



**GENDER EQUALITY ACTION PLAN**  
2021-2025



Northern Health acknowledges the Wurundjeri people of the Kulin Nation as the Traditional Owners and Custodians of the land on which our sites are positioned and we pay our respects to them, their culture and their Elders past, present and future.

# CONTENTS

4	Message from the CEO
5	Our Commitment to Action
5	Our Vision
6	Our Gender Equality Priorities
6	Legislative Framework
6	Consultation
7	Measuring our Success
8	Audit Finding
12	Leadership and Resourcing
13	Achieving our Action Plan
14	Framework
16	Priority 1
17	Priority 2
18	Priority 3
19	Priority 4
20	Appendix A - Gender Equality Principles
21	Appendix B – Bullying and Sexual Harassment Data
22	Appendix C – Workplace Gender Audit Summary

## MESSAGE FROM THE CEO



It is with great pleasure that I present Northern Health's inaugural Gender Equality Action Plan 2021-2025 which outlines our commitment to a gender equitable workplace.

Northern Health is a major provider of acute, maternity, sub-acute and specialist services and is the largest employer in Melbourne's northern suburbs. As such, it is a large part of the social fabric of our community with a responsibility to lead by example. The Northern community is dynamic and diverse, made up of residents born in more than 185 countries, speaking over 106 languages, and following more than 90 different religions or beliefs.

Our Gender Equality Action Plan forms part of Northern Health's response to the Gender Equality Act 2020 (Vic). It has been prepared following the results of the Workplace Gender Audit conducted (July 2021) and outlines a range of objectives and strategies intended to achieve gender equality in the workplace. It has been designed to lay strong foundations that will be built upon in the future. These fundamental systems, policies and practices will enable Northern Health to achieve an integrated and sustainable approach to gender equality principles and intersectional factors.

The Gender Equality Action Plan aligns with the Northern Health Strategic Plan 2019-2024, the Equity, Diversity and Inclusion Strategy 2020-2024, Aboriginal Workforce Strategy, and Northern Health Values - Safe, Kind, Together. This plan will ensure that Northern Health is a gender equality leader by providing a workplace where all staff, regardless of gender or intersectional characteristics, feel safe, acknowledged, celebrated, recognised and supported to succeed.

A handwritten signature in black ink, appearing to read 'S. Sivarajah'.

**Siva Sivarajah**

Chief Executive  
Northern Health

# OUR COMMITMENT TO ACTION

The Gender Equality Action Plan (the Action Plan) outlines Northern Health's approach to strengthening gender equality across the organisation; recognising intersectionality between gender and other key priority areas.

Northern Health recognises that people may experience multiple forms of disadvantage or discrimination related to sexual orientation, sex and gender identity, age, race, ethnicity, trauma, religion, disability and/or any other attribute/s.

Through various data sources, including the Workplace Audit, review of internal procedures and policies, and the 2021 People Matter Survey data, Northern Health has developed priority areas for inclusion in the Action Plan. These priority areas reflect where Northern Health's current maturity is and it is anticipated that our Action Plan and priorities will mature over time.

# OUR VISION

Northern Health's vision is for a whole of organisation integrated and sustainable approach, that sees gender equality principles and intersectional factors embedded in the culture and across all business practices.

This vision is reflective of the diverse community Northern Health serves, and is designed to create a workplace where everyone feels included. We will embrace the individual skills, experiences and perspectives that our staff bring and harness these to deliver an improved patient experience and service delivery. In doing this, we will create an equitable work environment for all staff.

Northern Health wants our people to feel included, connected and respected. This means all staff have access to equal employment

opportunities allowing for full participation at work. We want to attract and retain a diverse workforce who will have successful and meaningful careers.

In addition to Gender Equality, Northern Health focuses specifically on the following diverse communities;

- Aboriginal and Torres Strait Islanders
- Cultural Responsiveness: Culturally and Linguistically Diverse people (CALD)
- Disability
- Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning and Asexual/Ally (LGBTIQA+)
- Refugees and Asylum Seekers

We recognise significant intersectionality across the priority areas and gender equality, and will collaborate across action plans that respond to the needs of each group.

**Our guiding principles**  
(in developing the Action Plan)

- Relationships
- Respect
- Opportunities
- Governance

# OUR GENDER EQUALITY PRIORITIES

Based on insights from the workplace gender audit (completed in 2021), Northern Health has developed four principles.

