PRACTICE GUIDANCE

Workplace policies to support equality and respect
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Acknowledgement of Country: Our Watch acknowledges the traditional owners of the land across Australia on which we work and live. We pay our respects to Aboriginal and Torres Strait Islander people.
### Workplace Equality and Respect documents available on the website

- Workplace Equality and Respect Standards
- Workplace Equality and Respect Implementation Guide
- Workplace Equality and Respect Self-Assessment Tool
- Workplace Equality and Respect Key Progress Indicators
- Workplace Equality and Respect Staff Survey

- Practice guidance: Engaging leaders
- Practice guidance: Communications guide
- Practice guidance: Dealing with backlash
- Practice guidance: Equality and respect for all women - an intersectional approach
- Practice guidance: Reducing risk in workplace initiatives to prevent violence against women
- Practice guidance: Responding to disclosures
- Practice guidance: Understanding your rights in the workplace and Victorian anti-discrimination law
- Practice guidance: Workplace responses to staff who perpetrate violence
- Practice guidance: Workplace gender equality and the law
- Practice guidance: Workplace policies to support equality and respect
- Practice guidance: Working in rural, regional and remote workplaces to prevent violence against women
- Practice guidance: Workplace support for staff who experience family violence
This guide aims to help you by providing:

- an overview of basic policies and procedures that organisations should have in place to support workplace equality and respect
- advice on how to apply a ‘gender lens’ to existing policies so they don’t reproduce harmful gender stereotypes or contain unconscious gender-based discrimination
- ways to communicate policies and procedures throughout the organisation
- an overview of the role of monitoring and continuous quality improvement.

Appropriate policies and procedures are crucial in promoting workplace gender equality for the prevention of violence against women. While workplaces need to comply with federal and state equal opportunity and anti-discrimination legislation, embedding a culture of gender equality involves more than compliance with legal requirements. It requires a commitment to promoting respectful attitudes, norms, behaviours and practices. Policies and procedures should reflect this commitment to change workplace culture.

It is important for workplaces to look at what new policies are needed to enhance equality and respect, as well as to review existing policies with a ‘gender lens’ to ensure they do not maintain gender inequality in the workplace.

The benefits of workplace policies to support equality and respect

Policies and procedures focussed on equality and respect are key components of your organisation’s commitment to gender equality and the prevention of violence against women.

Policies can provide a clear statement of your workplace’s position regarding violence against women and gender equality to management, staff, clients, stakeholders and the broader community.

Reviewing and developing policies can be a valuable learning opportunity for workplaces. It is worth prioritising time and resources to undertake the process in a thoughtful way to ensure consultation with appropriate staff across the organisation. Different organisations will also be at different stages, so adapt this guidance as necessary.
Basic policies and procedures that support workplace gender equality

This checklist outlines core policies necessary for a robust policy framework that will support organisations to promote gender equality to prevent violence against women. It is not an exhaustive list and should be tailored to the context of the organisation including resources available.

<table>
<thead>
<tr>
<th>Workplace policies</th>
<th>What it should include</th>
<th>Useful links</th>
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</thead>
</table>
| **Family violence policy**                     | - A statement outlining the workplace’s commitment to support staff experiencing family violence  
- Provisions outlining support for staff who experience family violence, which includes additional paid leave  
- Links to relevant procedures including Occupational Health and Safety  
- A clear process in situations where the staff experiencing family violence and their perpetrator are part of your organisation | Sample family violence leave clause: [Family Violence clause](#)  
Samples of family violence enterprise agreement clauses, family violence procedure template, workplace safety plan:  
[Developing a gender equity and/or prevention of violence against women organisational policy: A sample policy tool](#)  
[Understanding family violence as a workplace issue: your guide.](#)  
[Caraniche-at-Work-Family-Violence-Report](#)  
See Practice guidance: Workplace support for staff who experience family violence |
| **Preventing violence against women policy**   | - A statement outlining the workplace’s commitment to preventing violence against women  
- A statement acknowledging the workplace as a setting to redress the gender inequalities within your organisation and the commitment of the organisation to proactively influence the workplace | Sample Prevention of Violence Against Women Strategy (see Appendix 1).  
Gender equity and the prevention of violence against women policy development tool:  
[Developing a gender equity and/or prevention of violence against women organisational policy: A sample policy tool](#) |
<table>
<thead>
<tr>
<th>Workplace equality and respect</th>
<th>Workplace gender equality policy</th>
<th>Equal opportunity policy</th>
<th>Sexual harassment policy</th>
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<tbody>
<tr>
<td>Workplace policies to support gender equality</td>
<td>A statement outlining the organisation’s commitment to gender equality</td>
<td>A statement outlining employer legal requirements to eliminate discrimination and sexual harassment at work</td>
<td>An explicit statement that sexual harassment is unlawful and the organisation has a legal obligation to eliminate sexual harassment at work</td>
</tr>
<tr>
<td>- Links to other relevant policies and procedures including family violence leave policies</td>
<td>- Provisions outlining initiatives that promote gender equality throughout the organisation and through the employment lifecycle</td>
<td>- Provisions outlining flexible work options; adjustments available for people with disability; and any special measures the organisation is taking to eliminate discrimination in the organisation (for example, women only recruitment in particular parts of the business)</td>
<td>- A statement acknowledging that sexual harassment disproportionately affects</td>
</tr>
<tr>
<td></td>
<td>- Links to other relevant policies and procedures including recruitment, career development and flexible work arrangements</td>
<td>- Links to other policies and procedures include the complaints procedures for staff</td>
<td>- An explicit statement that sexual harassment is unlawful and the organisation has a legal obligation to eliminate sexual harassment at work</td>
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For further information about developing a gender equality policy:
- Developing a workplace gender equality policy
- Gender strategy Toolkit: WGEA

