2021 People Matter Survey Results shows that 10% of respondents had experienced sexual harassment, compared to 6% of respondents in 2019.

Have you experienced sexual harassment at work in the last 12 months?

42	381
10%	90%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment

Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	67%	60%	54%	54%
Intrusive questions about your private life or comments about your physical appearance	67%	52%	52%	50%
Inappropriate staring or leering that made you feel intimidated	0%	24%	16%	15%
Unwelcome touching, hugging, cornering or kissing	50%	17%	16%	14%
Inappropriate physical contact (including momentary or brief physical contact)	33%	12%	21%	17%
Repeated or inappropriate invitations to go out on dates	0%	7%	3%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	17%	5%	2%	3%
Any other unwelcome conduct of a sexual nature	0%	5%	7%	7%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc)	0%	5%	0%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	2%	7%	6%

However, gender audit data captured highlights that total number of sexual harassment complaints from 1 July 2020 to 30 June 2021 only 2 complaints of sexual harassment were formally made (1 female, 1 male). The People Matter Survey asks "Please tell us why you did not submit a formal complaint" and 38% of respondents stated that "I didn't think it would make a difference".

Gender Equality Act 2020 - Workplace gender equality indicators

Comparison: **You 2021**

Breakout: **How do you describe your gender?**

	You 2021	Woman	Man	Prefer not to say
Responses	423	316	69	38
> Gender composition	**68%**	69%	67%	57%
> Gendered work segregation	**74%**	76%	70%	68%
∨ Workplace sexual harassment	**72%**	72%	78%	59%
My organisation encourages respectful workplace behaviours	**76%**	77%	78%	63%
My organisation takes steps to eliminate bullying, harassment and discrimination	**60%**	61%	70%	37%
I feel safe to challenge inappropriate behaviour at work	**62%**	62%	70%	45%
Sexual harassment	**90%**	89%	94%	89%
> Recruitment and promotion	**65%**	67%	66%	47%
> Leave and flexibility	**55%**	57%	60%	36%

During the last 12 months in your current organisation, have you experienced any of the following:

Chart showing percentage responses for:
- Inappropriate staring or leering that made me feel intimidated: ~24%
- Repeated or inappropriate invitations to go out on dates: ~7%
- Sexual gestures, indecent exposure or inappropriate display of the body: ~2%
- Unwelcome touching, hugging, cornering or kissing: ~16%
- Sexually explicit posts or messages on social media: ~5%
- Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work…: ~5%
- Inappropriate physical contact: ~11%
- Sexually explicit email or SMS message: ~2%
- Any other unwelcome conduct of a sexual nature: ~5%
- Intrusive questions about my private life or comments about my physical appearance: ~52%
- Sexually suggestive comments or jokes that made me feel offended: ~59%

Recruitment and promotion (People Matter Survey results)

73% favourably respond to "Gender is not a barrier to success in my organisation".

75% favourably respond to "People in my workgroup actively support diversity and inclusion in the workplace"

72% favourably respond to "Senior leaders actively support diversity and inclusion in the workplace" compared to 55% in 2019.

42% favourable responses to "I feel I have an equal chance at promotion in my organisation"

Gender Equality Act 2020 - Workplace gender equality indicators

Comparison: **You 2021**

Breakout: **How do you describe your gender?**

	You 2021	Woman	Man	Prefer not to say
Responses	423	316	69	38
> Gender composition	68%	69%	67%	57%
> Gendered work segregation	74%	76%	70%	68%
> Workplace sexual harassment	72%	72%	78%	59%
⌄ Recruitment and promotion	65%	67%	66%	47%
My organisation makes fair recruitment and promotion decisions, based on merit	48%	50%	58%	18%
Age is not a barrier to success in my organisation	70%	73%	67%	53%
Gender is not a barrier to success in my organisation	73%	76%	74%	50%
Sexual orientation is not a barrier to success in my organisation	73%	77%	72%	47%
Cultural background is not a barrier to success in my organisation	76%	78%	75%	55%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	71%	74%	70%	47%
Disability is not a barrier to success in my organisation	61%	62%	65%	45%
I am satisfied with the way my learning and development needs have been addressed in the la...	48%	50%	49%	34%
I feel I have an equal chance at promotion in my organisation	42%	44%	51%	13%
People in my workgroup actively support diversity and inclusion in the workplace	75%	77%	70%	68%
My manager works effectively with people from diverse backgrounds	85%	84%	88%	84%
There are adequate opportunities for me to develop skills and experience in my organisation	49%	51%	54%	29%
Senior leaders actively support diversity and inclusion in the workplace	71%	73%	67%	68%
> Leave and flexibility	55%	57%	60%	36%

Leave and flexibility

One of the bottom 10 scoring questions:

Workplace flexibility
Using flexible work arrangements is not a barrier to success in my organisation
46% favourable
Not asked
in 2019
49% for comparator group in 2021

Biggest negative difference from comparator group:
Workplace flexibility
Having family responsibilities is not a barrier to success in my organisation
49% favourable in 2021. 55% for comparator group.

