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Women's Health in the South East

Preventing Violence Together:
A Strategy for the
Southern Metropolitan Region

A Guidance Document to Gender Equity in the Workplace

Acknowledgements

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Women's Health in the South East acknowledges the traditional custodians of the land on which we work, both the Wurrundjeri People and the Bunurong people of the Kulin Nation, and we pay our respects to Elders and community members past and present. We express solidarity with the ongoing struggle for land rights, self-determination, sovereignty and the recognition of past injustices. We express our hope for reconciliation and justice.

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Important terms

Unless otherwise stipulated, the following terms and definitions are taken from the Introductory Gender Analysis & Gender Planning Training Module for UNDP staff.[i] They should be read and understood by all individuals involved in conducting the Gender Equity Audit. All questions should be answered and discussed within the workplace, using examples as guidance where necessary, so that all participants are fully engaged with the purpose, objectives and reasons for conducting the Gender Equity Audit in your workplace.

Discrimination	The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), approved by the United Nations in 1979, states that "Discrimination against women shall mean distinction, exclusion, or restriction made on the basis of sex which has the purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field".[ii]
Gender	Sex refers to the biological (anatomical and genetic) differences between men and women. Gender relates to the social relations between men and women and the role of a male and female in society or an individual's understanding of their own identity. It refers to the relationship between men and women, boys and girls, and how this is socially constructed. Gender roles are dynamic and change over time.
Gender awareness	Gender awareness is an understanding that there are socially determined differences between women and men based on learned behaviour, which affects access to and control resources. This awareness needs to be applied through gender analysis into projects, programs and policies.
Gender equity	Gender equity entails the provision of fairness and justice in the distribution of benefits and responsibilities between women and men. The concept recognizes that women and men have different needs and power and that these

	differences should be identified and addressed in a manner that rectifies the imbalances between the sexes.
Gender equality	Gender equality is the result of the absence of discrimination on the basis of a person's sex in opportunities and the equal allocation of resources or benefits or in access to services.
Gender mainstreaming	Gender mainstreaming is the process of ensuring that women and men have equal access to and control over resources, benefits and decision-making stages of workplace processes, projects, programs and policies.
Gender roles	Gender roles are learned behaviours in a given society/community, or other special group, that condition which activities, tasks and responsibilities are perceived as male and female. Gender roles are affected by age, class, race, ethnicity, religion and by the geographical, economic and political environment. Changes in gender roles often occur in response to changing economic, natural or political circumstances, including development efforts.
Gender sensitivity	Gender sensitivity encompasses the ability to acknowledge and highlight existing gender differences, issues and inequalities and incorporate these into strategies and actions.
Transforming Gender Relations	Changes in gender relations transform long-standing patterns; one change is acknowledged to bring others, and the nature and the degree of changes that occur in women's and men's lives as a result of successful interventions, explain why "transform" is the active construct chosen in this model. Transformation of this kind requires an understanding and parallel or concurrent attention to practical needs and strategic interests.[iii]
Gender Neutral	Gender neutrality refers to the practice of avoiding assigning roles, structures or policies along gender or sex- specific lines in order to eliminate the discrimination that may result from creating the misconception that men and women are better suited to different social roles.

1. Introduction

What is gender equity?

Simply put, gender equity expresses the idea that men and women should receive fair and equal treatment. Considering the historical social disadvantages women have faced, gender equity may be accomplished either through the equal treatment of men and women, or treatment that is different but equivalent. It represents a just and equitable distribution of rights, benefits, obligations and responsibilities between men and women. Gender equity ensures that women have the same access to opportunities as men and also have the wherewithal to make use of those opportunities. The result of efforts to implement gender equitable practices and policies is gender equality.

Why is gender equity important in the workplace?

Historically, women in many societies have not enjoyed the same access to opportunities, responsibilities and benefits as men. Women have been socially disadvantaged in many aspects of life, including in the workplace. Workplaces are a major component of life for most adults. Achieving gender equity in the workplace therefore, is a significant avenue through which women can access equity in general life.

Workplaces also play a crucial role in transforming greater society. The perpetuation of traditional gender stereotypes and norms inside a workplace is likely to contribute to the same norms and inequalities playing out in wider socioeconomic and cultural structures. Workplaces, then, can become a key driver in redressing the historical inequality between men and women. Conversely, without an effort to establish gender equitable policies and practices, workplaces can contribute to sustaining cultural and political norms that are inequitable and unfair. Insofar as the greater human rights agenda includes gender equity, workplaces are uniquely positioned to set equity standards and leverage those standards to influence society as a whole. The 'workplace' has been widely identified as a significant avenue of transforming gender relations in wider community/society settings.[iv]

According to the Australian Government's Workplace Gender Equality Agency (WGEA), despite the advances Australia has made in gender equity, there remains a national gender pay gap of 15.3% for full-time employees between men and women.[v] This pay gap suggests women continue to face barriers to attracting equivalent pay to men. The gender pay gap is a result of discrimination in hiring and compensation practices, female-dominated industries offering lower wages, the disproportionate representation of women

in unpaid caring and domestic work, a lack of workplace flexibility when it comes to managing employees in caring roles, and the impact women's greater time out of the workforce has on their career progression.

