

Always Belong

DIVERSITY AND INCLUSION

# Gender Equality Action Plan

2023 - 2025

## Our vision

Our objective as part of the *Gold Coast Health Strategic Plan 2020 - 2024* is to deliver health care services and a work environment that is safe, responsive, inclusive, and culturally appropriate for all diverse groups. We must access, attract, retain and invest in a high-performing and diverse workforce to ensure our capacity and capability to provide world-class healthcare.

This Gender Equality Action Plan is our commitment and vision for all people accessing and enjoying the same opportunities regardless of their gender and background. Driven by the *Diversity and Inclusion Strategy 2023-2025*, this plan will allow us to build a workplace culture where everyone is treated equal with no barriers presented by traditional

expectations of roles and will see the equal advancement of women in the workplace.

Improving gender equality and representation across intersectional groups will allow for diversity of thought and perspectives leading to increased innovation, improved decision making and a reduction of risk.

Intersectional groups experience higher levels of bias based on the various forms of diversity they hold, this could be because of race, disability, sexual orientation, or other aspects of their identity, which exacerbate the discrimination they may experience.

The key to reducing discrimination is ensuring staff are aware of the additional barriers that intersectional groups experience.

# Our commitment

While we made important progress in our previous Diversity and Inclusion Strategy and Action Plan, this action plan builds on uplifting our capability and addressing systemic barriers to increasing representation and inclusion for all people regardless of their gender and those intersectional groups who experience heightened levels of discrimination and multiple layers of barriers in the workplace. Empowering intersectional groups through the provision of leadership development opportunities and representation in leadership roles and on committees and working groups is key to achieving equality and taking advantage of the multitude of benefits derived from an inclusive culture.

This action plan seeks to support the Queensland Women’s Strategy 2022-27, which sets out the Queensland Government’s commitment for all Queenslanders to strengthen and support the rights of Queensland women and girls towards achieving a gender-equal state. The Queensland Women’s Strategy 2022-27 highlights the strengths that intersectionality provides in terms of the gains in a variety of perspectives and experiences. It sheds light on the additional discrimination and disadvantages experienced from intersectionality and the inequality preventing women and girls from achieving their true potential.

Led by lived experience, employee networks, champions and allies, we are committed to creating new ways to drive diversity, inclusion and wellbeing in a post-pandemic world.

## We are committed to the following focus areas:

- Increase representation to meet diversity targets, particularly in leadership and critical roles
- Foster a culture of belonging to ensure our people feel valued, respected, heard and seen
- Strengthen leadership accountability for delivering diversity, inclusion, and wellbeing goals
- Increase staff capability, training, and awareness
- Reviewing and updating systems, processes and policies to promote a culture of equal opportunity, free from bias and discrimination
- Promoting a safe and healthy environment that prioritises mental health and wellbeing

## Our Values:



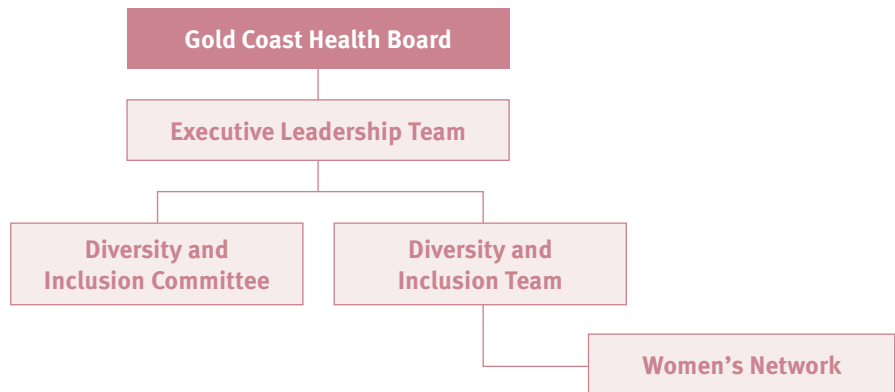
# Measures of Success

- ↑ **50% by 2026** Increase representation of women in leadership roles to 50% by 2026
- ↑ **2022 - 2026** Improved employment outcomes, increased positive workplace experiences and reduced perception of gender as a barrier to success in our Going for Gold Employee Engagement Survey results.





## Governance and Leadership



## Women's Network

The Women's Network is a group of employees who champion equality and accessibility for gender equality at Gold Coast Health. Employees in this network have lived experience or are allies who play an important role in steering and supporting the implementation of initiatives. You can join the network by contacting the Diversity and Inclusion team at [DiversityGCH@health.qld.gov.au](mailto:DiversityGCH@health.qld.gov.au)



## Action Plan

Action	Deliverable	Outcome	Responsible	Timeframe
<b>Focus Area: Recruitment, selection and policies</b>				
<b>Build pathways to employment and career advancement</b>	Continue to implement initiatives to meet diversity targets as set out by the Public Service Commission for women in leadership and executive roles	Increased employment outcomes and career advancement for women	Diversity and Inclusion (D&I) team	2023-2025
	Investigate options to build pathways to employment for non-traditional gender roles	Increased employment outcomes and career advancement for all staff in non-traditional disciplines	D&I	2023-2025
	Encourage staff to self-identify their diversity information upon employment commencement or in MyHR	Increased identification and number of employees sharing gender information. Data used to guide strategic direction and create an inclusive workplace	All staff	2023
	Partner with secondary and tertiary schools to explore options for entry pathways program for students into non-traditional roles	Increased employment outcomes for young people and especially those from intersectional groups	D&I	2023
<b>Recruitment and selection</b>	Require mandatory inclusive training for all staff sitting on recruitment panels including bullying and harassment	Increased gender quality confidence	D&I R&S	2023
	Review recruitment and selection practices to ensure gender equality	Removing barriers to gender equality and full participation	D&I	2023
	Promote flexible work options including non-traditional options for all staff and leaders	Employees feel supported and have access to flexible work arrangements	D&I	2023-2025