For further information about developing an equal opportunity policy:
- Equal opportunity for employers: Achieve greater productivity and avoid staff disputes

For more information on flexible work arrangements:
- Flexible working arrangements

For more information on parental leave arrangements:
- Parental leave policies & staff support checklist: Manage parental leave, support staff to return to work and encourage productivity and loyalty.
<table>
<thead>
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<tbody>
<tr>
<td><strong>Sample discrimination and harassment policy template:</strong></td>
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<tr>
<td><em>Workplace discrimination and harassment policy template</em></td>
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<tr>
<td><strong>Breastfeeding policy</strong></td>
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<tr>
<td>- A statement outlining the organisation’s commitment to supporting women to breastfeed in the workplace without discrimination, in an atmosphere of acceptance and comfort</td>
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<tr>
<td>- Provisions outlining how women can access safe comfortable breastfeeding spaces in the workplace</td>
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<tr>
<td>- Links to other relevant policies and procedures including equal opportunity policy</td>
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<tr>
<td>For more information on breastfeeding in the workplace:</td>
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<tr>
<td><em>Breastfeeding &amp; Work: Your rights at work</em></td>
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<tr>
<td><em>Sample breastfeeding policy:</em></td>
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<tr>
<td><em>Breastfeeding</em></td>
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<tr>
<td><strong>Corporate services policies and procedures</strong></td>
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<tr>
<td>- A statement about the organisation’s commitment to promoting gender equality and respectful relationships in all aspects of the organisation’s work</td>
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<tr>
<td>- A set of procurement principles detailing gender equality compliance requirements</td>
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<tr>
<td>- Links to other relevant policies and procedures including the code of conduct</td>
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<tr>
<td>Sample commitment statement:</td>
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<td><em>City of Port Phillip Family Violence Commitment Statement</em></td>
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<td>Sample procurement policy:</td>
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<tr>
<td><em>Procurement connected policies</em></td>
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<tr>
<td><strong>Code of conduct</strong></td>
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<tr>
<td>- A statement that all employees, contractors, clients and customers will be treated with dignity, courtesy and respect regardless of their sex, gender identity, socioeconomic status, cultural</td>
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<tr>
<td>Sample statement of intent:</td>
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<tr>
<td><em>Respect &amp; responsibility – statement of intent</em></td>
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Appendix 1 contains a sample prevention of violence against women strategy based on the *Workplace Equality and Respect Standards* and *Workplace Equality and Respect Implementation Guide*\(^1\). There are a number of additional *Workplace Equality and Respect Practice Guidance* documents to assist with the development of policies and procedures:\(^2\):

- **Practice guidance: Workplace support for staff who experience family violence** contains specific guidance on family violence and the workplace.

- **Practice guidance: Employers responding to staff who perpetrate violence against women** provides guidance on responding to perpetrators.

- **Practice guidance: Reducing risk in workplace initiatives to prevent violence against women** can help to ensure that equality and respect work with safety at its core.

### Applying a gender lens to review existing policies and plans

#### What is a gender lens?

Applying a gender lens to a policy (also known as a gender analysis) involves considering the different impacts of the policy on women and men. Because workplace policies and procedures can impact and affect people of different genders in different ways, a gender analysis is helpful to understand how an organisation’s systems, including policies, plans, programs, services and communications, can cause or lead to discriminatory effects and inequity in access, or may inadvertently reinforce harmful gender stereotypes.