Workplaces that pursue gender equity are likely to be more diverse and benefit from the consequent expansion of the creativity base among their employees. A more diverse workplace also means improved insight into customer needs, an enhanced workplace culture and a greater understanding of how work and employment might be structured for the benefit of employees and the company. Workplaces that pursue gender equitable approaches to working conditions, particularly in relation to working from home arrangements and flexible work hours, are more likely to demonstrate a level of adaptability that is attractive to all employees and potential employees. When expanded to an economy-wide setting, providing improved incomes and employment opportunities to women increases gross domestic productivity and economic growth, while providing better education, housing, health services and retirement options for both women and men.[vi]

Gender awareness, gender sensitivity, gender mainstreaming and the acknowledgement of the benefits of gender equity are growing. It is becoming more widely accepted among management that gender equity in the workplace is good for business. Gender equitable workplaces are happier and more productive workplaces that are more able to respond to the needs of the communities and customers they serve. According to the WGEA, a workplace that promotes gender equity can benefit by:

- Attracting the best employees
- Reducing cost of staff turnover
- Enhancing organisational performance
- Improving access to target markets
- Minimising legal risks
- Enhancing the organisation's reputation
- Engaging men[vii]

The role of gender equity in reducing violence towards women

According to VicHealth, the two most commonly observed social drivers prevailing when men's violence towards women occurs are the unequal distribution of power and resources, and rigid constructs of appropriate gender roles and stereotypes.[viii] In other words, the same factors that perpetuate gender inequity also result in men's violence towards women. What can be assumed from this is that even if gender inequity does not always result in violence

towards women, violence towards women is always underpinned by gender inequity. Reducing gender inequity, then, will work to reduce men's violence towards women.

According to data compiled by the National Council to Reduce Violence Against Women and their Children, one in three women have experienced violence in their lifetime, with intimate partner violence being the leading cause of disease burden among women aged 15-44 in Victoria.[ix] The projected cost to the Australian economy of intimate partner violence would be, without intervention,
$15.6 billion in 2021-22. Most of this cost would be borne by employers.[x] Violence towards women is a product of political, cultural and social norms that value women less than men. Unfortunately, those norms remain widespread and prevalent in Australian workplaces. Many individuals in Australian workplaces continue to hold certain conservative beliefs about the type of work that women are capable of doing and are suited to, as well as the levels of responsibility with which women should be entrusted. These attitudes are implicitly and often unwittingly supported by gender inequitable work practices, policies, procedures and organisational structures that persist in Australian workplaces. Some of these beliefs are subconscious and many people can be unaware of discriminatory attitudes that are a product of historical constructs of gender norms with which they have grown up.

The lower participation rate of women in the workforce is one product of inequitable workplace practices and beliefs. The female workforce participation rate in Australia in 1961 was 34%.[xi] This figure has steadily increased to 58.6% by 2015, compared with 71% among men.[xii] At its current trajectory, Australia is unlikely to meet its OECD commitment to reduce the gap in labour force participation rates between men and women by 25 per cent by 2025. While the direction of change in women's labour force participation is positive, particularly in light of rising living costs and the need for many households to be supported by more than one income, Australia's rate of change remains inadequate, lagging behind OECD counterparts such as New Zealand and Canada. This is a significant drag on Australia's economic development. Any gender inequitable beliefs individuals continue to hold about women's roles at work or ability to participate in the workforce are inaccurate, out-of-date and harmful. Men's violence towards women is rooted in these same attitudes. Addressing gender equity in the workplace is one effective method of confronting these attitudes and helping stamp out violence towards women.

Reporting requirements

Reflecting on the Australian Government's commitment to gender equity, in accordance with the Workplace Gender Equality Act 2012, Australian non-public sector employers with 100 or more employees are required to report annually to the WGEA against a set of standardised gender equality indicators (GEIs).

Companies must meet minimum standards as described by the Workplace Gender Equality (Minimum Standards) Instrument 2014. If these minimum standards are not met, improvements must be made within the two reporting periods to follow. CEOs are required to sign off on reports that are submitted. Companies with over 500 employees must also have formal policies in place in relation to the gender composition of their workforce, equal pay for men and women, practices affording enhanced work flexibility to employees with family or caring responsibilities and other requirements as determined by the Minister for Employment.

2. The Gender Equity Audit Tool

What is a Gender Equity

Audit?