1. Ensure proportionate representation of genders and diverse characteristics across the organisation, and equitable pay regardless of gender or diverse characteristics, thereby closing the gender pay gap.
2. Northern Health is a gender equality leader where all women and gender diverse people, with intersectional characteristics, are acknowledged, celebrated, recognised and supported to succeed.

3. Ensure a work environment that is free from discrimination, harassment and bullying.
4. Ensure the organisation has the right system and tools in place to measure, analyse and report on gender equality.

The strategies and measures that sit alongside these priorities are outlined in Achieving our Action Plan.

These principles build upon the Equity, Diversity and Inclusion Strategy 2020-2024, Aboriginal Workforce Strategy, Northern Health's Strategic Plan 2019-2024 and Northern Health Values - Safe, Kind, Together.

## LEGISLATIVE FRAMEWORK

The *Gender Equality Act 2020* (the Act) requires Northern Health to consider its obligation to promote gender equality in the workplace, consider gender equality when developing policies and programs and delivering services to the community. This will be done through promoting, auditing, delivering on action plans, and conducting Gender Impact Assessments. The Action Plan reflects the principles outlined in the Act<sup>1</sup>.

The Act also requires Northern Health to report on its progress to the Commissioner for Gender Equality every two years.

In addition to the requirements under the Act, the Action Plan has been developed with reference to State and Federal government anti-discrimination legislation, same-sex relationship law reforms and the *Charter of Human Rights and Responsibilities Act 2006*, which sets out the basic rights, freedoms and responsibilities of all people in Victoria<sup>2</sup>.

## CONSULTATION

The Action Plan was developed by the Diversity and Inclusion Team within People and Culture. A number of key stakeholder groups were consulted including the Northern Health Executive, Equity, Diversity and Inclusion

Sub-committee Chairs, Payroll, Human Resources and IT, along with presentations to the broader working group inviting staff to provide feedback on initiatives. The Action Plan was endorsed by the Northern Health Executive.

<sup>1</sup> Further details on these can be found in Appendix A.

<sup>2</sup> <https://www.humanrightscommission.vic.gov.au/human-rights/the-charter>

# MEASURING OUR SUCCESS

The biases that perpetuate workplace inequality are largely unconscious and automatic, therefore without clear and robust measures to track equality, diversity and inclusion efforts and outcomes, a tendency to revert to habitual and ingrained thinking and behavioural patterns will limit the returns on Northern Health's investment.

Northern Health is committed to measuring outcomes for gender equality and all key priority areas.

To diagnose risk areas and opportunities and to track progress of initiatives, the following metrics will be used:

## (i.) Diagnosing risks and opportunities

### Representation

Percentage of staff from monitored groups (including segmented data) compared to industry benchmarks and local demographics.

### Retention

Comparison of average tenure for staff from priority groups to average tenure across the workforce.

Segmented attrition data for voluntary and involuntary resignation/exit.

### Selection

Tracking appointments of staff from monitored groups compared with appointment of applicants from non-monitored groups.

## Employee Engagement

Compare engagement scores in the annual People Matter Survey for identified groups and in particular the favourability scores for Fairness, Decision Making and Voice.

**Fairness:** People from all backgrounds have equal opportunities to succeed.

**Decision Making:** Perspectives like mine are included in the decision making in my company.

**Voice:** I can voice a contrary opinion without fear of negative consequences.

## Adverse Events

Compare adverse events related to discrimination, bullying and harassment and occupational violence for identified priority groups (including patients, consumers and staff).