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\(^1\) As part of the *Workplace Equality and Respect* project a set of Standards has been developed which set out what needs to be done to truly embed equality and respect in any workplace. *The Workplace Equality and Respect Standards* are accompanied by a suite of tools and resources. These documents will be publicly available in 2018.

\(^2\) Ibid.
This review process should also take an intersectional approach by also looking at ways in which different groups of women might be discriminated against on the basis of other identities and social statuses, such as culture, parental status, sexuality etc.

For more information on how to take an intersectional approach to your equality and respect work, refer to the Practice Guidance: Equality and respect for all women: An intersectional approach.

Why apply a gender lens?
Applying a gender lens enables workplace managers and policy makers to understand and address the inequalities that arise from a policy due to the different roles of women and men and the unequal power relationships between them.

Applying a gender lens in the workplace helps to create gender equality by ensuring that:

- any differences in the way processes, policies or structures are likely to impact unfairly on women and men are anticipated
- decisions are made that take account of and are responsive to gender and inequalities.

How to use a ‘gender lens’ to review workplace policies
In conducting a review of your existing workplace policies, it is helpful to consider questions that should routinely be asked to make sure practices are not ‘blind’ to harmful gender stereotyping, gender-based discrimination and inequality.

These questions might include:

- How will the realities of women’s and men’s experiences at work inform the review of this policy procedure?
  For example, to mitigate against unconscious bias in the review of policies, look to include someone from the gender equality advisory committee, or if expertise is not available internally, contract an external gender equality consultant to assist in the review process.

- Is power shared equally between women and men in the workplace? How will this policy/procedure impact the way power is distributed?
  For example, promote flexible work arrangements to all staff, providing opportunities for men and women to take up flexible work options to care for children and/or adult dependants.
• How might the policy/procedure inadvertently perpetuate or actively work to overcome existing stereotypes and gender inequities?

For example, when reviewing a policy on sexual harassment, an examination of the report and complaint mechanism procedures may uncover that because there are higher numbers of men in the workplace’s leadership roles, women are likely to be required to report to a male that is the human resources manager or line manager. Consider ways to provide more options to ensure there are no potential gender biases affecting the handling of complaints.

• Are there measures in place to address gender inequalities and to ensure women and men have equal opportunities, and are equally valued and respected?

For example, is diversity considered in the make-up of panels for recruitment; are gender balances considered in the representation of the organisation publicly (speaking engagements etc.)

Unconscious bias is by definition difficult to recognise within ourselves. However, devoting attention to ensuring you are not favouring those who look ‘like you’ in terms of age, gender or race is the first step to overcoming unconscious bias.

Questions you ask might be different for different policies. For example, consider how the policy impacts on different staff groups and a range of ages, career stages, genders, abilities, sexual preferences and cultural backgrounds. Do you have staff who are parents or primary carers? Will some of these policies, actions and approaches impact upon those who are not represented? How can this be considered or accounted for during the development phase?

To properly consider these questions and ensure your policy review is evidence based, you may also need to source other guidance or research. For example, if you are reviewing a sexual harassment policy you should refer to relevant research material or consult with a specialist organisation to ensure the changes result in gender equitable outcomes. For example, the Australian Human Rights Commission has a number of research reports and guidance documents to help workplaces understand their legal obligations and implement good practice.²

It is impossible to prescribe all the questions your organisation should ask to fully appreciate the gender implications of a policy, but informed and reflective approaches are more likely to result in equitable outcomes. The case study below provides an example of changes resulting from putting a gender lens over a policy.
Communication of policies and procedures

In order to be effective, workplaces should communicate policies and procedures to all staff groups across the organisation on a regular basis as part of a comprehensive communications plan.
It is also recommended that managers responsible for the implementation of policies undertake training or management briefings to ensure their management practice complies with the broad purpose of the policies and procedures, as well as the provisions within them. In addition, provide all staff with training on relevant policies when updated and as part of the induction process.

It is likely that you will encounter resistance to policy changes involving the promotion of gender equality, so it is important to:

- take a proactive approach and maintain ongoing communication
- customise messages for particular audiences
- repeat key messages in multiple formats (posters, email, staff meetings, intranet, lunchtime learning etc.)
- open opportunities for two-way communication
- prepare for inevitable questions and respond to all questions promptly and honestly
- highlight what staff need to do/ change and explain what’s in it for them

For more information on how responding to resistance and backlash, refer to the Practice guidance: Dealing with backlash.

**Monitoring and evaluating policies and procedures**

Ongoing monitoring and review is an important element of the policy review process to ensure continuous quality improvement.

This may include creating and maintaining space for safe and honest communication and feedback from staff about gender equality in the workplace to better understand how female and male staff might perceive and experience policies, actions and approaches.

