

Gender Equality Action Plan 2022 - 2026



tweedle

child & family health service

since 1920

Secure babies | **Strong** families | **Safe** communities



Our Business

Tweddle Child and Family Health Service (Tweddle) has developed and evolved in response to Victoria's changing needs throughout its 100 plus year history. Tweddle changes the lives of over 4,000 parents, babies and toddlers who are experiencing vulnerabilities each year.

It does this through:

1. Developing Secure Attachment
2. Building Resilience in families
3. Promoting Infant Mental Health
4. Strengthening the skills and capacity of parents to care for their babies and toddlers
5. Helping parents understand Infant Brain Development
6. Advocating for The First 1000 Days
7. Encouraging play, singing and reading stories to support and nurture a child's development

Tweddle is made up of almost 90 staff across a mixture of clinical, corporate and domestic roles.

We know that 94% of staff are women, 6% of staff are men and 0% of staff identify as non-binary.

In senior leadership positions, 67% of staff are women, 33% of staff are men and 0% of staff identify as non-binary.¹

Our Vision

- ***To be an inclusive and affirming place to work and which supports diversity of identity and thought.***
- ***To support a diverse workforce to feel safe, respected and have equal rights, resources and opportunities.***
- ***To build organisational capacity to foster an inclusive, affirming and safe culture.***

¹At present our Human Resources Information System does not allow for the collection of gender identity being non-binary. Improvements to the collection of this data are included as part of this plan.

Our Gender Equality Audit Results

Below is a summary of our gender equality workplace audit results (collated from existing workforce data from 1st July 2020 to 30th June 2021 and the 2021 People Matter Employee Experience Survey).



1. Gender Composition of Workforce and Governing Body

- The overall gender composition of the workforce is 94% women and 6% men.
- The overall gender composition of the governing body is 82% women and 18% men.
- The highest percentage of men are employed in roles one level away from the CEO.
- No men work at the farthest level from the CEO, level 4.
- Women are predominately employed part time or casual (84%).
- No men are employed on a casual basis. 40% of men work full time and 60% part time.
- 1% of the workforce identify as Aboriginal and/or Torres Strait Islander.
- 9% of the governing body identify as Aboriginal and/or Torres Strait Islander.

2. Gender Pay Equity

- There are pay inequities between men and women; overall men earn 21.3% more than women. The pay gap is increased for part timers, men earn 32.1% more than women, but decreases for full timers where men earn 14.6% more than women.
- The lowest pay inequity is found in level 1 from the CEO 2.7%, but highest at level 2 from the CEO, 25%.
- The highest pay inequity by age is true for 55-64 year old women earning 39.7% less than men, but women aged between 35-44 years earn 32.3% more than men in this age range.

3. Workplace Sexual Harassment

- Formal reporting of sexual harassment using existing internal systems is comparable to the level of experiences of sexual harassment reported anonymously via the People Matter Employee Experience Survey.
- Internal training and policy development action were taken in response to the one formal complaint received.

4. Recruitment and Promotion

- By classification level, the percentage of women compared to men recruited is lowest (0%) for roles two reporting levels below the CEO, followed by (50%) for roles one reporting level below the CEO.
- By classification level, the percentage of women compared to men recruited is highest (100%) for roles four reporting levels below the CEO.
- By classification level, the percentage of men compared to women recruited was highest (50%) one reporting level below the CEO.
- By classification level, the percentage of women awarded permanent promotions (2%) occurred three reporting levels below the CEO. No men were awarded permanent promotions.
- By classification level, the percentage of women awarded higher duties (2%) occurred one reporting level below the CEO (n=1) and three reporting levels below the CEO (n=1). No men were awarded higher duties.
- By classification level, the percentage of women who exited is highest across levels two, three and four and lowest one reporting level from the CEO.
- By employment type, the percentage of women who exited is highest for part time permanent (54%) and casual (23%) and lowest for part time fixed term contract (8%) employment.

5. Leave and Flexibility

- 33% of the total workforce have formal flexible work arrangements, of these 86% are women.
- Overall, 30% of women and 80% of men have formal flexible work arrangements.
- By classification level, formal flexible work arrangements are mostly held by those in roles one and two reporting levels below the CEO.
- 1% of the workforce took paid parental leave in the reporting period, of this 100% were women.
- 1% of the workforce accessed family violence leave in the reporting period and of these 100% were women.
- 25% of the total workforce accessed carers leave, of which 91% were women.
- Overall, 24% of women and 40% of men took carers leave.



