



**SA HEALTH
GENDER EQUALITY
AND DIVERSITY (GED)
STEERING COMMITTEE**

**STRATEGIC
DIRECTIONS
2020-23**



Government
of South Australia

SA Health



Forewords



**Chief
Executive**

I am proud to lead an organisation which has such a diverse range of dedicated staff, who strive every day to ensure that SA Health provides world class healthcare.

We should always aim to be an employer of choice that attracts the best possible people. In order to achieve this aim, it is vital that all employees are valued and respected simply for what they contribute to the success of the organisation as a whole.

It is absolutely the case that diversity strengthens the whole. Ensuring that we recruit and promote the best candidates, based on capability only, will go a long way to ensuring there is gender equality and diversity within our workforce.

As outlined in this document, numerous studies have demonstrated that increasing diversity creates healthier, more positive workplace cultures, which then improves the performance of the whole organisation.

Building an inclusive workplace and fully utilising the talent available in our workforce can only have a positive impact on the quality of services SA Health provides, which will be of significant benefit to the consumers of our services. Utilising SA Health's existing talent pool is a significant priority for me and I am committed to identifying and nurturing all of our potential leaders.

It is of course possible that within SA Health, as within any large organisation, barriers may exist in certain areas that prevent genuine diversity and equality from being achieved. If such barriers are to be tackled, it must first be identified where they exist. The collection and analysis of statistics demonstrating any gender inequality in specific areas will be a valuable exercise, which will then inform initiatives that may be needed, such as the promotion of equitable access to flexible work arrangements.

That is why I wholeheartedly support SA Health's Gender Equality and Diversity Steering Committee and I am pleased to endorse these Strategic Directions.

Dr Chris McGowan
Chief Executive



Chair

I have had the privilege of Chairing the Gender Equality & Diversity Steering Committee for the past 18 months. In that time we have recruited several new members from across SA Health, representing both clinical and non-clinical professions, who have been working enthusiastically to prepare both these Strategic Directions and our exciting program of work for the next three years.

My thanks go to all those who have contributed to the preparation of this document. I would also like to thank all past members of the Steering Committee for their hard work in implementing initiatives to promote gender equality and diversity throughout SA Health, most notably the highly successful mentoring program, which has been operating since 2013 and has greatly benefitted many of those who have participated.

It is vital that SA Health ensures all members of staff are supported to overcome any barriers in their workplace and have an equal opportunity to achieve or exceed their career ambitions.

We must work towards building a culture throughout the whole organisation whereby all employees have confidence that everyone's skills are valued and acknowledged equally, regardless of their gender.

I very much look forward to building on the Steering Committee's past successes and contributing to achieving our aims and ambitions.

Catherine Turnbull
Chair, Gender Equality & Diversity
Steering Committee
Chief Allied & Scientific Health Officer

***“gender equality
makes good
business sense”***

What is gender equality and diversity in the workplace and why is this important?

SA Health strives to be an organisation whose employees across work sites, professions and at all levels, have access to the same resources, rewards and opportunities as their peers, regardless of their gender identity.

It is vital that we achieve true gender equality in the workplace and that no individual should be discriminated against or denied opportunities because of their gender or gender identity.

From an organisational perspective, gender equality also makes good business sense.

A significant amount of research demonstrates that organisations with greater diversity perform better than those with less. For instance, a 2018 McKinsey report *Delivering through Diversity*¹ measured the profitability and value creation of over 1000 companies from 12 different countries, in order to compare the performances of those with greater and lesser degrees of gender diversity. It found a statistically significant link between diversity and performance.

This holds true in all organisations and across all sectors, both private and public. A diverse and inclusive workforce, regardless of size and industry, generates tangible benefits, such as increased efficiency, productivity, innovation, creativity and improved employee engagement².

Achieving gender equality and diversity also significantly increases the talent pool from which clinical leaders, senior managers and executives are drawn.



53%

of SA Health employees believe there is equal opportunity for all staff within their workplace. This is higher amongst SA Ambulance and regional employees at 60%.

1 www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity_full-report.ashx

2 www.wgea.gov.au/sites/default/files/wgea-business-case-for-gender-equality.pdf

What is the current reality in SA Health?

As a community service provider, SA Health's staffing mix should represent the community that we serve, with the diversity that exists across South Australia being reflected at all levels.

SA Health is currently comprised of:

78.8%
FEMALE

21.1%
MALE

<0.1%
OTHER

Limited data is available for employees identifying as gender diverse, non-binary or gender non-conforming.