It is also considered best practice for organisations to have a clear policy review cycle which takes place every one to three years depending on the context. Vary the frequency and scope of your reviews as circumstances, needs, and experience dictate.
Appendix 1 |

Sample Prevention of Violence against Women Strategy

Why does work to promote gender equality prevent violence against women?

Violence against women is driven by gender inequality and research tells us we can reduce violence by increasing gender equality in every aspect of our lives. Workplaces are a key setting for the prevention of violence against women not only because violence can occur within the workplace but because workplaces significantly influence our attitudes, beliefs and behaviours in both our personal and professional lives. By promoting women’s participation and opportunities; challenging violence supportive attitudes, gender stereotypes and roles; and thinking critically about workplace structures that might reinforce inequality we can make a difference.

Why is a Prevention of Violence Against Women Strategy important?

A Prevention of Violence Against Women Strategy will clearly define the range of objectives your organisation wishes to undertake to make your workplace more gender equitable, and contribute more broadly to prevention of violence against women. It will indicate how these objectives will be realised, provide a timeline, identify areas of responsibility, and provide indicators of how achievement will be measured. It will also articulate how your Prevention of Violence Against Women Strategy aligns with the values and strategic objectives of your organisation.

Without a strategy, it is difficult to have a comprehensive approach to meeting the Workplace Equality and Respect Standards\(^3\) and to gauge whether your day-to-day efforts are helping your organisation to progress towards real change. Following the development of the strategy, specific or annual plans for initiatives will provide the detail of how to execute the strategy. Investigate how to make actions responsive and adaptable, as steps taken in this type of work are not always straightforward and often need revising.

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3 Refer to footnote 1
How to use this sample strategy?

This sample workplace *Prevention of Violence Against Women Strategy* is based on implementing a series of actions drawn from the *Workplace Equality and Respect Standards*. These Standards have been developed in line with the gendered drivers of violence against women outlined in *Change the story*. This strategy is just a sample. It does not describe the process that an organisation goes through to develop a strategy, nor the importance of engaging key people from across the organisation to develop it. To develop a strategy that has whole-of-organisation ownership, a collaborative approach is required with inputs from key directorates across the organisations, and there needs to be time to build trust and rapport.

**SAMPLE Workplace Equality and Respect Strategy 2016-2019**

**Introduction**

**Statement by the CEO and/or Chair of the Board**

It gives me great pleasure to present the (name of workplace) Workplace Equality and Respect Strategy for 2016–2019. This strategy is designed to be used in conjunction with the *Workplace Equality and Respect Standards* and has been developed in line with *Change the story*.

**Our vision and strategic intent**

Our vision is for (name of workplace) to be a workplace that is aware and committed to prevention of violence against women and to be an organisation where all staff enjoy the rights, responsibilities, resources and opportunities to improve gender equality outcomes. Our vision is for (name of workplace) to be a model organisation that provides leadership, learning and development to improve gender equality outcomes.

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4 Refer to footnote 1
5 Ibid.
Our values
This strategy aligns with the values of (name of workplace):

(List Values)

Key understandings
Workplace efforts to prevent violence against women are grounded in the following understandings:

- Violence against women and their children is a prevalent and serious human rights violation and can contribute to intergenerational cycles of harm.
- Violence against women and their children is rooted in gender inequality, including discrimination against women, gendered power relations, and harmful cultural and social norms.
- In any workplace, there are likely to be women who have experienced (or are currently experiencing) violence and men who are perpetrators. It is vital that accessible and appropriate systems of support are available to respond to women’s experiences of violence (at home or within the workplace) and provide ongoing support where required.
- Employers have a legal responsibility to create safe work environments.
- Organisational structures, norms and practices can either challenge or reinforce gender inequality.
- To reduce violence, workplace cultures need to reject sexism and discriminatory attitudes; confront organisational practices that devalue, exclude or marginalise women; and support increasing the number of female leaders. Boards, CEOs and senior leadership must lead the work in order to achieve whole-of-organisation change.
- Women’s experiences of violence, even if occurring in the home, impact on the workplace. By implementing programs and policies to prevent violence against women, workplaces stand to benefit through increased productivity, reduced absenteeism, decreases in staff turnover, and improvements in staff health and wellbeing.
- More than 60% of women experience some form of violence at work and 75% of women report experiencing unwelcome and unwanted sexual behaviour at work.
Consultation

- Leaders from across all branches identified relevant gender equality initiatives aligned to their strategic goals. These initiatives are incorporated into this strategy.