## (ii.) Measuring progress

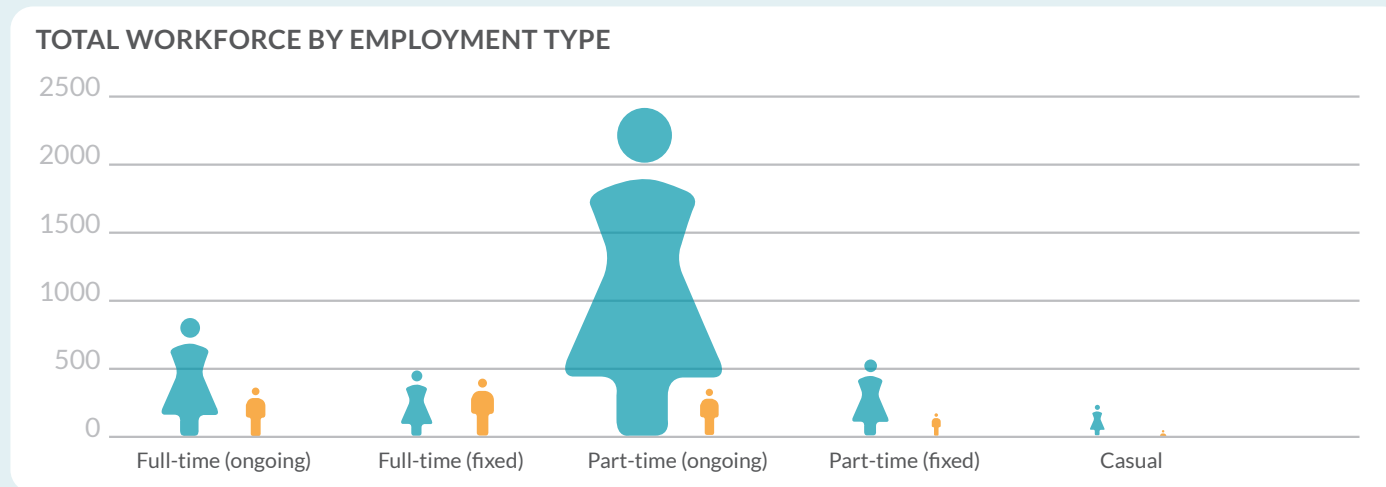
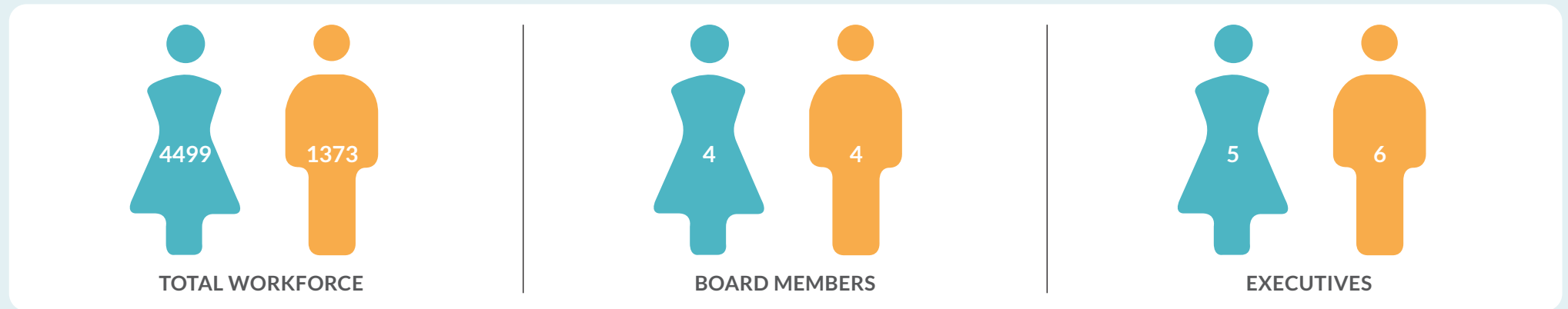
Progress to achievement will be tracked via our Governance requirements including reporting and accountability to the following:

- Board, Executive and relevant Standards Committees
- Implementing, maintaining and monitoring the Equity, Diversity and Inclusion Framework
- Provision of adequate financial support and resources required to achieve objectives and targets
- Establishing accountability, capacity and capability for the effective management of Gender (including intersectionality) in Northern Health workplaces
- Staff embracing an equitable, diverse and inclusive workplace culture

# AUDIT FINDING

Northern Health conducted its inaugural workplace gender audit in 2021 against seven prescribed gender equality indicators<sup>3</sup>. Data from various internal sources as well as the outcomes from the 2021 People Matter Survey were considered.

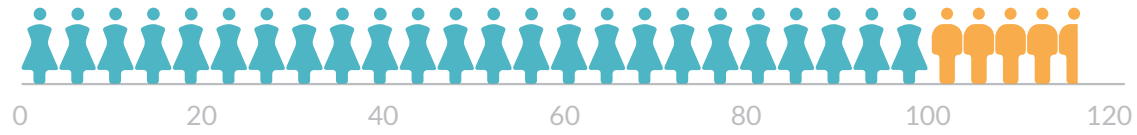
## Key findings from the workplace gender audit<sup>4</sup>



<sup>3</sup>See Appendix A.

