



# Gender Equality Action Plan

2022 - 2025



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## Acknowledgement of Traditional Custodians

Ambulance Victoria would like to respectfully acknowledge the traditional custodians of the land throughout Victoria and acknowledge their ancestors and elders, both past and present.



# Our Organisation

Ambulance Victoria aims to improve the health of the community by providing high quality pre-hospital care and medical transport.

Ambulance Victoria provides emergency medical response to more than 5.8 million people in an area of more than 227,000 square kilometres, including the following services:

- ▶ Air Ambulance
- ▶ Patient Transport
- ▶ Adult Retrieval Victoria
- ▶ Emergency Management
- ▶ Support for Public Events

Ambulance Victoria is made up of around 5,500 operational employees, more than 1,300 community first responders, and more than 500 corporate and specialist support employees.

We have employees who identify as gender self-described, Aboriginal and/or Torres Strait Islander, LGBTIQ+, having a cultural identity other than Australian, and living with a disability.





# CEO Foreword

I am pleased to introduce to you Ambulance Victoria's first Gender Equality Action Plan – a plan developed by and for our people to support our goal of equality and equity for all.

Ambulance Victoria recognises and values the diversity of our workforce and acknowledges it should reflect the community we serve. Our aim is to build a diverse, inclusive, and equitable workplace and culture. We want all employees and volunteers to have access to the same rights, resources, responsibilities and opportunities, regardless of gender.

We want a workplace that treats people equitably, and where differences do not hold anyone back. Importantly, we are striving for a workplace in which all our people can flourish – to be their best selves, pursue opportunities to grow and develop, be happy, healthy, safe and productive, to innovate, and understand the needs of our patients.

We have made positive progress towards gender equality in a number of areas. We have 50 per cent men and women working across the organisation, our governing body has near-balance with 45 per cent women, and 49 per cent of promotions are appointed to women<sup>1</sup>.

However, our journey towards gender equality is far from over. Some of our divisions continue to have significant gender segregation, and we need to better understand and address barriers for men and women to joining specific groups. We need more insight into the experience of people who self-describe gender, and we continue to see evidence of workplace sexual harassment. This has been reported in the [Victorian Equal Opportunity and Human Rights Commission's](#) (VEOHRC) review into workplace equality at Ambulance Victoria, and by the courageous individuals who have spoken directly to the organisation about their experiences.

We need to change – to actively transform our systems and structures, and everyone in our organisation needs to understand their role and impact in building our aspirational workplace.



This plan identifies 16 actions against the seven indicators of gender equality that will help us accelerate meaningful, sustainable cultural change over the next four years.

This will take us into the future as a gender equal organisation, one in which females – indeed, all employees – feel valued and engaged, and have opportunities to fulfil their career goals.

This plan does not exist in isolation. It is one of many important pieces of work across our organisation that, combined, will help us achieve our aspirational culture.

I am committed to enacting this plan, with the dedicated resources required to monitor and evaluate our progress, and to support our leaders and staff to bring it to life. I look forward to this plan continuing to shape Ambulance Victoria as an organisation that we can all be proud of.

**Professor Tony Walker ASM**  
**Chief Executive Officer, Ambulance Victoria**

<sup>1</sup> Workplace Gender Audit, data current as of 30 June 2021

# Gender Equality at Ambulance Victoria

Ambulance Victoria has made significant progress towards gender equality and recognises that this is an ongoing journey of continual improvement. Since women first took up corporate roles in 1986 and operational roles in 1987, we have made measurable progress. Women now account for 50.3 per cent of our workforce and 30 per cent of our leadership roles.

Ambulance Victoria takes the safety, health and wellbeing of all employees and volunteers seriously. Together with our Workplace Equality Review recommendations and this plan, we're creating a foundation supporting our work towards a future that embodies the principles of respect, trust, equality, fairness and inclusion.

Embedding gender equality in workplaces is something we should always strive to achieve. It is not something that you 'complete' and tick off the list. Requirements for periodic audits, progress reports, and plans will mean that Ambulance Victoria continues to assess the current state of gender equality in the workplace, what we are doing well and areas for improvement.

Our work to advance gender equality, supplemented by the Workplace Equality review, has helped us in our understanding that a diverse and inclusive workplace draws on a broad base of knowledge and experiences to develop innovative solutions, make better decisions and deliver better services.

**Ambulance Victoria is focused on six areas of diversity as a priority:**

1. Gender
2. Cultural and Linguistic Diversity (CALD)
3. Aboriginal and Torres Strait Islander
4. Intergenerational
5. Disability
6. LGBTIQ+

The principles of gender equality are embedded in Ambulance Victoria's Values and Strategic Plan as an expectation of the behaviours and attitudes of all who work and volunteer with us.

## Our Values:

- ▶ Being Respectful
- ▶ Working Together
- ▶ Openly Communicating
- ▶ Being Accountable
- ▶ Driving Innovation

Everyone who works and volunteers with Ambulance Victoria is expected to uphold our Values, promoting a culture where people feel safe and have the ability to be the best versions of themselves, regardless of their gender or other attributes.

Ambulance Victoria's Strategic Plan 2017-2022 includes the outcome of being a great place to work and volunteer, achieved by providing an inclusive and flexible workplace, and embedding an ethical, just and respectful culture.