Accountability

Accountability is critical to the success of this strategy. Each action is allocated to a specific department, which will be responsible for implementation and reporting on the outcomes. A number of different reporting measures will be used to ensure actions are completed and to measure the impact of the strategy. These include:

- an annual report to Executive on the agreed actions and impact of the strategy
- a detailed workforce data report presented to Executive annually
- highlights to be shared with all staff via internal communications.

Key terms used in this strategy

- **Drivers** – the underlying causes that create the necessary conditions in which violence against women occurs. They relate to the particular structures, norms and practices arising from gender inequality in public and private life, but which must always be considered in the context of other forms of social discrimination and disadvantage.

- **Family violence** – is a broader term than domestic violence, as it refers not only to violence between intimate partners but also to violence between family members. This includes, for example, elder abuse and adolescent violence against parents. Family violence includes violent or threatening behaviour, or any other form of behaviour that coerces or controls a family member or causes that family member to be fearful. In Indigenous communities, family violence is often the preferred term as it encapsulates the broader issue of violence within extended families, kinship networks and community relationships, as well as intergenerational issues.

- **Gender** – the socially learnt roles, behaviours, activities and attributes that any given society considers appropriate for men and women; gender defines

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masculinity and femininity. Gender expectations vary between cultures and can change over time.

- **Gender-based violence** – violence that is specifically directed against a woman because she is a woman or that affects women disproportionately.
- **Gender equality** – equality of opportunity and equality of results. It includes the redistribution of resources and responsibilities between men and women and the transformation of the underlying causes and structures of gender inequality to achieve substantive equality. It is about recognising diversity and disadvantage to ensure equal outcomes for all and, therefore, often requires women-specific programs and policies to end existing inequalities.
- **Gender roles** – the functions and responsibilities expected to be fulfilled by women and men, boys and girls within a given society.
- **Gendered drivers** – the specific elements or expressions of gender inequality that are most strongly linked to violence against women. They relate to the particular structures, norms and practices arising from gender inequality in public and private life. The gendered drivers are the underlying causes required to create the necessary conditions in which violence against women occurs. They must always be considered in the context of other forms of social discrimination and disadvantage.
- **Violence against women** – any act of gender-based violence that causes or could cause physical, sexual or psychological harm or suffering to women, including threats of harm or coercion, in public or in private life. This definition encompasses all forms of violence that women experience (including physical, sexual, emotional, cultural/spiritual, financial and others) that are gender based. See also **gender-based violence**.
- **Violence prevention** – refers to prevention of violence against women and girls. Prevention programs focus on stopping violence against women before it occurs, rather than intervening once an incident has already happened. Prevention involves working with whole communities to address the attitudes, behaviours, norms and practices that cause violence against women.
**Key Objective**

To work across all workplace departments to foster safe, inclusive and respectful environments, in which women and men participate equally.

**Implementation Plan**

(NB. the plan will generally not include all the actions listed below but will be tailored to the workplace based on the self-assessment undertaken.)

**Standard 1: Commitment**

We are committed to preventing violence against women and we have structures, strategies and policies that explicitly promote gender equality.

<table>
<thead>
<tr>
<th>Element</th>
<th>Action</th>
<th>Responsibility</th>
<th>Measure</th>
<th>Timeline</th>
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</table>
| Leadership  | • Senior managers do formal training on the drivers of violence against women and the importance of workplace contributions to preventing violence against women and promoting gender equality.  
• Public statements of support for preventing violence against women and gender equality are on the organisation’s website.  
• Leaders explicitly endorse gender equality and/or preventing violence against women in external communications such as media releases, public statements/speeches, public presentations, annual report etc.  
• Leaders explicitly endorse gender equality and/or preventing violence against women in internal communications such as newsletter, emails, intranet etc.  
• Managers’ responsibility to model respectful and equal relationships is reflected in their work plans, performance plans, and position descriptions.  
• Language used by leaders is respectful and doesn’t perpetuate ideas of ‘masculine’ and ‘feminine’ skills and attributes. | •              | •       | •        |
| Strategy | • We promote gender equality in our strategies, policies and procedures.  
• We have dedicated resources and budget to actively address gender inequality and the drivers of violence against women within our workplace. |
| --- | --- |
| | • A long-term strategy to prevent violence against women and promote gender equality is approved by the Board and shared with all staff and stakeholders.  
• Policies specific to preventing violence against women and/or gender equality, sexual harassment and supporting staff who experience violence are in place.  
• Gender is considered in the development and review of all policies.  
• KPIs related to gender equality and/or workplace targets are included in managers’ work plans.  
• Good practice in gender equality is recognised and rewarded – for example, by profiling in performance management, or by profiling staff in newsletters or with workplace awards or incentives.  
• The organisational structure incorporates a team responsible for addressing gender inequality and the prevention of violence against women  
• A core group with responsibility for achieving gender equality internally is in place and resourcing is allocated to this group.  
• There is a budget line item for initiatives that address gender inequality and the prevention of violence against women. |
| Norms and Practices | We hold staff accountable for consistently promoting gender equality in all communications, organisational plans and activities. |
| | • Internal and external communications (emails, newsletters, posters etc.) are used to promote our commitment to gender equality and the prevention of violence against women.  
• Consultations with female staff and/or stakeholders help to understand the ways that particular plans and/or programs we develop may uniquely impacts on women.  
• Internal policies, procedures and guidelines have been developed/reviewed in response to these gendered impacts.  
• Reports on performance against our gender equality strategy are pro-actively shared with staff and stakeholders; feedback is welcomed and information included on actions being taken to make progress.  
• Partnerships are established and/or maintained with organisation(s) that specialise in promoting gender equality and the primary prevention of violence against women. |
Standard 2 – Conditions