*“When I became a member of the GCH Women’s Employee Network I reflected on the role gender plays in modern society. Only four pages into the Queensland Women’s Strategy 2022-27 and I am reminded that, for women, while much has been achieved, there remains a tremendous way to go”*

PENNY TOLAND, MEDICAL LABORATORY MANAGER  
STEM CELL TRANSPLANTATION



Action	Deliverable	Outcome	Responsible	Timeframe
<b>Policy</b>	Review workplace policies, documents, and communications to ensure they are inclusive of all genders (including intersectional groups) and barriers to equality are removed	Removing barriers to gender quality and full participation	D&I	2023-2025
	Introduce procedure for supporting staff through Menopause and impacts at work for women	Employees feel supported and increased staff wellbeing	D&I	2024-2025
	Review complaints process and information available for staff to confidently raise any workplace concerns or harassment	Increased confidence of staff to report gender-based discrimination and sexual harassment and workplace harm	D&I	2023
	Explore options to provide support to staff taking parental leave and returning to work	Employees feel supported and increased staff wellbeing	D&I	2023-2025
<b>Focus Area: Foster a culture of belonging to ensure our people feel valued, respected, heard and seen</b>				
<b>Support the needs of intersectional groups</b>	Review policies and systems to address discrimination and disadvantage faced by intersectional groups	Removing barriers for intersectionality groups, allowing for full participation	D&I	Ongoing
	Explore options to establish a women's leadership program that incorporates intersectionality	Increased employment outcomes for disadvantaged women	D&I	2023
	Review and implement changes to GCH Mentoring Program to attract mentors and mentees from intersectional groups	Increased participation in mentoring by intersectional groups	D&I L&D	2023-2025
	Investigate options for increasing intersectional and gender diversity balance across leadership and decision-making including committees and working groups	Increased representation of diversity at leadership levels	D&I	2023-2025
<b>Cultural awareness and education</b>	Arrange information sessions to help employees understand the benefits of gender equality and non-traditional roles	Increased understanding and awareness of gender equality and non-traditional roles	D&I	2023
	Deliver training and education sessions to create staff awareness of Domestic and Family Violence and ways to support in the workplace	Increased understanding and awareness of Domestic and Family Violence	D&I	2023-2025
	Continue to recognise and participate in events of significance such as International Women's Day, Queensland Women's Week, Equal Pay Day, Flexible Working Awareness Day, Domestic and Family Violence Month, among others	Increased understanding and awareness of gender quality in the workplace	D&I All Staff	2023-2025



## Action Plan

Action	Deliverable	Outcome	Responsible	Timeframe
<b>Cultural awareness and education</b> (cont)	Regularly share data and communicate the importance of gender equality in the workplace with all staff	Increased understanding and awareness and engagement metrics	D&I	2024-2025
	Identify and promote Employee Assistance Provider that specifically support gender-based issues, e.g. parents returning to work	Employees feel supported and have access to appropriate support services	D&I WHS	2023-2025
	Invite staff with lived experience from intersectional groups to regularly participate in developing new initiatives and achieving these actions	Staff feel empowered to make a positive difference through meaningful initiatives	D&I	2023
<b>Focus Area: Training and capability development</b>				
<b>Staff training and capability</b>	Explore options to introduce a sexual harassment online module as part of mandatory training	Training provides participants with an understanding of sexual harassment in the workplace	D&I L&D	2023-2025
	Review Bullying and Harassment Training and introduce updated training in the context of gender quality	Preventing and appropriately responding to workplace harm	D&I WHS	2023
	Deliver regular workshops and opportunities for staff to build their awareness and understanding access and inclusion issues in the workplace	Increased workplace confidence in gender equality and gender-based workplace issues	D&I	2023-2025
	Develop Manager's Toolkit for enabling inclusive workplaces	Increased workplace confidence in gender equality and gender-based workplace issues	D&I	2023
	Investigate and implement training and awareness with a focus on challenging stereotypes and gender norms	Increased confidence in challenging stereotyping and gender norms	D&I L&D	2023-2025
	Actively promote career development opportunities including mentoring, coaching and professional development for women	Career development and progression for women	D&I L&D	2024-2025



Action	Deliverable	Outcome	Responsible	Timeframe
<b>Focus Area: Leadership and accountability</b>				
<b>Accountability</b>	Explore options to include diversity, inclusion, and wellbeing KPIs in leadership performance plans	Developing visible leaders and equality champions	Leaders	2024
	Develop dashboard reporting to Executive Leadership Team and Gold Coast Health Board to highlight workforce trends, employee metrics with recommendations to deliver inclusion outcomes	Continuous improvement of access and inclusion for employees and gender equality	D&I WHS	2023
<b>Leadership capability and support</b>	Deliver gender equality training specific to leaders	Increasing gender equality confidence for leaders to champion inclusive workplace practices for all genders	D&I L&D	2023-2025
	Encourage leaders to actively support and encourage teams to attend training, events, and support Women's Network	Visible leadership and supportive environment to proactively support the advancement of women and gender equality	D&I Leaders	2023-2025





**Contact:**

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