**Ambulance Victoria supports our commitment to progressing inclusion and gender equality in our workplace in a variety of ways, including:**

- ▶ Our *Diversity and Inclusion Strategy*, which maps our path to embedding diversity and inclusion into our culture and the way we do things.
- ▶ Training and education to assist with a broader understanding on equal employment opportunities and cultural awareness.
- ▶ Feedback mechanisms to gain insight and information and take action. For example, the People Matter survey allows employees to reflect on their experiences within Ambulance Victoria and an updated HR system capable of capturing confidentially volunteered diversity data.
- ▶ Gender-neutral Flexible Working Arrangements and parental leave.
- ▶ Our 'Think Flex First' policy, which encourages flexibility across diverse roles.
- ▶ Our *Cultural Safety and Equity Action Plan*, which outlines our commitment to providing all patients with a 'Best Care' experience, one that is caring, safe, effective, and connected, and is respectful of ethnicity, culture, spiritual values and beliefs and individuality.

# Gender Equality at Ambulance Victoria

- ▶ A Multicultural Employment Program, which is a collaboration between Life Saving Victoria and Ambulance Victoria to create a recruitment pathway for Life Saving Victoria's Multicultural Water Safety Program Volunteer Lifesavers, to become first responders with Ambulance Victoria.
- ▶ An *Accessibility Action Plan*, focusing on engaging with our community and our people to improve access and inclusion for everyone.
- ▶ Celebrating diversity, such as through participation in community events, sharing stories, and providing and supporting opportunities to learn and engage with diverse members of our workforce and the community.





# Case for Change

Ambulance Victoria recognises that gender inequality negatively affects people of all genders, which other intersectional identities can further compound. These can include parenting responsibilities, age, cultural and linguistic diversity, geographical location, physical ability, and identifying as Aboriginal or Torres Strait Islander.

Our data shows that while we have made progress in becoming a more diverse organisation, there is opportunity for improvement. We have invited people who work and volunteer at Ambulance Victoria to share their details to help us understand the diversity of our workforce. Of those who have voluntarily shared this information, we know that we have 17 employees who identify as gender self-described, 20 who identify as Aboriginal and/or Torres Strait Islander, 156 who identify as LGBTIQ+, 172 who indicate a cultural identity other than Australian, and 82 with accessibility needs. Collating this information has highlighted the need for improved data collection and further awareness as to the visibility and handling of this sensitive information and its importance in workforce planning and support.

From a collection of individual stories, we continue to hear themes of experiences that fall well short of our strategic goal to be a 'great place to work and volunteer'. We recognise that diverse ideas, experiences, and thinking improve organisational capability, decision-making, and innovation. Improving the representation of women in leadership will harness these benefits in future. Implementing modern work and recruitment practices that support workplace flexibility will promote and increase inclusivity within our organisation.

A significant factor that drives the action we will take, as outlined in this plan, relates to the key benefits that we set out to achieve.

## Workplace equality:

- ▶ benefits the wellbeing, safety, job satisfaction, engagement and performance of our workforce.
- ▶ benefits our organisation by creating a safer, more cohesive and accessible workplace free from harm which attracts and retains skilled workers representative of the diversity of the communities we serve.
- ▶ benefits patients and service delivery by supporting the provision of a caring, safe, effective and connected experience, respectful of ethnicity, culture, spiritual values and beliefs, and individuality.

The 30 deliverables included in this Gender Equality Action Plan are our call to action to fulfill our responsibility on advancing gender equality across the Victorian community.

Ambulance Victoria commits to; making meaningful and measurable progress on these actions, working collaboratively to make a worthwhile change at all levels of the organisation, and creating a safe and inclusive workplace for all employees and volunteers. By supporting our employees and volunteers to understand the importance and benefits of workplace equality and inclusive practices, we can continue to transform our work and improve our performance in delivering the best patient care to our community.



# Ambulance Victoria's Workplace Gender Audit

To gain further insight into our current and desired status as a gender diverse and inclusive organisation, and to help guide the development of our Gender Equality Action Plan Ambulance Victoria conducted a Workplace Gender Audit.

Over approximately eight weeks in 2021, Ambulance Victoria undertook a complex process of data extraction from a number of systems and resources, overlaid by additional analysis and validation to de-identify the information and maintain privacy and confidentiality.

**The following seven workplace Gender Equality Indicators were considered in the audit:**

1. Gender composition of all levels of the workforce.
2. Gender composition of governing bodies.
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
4. Sexual harassment in the workplace.
5. Recruitment and promotional practices in the workplace.
6. Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities.
7. Gendered segregation within the workplace, where there are over or under representations of specific genders, in specific areas or roles.

**In addition to gender, the Gender Equality Act 2020 requires us to consider gender next to other identity factors and diversity data such as:**

- ▶ Disability
- ▶ Cultural and linguistic diversity
- ▶ Sexual orientation
- ▶ Aboriginal and Torres Strait Islander peoples
- ▶ People of different age

This approach of considering a person's different aspects of identity is commonly referred to as 'intersectionality'. The process of considering aspects of intersectionality helps us to identify where gender inequality may be exacerbated by a combination of other factors.

It is important to note that less than five per cent of Ambulance Victoria's workforce have elected to self-report aspects of intersectionality, limiting our ability to report on aspects of intersectionality in the Workplace Gender Audit.

The data included in the Workplace Gender Audit is current as at 30 June 2021. The information extracted from the People Matter survey and Ambulance Victoria's people systems is aligned to the 2020/2021 financial year.

As part of the consultation process, Ambulance Victoria sought feedback from our workforce on the importance of taking action against the specified Gender Equality Indicators, to help us understand what our workforce broadly perceived as important in our action plan.

Our workforce ranked each indicator in order of priority, and the top three are sexual harassment in the workplace, recruitment and promotion practices, and leave and flexibility. This prioritisation by the workforce helped to inform the targets for improvement, and the proposed action items.

In addition, our workforce provided feedback on where further analysis of key areas of the data is required, which is reflected in the respective sections of the Gender Equality Action Plan. This information will help drive key actions to address equality across the seven indicators.





# Our Gender Equality Action Plan

Ambulance Victoria has used the insights from our Workplace Gender Audit and associated actions to develop the Gender Equality Action Plan.