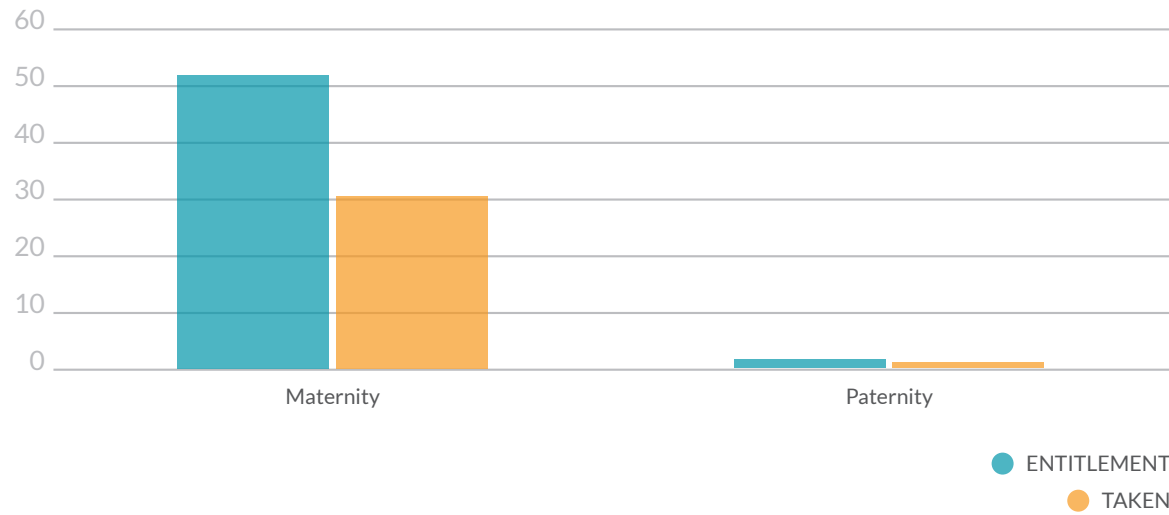
<sup>4</sup>Data as at 30 June 2021.

### FLEXIBLE WORK ARRANGEMENTS



5

### PARENTAL LEAVE UTILISATION



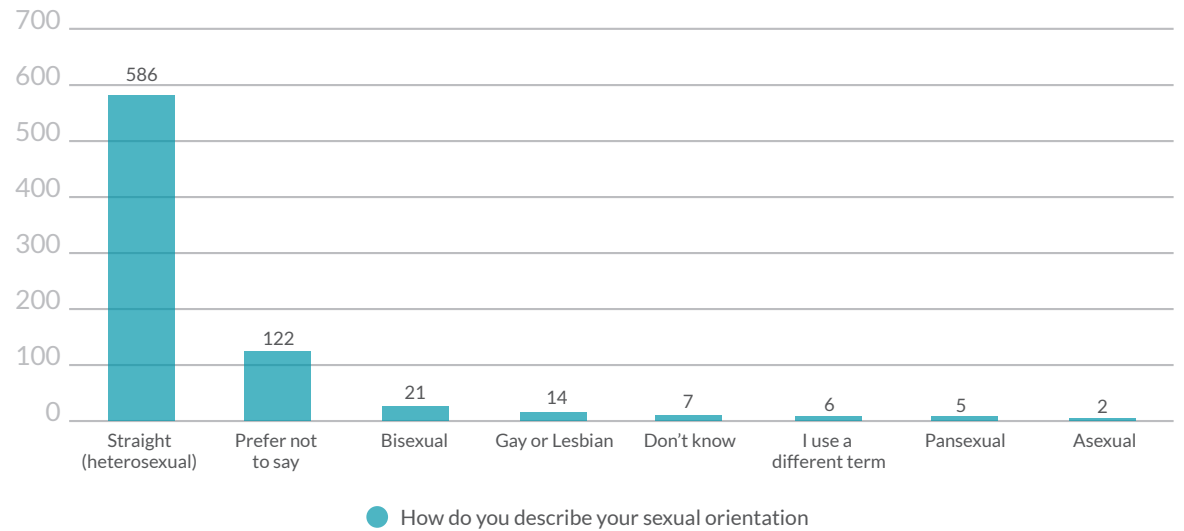
6

<sup>5</sup> Additional information is located in Appendix C, indicator 6.