The gender mix of SA Health Executives:

2018

53% FEMALE

47% MALE

Compared to 2006 figures:

38% FEMALE

62% MALE

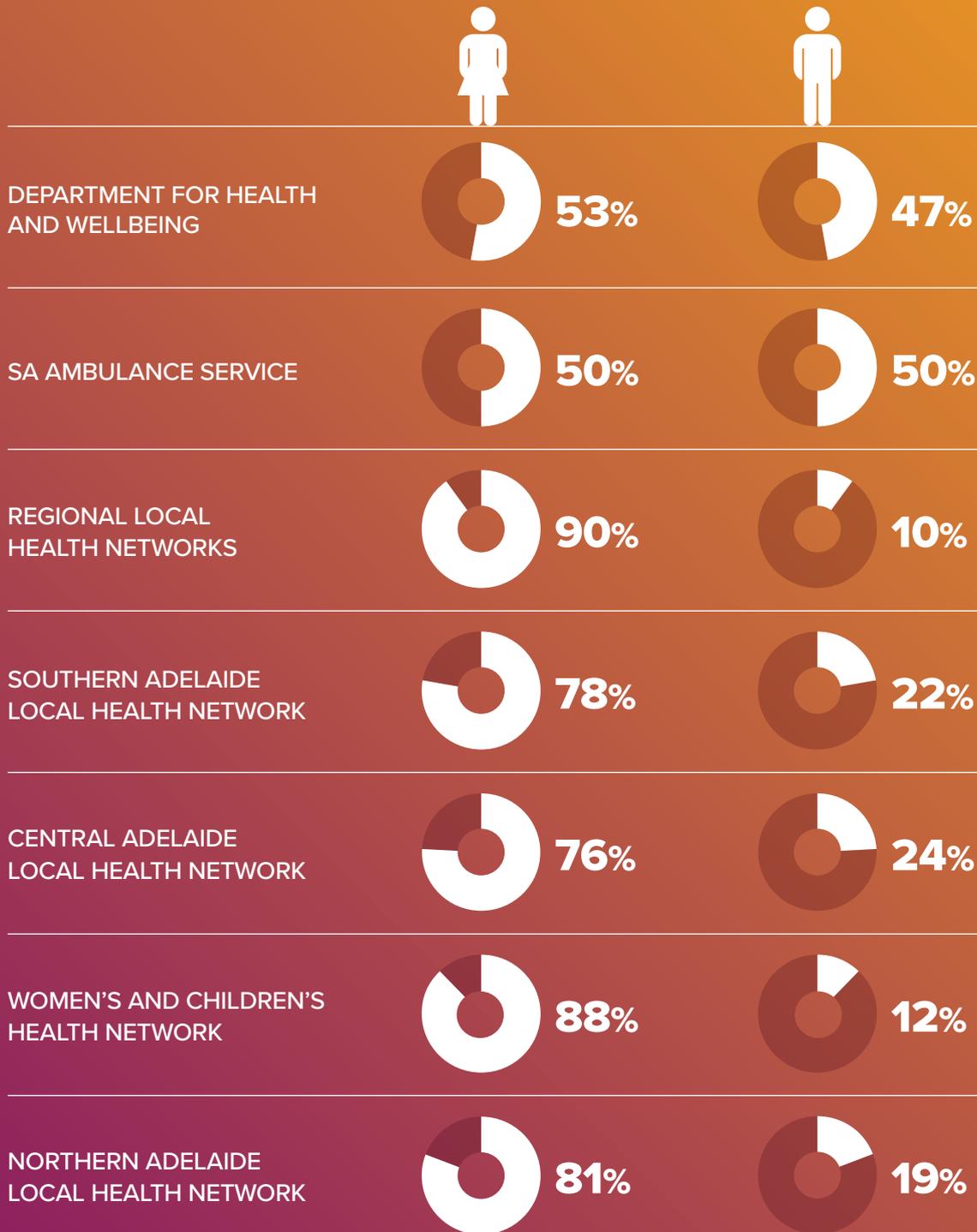
While it is certainly encouraging that there is now a more equitable gender distribution within Executive positions, it is worth considering why, despite comprising four-fifths of the overall workforce, female employees hold only half of the Executive positions.

In addition, an initial analysis of SA Health's workforce statistics highlights that the distribution of non-executive senior leadership positions, such as Consultants, Directors or Senior Managers, is not representative of the organisation as a whole. In several employment classifications, a disproportionately higher percentage of the more senior positions are held by male employees. This is the case throughout SA Health and within the large majority of professions, both clinical and non-clinical.

Limitations of the available data

The data currently available does not provide a full picture of any wider cultural issues that exist within SA Health when it comes to gender diversity and equality. It is not clear whether any barriers exist that are preventing a fair distribution within leadership positions. It is certainly concerning that limited information is available on the number of SA Health employees who identify as gender diverse, non-binary or gender non-confirming. It is also difficult to gain reliable and accurate data showing the numbers of SA Health employees that have access to flexible work arrangements, have options to work part-time or enter job-sharing agreements.