Action items were identified through the various consultative activities and approved by Ambulance Victoria’s Executive Committee and Board of Directors. Each action has been mapped to one of the seven Gender Equality Indicators and across three horizons for delivery:

- ▶ **Horizon 1: July 2022 - June 2023**
- ▶ **Horizon 2: July 2023 - June 2024**
- ▶ **Horizon 3: July 2024 - June 2025**

Ownership, governance and project planning has also been determined for each action, as outlined in Section 5 of this Gender Equality Action Plan.

## Gender Equality Indicator 1: Gender composition of all levels of the workforce

Gender equality in workforce composition refers to having a balance of gender across divisions, regions, and roles.

### Workplace Gender Audit insights



At an organisational level, Ambulance Victoria has achieved equality in the composition of our workforce, however, there is variation across different segments and it is important to understand the contribution this makes to gender inequality:

**Location:** Both the Metropolitan and Gippsland regions have a higher proportion of women than men - 52.9 percent and 50.4 percent respectively.

**Location:** Barwon South West and Loddon Mallee regions have the highest percentage of men – both 55.2 per cent.

**Division:** Men hold 69 per cent of management positions in the Clinical Operations division (made up of our on-road and air response teams).

**Division:** Women hold 21.5 per cent of positions in Mobile Intensive Care Ambulance (MICA).

**Role:** Men hold 77.4 per cent of medical specialists roles, which includes Retrieval Registrar, Retrieval Consultant, Medical Advisor and Neurologist.

**Role:** Women hold 31 per cent of Operational Management roles.

The 2021 People Matter survey indicated that 55 per cent of respondents consider gender composition at Ambulance Victoria as ‘favourable’, 33 per cent as ‘neutral’ and 12 per cent consider it ‘unfavourable’.

*“A work force needs to be representative of the population, good cross section of gender/age/cultural background as working in health we’re dealing with the community all the time.”*

– Workplace Gender Audit feedback survey respondent

## Actions, deliverables and measures

Action	Deliverable	Horizon	Responsibility (division)
1. Establish gender equality governance	<b>1.1</b> Establish a cross-functional working group with Executive sponsorship with responsibility for the Gender Equality Action Plan delivery. Governance will include Terms of Reference, agreed reporting and monitoring, and workforce communication. Working group shall also be responsible for the preparation of Ambulance Victoria's next Gender Equality Action Plan.	1, 2 and 3	Equality and Workplace Reform
	<b>1.2</b> Conduct biennial Workforce Gender Audit and submit to the Commission for Gender Equality in the Public Sector and communicate results and progress to workforce. Key due dates October 2023 and October 2025.	1 and 3	People & Culture
2. Gender equality framework	<b>2.1</b> Develop a framework to support improving gender equality, applied to Ambulance Victoria policy, procedure, and practices.	1 and 2	Equality and Workplace Reform
	<b>2.2</b> Develop and implement change management program to improve knowledge and understanding of gender equality, inclusion, privilege and bias in the workplace; to support improved culture of inclusion.	1, 2 and 3	Equality and Workplace Reform
	<b>2.3</b> Identify industry networks and participation plan by Ambulance Victoria, for increased representation and knowledge sharing.	1, 2 and 3	Equality and Workplace Reform
3. Gender equality reporting	<b>3.1</b> Further promote the collection of intersectionality data and establish relevant reporting, to increase awareness of the diversity of the workforce.	1	People & Culture

Measures	2021 Baseline	2022	2023	2024	2025
Maintain organisational Gender Equality, and monitor for trends	50%	Monitor against guideline of 40% women / 40% men / 20% any gender			
Gender Composition questions via People Matter survey	55% 'favourable' response rate by People Matter survey respondents	57%	59%	61%	65%

## Outcomes

1. Less gendered segregation within Ambulance Victoria workplace, with a balance of all genders across divisions, regions and roles.
2. Increased awareness, representation, and knowledge sharing, and a culture of inclusion within Ambulance Victoria workforce.

The action items in this section of the Gender Equality Action Plan also support the achievement of the following framework elements\* of the Workplace Equality Report:

 <b>Equal representation, pay and progression</b> The workforce is diverse and everyone feels like they belong and are included and are treated fairly	 <b>Valuing those who care</b> The workforce is prioritised and cared for	 <b>Data collection and continuous improvement</b> Data drives transparency, accountability and continuous improvement
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\* [Independent Review into Workplace Equality in Ambulance Victoria - Appendices](#), published by the Victorian Equal Opportunity and Human Rights Commission, Carlton Victoria Australia, November 2021

## Gender Equality Indicator 2: Gender composition of governing bodies

Governing bodies have significant influence on the culture of gender equality in an organisation, particularly through the decisions they make.

Ambulance Victoria Board appointments are made by Victorian Government and Health minister according to the [Diversity on Victorian Government Boards Guidelines](#). Recognising the limited scope of Ambulance Victoria and our Board in the role of Board appointments, we aim to champion and promote diversity of Board appointments.

Ambulance Victoria’s Board of Directors consists of five men (55 per cent) and four women (45 per cent). Across the Victorian Public Sector, there are 32,269 board members, 40 per cent of whom are women<sup>2</sup>.

***“Diverse governing bodies will support a diverse workforce initiative and reduce bias”***

- Workplace Gender Audit feedback survey respondent

### Board of Directors

#### Ambulance Victoria



#### Victorian Public Service



<sup>2</sup> Data current as at June 2021. Source [Victorian Public Sector Commission](#).