6. Gendered Work Segregation

- 29% of the workforce are health professionals, of which 96% are women.
- 46% of the workforce are midwives, nursing professionals or mothercraft nurses, of which 97% are women.
- Occupations in which women are predominately represented include general clinical, clerical and administrative work, while occupations in which men are predominately represented include corporate and high risk clinical programs.

7. People Matter Employee Engagement Survey

In the 2021 People Matter employee engagement survey which yielded a 49% response rate showed:

- 74% of us have caring responsibilities
- 2% of us identify somewhere under Lesbian, Gay, Bisexual, Transgender, Queer or Intersex umbrella
- 12% of us were born in a country other than Australia
- 12% of us speak a language other than English
- 5% of us have a disability
- 0% of us identify as Aboriginal and/or Torres Strait Islander
- 65% of us agree that there is a positive culture to employees with a disability (26% down from 2019 result)
- 67% of us believe having caring responsibilities is not a barrier to success (33% down from 2019 result)
- 65% of us believe there is a positive culture in relation to employees who use flexible work arrangements (35% down from 2019 result)
- 53% of us feel we have an equal chance at promotion (New Question)



A group of diverse women and children are shown in a warm, smiling interaction. The image is partially obscured by a teal circular graphic on the left side. The women are of various ethnicities and are holding or sitting with young children. The overall mood is positive and community-oriented.

Our Consultation Process

In developing our 2022 – 2026 Gender Equality Action Plan (GEAP), we undertook two rounds of consultation across the workforce, including the Tweddle Board, employees, employee representatives (e.g. relevant unions) by using an array of methods such as face to face drop in sessions, anonymous survey, email and feedback boxes.

Our Case for Change

Gender equality benefits all Victorians regardless of gender. It is a human right and precondition to social justice.

Historically, women have experienced discrimination and disadvantage based on sex and gender. We acknowledge modelling gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.

We are a member of the Shared Hospital's Response to Family Violence, are an information sharing entity and work within the Family Violence Multi-Agency Risk Assessment and Management Framework.

Gender Inequality and Violence Against Women

In Australia, on average 1 in 3 women have experienced physical violence since the age of 15 and 1 in 5 women have experienced sexual violence since the age of 15. ²

The Australian Human Rights Commission states gendered violence is rooted in the structural inequalities between men and women and is both the cause and consequence of gender inequality. ³

Gender equality has been identified to be the most effective way to reduce violence and is critical in preventing violence against women and children. ⁴

The negative impacts of gender inequality are further compounded by other intersectional identities such as cultural and linguistic diversity, sexual orientation, gender identity, age, disability status, beliefs and caregiving responsibilities. ⁵



Gender Inequality and Men's Health

Gender inequality can lead to rigid societal and cultural expectations of men to be the main money earner and not the primary care giver which can come at an expense to quality family time and repercussions for men who want to be the primary caregiver.

Rigid gender roles also see men less likely to engage in health seeking behavior leading to delayed treatment, undiagnosed mental health issues and poorer health outcomes. This can affect men's wellbeing and can lead to destructive behaviours such as abusing drugs, self-harm and violence.⁶