A Gender Equity Audit is a tool taking the form of a questionnaire that helps an organisation self-assess the extent to which gender equity is effectively institutionalised in its policies, programmes, organisational structures and decision-making processes. The audit is a practical and straightforward resource for workplaces and organisations to assist them in determining the challenges they face and the opportunities they are presented with to enhance equity – and ultimately achieve equality – in the workplace. Having conducted a Gender Equity Audit, workplaces will be well informed of the extent to which they need to work toward or consolidate their gender equity efforts during their follow-up Gender Plan, goal-setting and Action Plan, based on real data. Furthermore, the act of conducting a Gender Equity Audit is an opportunity to promote gender sensitivity within the workplace culture, helping create an organisation that does not tolerate nor provide any space for gender-based discrimination – in other words, a workplace that enjoys the benefits of full and unquestioned gender equality in its policies, practices and culture.

Who is this tool for?

This tool is intended for use either company-wide or within organisational departments by managers, coordinators and staff members with the responsibility to deliver the gender audit. It is a capacity-building tool designed to help employers meet their gender equity commitments and obligations,

derive the benefits that accrue to gender equitable workplaces, and contribute to society-wide equality between men and women. It is also designed to assist with the WGEA Workplace Gender Equality Act 2012 reporting requirements.

The participation of all staff members is recommended.

As this guidance is intended for internal self-implementation, conducting a workplace-wide survey by email is the recommended method of conducting the audit. An internally delivered workplace-wide audit will give your organisation's management an expansive, company (or department) –wide perspective on the level of gender equity that is in place within your workplace, the perception among your workforce thereof, and an overall insight into your workplace culture. Subsequent externally delivered auditing may be necessary in order to effectively proceed with your follow-up Gender Equity Plan and Action Plan, depending on your results. This will be addressed below in Part 3 – Implementing a Gender Equity Audit .

3. Implementing a Gender Equity Audit

There are five stages to completing a Gender Equity Audit:

1. Preparing for a Gender Equity Audit
2. Completing the gender audit tool (questionnaire)
3. Assessing the results of the audit
4. Developing gender equity goals to inform the Gender Equity Plan and Action Plan strategies
5. Implementing an Action Plan to address any gender equity shortcomings at your workplace

Preparing for a Gender Equity audit

The first step to conducting a Gender Equity Audit is to gain the support of senior leadership. Generating enthusiasm and political impetus among senior management is crucial, especially given the resources, planning and coordination efforts a gender equity audit will require. Senior management is the first group within the organisation who will need to be made aware of the benefits an audit will confer to their workplace. A strong case should be made that workplace gender equality is good for business. As previously identified, gender equitable workplaces are more productive, more diverse and more responsive to customer needs. They suffer lower staff turnover costs and minimise legal risks. A 2014 Gallup study of over 800 business units in two American companies operating in the retail and hospitality industries found that

gender-diverse business units generated between 14 and 19 per cent more revenue on average than less-diverse units.[xiii]

A gender audit will also assist in meeting WGEA reporting requirements. Gender equitable workplaces also contribute to reducing men's violence towards women in wider society through their transformative influence, and by benchmarking healthier gender relations to which the communities in which they operate should aspire.

After gaining support of the leadership team, other employees need to be made aware of what the gender audit is and what steps are required, including the benefits to the organisation and the timeline involved. All staff engagement in the Gender Equity Audit process is critical to the success of not only the audit itself, but also in the follow-up actions to be implemented. Actions may include changes to, or the adoption of, a number of workplace policies and procedures, as well as calls for a more expansive cultural and attitudinal shift.

Planning ways to combat resistance to change is important. Change can be confronting to employees, especially if they are expected to undertake transformational reconditioning of long-standing attitudes and behaviours. The way in which the Gender Equity Audit tool is introduced is important. Use of language that emphasises its role in identifying how the organisation can support and improve increased gender equity towards a more prosperous, inclusive work plan is likely to result in higher staff acceptability.

Clearly communicating the manner in which the audit will take place is also important. Specifying the methods of data collection and the likely ways of addressing areas of concern (by face-to-face meetings, group discussions, email, etc.), as well as reinforcing the benefits that will arise as a result of pursuing workplace gender equality will assist in creating demonstrable workplace- or department-wide engagement in the Gender Equity Audit process. Furthermore, it is critical to communicate that the purpose of undertaking the audit is not to identify wrongdoers or punish gender inequitable behaviour, but to gather evidence for use in planning a more inclusive and productive workplace for all employees.

Conducting the Gender Equity Audit

The Gender Equity Audit tool is a survey that asks questions relevant to gender equity in the workplace, and the organisational policies, procedures and systems that can progress or impede workplace gender equity. The tool is organised into five different themes:

1. Policies and Procedures
2. People and Culture
3. Leadership, Development and Commitment
4. Communications
5. Finance

It is recommended that managers and those responsible for conducting the audit and presenting the tool to employees, clearly communicate the purpose of the questionnaire, set a deadline for responses and be prepared to answer any questions employees might have. Employees should also be presented with workplace policy documentation that may assist them in researching the extent to which the organisation promotes gender equity. The questionnaire should be distributed by email or by hard copy, and aggregate results collated after the questionnaires have been completed.