We embed gender equality in our recruitment, remuneration and promotion processes, and men and women utilise flexible work options without penalty.

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<th>Measure</th>
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</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>We have structural support for women’s leadership, including the provision of leadership opportunities for part-time staff; and male and female leaders model the use of flexible work options.</td>
<td>• Organisational publications (websites, newsletters, intranet etc.) and events make women’s leadership visible within our organisation and sector. • Internal communications (newsletters, emails, messages from the CEO etc.) are used to promote workplace flexibility and parental leave arrangements for both men and women. • HR policies/procedures clearly stipulate that all roles, including leadership roles in our organisation, can be filled on a part-time or job-share basis where possible.</td>
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<tr>
<td>Strategy</td>
<td>• We implement deliberate strategies to recruit, train, mentor and retain women in leadership roles. • We make efforts to reduce the gender pay gap and give all staff access to flexible work options and parental leave.</td>
<td>• Targets, quotas and/or strategies are set to increase representation of women in leadership and traditionally male-dominated areas and departments. • Policies/procedures are in place to ensure transparent recruitment processes, and appointment decisions reflect the organisation’s commitment to gender equality. • Staff (particularly Human Resources) do unconscious bias training. • Recruitment data is tracked annually to ensure equality. • Strategies are implemented to recruit and support female leaders based on what women in the workplace say they need. • There are programs and supports for female leaders once appointed to leadership roles. • There is ongoing formal and informal mentoring for women in leadership positions from senior colleagues.</td>
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</table>
### Workplace Policies

- Policies are in place to ensure equal pay, tenure and length of contracts etc.
- Gender pay audits are undertaken annually and initiatives are put in place to respond to inequality.
- HR policy details flexible work options for all staff and includes leave to cover care responsibilities.
- HR policies stipulate that all staff have access to paid parental leave, whether or not they are the primary carer.
- HR policies demonstrate provisions for superannuation catch-up options are available to staff taking parental leave.
- HR policy details breastfeeding support in the workplace.
- Appropriate facilities are provided; for example, a breastfeeding/expressing room and access to a fridge for storing breastmilk.
- Workforce composition across teams is tracked annually and surveys measure staff perceptions of gender bias and stereotypes in task allocation.

### Norms and Practices

- Our workplace culture and communication promotes and supports flexible work and parental leave for both men and women.
- We have transparent practices to help uphold commitments to gender equality in recruitment, professional development and career progression.
- Targets, quotas and/or strategies are set to increase representation of women in leadership and traditionally male-dominated areas and departments.
- Policies/procedures are in place to ensure transparent recruitment processes, and appointment decisions reflect the organisation’s commitment to gender equality.
- Staff (particularly Human Resources) do unconscious bias training.
- Recruitment data is tracked annually to ensure equality.
- Strategies are implemented to recruit and support female leaders based on what women in the workplace say they need.
- There are programs and supports for female leaders once appointed to leadership roles.
Standard 3 – Culture

All staff feel safe and confident in the workplace, and we actively challenge gender stereotypes, roles and norms. Staff can raise concerns about gender inequality and potential discrimination without adverse consequences.