Overall gender diversity

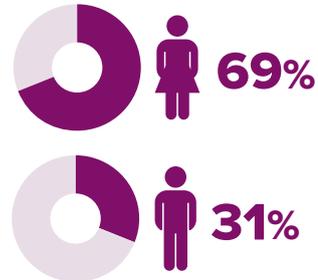


**Data accessed November 2018*

SA Health Aboriginal and Torres Strait Islander identified employees:



SA Public Sector employees



Flexible working conditions across SA Health

It is also difficult to gain reliable and accurate data showing the numbers of SA Health employees that have access to flexible work arrangements.

7.3%
of all employees
REPORT HAVING
flexible working
arrangements



64%
73%

SA Health employees* **AGREE** with the statement
“I am able to access flexible work arrangements to meet my needs”

Department for Health and Wellbeing employees*
REPORT THEY CAN ACCESS flexible workplace
arrangements, compared to **61.5%** across the LHNs

Work-life balance

Employees who agree with statement:

“I maintain a good balance between work and other aspects of my life”

69% SA HEALTH EMPLOYEES*

57% SA PUBLIC SECTOR**



75%
of SA Ambulance
employees report
they maintain a
good work life
balance

* Data from 2016 DHW survey, 2018 CALHN survey, 2018 SAAS survey, 2018 SALHN survey, 2018 CHSA survey, 2017 WCHN survey. Does not include NALHN data.

** Data from 2018 I WORK FOR SA – Your Voice Survey: South Australian Government Highlights Report.

Opinions on equal opportunity

SA Health employees* who agree with statement:

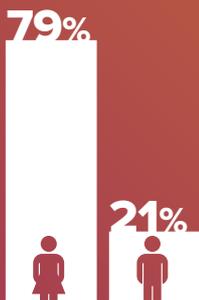
“There is equal opportunity for all staff in my LHN/Department”



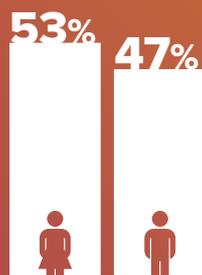
* Data from 2016 DHW survey, 2018 CALHN survey, 2018 SAAS survey, 2018 SALHN survey, 2018 CHSA survey, 2017 WCHN survey. Does not include NALHN data.

Gender diversity in executive positions

SA HEALTH OVERALL EMPLOYEES



EXECUTIVE (EXEC AND SAES)

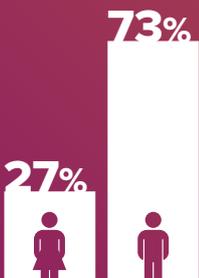


SA PUBLIC SECTOR OVERALL EMPLOYEES

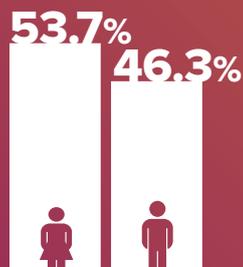


Board composition*

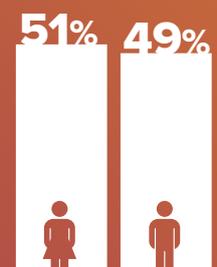
GOVERNING BOARD CHAIRS/DEPUTY CHAIRS



BOARD MEMBERS



ALL SA GOVERNMENT BOARDS AND COMMITTEES



*SA Health data and all of SA Government data as of July 2019.

Who are the Gender Equality and Diversity Steering Committee?

History

The Department of Health Women in Leadership Steering Committee was established in 2009 with an aim to improve gender diversity at all levels. In 2011, this was expanded to become the SA Health Women in Leadership Steering Committee, which continued to build on the groundwork set by the previous 2009 Committee. It was tasked with providing direction to, and acting as a consultative forum for, the development and sustainable implementation of women in leadership initiatives.

The Committee subsequently became the Gender Equality and Diversity Steering Committee in 2016.



ESTABLISHED
IN 2009

Governance

Members of the Steering Committee are jointly responsible for the leadership, strategic direction and delivery of its initiatives. The Steering Committee is transparent in its operations, and is accountable to SA Health's Chief Executives Council for its decisions. Staff can nominate to join the Steering Committee and if elected they serve a term of two years.



MORE
INFORMATION
AND A LIST
OF CURRENT
MEMBERS IS
AVAILABLE ON
THE SA HEALTH
[INTRANET](#)

What are the Steering Committee's strategic directions?

The Steering Committee will develop and implement initiatives to assist SA Health in elevating gender equality and diversity at all levels of the organisation.

The ultimate aim of these activities will be to help ensure the gender distribution of senior leadership positions is more reflective of the organisation as a whole.