Each question should be given an answer between 1 to 5 according to the following scale:

1 =Not at all
2 =To an insufficient extent
3 =To a fair extent
4 =To a large extent
5 =To the fullest extent
U =Unknown/Do not know/NA

Tally the scores and remember to do the divisions. You now have an average score for each of the five themes of gender readiness and mainstreaming. Each theme will have scored an average between 1 and 5.

This is what your scores mean:

<2:	Your organisation has some work to do to improve this theme of gender readiness and mainstreaming.
2-3:	Your organisation is moving in the right direction in this theme of gender readiness and mainstreaming, but there remains work to be done.
4:	Your organisation has achieved a lot in this theme of gender readiness and mainstreaming, but embedding and sustaining those efforts remain your biggest challenge.
5:	Your organisation demonstrates a genuine commitment to gender readiness and mainstreaming in this theme of gender equity.

Assessing the results

Once collected, the results of the audit should be aggregated, averages calculated and the scores assessed. At this stage of the process, it is important to be honest about how the tool reflects your organisation's commitment to gender equity. The audit is, after all, designed as a self-assessment tool to assist organisations to identify where they need to improve and assess the impact of those positive measures already in place. Recognising where your organisation is strong and weak in promoting gender equity will help you to identify areas where your organisation is succeeding in promoting gender equity, while highlighting areas your organisation needs improvement. Acknowledging both strengths and weaknesses is the first step in maintaining support for areas of strength, and procuring the resources required to build areas needing improvement.

The audit results should identify the strengths and weaknesses of your workplace in terms of gender mainstreaming, gender sensitivity and gender equity. It should inform you of the extent to which gender sensitivity is incorporated into policies, practices and workplace culture. These findings will also inform the needs of your follow-up Gender Equity Plan and goals, and highlight what your Action Plan should address in your efforts to promote gender equality, and improve your organisation's capacity to do so.

Implementing a Gender Equity Plan and goals

If the results of the Gender Equity Audit are below 3, or if the results of any of the five themes of the audit are below 3, it is recommended an externally delivered audit be conducted. This would involve a more thorough assessment with a more substantial questionnaire, answered and discussed in a rigorous round table setting with senior management, human resource management and those involved in implementing the audit and follow-up Gender Equity Plan and Action Plan. The questionnaire and discussions would be more probing and targeted to areas of most concern, and would be intended for discussion at the managerial level only.

If the results are 3 or above, you can utilise the audit's findings internally to determine the extent to which your organisation is achieving the standards it needs to. The results of the audit should present a clear idea of what goals your organisation needs to develop and how you can plan to achieve them. In other words, what areas within your organisation have been identified as needing improvement in gender equity standards, and what are the identified barriers? A Gender Equity Plan should then be implemented based on those findings.

What are your organisation's gender equity goals? Consider the points outlined in this guidance document:

- Gender equality and the absence of discrimination is a human rights endeavour
- Greater gender equity will help reduce men's violence towards women
- Economies benefit from having gender equitable workplaces
- Workplaces play significant roles in transforming cultural norms society-wide
- Workplaces derive financial benefits from gender equality

In consideration of all these reasons to pursue gender equality in the workplace, set workplace goals that, as per the WGEA recommendations for gender diversity targets, are 'achievable, time-framed objectives which organisations can set on a regular basis to focus their efforts on achieving improved outcomes'.[xiv] Your goals should be:

- Clear
- Achievable
- Realistic
- Incentivised
- Accompanied by accountability
- Adequately resourced
- Able to be worked towards incrementally
- Easily monitored
- Easily measured and
- Controlled by management

An obvious reference point for establishing your gender equity goals are the WGEA's six Gender Equity Indicators, which are listed below:

GEI 1 - gender composition of the workforce
GEI 2 - gender composition of governing bodies of relevant employers GEI 3 - equal remuneration between women and men
GEI 4 - availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
GEI 5 - consultation with employees on issues concerning gender equality in the workplace
GEI 6 - sex-based harassment and discrimination

Armed with a clear assessment of your organisation's standing on gender equity, the imperatives for pursuing gender equality, an idea of what qualities your goals should have and using WGEA indicators as reference points, your gender equity goals might, for example, include:

Clearly outlining organisational benefits, culture and policies to prospective new hires	Mothers are far more likely to experience career interruptions and conflict between work needs and domestic needs than fathers.[xv] Therefore, fully understanding a workplace's policies and culture is important to mothers, expectant mothers and young women when searching for employment. It is therefore important for businesses to include concise expectations and descriptions in their job outlines, as they can be deciding factors for anyone applying for a job, especially women.
Enforcing fair pay	Men and women should be paid the same salary for the same job. Compensation inequality remains a persistent issue in Australian workplaces. Organisations should ensure and encourage consistent pay across the same job titles.
Pursuing gender diversity at the management level	Diversity in management brings with it a range of benefits to any workplace. Women are entitled to the same job satisfaction levels as men, and this means being appropriately represented at senior levels of an organisation. A more gender diverse managerial team will reflect an organisation's commitment to a gender equitable workplace culture.
Ensuring equal promotion opportunities	Women tend to lack the same access to promotion opportunities as men for a range of complex reasons, including maternity and caring-related career interruption issues, historical biases and discriminatory gender role beliefs. Organisations should strive to ensure that women have the same access to promotion opportunities as men, and equal capacities to take advantage of those opportunities.
Improving maternity and parental leave procedures	When women re-enter the workforce after raising young children full-time, they often face extreme disadvantages. Many times, these arise due to inappropriate and discriminatory assumptions about the impact of career interruption. Organisations should proactively assist women through child- raising periods, encourage women back into the workforce and demonstrate a culture that values the

	experience women gain in their time spent out of the workforce.
Maintaining flexibility and work-life balance	Organisations should create and adopt workplace flexibility plans that help them attract and retain talent and ensure their employees have a work-life balance that doesn't inadvertently discriminate against women, who tend to be overrepresented in unpaid caring roles.
Discouraging conduct or language that might intimidate, hurt or diminish women	Language and behaviour matters. Offensive jokes and remarks about women have no place in contemporary Australian workplaces and should not be tolerated.
Demanding the same standards from those with whom you conduct business	By demanding gender equity standards of those with whom your organisation conducts business, not only raises economy-wide equity standards but also sends a strong signal to women employees and potential candidates the seriousness in which your workplace views gender equity.
Including men in the process	Workplace gender equality is easier to achieve if no segment of your workforce feels isolated or excluded from the process of goal-setting or your Action Plan to achieve gender equity. Many men support gender equality, but are often unaware of the biases and difficulties women face in the workforce, or the historical structures that contributed to them.

Implementing an Action Plan

Having conducted the audit, found satisfactory results, determined the resultant gender goals, and created a Gender Equity Plan based on those goals, the next step is to implement an Action Plan. In Appendix II an example is outlined of what an Action Plan might look like, depending on your organisation's audit score. Create the Action Plan using the same themes as the audit questionnaire. This will assist in the implementation of specific actions to address the issues identified in the audit. A more complex Action Plan may be required if your organisation scored poorly overall or in any particular theme. This would follow an externally delivered, round table audit, as previously mentioned.

The Action Plan phase of the audit process is significant. It is where your organisation can work on developing a path towards greater gender equity, based on real data specific to your organisation. A committee representative of the workplace's diversity, which is passionate about improving gender equity at their workplace, and that is responsible and accountable should be formed to implement the Action Plan. The committee can comprise of employees from different levels of the organisation, and should include some senior employees. Creating a committee dedicated to implementing the Action Plan is more effective than leaving that task to a single person. A group of people can more effectively and sustainably create and encourage cultural change that might take some time to achieve.

It is important that those responsible for delivering the Gender Equity Audit be given sufficient resources and responsibility to develop an Action Plan that meets the needs of the organisation in light of the audit results. It is also essential that appropriate timelines be established for the steps within the Action Plan to be taken. Organisations should not aspire to implement change too quickly or too slowly, or propose change over a timeline that is unfeasible. A responsibly designed Action Plan is essential in taking the steps required for your organisation to become more gender equitable, and ultimately, gender equal.

Appendix I – Gender Equity Audit

Theme 1: Policy and Procedures

Question	Not at all [1]	To an insufficient extent [2]	To a fair extent [3]	To a large extent [4]	To the fullest extent [5]	Unknown/Do not know/NA [N/A]
1. Does the policy or program address gender norms, roles and relations?						
2. Do programs and services consider the impact of unpaid caring work on the ability of women and men to participate (e.g. child care offered to all participants, regardless of gender identity)?						
3. Does the policy or program consider gender-based divisions of labour (paid vs. unpaid and productive vs. reproductive)?						

4. Does our organisation have a gender sensitivity policy or code of conduct in place in terms of acceptable language, jokes and comments made, images and materials displayed, and action taken around sexual harassment?					
5. Are flexible work policies available for all staff including for managers in senior leadership positions?					
6. Are any manager and executive leadership positions part-time, and are job-share positions available?					
7. Do existing policies and procedures acknowledge the specific and different impact they have on the needs and realities of women and men?					

8. Does our organisation have written policy/policies that affirm a commitment to gender equity?					
9. Is gender equity a priority in the organisational strategic plan?					
10. If you have a GE strategy, is the organisation committed to the implementation of the gender policy/goal in the strategic plan					
11. Is gender taken into account during strategic planning for organisational activities?					
12. How do existing policies and procedures promote gender equity?					
13. Does or organisation have a gender sensitivity policy or code of conduct in place in terms of acceptable language, jokes, and comments made, images and Materials displayed, and action taken around sexual harassment?					