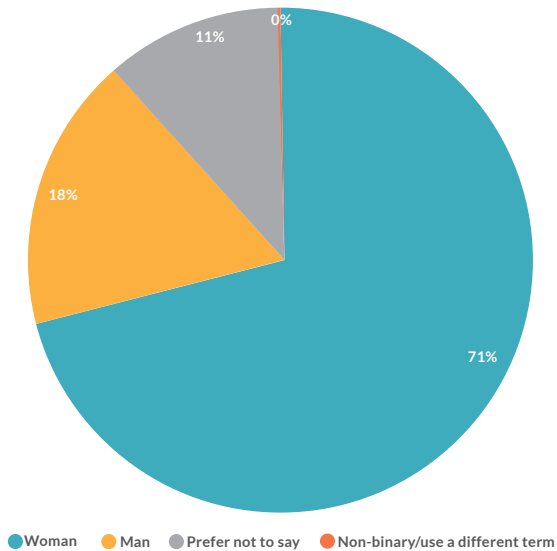
<sup>6</sup> Data is based on average weeks taken, maternity = 52 weeks total (paid and unpaid), paternity – either one or two weeks depending on the EBA. One per cent of females who have taken maternity leave are casuals and will be recorded as taking maternity leave without pay.

With limited intersectionality data available in Northern Health's current systems, the following data has been taken from the People Matter Survey conducted in 2021<sup>7</sup>.

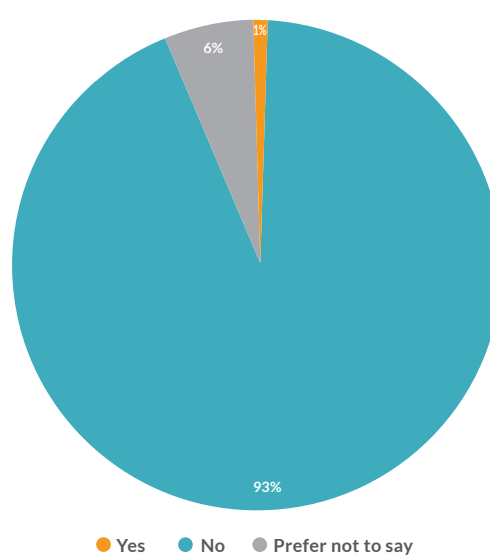
### HOW DO YOU DESCRIBE YOUR SEXUAL ORIENTATION?



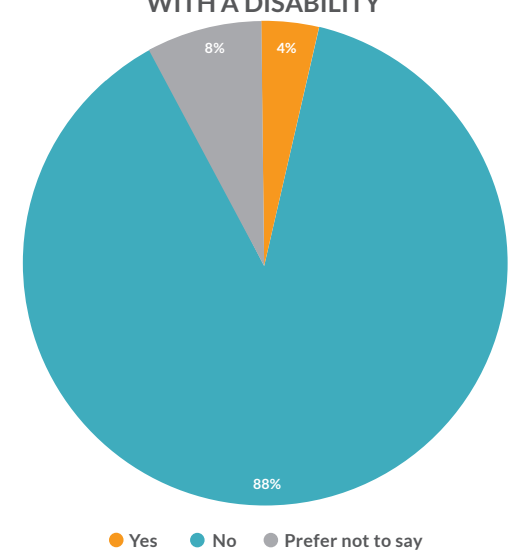
### HOW WOULD YOU DESCRIBE YOUR GENDER?