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| Leadership | • Our leaders challenge gender stereotypes, discrimination and attitudes that support male superiority, and think critically about styles of leadership that are valued in the workplace.  
• Our leaders consistently model respectful and equal relationships between men and women.  
• Senior managers complete training on the drivers of violence against women and the importance of workplace interventions to promote gender equality.  
• Senior managers complete professional development to understand their obligations to meet current legislative requirements.  
• Managers’ responsibility to model respectful and equal relationships is reflected in their work plans, performance plans, and position descriptions. |
| Strategy | • Leaders undertake leadership training where traditional models of ‘masculine’ leadership styles are challenged and alternative concepts of leadership are promoted.  
• Leaders understand the ways gender stereotypes can impact on conceptions of leadership skills and attributes.  
• Language used in the workplace does not perpetuate ideas of ‘masculine’ and ‘feminine’ skills and attributes.  
• Leaders openly challenge ideas around the superiority of male leaders or ‘masculine’ leadership. |

Workplace policies to support equality and respect 22
### Norms and Practices

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<tr>
<td>• A code of conduct, or similar, is revised or developed in consultation with staff and includes clear guidance on responsibilities and expected standards of behaviour.</td>
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<td>• A code of conduct is proactively shared with staff, and staff are held accountable for meeting expectations it outlines.</td>
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<tr>
<td>• The induction process is consistently used to inform staff about the workplace’s commitment to gender equality and their rights and responsibilities.</td>
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<tr>
<td>• Company superannuation catch-up policy options are developed and staff are proactively informed about their entitlements.</td>
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<tr>
<td>• Staff are consulted on their views of how gender may impact their occupational health and safety.</td>
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<tr>
<td>• Organisational occupational health and safety guidelines are reviewed to ensure they reflect gendered risks and needs.</td>
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<tr>
<td>• The key group leading gender equality work internally is well informed about backlash and resistance and has identified potential areas or ways in which this may occur, or where additional work may be needed to prevent such responses.</td>
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<tr>
<td>• Strategies have been put in place to mitigate resistance and backlash and respond to it if it occurs; and staff likely to have to deal with backlash (communications, customer relations, HR) have received the support and/or training they need to respond appropriately.</td>
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<tr>
<td>• Staff across our workplace understand the importance of promoting gender equality and know they will be supported to challenge sexism and raise issues relating to gender and discrimination.</td>
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<tr>
<td>• We actively avoid perpetuating gender stereotypes in our communicatio</td>
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<tr>
<td>• The communications policy clearly articulates the organisational commitment to proactively challenging stereotypes and gender norms, with zero tolerance of sexist language and behaviour, and gender stereotyping.</td>
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<tr>
<td>• Training is provided for all staff to ensure they have the skill to comply with all relevant policies and procedures relating to the promotion of gender equality in the workplace; for example, unconscious bias.</td>
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<tr>
<td>• Staff surveys, including questions specifically about gender equality issues in the workplace, are completed and analysed on a regular basis, and results are shared with staff and leaders.</td>
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<tr>
<td>• Communications are reviewed to ensure they avoid pejorative, minimising or stereotyping words and pictures.</td>
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<tr>
<td>• There is communication with all staff that makes clear what constitutes unacceptable language, jokes, comments and images.</td>
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</tbody>
</table>
Materials are provided that support staff to take bystander action, promote gender equality and respond appropriately to those who experience sexism, harassment, discrimination or violence.

- Staff training is provided by an expert prevention organisation and includes information on how to safely take action when others express sexist, discriminatory or violence supportive attitudes or behaviours.
- There is regular communication with staff of ongoing efforts by the workplace to challenge sexism and gender inequality.
- Strategies have been put in place to support the wellbeing of – and equitable response to – staff who report sexism and gender inequality in the workplace.
- Gender equality and leave policies, code of conduct and/or other relevant policies clearly state procedures for addressing breaches related to gender equality and the prevention of violence against women.

### Standard 4 – Support

We have the structures, practices and culture to respond appropriately to staff and stakeholders affected by violence, bullying and sexual harassment.