14. Questions regarding the existence, use and impact of policies and procedures on women and men. For example: Does your organisation have maternal and paternal leave policies?					
15. Do programs and services collect and evaluate data that is sex-disaggregated?					
16. Have steps been taken to ensure equal participation of women and men?					
17. Are there processes and strategies in place to encourage the promotion of women into management and leadership positions?					
18. Have you developed policies and practices that support equal pay for equal work?					

19. Are men and women paid equally for equal work? EG: same pay for same work/positions?					
20. How many programs and services are gender responsive by taking an approach targeting women and men appropriately based on needs and inequities?					
21. How many programs and services are gender transformative, in that they intentionally transform underlying gender structures, norms and relations that perpetuate gender inequity?					
22. How many programs and services are gender blind by assuming that gender- based differences between women and men do not exist, or ignoring gender norms/roles/relations?					

23. Are flexible working policies available to women returning from maternity leave?					
24. Has your organisation undertaken a gender analysis or organisational plans, programs and policies? If yes, what did it find and what changes, if any, were made after this audit					
25. Was a gender analysis conducted in the planning process to better understand the impact on women and men?					
26. Do position descriptions include responsibility for the promotion of gender equity?					
27. Are there proactive strategies implemented to recruit or promote women into senior management positions					

28. Are there strategies in place to limit gender bias in recruitment?					
29. Do position descriptions include responsibility for the promotion of gender equity?					
30. Do the HR staff have a strategy to deal with violence against women in the workplace, and to support staff affected by family violence					
31. How are claims dealt with, and does the process support all staff experiencing sexual harassment					
32. Does the policy or program exclude one sex in areas that are traditionally thought of as relevant only for the other sex, such as maternal health or occupational health?					

33. Does the policy or program treat women and men as a homogenous group when there are foreseeable, different outcomes for subgroups. Such as low-income vs high-income women or employed vs un-employed men?					
34. Do planning documents consider the effect experience of women and men?					
SUB TOTALS PER COLUMN					

<table>
<tr><td></td><td>TOTAL
(Divided by 5)

=</td></tr>
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Theme 2: People and Culture

Question	Not at all [1]	To an insufficient extent [2]	To a fair extent [3]	To a large extent [4]	To the fullest extent [5]	Unknown/Do not know/NA [N/A]
1. Are gender issues taken seriously and discussed openly by men and women in our organisation?						
2. Do the HR practices, policies, and strategies reinforce and perpetuate gender inequity - that is, traditional gender roles and stereotypes, and unequal access to power between men and women?						
3. Do both male and female team members have an equal role in decision-making?						
4. Are recruitment applications assess with a gender equity approach?						

5. If you have a GE strategy, do you feel ownership of the gender policy or priority in the organisational strategic plan?					
6. Do you believe gender equality fits into the image of our organisation?					
7. Does our organisation encourage gender sensitive behaviour, for example, intolerance of sexist language, jokes or comments?					
8. Have the HR staff attended unconscious gender bias training?					
9. Do the HR staff have gender-specific strategies for the recruitment, retention, and promotion of staff?					
10. Is general awareness present in all job descriptions and/or in job performance?					

SUB TOTALS PER COLUMN						
						TOTAL (Divided by 5) **=**

Theme 3: Leadership, Development and Commitment

Question	Not at all [1]	To an insufficient extent [2]	To a fair extent [3]	To a large extent [4]	To the fullest extent [5]	Unknown/Do not know/NA [N/A]
1. Does our organisation consistently draw upon a person or division within the organisation who has expertise in gender?						
2. Has the organisational executive and senior management communicated the importance of the work to the whole organisation and stated its expectations for staff involvement?						
3. Do people in senior positions demonstrate commitment to and leadership on gender issues?						

4. Does senior staff in your organisation express an ongoing commitment to gender equity? How do they do this?					
5. Is action taken to recruit, mentor and retain a representative number of women on the board of the organisation or as local councillors?					
6. Do the HR staff and managers have adequate training and support to respond appropriately to sexual harassment in the workplace?					
7. Can our organisation do much more than it's currently doing to promote gender equity?					
8. Do staff responsible for planning have training in gender analysis, primary prevention of men's violence against women and gender equity?					

9. Were women and men consulted in the planning process?					
10. How many women and men are on the board of directors in the organisation?					
11. How many women and men currently occupy senior management and leadership roles in the organisation over 'x' period?					
12. Are men and women receiving the same career training and development opportunities?					
13. Are men and women receiving the same access to leadership and management training?					
14. Do the HR staff have training around dealing with people who are experiencing family violence, as well as perpetrators?					