## Actions, deliverables, and measures

Action	Deliverable	Horizon	Responsibility (division)
4. Systems of authority	<b>4.1</b> Identify decision-making bodies at the sub-board level, and report annually on diversity composition of these bodies.	1	Corporate Services
	<b>4.2</b> Implementation of 'Increasing diversity on the Ambulance Victoria Board'. (VEOHRC Recommendation 25)	1	Supported by Equality and Workplace Reform
	<b>4.3</b> Create awareness by including a dedicated section in Ambulance Victoria annual report detailing the aggregate gender and diversity composition of the organisation's Board and how the Board and the organisation have promoted and prioritised workplace equality. (VEOHRC Recommendation 25.4)	1	Communication and Engagement
	<b>4.4</b> Implementation of 'Updating and strengthening governance documents'. (VEOHRC Recommendation 40)	1	Equality and Workplace Reform
	<b>4.5</b> Develop strategy to ensure voices of diverse gender and intersectional groups are considered in decision-making bodies.	2	Corporate Services

Measures	2021 Baseline	2022	2023	2024	2025
Gender composition of Board of Directors <sup>3</sup>	55% men	Monitor against guideline of 40% women / 40% men / 20% any gender			
Gender composition of sub-board governing bodies	To be established	Monitor against guideline of 40% women / 40% men / 20% any gender			

## Outcomes

Improved gender composition of governing and decision-making bodies.

The action items in this section of the Gender Equality Action Plan also support the achievement of the following framework elements\* of the Workplace Equality Report:



**Equal representation, pay and progression**

The workforce is diverse and everyone feels like they belong and are included and are treated fairly



**Data collection and continuous improvement**

Data drives transparency, accountability and continuous improvement

<sup>3</sup> Noting Board Composition is determined by Department of Health, reporting on indicator is outlined in reporting requirements of Gender Equality

\* [Independent Review into Workplace Equality in Ambulance Victoria - Appendices](#), published by the Victorian Equal Opportunity and Human Rights Commission, Carlton Victoria Australia, November 2021

## Gender Equality Indicator 3: Pay equity

The gender pay gap is the difference between the average full-time base annualised salary earnings of women or people of self-described genders and men, expressed as a percentage of men’s earnings.

The Workplace Gender Equality Agency reported in August 2021 that the average gender pay gap between women and men in Australia is 14.2 per cent. In the Victorian Public Sector, it is 10.7 per cent<sup>4</sup>. The gender pay gap is the result of the social and economic factors that combine to reduce women’s earning capacity.

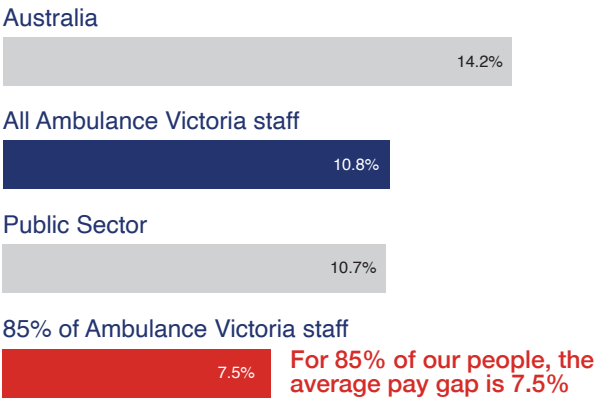
*“Ensure equality in pay between genders is crucial for women in the longer term as they have already had years of underpayment, and this translates into their superannuation at the end of the careers which then flows into their quality of life at the end of the careers”*

- Workplace Gender Audit feedback survey respondent

**Gender pay gap**

$$100 \times \left( \frac{\text{Male Average Earnings} - \text{Female/Self-Described Average Earnings}}{\text{Average Male Earning}} \right)$$

### The gender pay gap at Ambulance Victoria



<sup>4</sup> Data current as at June 2021. Source [Victorian Public Sector Commission](#).

## Actions, deliverables and measures

Action	Deliverable	Horizon	Responsibility (division)
5. Pay equity	<b>5.1</b> Investigate root cause of pay gap, and report to People & Culture Committee on findings. (VEOHRC Recommendation 29)	1 and 2	People & Culture
	<b>5.2</b> Adopt a pay gap target to work towards, based on research from industry leaders to set achievable targets.	2	People & Culture
	<b>5.3</b> Propose and cost a method of redress and seek Executive and Board of Directors endorsement to implement redress to achieve pay gap target.	2 and 3	People & Culture

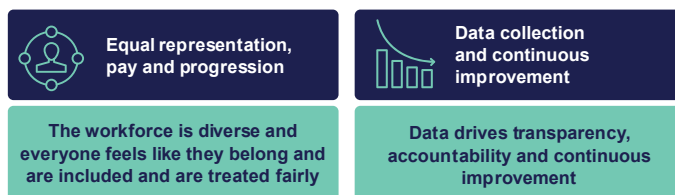
Measures	2021 Baseline	2022	2023	2024	2025
Gender pay gap – Ambulance Victoria overall	10.8% pay gap	To be established upon completion of action 5.1			

## Outcomes

Access to all aspects of work and responsibility is available, regardless of gender. Where necessary special measures will be implemented to ensure that people are competitive for positions they seek and ensuring that there is no unconscious bias in selection processes.

Increased workforce confidence for equitable access to all aspects of work, responsibility, and opportunity.

The action items in this section of the Gender Equality Action Plan also support the achievement of the following framework elements\* of the Workplace Equality Report:



\* [Independent Review into Workplace Equality in Ambulance Victoria - Appendices](#), published by the Victorian Equal Opportunity and Human Rights Commission, Carlton Victoria Australia, November 2021



## Gender Equality Indicator 4: Workplace sexual harassment

Sexual harassment is non-consensual or unwelcome sexual behaviour that could reasonably be expected to make a person feel offended, humiliated, or intimidated. Sexual harassment may be physical, spoken or written (including through online spaces and social media platforms) and can be directed at, and perpetrated by, persons of any sex or gender. A single incident can constitute sexual harassment, as can a broader pattern of behaviour.