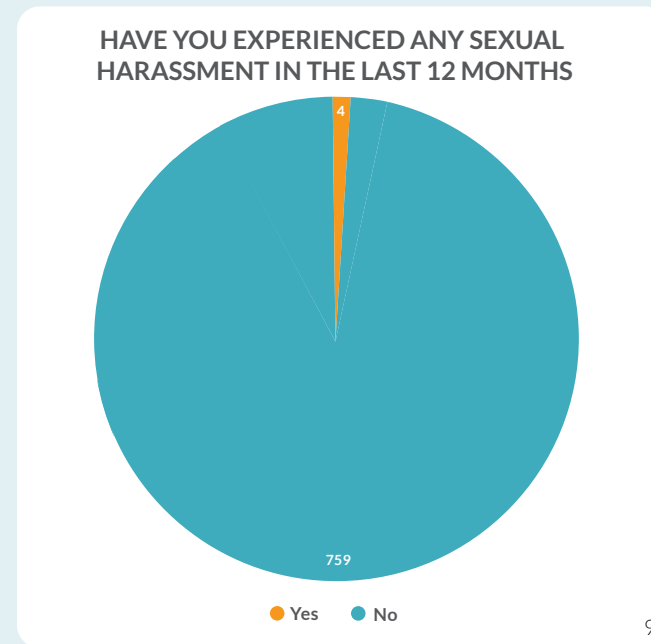
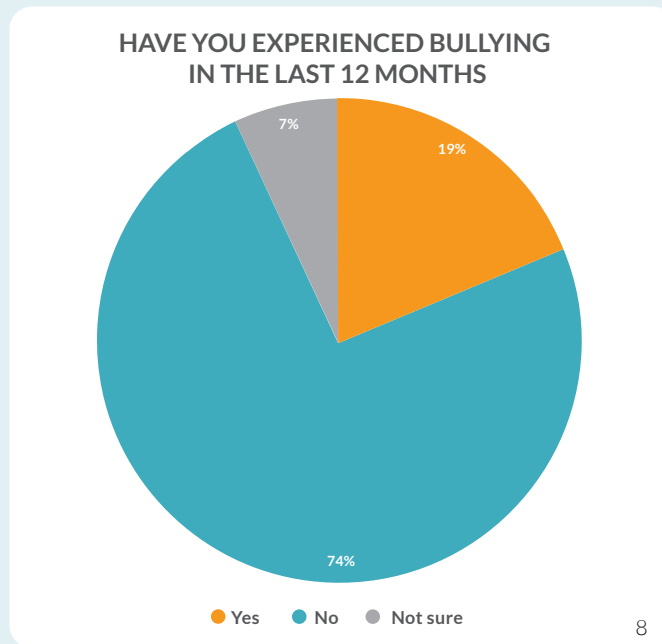
### ABORIGINAL AND/OR TORRES STRAIT ISLANDER



### DO YOU IDENTIFY AS A PERSON WITH A DISABILITY



<sup>7</sup>At the time the People Matter Survey was completed, Northern Health had a headcount of 4,239. Eighteen per cent (763) of staff completed the survey.



**Based on these results, a number of gaps and improvement opportunities were identified:**

1. Limited intersectionality data available within Northern Health systems including staff facing and consumer facing systems.
2. System limitations -
  - Incomplete and/or information in Position Management particularly at the CE Direct Report level.
  - Manual spreadsheets being utilised.
  - Multiple sources on information required to identify correct numbers.
3. Additional capability in LMS to be explored to capture all career development training.
4. Parental leave not being used in full and low uptake of carers leave, flexible work and purchased leave by male staff.

These have been addressed through the principles and strategies outlined in the Achieving Our Action Plan section.