Diversity and inclusion
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+
61% favourable 2021. 66% comparator group.

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Decrease from 2019' column.

When you use this data, focus on the decrease instead of individual numbers.

This is because the decrease from 2019 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 50% of your staff agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

In the 'Decrease from 2019' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	50%	-15%	53%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	53%	-10%	56%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	51%	-9%	52%
Patient safety climate	This health service does a good job of training new and existing staff	45%	-8%	53%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	49%	-7%	55%
Learning and development	My organisation places a high priority on the learning and development of staff	52%	-5%	56%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	69%	-5%	70%
Quality service delivery	My workgroup strives to make the best use of its resources	77%	-5%	77%
Workload	I have enough time to do my job effectively	41%	-4%	47%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	71%	-3%	74%

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Gender Equality Act 2020 - Workplace gender equality indicators

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> Gendered work segregation	**74%**	76%	70%	68%
> Workplace sexual harassment	**72%**	72%	78%	59%
> Recruitment and promotion	**65%**	67%	66%	47%
∨ Leave and flexibility	**55%**	57%	60%	36%
Using flexible work arrangements is not a barrier to success in my organisation	**46%**	48%	51%	21%
Having caring responsibilities is not a barrier to success in my organisation	**50%**	51%	55%	29%
Having family responsibilities is not a barrier to success in my organisation	**49%**	51%	55%	24%
There is a positive culture within my organisation in relation to employees who use flexible work...	**51%**	52%	57%	32%
There is a positive culture within my organisation in relation to employees who have caring respo...	**53%**	53%	62%	34%
There is a positive culture within my organisation in relation to employees who have family respo...	**54%**	55%	64%	29%
My organisation would support me if I needed to take family violence leave	**71%**	73%	71%	50%
I have the flexibility I need to manage my work and non-work activities and responsibilities	**62%**	64%	62%	50%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	**56%**	57%	58%	45%
My organisation supports employees with family or other caring responsibilities, regardless of ge...	**61%**	63%	61%	47%

Gender Equality Act 2020 - Workplace gender equality indicators

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› Recruitment and promotion	**65%**	67%	66%	47%
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Using flexible work arrangements is not a barrier to success in my organisation	**46%**	48%	51%	21%
Having caring responsibilities is not a barrier to success in my organisation	**50%**	51%	55%	29%
Having family responsibilities is not a barrier to success in my organisation	**49%**	51%	55%	24%
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There is a positive culture within my organisation in relation to employees who have family respo...	**54%**	55%	64%	29%
My organisation would support me if I needed to take family violence leave	**71%**	73%	71%	50%
I have the flexibility I need to manage my work and non-work activities and responsibilities	**62%**	64%	62%	50%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	**56%**	57%	58%	45%
My organisation supports employees with family or other caring responsibilities, regardless of ge...	**61%**	63%	61%	47%

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Composition of people who accessed Carer's leave by Gender:

Women	Men	Self-Described Gender
155	33	n/a

Composition of people who accessed family violence leave by Gender:

Women	Men	Self-Described Gender
6	0	n/a

Parental Leave takers between 1 July 2020 and 30 June 2021 (Headcount)
53 Women
7 Men

Average number of PAID weeks taken
18 Women
1 Men

Average number of UNPAID weeks taken
40 Women
1 Men

Gendered segregation (ANZSCO data)

ANZSCO Code Major Groups in the organisation						
Gender	1 - Managers	2 - Professionals	3 - Technicians and trades workers	4 - Community and personal service workers	5 - Clerical and administrative workers	Grand Total
M	20	158	8	53	5	244
W	39	590	3	76	90	798
Grand Total	59	748	11	129	95	1042

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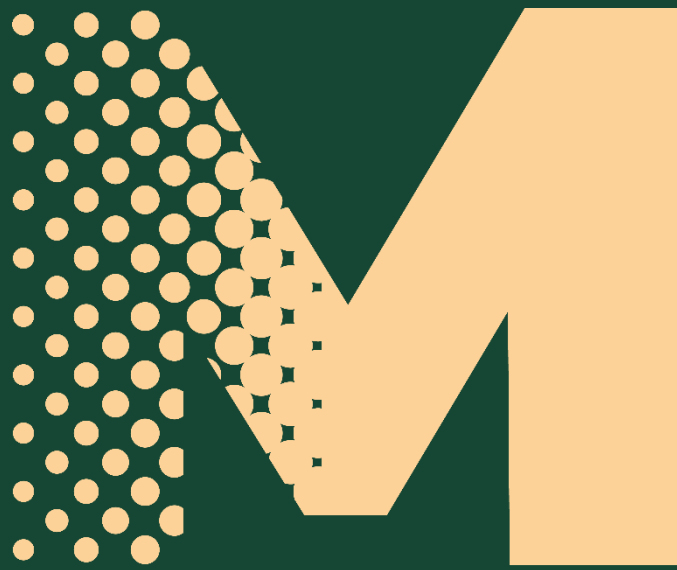
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