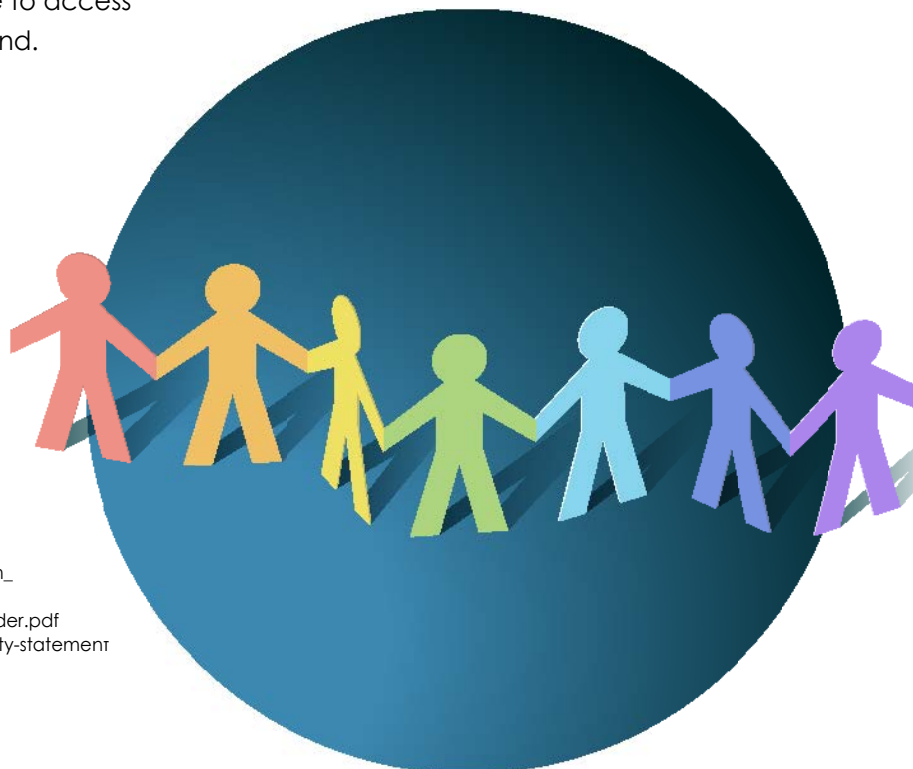
Breaking down rigid societal expectations of men by embracing a broader view of masculinity can lead to better engagement in one's own health and health seeking behaviours as well as active involvement in their children's lives without workplace repercussions.

Gender Inequality and Outcomes for Trans and Gender Diverse People

Compared to the general population, transgender and gender diverse people aged 18 years and over are five and a half times more likely to experience and be diagnosed with depression.⁷

35% of transgender people aged 18 and over reported that they had attempted suicide in their lifetime, compared to 3.2% of the general population. Trans and gender diverse people have overall poorer health outcomes due to a reluctance to access services that aren't designed with them in mind.

Transgender and gender diverse people are often excluded in way that cis-gender people do not have to consider day to day such as a lack of gender-neutral bathrooms in the workplace, the use of heavily gendered language or the selection of limited gender options on official documentation.



² <https://www.ourwatch.org.au/quick-facts/>

³ https://humanrights.gov.au/sites/default/files/AHRC_Submission_domestic_violence_gender_equality_20160304.pdf

⁴ https://www.who.int/violence_injury_prevention/violence/gender.pdf

⁵ <https://www.vic.gov.au/everybody-matters-inclusion-and-equity-statement>

⁶ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6560805/>

⁷ <https://www.lgbtiqhealth.org.au/statistics>

Our Action Plan Strategies and Measures

1. Gender Composition of Workforce

Action	Timeline	Responsibility
Investigate gender imbalance in specialist clinical areas e.g. registered nursing, early childhood education and report on barriers to men's and/or gender diverse people's participation in specialist clinical areas.	12 months	Gender Equality Working Group
Develop a workforce composition target proportional to the pool of eligible candidates in specialist clinical areas.	12 months	Gender Equality Working Group
Establish relationships with tertiary education providers to support diversity in student placements offered in specialist clinical areas.	24 months	Education and Student Placement Co-ordination
Review inclusivity of all genders in clinical program delivery with respect to language, gendered norms and promotional imagery to ensure inclusivity and workforce mutuality.	36 months	Clinical Programs
Review recruitment diversity statements and branding in attracting a diverse workforce.	12 months	Recruitment and Communications
Investigate increasing the capacity of HR systems to capture workforce diversity data.	12 months	Human Resources

2. Gender Composition of the Governing Body

Action	Timeline	Responsibility
Work towards increasing the proportion of gender diverse members by 10% by 2025.	36 months	Board Secretariat
Ensure clear policy and process guidelines around recruitment of governing body members and include actions that would reduce any barriers to the recruitment of underrepresented genders and intersectional groups.	24 months	Board Secretariat
Use targeted recruitment strategies (materials and mode) to attract underrepresented genders and intersectional groups.	12 months	Board Secretariat and Executive
Determine a strategy to ensure gender and intersectional groups' voices are considered in all decision making bodies.	24 months	Board Secretariat