- ▶ In the reporting period, 11 complaints of sexual harassment were made to the Professional Conduct Unit. All were made by women between 25-34 years of age.
- ▶ The 2021 People Matter survey indicated that:
  - 7 per cent of men and 17 per cent of women who responded had experienced sexual harassment

- 39 per cent of respondents disagreed with the statement 'My organisation takes steps to eliminate bullying, harassment and discrimination'
- Overall, 58 per cent rated the workplace sexual harassment culture at Ambulance Victoria as 'favourable' - they agreed with the statements or had not experienced negative behaviour, while 28 per cent saw it as 'unfavourable' - they disagreed with the statements or had experienced the negative behaviour.

***"There is no place for sexual harassment in our workplace"***

- Workplace Gender Audit feedback survey respondent

### Actions, deliverables and measures

Action	Deliverable	Horizon	Responsibility (division)
6. Person-centred, multiple avenues of reporting	<p><b>6.1</b> Implementation of 'A victim-centred and fair report and complaint system'. (VEOHRC Recommendation 13 and 24)</p> <p><b>6.2</b> Implementation of 'Supporting staff to confidently report through anonymous pathways'. (VEOHRC Recommendation 15)</p> <p><b>6.3</b> Implementation of 'Embedding a victim-centred approach to processes and procedures'. (VEOHRC Recommendation 16)</p>	1 and 2	Chief Operating Officer
7. Support for victims	<b>7.1</b> Implementation of 'Contact Officers and Local Champions Network'. (VEOHRC Recommendation 9)	1 and 2	Equality and Workplace Reform
8. Role model behaviour change	<p><b>8.1</b> Implementation of 'Learning through reflective practice'. (VEOHRC Recommendation 1)</p> <p><b>8.2</b> Implementation of 'Supporting transparency and developing learning tools'. (VEOHRC Recommendation 19)</p> <p><b>8.3</b> Implementation of 'Encouraging a 'speak-up' culture'. (VEOHRC Recommendation 8)</p>	1,2 and 3	Equality and Workplace Reform

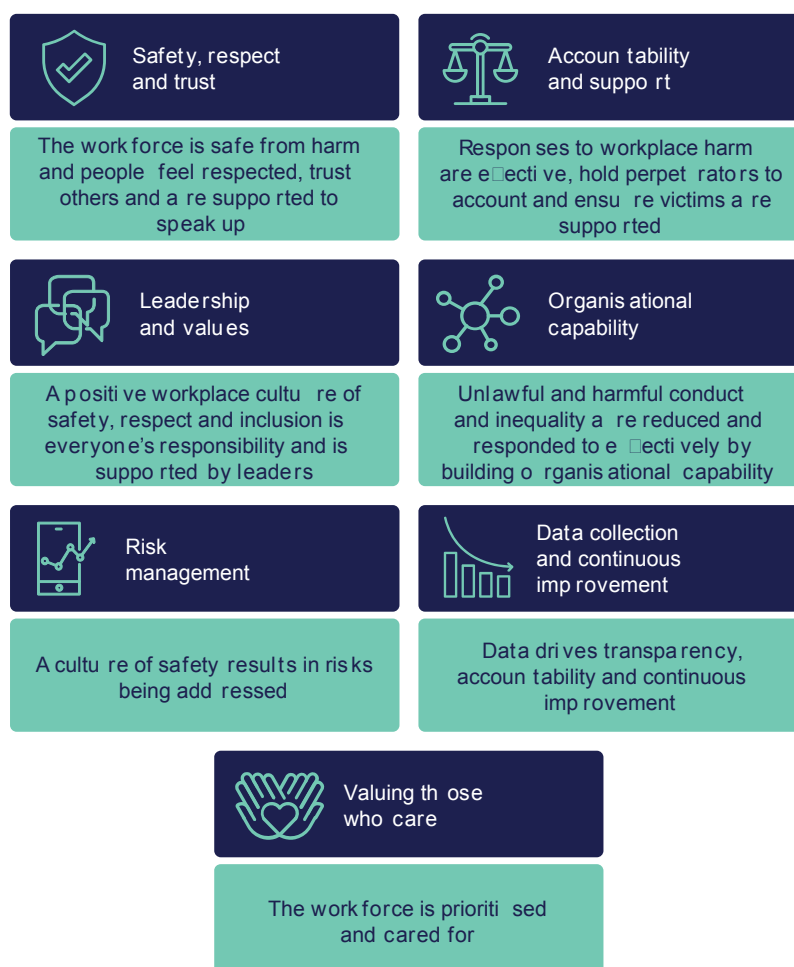
Measures	2021 Baseline	2022	2023	2024	2025
Workplace sexual harassment culture indicator, via People Matter survey	58% 'favourable' response rate by People Matter survey respondents	65%	80%	95%	100%

<sup>4</sup> Data current as at June 2021. Source: [Victorian Public Sector Commission](#).

## Outcomes

1. Leaders are accountable to create a culture of zero tolerance of sexual harassment in the workplace, through role modelling, communication, and taking action.
2. Improved culture of feeling safe to report experiences of sexual harassment.
3. Significant behaviour changes for leaders to lead a safe and inclusive culture.
4. Improved awareness of our responsibilities to eradicate sexual harassment within Ambulance Victoria's workforce.
5. Leaders take appropriate action to hold perpetrators accountable when instance of sexual harassment occur.

The action items in this section of the Gender Equality Action Plan also support the achievement of the following framework elements\* of the Workplace Equality Report:



\* [Independent Review into Workplace Equality in Ambulance Victoria - Appendices](#), published by the Victorian Equal Opportunity and Human Rights Commission, Carlton Victoria Australia, November 2021

## Gender Equality Indicator 5: Recruitment and promotion

This indicator focuses on practices and processes that may impact an individual's career opportunities such as selection, promotion, development, higher duties, and secondments.