15. Do the roles and responsibilities of the managers and executive leaders reinforce gender stereotypes and norms, and reinforce unequal access to power and resources between women and men?					
16. Has there been an increase in the representation of women in senior management positions in the past 1-2 years?					
17. Does your organisation provide gender equity and analysis training and resources to staff, management and the governance group					
18. Has the organisational executive and senior management team approved the gender equity audit?					
19. Have informal barriers to women's interest and willingness to take up leadership opportunities (such as management and executive positions) been identified?					

SUB TOTALS PER COLUMN						
						TOTAL (Divided by 5) =

Theme 4: Communications

Question	Not at all [1]	To an insufficient extent [2]	To a fair extent [3]	To a large extent [4]	To the fullest extent [5]	Unknown/Do not know/NA [N/A]
1. Do you believe gender equality fits into the image of our organisation?						
2. Are traditional gender roles and stereotypes present in visual messages - posters, flyers, and digital?						
3. Do the roles and responsibilities (formal or informal) of the communications staff reinforce gender stereotypes and norms, and reinforce unequal access to power and resources between women, men, and gender diverse people?						
4. Does the language exclude or privilege one sex?						

5. How many communications are considered gender blind, gender responsive, or gender transformative?					
6. Have the communications over the last 'x' years(s) reinforced and perpetuated imbalances in power and resources between women and men?					
7. Have the communications over the last 'x' years(s) reinforced traditional gender roles and stereotypes?					
8. Do materials or publications portray men and women based on gender-based stereotypes?					
SUB TOTALS PER COLUMN					

<div align="right">

TOTAL (Divided by 5)

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Theme 5: Finance

Question	Not at all [1]	To an insufficient extent [2]	To a fair extent [3]	To a large extent [4]	To the fullest extent [5]	Unknown/Do not know/NA [N/A]
1. Does our organisation conduct an annual pay equity analysis?						
2. Does our organisation offer equal pay for equal work?						
3. Does our organisation offer equal pay for work of equal value?						
4. Does our organisation offer the same opportunities for promotion or recruitment into higher paying positions to women and men?						
5. Does our organisation have maternal and paternal leave policies						

6. Does our organisation have strategies in place to reduce gender bias in recruitment, promotion and staff retention?					
SUB TOTALS PER COLUMN					
					TOTAL (Divided by 5) **=**

Appendix II – Action Plan

Action Plan 1: Policy and Procedures

POLICY AND PROCEDURE	ACTION	Tick if required	When will this happen?	Who is responsible?	Resources needed
Does the policy or program address gender norms, roles and relations?	Complete an organisational wide gender impact assessment on all policies and programs to identify workplace strengths and gaps. Draft an organisational wide strategy to address issues related to gender norms within the organisation.				

Do programs and services consider the impact of unpaid caring work on the ability of women and men to participate (e.g. child care offered to all participants, regardless of gender identity)?	Complete a client/ staff survey to explore the impact of unpaid caring work on women and men ability to participate in the organisational programs and services. Collected stratified data based on respondent gender from this survey to identify and different experiences of men, women and gender diverse individuals.				

| Does the policy or program consider gender- based divisions of labor (paid vs. unpaid and productive vs. reproductive)? | Complete a gender analysis on work policies and programs regarding paid/ unpaid work.

Complete a staff survey on how paid and unpaid work impacts the members of the organisation; ask questions regarding unpaid work at work and at home and who is completing these tasks.

Collect gender data from this survey to compare the difference between men, women and gender diverse individuals' responses.

Draft an organisational strategy looking at ways the organisation can take into consideration how paid and unpaid work is | | | | |
|---|---|---|---|---|---|

	considered				

Does our organisation have a gender sensitivity policy or code of conduct in place in terms of acceptable language, jokes and comments made, images and materials displayed, and action taken around sexual harassment?	Create a working group to complete a gender analysis looking into the organisational gender sensitivity policy or code of conduct. Complete a staff survey to see how by language, jokes, comments, images, sexual harassment within the workplace affects staff. Offer training, workplace seminars and promotional material regarding acceptable language, jokes, comments, images, sexual harassment etc. Draft a workplace strategy to promote respectful workplaces where everyone is inclusive and unacceptable jokes, language and sexual harassment isn't tolerated.				

Are flexible work policies available for all staff including for managers in senior leadership positions?	Collect gendered data through a workplace survey looking into the types of flexible work offered to staff and who finds this beneficial and who is taking advantage of this and who isn't. Collect data on workplace culture and how staff members feel they are viewed by the organisation if they request flexible work hours and if there is stigma attached to this, e.g. are people concerns that requesting flexible leave will affect their career development with the organisation. Complete a gendered audit on flexible work policies.					

Are any manager and executive leadership positions part-time, and are job-share positions available?	Complete a gender analysis on policies regarding managers and leadership positions and responsibilities. Complete a staff survey to see how manager and leadership positions are viewed by women and men within the organisation and how many these may affect individuals apply for these positions. Create an organisation policy that looks into making management and leadership roles more accessible for women.				