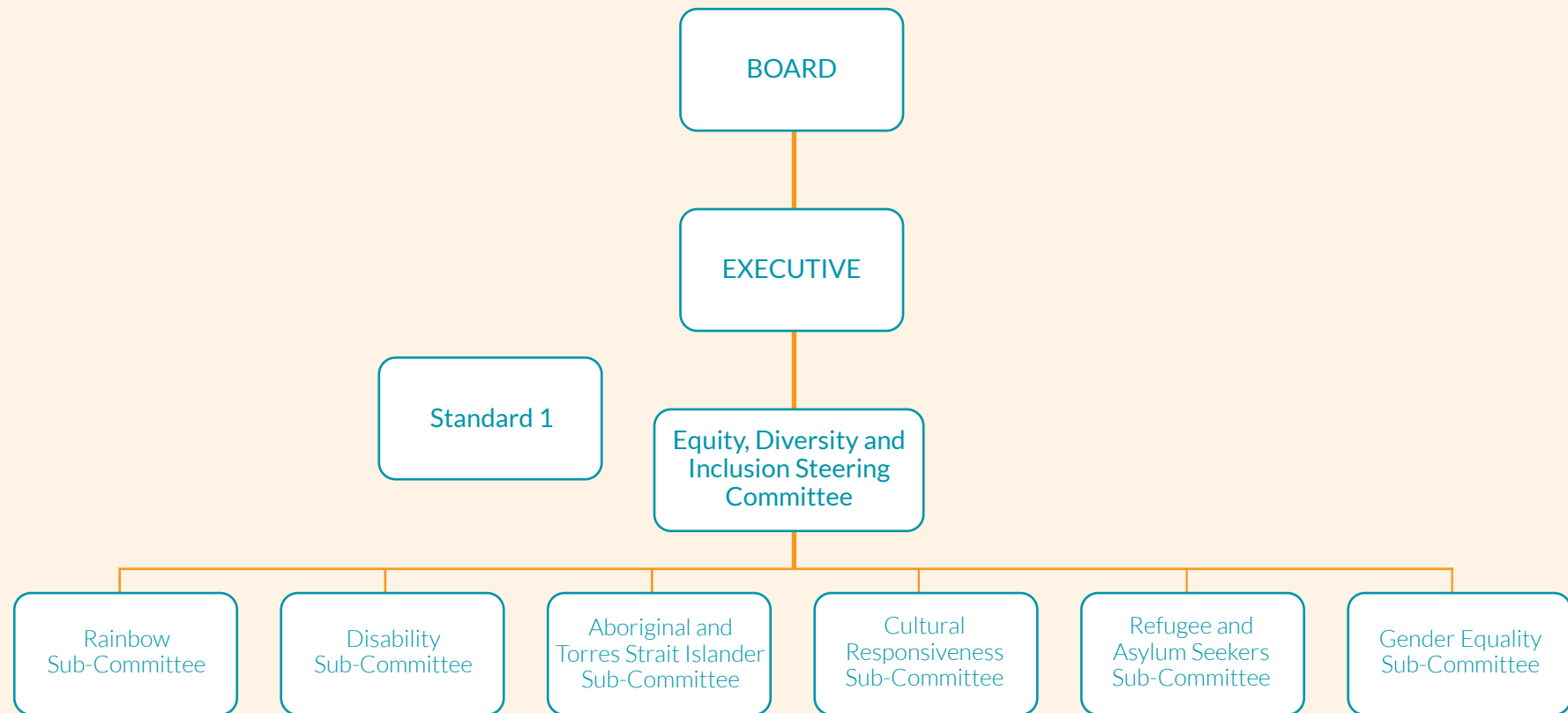
Further information of the workplace gender audit can be found in Appendix C.

<sup>8</sup>The workplace audit did not require Northern Health to report on bullying and harassment. Additional information on the types of bullying experienced is as Appendix B

<sup>9</sup>Northern Health reported three incidents of sexual harassment in the workplace audit. All three incidents were reported by females. The People Matter Survey Results indicates sexual harassment was experienced by males and staff who identified as other in addition to females. Additional information on the types of sexual harassment experienced is as Appendix B.

# LEADERSHIP AND RESOURCING

Northern Health has an established Equity, Diversity and Inclusion governance structure that includes oversight by relevant standards committees, the Northern Health Executive and the Northern Health Board.



To ensure the successful implementation of the Action Plan, People and Culture will take a lead role in the implementation of the initiatives and strategies outlined, embedding gender equality (and Equity, Diversity and Inclusion more broadly) into all areas and levels of Northern Health.



# ACHIEVING **OUR** ACTION PLAN

# FRAMEWORK

Northern Health has an established Equity, Diversity and Inclusion Framework that considers strategy, implementation and continuous improvement initiatives across four core pillars; Relationships, Respect, Opportunities and Governance.

Northern Health recognises significant intersectionality across these priority areas, and will collaborate across action plans to respond to the needs of each individual and group.

Northern Health will ensure the Gender Equality Action Plan aligns with the overarching organisational Strategic Plan, sector standards and frameworks. The Gender Equality Action Plan and associated activity and initiatives will consider best practice and align with industry trends. Clear paths of accountability for achievement of the action plans will be implemented and reviewed regularly.

## Relationships

Effective and respectful relationships with our staff, our community and our partners are fundamental to Northern Health being an equitable, diverse and inclusive organisation.

Northern Health will ensure staff and consumers are involved at the service design, policy and governance levels for all Equity, Diversity and Inclusion initiatives. We will increase visibility and commitment to people who are under-represented in healthcare participation and over-represented in clinical risk. We will strengthen connections with people who have lived experience to identify what health experience and outcomes they are looking for.

We will strengthen inter-agency partnerships and participate in health and medical initiatives with diverse community organisations in the northern corridor.

## Respect

Northern Health will co-develop improvement and innovation activities and programs, drawing on priority groups' culture, language and lived experience. Education and support programs will be developed and delivered in consultation with the people who use them whether that be staff, patients, consumers or the broader community.

Northern Health will promote consumer awareness of healthcare rights, including appropriate and accessible information and education for staff on consumer rights and responsibilities.

We believe that respecting diversity will lead to improved staff and patient outcomes.