- ▶ During the reporting period, 63 per cent of new starters with Ambulance Victoria were women, reflecting recruitment practices which attract and select people using practices to minimise gender bias.
- ▶ During the reporting period, Ambulance Victoria's attrition rate of 6 per cent was equally split between men and women. Further analysis showed that the attrition rate for permanent staff was skewed towards men – of the 4 per cent, 3 per cent were men and 1 per cent were women.

- ▶ In the 2021 People Matter survey, 46 per cent of our people have a favourable perception of our recruitment and promotion policies and procedures.
- ▶ As of 30 June 2021, of the total of 446 MICA paramedic population 21.5 per cent were women and 78.5 per cent were men. All three MICA paramedic educators were men.

***“Flexible working arrangements are often ineligible - the position is full time, or you don’t have enough hours on the board. Women in particular feel a HUGE conflict between promotion and family.”***

- Workplace Gender Audit feedback survey respondent

### Recruitment and promotion by gender

#### New starters



#### Endorsed to recognition development program or MICA



#### Acting or secondment opportunities



#### Promotions





## Actions, deliverables and measures

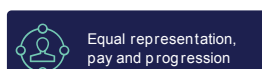
Action	Deliverable	Horizon	Responsibility (division)
<b>9. Inclusive recruitment practices</b>	<p><b>9.1</b> Conduct an industry review to identify contemporary recruitment practices to promote gender equality, diversity and conscious inclusion throughout the recruitment lifecycle.</p> <p>A recommendation report to be prepared, with implementation of endorsed practices. (VEOHRC Recommendation 27)</p>	1	People & Culture
<b>10. Career development</b>	<p><b>10.1</b> Establish a secondment program to create movement and build internal capability, including across corporate and operational roles, and between Ambulance Victoria and other services/agencies.</p>	2	People & Culture
	<p><b>10.2</b> Monitor and report on career development opportunities to provide equality of access. Scope to include training, development, and on-the-job experience, which all contribute to career readiness and promotion. (VEOHRC Recommendation 28)</p>	3	People & Culture
<b>11. Monitor gender diversity of employee departure from Ambulance Victoria</b>	<p><b>11.1</b> Establish reporting on gender breakdown of separations on key organisational segments.</p>	2	People & Culture

Measures	2021 Baseline	2022	2023	2024	2025
<b>Gender composition of new recruits</b>	63% women	Monitor against guideline of 40% women / 40% men / 20% any gender			
<b>Gender composition of promotions</b>	50% men / women	Monitor against guideline of 40% women / 40% men / 20% any gender			
<b>Gender composition of exits</b>	57% men	Monitor against guideline of 40% women / 40% men / 20% any gender			
<b>Recruitment and promotion cultural indicator, via People Matter survey</b>	46% 'favourable' response rate by People Matter survey respondents	49%	54%	60%	65%

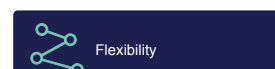
## Outcomes

- ▶ Improved recruitment and promotion practices in the workplace.
- ▶ Improved internal capability across all corporate and operational roles.

The action items in this section of the Gender Equality Action Plan also support the achievement of the following framework elements\* of the Workplace Equality Report:



The work force is diverse and everyone feels like they belong and are included and are treated fairly



Everyone is supported to work flexibly

\* [Independent Review into Workplace Equality in Ambulance Victoria - Appendices](#), published by the Victorian Equal Opportunity and Human Rights Commission, Carlton Victoria Australia, November 2021

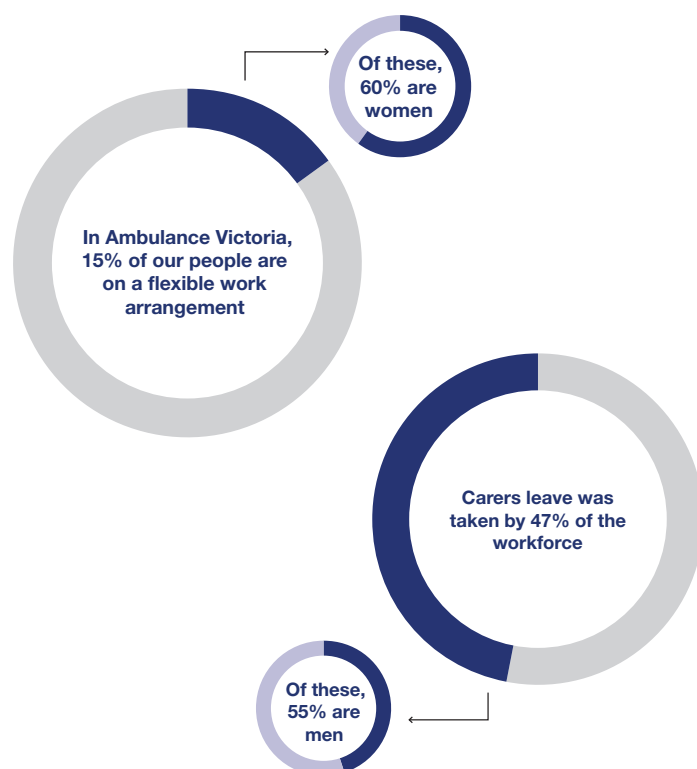
## Gender Equality Indicator 6: Leave and flexibility

Access to flexible work arrangements supports people of all genders to balance paid work with personal responsibilities, including parent or carer responsibilities.

- ▶ In the 2021 People Matter survey, 40 per cent of respondents felt there was fair access to flexible working arrangements
- ▶ In the reporting period, Family Violence Leave was not accessed by anyone at Ambulance Victoria.