Do existing policies and procedures acknowledge the specific and different impact they have on the needs and realities of women and men?	Create a working group to complete a gender impact assessment on all existing policies and procedures within the organisation. Complete a staff survey to find how existing policies and procedures affect staff and collect gendered date from this.				

Action Plan 2: People and Culture

PEOPLE AND CULTURE	ACTION	Tick if required	When will this happen?	Who is responsible?	Resources needed
Are gender issues taken seriously and discussed openly by men and women in our organisation?	Draft an organisational strategy to mainstream gender into all aspects of the National Society's operations and programs (NOTE: the action plans being completed as part of this capacity building exercise could form the basis of this gender strategy)				
Do the HR practices, policies, and strategies reinforce and perpetuate gender inequity - that is, traditional gender roles and stereotypes, and unequal access to power between men and women?	Complete a gender analysis on all HR practices, policies and strategies. Create a working group to look into how to promote gender equity and equality throughout the organisation. Review the different roles held by men and women in the organisation and identify areas where traditional gender roles, stereotypes and unequal access to power are held. Draft an organisation strategy to overcome this.				

Do both male and female team members have an equal role in decision-making?	Complete a workplace survey to collect gender data on how male and female team members feel about decision-making process within the organisation. Complete a gender analysis on management and leader position within the organisation and who hold these positions. Create a workplace strategy to ensure women's voices are heard and they are given credit for their ideas and opinions.				

Action Plan 3: Leadership, Development and Commitment

LEADERSHIP, DEVELOPMENT AND COMMITTMENT	ACTION	Tick if required	When will this happen?	Who is responsible?	Resources needed
Does our organisation consistently draw upon a person or division within the organisation who has expertise in gender?	Look into creating a position for a gender equity officer within the organisation.				
Has the organisational executive and senior management communicated the importance of the work to the whole organisation and stated its expectations for staff involvement?	Create a working group of senior management whose role it is to promote the importance of gender equity and equality within the workplace. Draft a strategy to promote mainstream gender into all aspects of the organisations operations and programs and highlight the importance of this to all levels of staff. Arrange workplace training for all senior staff highlighting the importance of gender issues and addressing concerns within the workplace. Review senior management position descriptions to highlight the importance of promotion gender equality.				

Do people in senior positions demonstrate commitment to and leadership on gender issues?	Complete a gender impact assessment on all senior positions. Complete a staff survey into how staff feel senior positions are committed to gender issues within the organisation. Create a workplace policy/ statement regarding the commitment to gender issues from senior staff				
Do senior staff in your organisation express an ongoing commitment to gender equity? How do they do this?	Complete a workplace survey of senior staff and their commitment in gender equity. Draft an organisations strategy highlighting the importance of senior staff's commitment to gender equity.				
Is action taken to recruit, mentor and retain a representative number of women on the board of the organisation or as local councillors?	Review recruitment processes and policies for broad membership. Collect gender data looking into the number of women sitting on the board. Complete a gender analysis into the barriers women face when sitting on board and the application for these positions and how they are promoted within the organisation.				

Do the HR staff and managers have adequate training and support to respond appropriately to sexual harassment in the workplace?	Complete a gender analysis onto workplace sexual harassment policies and procedures. Implement sexual harassment training for mangers and HR staff.				
Can our organisation do much more than it's currently doing to promote gender equity? Do planning staff have training in gender analysis, primary prevention of men's violence against women and gender equity?	Review training offered to staff regarding gender equity. Completed a gender impact assessment to highlight any areas where your organisation can be doing more to promote gender equity.				

Action Plan 4: Communications

COMMUNICATIONS	ACTION	Tick if required	When will this happen?	Who is responsible?	Resources needed
Do you believe gender equality fits into the image of our organisation?	Complete a workplace survey asking staff and client how they feel gender equality fits into the image of the organisation. Create a gender awareness raisin strategy within the organisation				
Are traditional gender roles and stereotypes present in visual messages - posters, flyers, and digital	Create a working group to look into the visual messages around the organisation and complete a gender analysis into how the organisation can better promote gender equality through the visual messages of the organisation. Complete a client survey to see how they view the visual messages from the organisations and if this creates any barriers for them accessing the organisation.				
Do the roles and responsibilities (formal or informal) of the communications staff reinforce gender stereotypes and norms, and reinforce unequal access to power and resources between women, men, and gender diverse people?	Complete a workplace gender analysis of the communications teams' policy and job descriptions. Complete a workplace survey into how the communications team promote equity within the organisation.				

Does the language exclude or privilege one sex?	Draft an organisational strategy that focused on workplace language, making sure it is inclusive of men, women and gender diverse people.				

Action Plan 5: Finance

FINANCE	ACTION	Tick if required	When will this happen?	Who is responsible?	Resources needed
Does our organisation conduct an annual pay equity analysis?	Draft a strategy for the organisation commitment to undertaking annual pay equity analysis and address any issues that may arise from this.				

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