This means:

- > Anyone who aspires to leadership roles will have fair access, regardless of their gender identity
- > Flexible work arrangements will be proactively supported and promoted for all staff
- > The skills of all people as leaders, regardless of their gender identities, will be recognised and fully utilised

The Steering Committee will focus on developing practical strategies to help solve difficult issues relating to gender inequality in the workplace by embedding flexible work practices, addressing domestic violence as a workplace issue, and overcoming bias in recruitment and promotion processes.

The most immediate priority for the Steering Committee will be to build on and expand its current knowledge base and initiatives that have already been delivered, such as the highly successful mentoring program.

Gathering data and undertaking further analysis is essential in ascertaining a full understanding of the current culture within SA Health when it comes to gender equality and diversity. This will involve gathering both quantitative data, such as staff surveys and analysing workforce statistics, as well as qualitative data, such as conducting focus groups.

A particular focus will be to gather data on the prevalence of flexible work arrangements and analyse whether a lack of flexible work arrangements is creating a barrier to gender equality and diversity in senior leadership positions. Normalising flexible work arrangements so that employees of all genders can meet their personal responsibilities outside of work, such as child care, without affecting their careers is essential to achieving gender equality in the workplace.

We will also consider why our overall staffing mix is so heavily weighted towards female employees and whether there is any action SA Health should be taking in order to promote a more balanced overall workforce.

In December 2019, the Commissioner for Public Sector Employment released the South Australian Public Sector Diversity and Inclusion Strategy 2019-21³, with gender being one of its main pillars. The Steering Committee will ensure its program of work is complementary to this new strategy and aligns with its priority areas and goals.

Related to this work is the Equal Opportunities Commission's Workplace Equality and Respect Project, which is working to prevent domestic violence through the promotion of gender equality in the workplace.

The Steering Committee recognises that domestic and family violence is a workplace issue and can impact a person's safety, wellbeing, attendance and performance at work. Violence against women is also grounded in gender inequality, with workplaces having a critical role to play in creating the necessary cultural change to stop violence against women, both inside and outside the workplace.

We will work with the Workplace Equality and Respect Project to combat domestic violence by promoting women's equal participation in the workforce, respectful relationships between employees of all genders, and the breaking down of harmful gender stereotypes.

The Steering Committee will explore opportunities to partner with equivalent localised committees within the Department for Health and Wellbeing (DHW) and the Local Health Networks (LHNs), which are also working with the Workplace Equality and Respect Project, in order to work together towards our shared goals.

A significant area of focus for the Steering Committee will also be to develop an SA Health-wide policy setting out the needs and supports required by gender diverse, non-binary and gender non-conforming employees. As has been shown, there is very little data available on how many employees fall into these categories. It is vital that the reasons for this lack of data be investigated so that meaningful consultation can be conducted to determine how SA Health can better support all of its employees.



domestic
and family
violence is
a workplace
issue

³ <https://publicsector.sa.gov.au/wp-content/uploads/South-Australian-Public-Sector-Diversity-and-Inclusion-Strategy-2019-21.pdf>

What are the Steering Committee's priorities?

The GED Steering Committee will advocate for gender equality and diversity across SA Health and will be a high-level influencer of cultural change.

Its four areas of focus for 2020-23 will be:



Promotion and Awareness – How will we communicate with SA Health's workforce to promote the importance of gender equality and diversity?



Performance and accountability – How will we measure and report on gender equality and diversity throughout SA Health?



Equality in action – What practical initiatives and programs are needed to enable SA Health employees to work towards gender equality in their workplaces?



Pathways to leadership – How can we ensure that gender is not a factor when candidates are recruited and promoted to leadership positions throughout SA Health?

Examples of the initiatives the Steering Committee intends to pursue under each area are listed below:



Promotion and Awareness

Develop an overarching Communications Framework to promote the importance of gender equality and diversity throughout SA Health, and to promote the work of the GED Steering Committee.



Performance and accountability

Define relevant metrics used to evaluate gender equality and diversity and then maintain regular reviews and oversight of these metrics in order to evaluate SA Health's performance.

Engage with the process of negotiating SLAs between DHW and LHN Governing Boards, to ensure that performance measures for gender equality and diversity are included.

Conduct a staff survey in each LHN to ascertain the uptake and knowledge of flexible and part-time work arrangements.



Equality in action

Engage with SA Health's White Ribbon Committees and contribute where possible to the process for DHW and LHNs to become re-accredited.

Form a working group to develop an SA Health-wide policy setting out the needs and supports required by gender diverse, non-binary and gender non-conforming employees.

Seek the support of LHN CEO's, Governing Board Chairs and Senior Executives to: commit to actively promoting the GED Steering Committee's activities – provide sufficient funding to support these activities, and – share the data needed to measure their success.



Pathways to leadership

Continue and expand the successful mentoring program.

For more information

sahealth.sa.gov.au

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