3. Gender Pay Equity

Action	Timeline	Responsibility
Form a working group with representatives including, but not limited to: Payroll, Workforce Planning, Finance, Human Resources.	3 months	Pay Equity Working Group
Develop a pay equity briefing paper for the governing body including analysis of root causes of the pay gap and a pay gap target if inequalities are found at comparable levels.	6 months	Pay Equity Working Group
Allocate a specific budget for resolving any pay discrepancies identified through the root cause analysis.	12 months	Finance
Provide pay gap progress reporting via the CEO report to the Governing Body and Executive Team.	From 6 months, until pay gap reduces to target	Pay Equity Working Group
Increase the transparency of grading progression and remuneration increases against Awards during appraisal processes.	12 months	Leadership Team

4. Workplace Sexual Harassment

Action	Timeline	Responsibility
Review workplace bullying and harassment policy and procedure and ensure it addresses known barriers to reporting sexual harassment from a victim based perspective.	6 months	Human Resources
Implement a process that provides the establishment of more workplace contact officer roles with whom workers discuss sexual harassment experiences and concerns confidentially.	3 months	Executive Team
Create an internal awareness campaign about sexual harassment policies and internal complaint mechanisms and include as part of a wellbeing pack upon orientation.	18 months	Human Resources
Set up anonymous reporting processes for instances of sexual harassment in the workplace and ensure that reporting processes include adequate response and support mechanisms.	6 months	Human Resources

Our Action Plan Strategies and Measures *cont.*

5. Recruitment and Promotion

Action	Timeline	Responsibility
Set a target for the proportion of applications or recruitment shortlists that are gender balanced and take into consideration intersectional gender inequality.	12 months	Human Resources / Internal EPC Expansion Working Group
Set targets for recruitment of diverse candidates at specific levels as part of a future workforce strategy.	12 months	Human Resources / Internal EPC Expansion Working Group
Review recruitment advertisement (content and mode of delivery) to attract greater gender diversity in candidates, including language and imagery.	12 months	Human Resources / Internal EPC Expansion Working Group
Develop secondment, promotion and higher duties program to build internal capability and succession planning.	24 months	Gender Equality Working Group
Increase Aboriginal employment to a 3% target by 2026, including identified roles.	48 months	Human Resources / Internal EPC Expansion Working Group
Develop and implement an Aboriginal employee recruitment and retention strategy.	36 months	Human Resources / Internal EPC Expansion Working Group
Develop a report on career progression by gender and ensure there is a forum to discuss career development opportunities during performance reviews that are internally supported where possible.	24 months	Human Resources / Internal EPC Expansion Working Group

6. Leave and Flexibility

Action	Timeline	Responsibility
Create an internal awareness campaign about family violence staff support policies and internal complaint mechanisms and include as part of a wellbeing pack upon orientation.	18 months	Human Resources
Develop systems to accurately capture formal flexible work arrangements and carers leave for accurate workforce reporting.	18 months	Human Resources

7. Gendered Work Segregation

Action	Timeline	Responsibility
Consider additional opportunities for a 'Women in leadership' program at senior levels within the organisation such as scholarships, traineeships, part time, job share, project work, higher duties.	12 months	Executive Team
Establish scholarships, traineeships, part time, job share, project work, higher duties etc. to support more diverse entry into non-traditional career pathways.	12 months	Executive Team

8. People Matter Employee Engagement Survey

Action	Timeline	Responsibility
Develop a Diversity, Equity, Inclusion and Belonging Strategy to address GEAP vision	24 months	Diversity, Equity, Inclusion and Belonging Working Group

Our Leadership and Resourcing

Our Board along with our Chief Executive Officer (CEO) endorses this GEAP and is committed to associated actions. Our CEO is the executive sponsor of the GEAP development and implementation and will provide leadership and strategic direction for other staff members.

A cross-functional working group of key influencers at all levels will be established to help implement the GEAP across Tweddle, including GEAP advocates within clinical and corporate areas.

Allocation of dedicated resources will be considered in budget allocations each year.

Existing key faculties to drive the implementation of the GEAP include Senior Management, Quality, Workforce, Corporate, Payroll and Finance.

Reference Information

Information on Gender Equality Principles may be found [here](#)

General gender equality resources may be found [here](#) and this includes information to explain terminology used in the document.



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