*“Access to flexible working arrangements is inconsistent, unstandardised and largely stressful and unsupportive for staff during the negotiation process.”*

- Workplace Gender Audit feedback survey respondent



### Actions, deliverables and Measures

Action	Deliverable	Horizon	Responsibility (division)
12. Flexible work arrangements	<b>12.1</b> Develop a Flexible Working Group to co-design and recommend an approach to improve the experience of applying for and working with flexible work arrangements across employee lifecycle, including impact of career progression. (VEOHRC Recommendations 30, 31, 32 and 33)	2	Equality and Workplace Reform
	<b>12.2</b> Establish a communication plan to promote awareness of and role model flexible work in practice.	2	Communication and Engagement
13. Family Violence Leave	<b>13.1</b> Establish and implement a plan to increase awareness of Family Violence Leave, including addressing any barriers to access and use.	2	People & Culture

Measures	2021 Baseline	2022	2023	2024	2025
Gender composition of flexible work arrangement utilisation	60% women	Monitor against guideline of 40% women / 40% men / 20% any gender			
Leave and flexibility cultural indicator, via People Matter survey	40% 'favourable' response rate by People Matter survey respondents	43%	48%	52%	60%

Outcomes

Increased staff utilisation of terms, conditions and practices relating to family violence leave and flexible working arrangements.

The action items in this section of the Gender Equality Action Plan also support the achievement of the following framework elements\* of the Workplace Equality Report:



Flexibility

Everyone is supported to work flexibly



Valuing those who care

The workforce is prioritised and cared for



Safety, respect and trust

The workforce is safe from harm and people feel respected, trust others and are supported to speak up



\* [Independent Review into Workplace Equality in Ambulance Victoria - Appendices](#), published by the Victorian Equal Opportunity and Human Rights Commission, Carlton Victoria Australia, November 2021

## Gender Equality Indicator 7: Gendered work segregation

Workplace gendered segregation is where there are over or under representations of specific genders, in certain areas or roles. This process of reviewing for gendered segregation helps us to identify if there are particular job roles or functions that may have a barrier for entry to some people based on an attribute of diversity.

For the purposes of the Workplace Gender Audit, roles were grouped by ANZSCO<sup>5</sup> categorisation. The ANZSCO coding system is used by organisations to enable reporting and comparison benchmarking across industries. For the purposes of the Workplace Gender Audit, this enables comparison across the Victorian Public Sector.

Across the Ambulance Victoria workforce, there are 83 occupation categories being used; of these, three ANZSCO codes comprise 82% of the workforce

In the 2021 People Matter survey, 70 per cent of respondents felt there was favourable gendered segregation across the Ambulance Victoria employee population.

***“Management is very male-dominant and this is evident to operational female staff”***

- Workplace Gender Audit feedback survey respondent

In analysing the data at ‘Major Group’<sup>6</sup> level there are four groups of note:

Major Group	% of workforce	Insights
<b>Community and Personal Service Workers</b> (roles: MICA, ALS Paramedic, BLS Paramedic, ACO, ATA, CTO and PTO)	77%	Women represent 51% of the Major Group overall. Of the occupation category of <i>Ambulance Officers and Paramedics</i> , women make up 51% of this group (which includes MICA).
<b>Clerical and Administrative Workers</b> (Roles: Project Administrator, Personal Assistant, Contact Centre Team Leader or Operator, Accounts Clerk, Payroll, and Transport Dispatch)	8%	Women represent 70% of the Major Group overall. Of the occupation category of <i>Office Managers and Program Administrators</i> , women make up 81% of these roles (n.157).  Of the occupation category of <i>Inquiry Clerks and Receptionists</i> , women make up 56% of these roles (n.149).
<b>Managers</b> (roles: Team Managers, Senior Team Managers, Regional Directors, and corporate manager positions)	7%	Men represent 66% of the Major Group overall. Of the occupation category of <i>Specialist Managers</i> , men make up 66% of these roles (total category n. 413).
<b>Professionals</b> (roles: Accountants, Training and Development professionals, Human Resources Advisors, and Analysts)	7%	Men represent 54% of the Major Group overall. Of the sub-major group of <i>Business, Human Resources and Marketing Professionals</i> , men make up 51% of positions (total category n. 280).

<sup>5</sup> Australian and New Zealand Standard Classification of Occupations. It is a skill-based classification of occupations, used as the national standard for organising occupation-related information, and assigns a unique identifier to different occupations

<sup>6</sup> The ANZSCO system has a hierarchy of levels that follows (i) major group, (ii) sub-major group, (iii) minor group, (iv) unit group, and (v) occupation. Available for download: <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/1220.02013,%20Version%201.3?OpenDocument>



## Actions, deliverables and measures



Action	Deliverable	Horizon	Responsibility (division)
14. Women in leadership strategy	<b>14.1</b> Develop and implement a strategy to improve representation of women in leadership roles at all levels, and across divisions.	1 to 3	People & Culture
15. Gender equality in specialist teams	<b>15.1</b> For divisions and departments with greater than 60 per cent representation of any selected gender, prioritise targeted improvements in gender composition.	1	Ambulance Victoria Executive Committee
16. Gender equality communication	<b>16.1</b> Define and share principles of language and imagery to support gender equality.	2	Communication and Engagement

Measures	2021 Baseline	2022	2023	2024	2025
Report and monitor gendered segregation in overall workforce	50% men 50% women	Monitor against guideline of 40% women / 40% men / 20% any gender			
Gendered segregation cultural indicator, via People Matter survey	70% 'favourable' response rate by People Matter survey respondents	71%	72%	73%	75%

## Outcomes

Reduction in gendered segregation within Ambulance Victoria.