<table>
<thead>
<tr>
<th>Element</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Our leaders consistently reject any form of violence or harassment, whether occurring within or outside of the workplace.</td>
</tr>
<tr>
<td></td>
<td>• Managers have clearly outlined responsibilities in their work plans, performance plans, and/or position descriptions in relation to addressing violence and harassment in the workplace.</td>
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<td></td>
<td>• Managers have regular updates at team meetings and through other communications channels, i.e. newsletters, staff emails etc., rejecting any form of violence or harassment in the workplace, including backlash in the form of violence or harassment.</td>
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<td></td>
<td>• Managers take/create opportunities to speak publicly and with stakeholders rejecting any form of violence or harassment.</td>
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<tr>
<td></td>
<td>• Measure</td>
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<tr>
<td></td>
<td>• Timeline</td>
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<tr>
<td><strong>Strategy</strong></td>
<td>We have clear policies and procedures to provide appropriate support for staff who experience violence; and we make sure employees don’t use workplace resources to commit any act of violence.</td>
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<td></td>
<td>• Policies and procedures are developed to support staff experiencing family and domestic violence outside the workplace and staff who experience violence, bullying or harassment in the workplace.</td>
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<tr>
<td></td>
<td>• Information relating to Enterprise Agreement (EA) clauses, policies and procedures is visible on the internal website and internal communications (intranet, newsletter, staff meetings, emails etc.) and is used to promote awareness of violence against women and workplace support for staff.</td>
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<tr>
<td></td>
<td>• The organisation has negotiated for additional leave for staff experiencing family violence in their EA or other relevant agreement. This is then incorporated into the policies review cycle and proactively shared with staff so they are aware of their entitlements.</td>
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<td></td>
<td>• An Employee Assistance Program staffed by professionals with experience dealing with bullying, sexual harassment and domestic and family violence is engaged by the organisation.</td>
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<td></td>
<td>• Clear policies and procedures are developed and promoted to ensure all staff know that it’s not permissible to use any workplace resources (for example, phones, email, vehicles, time etc.) for violence against women.</td>
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<td></td>
<td>• Clear policies and procedures exist to articulate the workplace’s responsibility to support stakeholders who experience violence, bullying or harassment and how these stakeholders will be supported.</td>
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<tr>
<td><strong>Norms and Practices</strong></td>
<td>We have the partnerships, systems and trained staff to respond promptly and appropriately to complaints and claims about violence and sexual harassment.</td>
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<td></td>
<td>• Referral processes are in place to refer staff to local services that specialise in responding to women experiencing violence, and managers and HR staff are aware of this process.</td>
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<td></td>
<td>• The organisation engages appropriate training for key staff on responding to complaints and claims about violence, bullying and sexual harassment; and has a succession plan to ensure there are always trained staff within the organisation.</td>
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<td></td>
<td>• The organisation develops a process for formally addressing complaints from staff or clients/customers.</td>
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</table>
## Standard 5 – Our Business

The work we do and the way we promote it aligns with our commitment to gender equality and the prevention of violence against women.

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<tr>
<th>Element</th>
<th>Action</th>
<th>Responsibility</th>
<th>Measure</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Our leaders effectively use our work and public profile to demonstrate support for gender equality and the prevention of violence against women.</td>
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<td></td>
<td>• Prevention of violence against women and gender equality are promoted by leaders through public statements on the organisational website, and in public forums.</td>
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<td></td>
<td>• Policies to make women in leadership visible within the organisation and workplace sector are in place.</td>
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<td></td>
<td>• Organisational policy (or public pledge) not to present on all-male panels (or raise gender representation concerns with organisers of events where there are all-male panels) and not to hold or attend events that are held in ‘male-only’ establishments is in place.</td>
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<tr>
<td>Strategy</td>
<td>We integrate key actions to promote gender equality into our core business, and our engagement with the community reflects our commitment to gender equality and preventing violence against women.</td>
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<td></td>
<td>• A core group with responsibility for achieving gender equality internally is in place whose duties include:</td>
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<td></td>
<td>• regular reviews of organisational operations to ensure they do not reinforce the drivers of violence against women</td>
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<td></td>
<td>• identification of how to integrate key actions to promote gender equality into the organisation’s core business.</td>
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<td></td>
<td>• The core group with responsibility for achieving gender equality regularly reviews industry-specific guidance (where available) and identifies ways to promote gender equality in the course of operating the business.</td>
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<td></td>
<td>• The core group with responsibility for achieving gender equality internally regularly reviews community engagement to ensure the allocation of resources supports men and women equally and/or reflects commitment to gender equality and preventing violence against women.</td>
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</table>
Our stakeholder engagement activities, public statements and external communications reflect our commitment to promoting gender equality, rejecting sexism and challenging attitudes that justify, minimise, trivialise or excuse violence against women.

- Communications policy clearly articulates organisational commitment to:
  - avoiding sexist, pejorative or stereotyping language and images
  - representing men and women in a range of roles and not reinforcing gender stereotypes
  - challenging attitudes that justify, minimise, trivialise or excuse violence against women.
- Communications and advertising guidelines explicitly promote positive gender stereotypes and roles and avoid negative and stereotyped constructions of masculinity and femininity.
- Organisation schedules events to engage with stakeholders and engages gender equality and prevention of violence against women specialists to support the events.
- The organisation’s website is used as a platform to share information on gender equality and the prevention of violence against women.
- Client/customer practice principles charter, staff code of conduct, stakeholder engagement policy etc. reflect a commitment to gender equality and the prevention of violence against women, and mechanisms/processes for formally addressing complaints from staff or client/customers are in place.

### References:

3. See Footnote 1.