The action items in this section of the Gender Equality Action Plan also support the achievement of the following framework elements\* of the Workplace Equality Report:

 <b>Equal representation, pay and progression</b>	 <b>Data collection and continuous improvement</b>
The workforce is diverse and everyone feels like they belong and are included and are treated fairly	Data drives transparency, accountability and continuous improvement

\* [Independent Review into Workplace Equality in Ambulance Victoria - Appendices](#), published by the Victorian Equal Opportunity and Human Rights Commission, Carlton Victoria Australia, November 2021

# Developing this Gender Equality Action Plan with our people

This plan has been written and developed by Ambulance Victoria team members, for Ambulance Victoria.

Engaging and consulting with people from across the organisation in all aspects of the development of this plan was a priority.

Our consultation process also reflects the requirements set out in the Victorian Gender Equality Act (2020). The Board of Directors and Executive Committee were actively involved in setting action items and finalising the draft report. Board members were kept abreast of the Workplace Gender Audit survey, results, consultation and input from the working groups.

This approach supported the Board, Executive Committee, and senior leaders to understand the importance of gender equality to dedicate support and resources to developing the Gender Equality Action Plan and building a culture of improved gender equality.

Staff and volunteers were consulted with to gain feedback on the Workplace Gender Audit results. Some of the engagement activities included:

- ▶ Staff and first responder representative groups received a copy of the 2021 Workplace Gender Audit Results for consultation and were invited to provide feedback for input into the Gender Equality Action Plan.
- ▶ All Ambulance Victoria employees and volunteers were invited to respond to insights from the Workplace Gender Audit and provide feedback to prioritise elements of the Gender Equality Action Plan as part of the consultation phase. For example, they were invited to attend one of a series of briefings summarising highlights of the report, with an opportunity for open discussion of topics and they could review summary highlights of the report while responding to an online feedback survey.

As the first time conducting the Workplace Gender Audit and consulting with our workforce, we recognise an opportunity to improve consultation process in the future to provide opportunity for input in variety of mediums, raise awareness of the Gender Equality Act requirements, and increase opportunities for employee and volunteer groups to support the design of the action plan.

Ambulance Victoria formed two Gender Equality Working Groups, made up of representatives from the divisions, to help design and implement our processes across the three key elements of Gender Equality Act: the Gender Impact Analysis, Workplace Gender Audit and the Gender Equality Action Plan.

The Gender Equality Legislation Working Group was formed in October 2020 to support the overall analysis and understanding of the legislation and contextualise its requirements for Ambulance Victoria. The group was tasked with bringing the gender equality deliverables to life and met regularly to provide insights and recommendations on the development of processes for Gender Impact Assessments, the Workplace Gender Audit and Gender Equality Action Plan. This group played an important role in advocating for gender equality and communicating the principles of gender equality across the organisation.

The Gender Equality Action Plan Working Group commenced in May 2021 with the role of supporting analysis of the seven key indicators of the Gender Equality Action Plan. They helped formulate the case for change and environmental analysis on gender equality and set the direction and tone of the questions to be asked in the Workplace Gender Audit. The group also prepared the initial draft of strategies that would be included in the Gender Equality Action Plan.

# Leadership and Resourcing our Gender Equality Action Plan

As the first Gender Equality Action Plan, the implementation, monitoring and reporting of this program of work has been established with the support of the Board, Executive Committee and senior leaders.

Each deliverable within the action plan has an identified division within Ambulance Victoria responsible for the implementation of the item. This also ensures each item has Executive Sponsorship to provide appropriate resourcing and budget for the effective delivery.

A cross functional team, led by the Equality and Workplace Reform division will be responsible for ensuring progress is monitored and reported on as part of the strategic reporting framework at Ambulance Victoria. This process will monitor for progress against targets, and identify any risk to the successful delivery of the program of work.



# Glossary of Terms

<b>ANZSCO</b>	Australian and New Zealand Standard Classification of Occupations. It is a skill-based classification of occupations, used as the national standard for organising occupation-related information, and assigns a unique identifier to different occupations.
<b>The Board</b>	Ambulance Victoria's Board of Directors
<b>CALD</b>	Cultural and linguistic diversity
<b>The Commission</b>	The Commission for Gender Equality in the Public Sector, see <a href="http://www.genderequalitycommission.vic.gov.au">www.genderequalitycommission.vic.gov.au</a>
<b>Intersectionality</b>	Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Aspects of a person's identity can include social characteristics such as: race, Aboriginality, religion, ethnicity, disability, age, sexual orientation, and gender identity.
<b>LGBTIQ+</b>	Lesbian, Gay, Bisexual, Trans and gender diverse, Intersex, Queer and questioning.
<b>Medical Specialist</b>	Retrieval Registrar, Retrieval Consultant, Medical Advisor or Neurologist.
<b>MICA</b>	Mobile Intensive Care Ambulance
<b>Organisational level</b>	As indicated by reporting level from Chief Executive Officer; Ambulance Victoria has seven reporting levels.
<b>Self-described gender</b>	An individual with a self-described gender may identify as non-binary, trans, gender diverse, agender, genderqueer, genderfluid, or using any other term.
<b>VEOHRC</b>	The Victorian Equality Opportunity and Human Rights Commission, engaged by Ambulance Victoria to conduct a review into Workplace Equality. See the VEOHRC website at <a href="http://www.humanrights.vic.gov.au">www.humanrights.vic.gov.au</a>
<b>VEOHRC Recommendation</b>	Authoritative recommendations arising from the independent review into workplace equality at Ambulance Victoria, see all VEOHRC Recommendations and Ambulance Victoria's progress towards implementing them at <a href="http://www.ambulance.vic.gov.au/your-av">www.ambulance.vic.gov.au/your-av</a>



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