## Opportunities

To achieve our overall vision of 'A healthier community, making a difference for every person, every day', we require a workforce that reflects the Australian community we serve, and a workplace which is inclusive and empowers everyone to contribute their best.

Northern Health will encourage staff to be proactive in developing their knowledge and skills to ensure that delivery of care is responsive to the needs of every individual. We will promote anti-discrimination procedures and strategies to ensure Northern Health is inclusive and responsive to individual needs.

Northern Health will determine research opportunities to develop new and improved initiatives to address health gaps. Northern Health's service development will include the provision of targets and strategies to ensure our services are cognisant of and responsive to the needs of priority groups and vulnerable populations.

## Governance

Northern Health will strengthen visibility of groups who are under-represented through the development and advocacy of structured strategic initiatives, inclusivity in procedures, practices and key documents and representation on relevant working groups and committees.

Northern Health will identify and include signage and symbols that drive and support inclusion and accessibility.

Northern Health will strengthen senior leadership understanding of, and commitment to the needs of people from diverse communities. This developed understanding and commitment will enable appropriate modelling which will support implementation of the Equity, Diversity and Inclusion initiatives.

# PRIORITY 1

Ensure proportionate representation of genders and diverse characteristics across the organisation and equitable pay regardless of gender or diverse characteristics, thereby closing the gender pay gap.

INITIATIVE	STRATEGY	MEASURE
Measure, analyse, monitor and ensure equality of pay by gender, role type, job level and diverse characteristics	<ol style="list-style-type: none"> <li>1. Undertake regular pay audits (in addition to those required under the Act) considering role and classification, rather than level to the Chief Executive and report findings and proposed strategies.</li> </ol>	Governance
Apply a gender lens to the employee life cycle – process of attraction, recruitment, retention, promotion and development	<ol style="list-style-type: none"> <li>1. Increase functionality of current systems to enable capture of gender and broader intersectionality data.</li> <li>2. Undertake a Gender Impact Assessment on the employee life cycle (policies and procedures) to determine gaps and strategies for improvement.</li> <li>3. Include Gender as a core pillar in the Equity, Diversity and Inclusion Workforce Strategy.</li> </ol>	Relationships Opportunities
Increase promotion and provision of flexible work arrangements, e.g. nine day fortnights (80 hours over nine days), start finish times, working from home, reduction in hours (full-time to part-time), job share	<ol style="list-style-type: none"> <li>1. Increase functionality of current systems to enable greater capture of flexible work arrangements, including gender and broader intersectionality data.</li> <li>2. Review all policies and provide advice where Northern Health can improve current practices.</li> <li>3. Develop a communications strategy to promote flexibility, highlighting examples of successful arrangements.</li> <li>4. Develop the Northern Health Positive Workplace Culture.</li> </ol>	Relationships Opportunities
Provide support for parental leave, family violence leave and carers leave	<ol style="list-style-type: none"> <li>1. Increase functionality of current systems to enable capture of gender and broader intersectionality data.</li> <li>2. Review all policies and provide advice where Northern Health can improve current practices.</li> <li>3. Develop a communications strategy to promote flexibility, highlighting examples of successful arrangements.</li> <li>4. Develop the Northern Health Positive Workplace Culture.</li> </ol>	Relationships Opportunities

## PRIORITY 2

Northern Health is a gender equality leader where all women and gender diverse people, with intersectional characteristics, are acknowledged, celebrated, recognised and supported to succeed.

INITIATIVE	STRATEGY	MEASURE
Leadership commitment to gender, intersectionality and cultural safety	<ol style="list-style-type: none"> <li>Executive statement on gender equality on the Northern Health website with the vision to move towards all Executive members providing an individualised statement.</li> </ol>	Governance Relationships
Implement gender equality policies and practices across all levels of the workforce	<ol style="list-style-type: none"> <li>Appropriate use of gender neutral and inclusive language and diverse images to be used in all new policies, procedures, strategic plans and communications.</li> <li>On review, all existing policies and procedures to be updated to include inclusive language.</li> <li>Gender Impact Assessments are embedded as per legal requirements.</li> <li>Inclusive language training to be developed for all staff, with specialist training provided to key areas of the organisation.</li> </ol>	Relationships Respect Opportunity Governance
Develop and provide professional development on equity, diversity and inclusion	<ol style="list-style-type: none"> <li>Existing training to be updated to include all priority groups, intersectionality and the importance of equality.</li> <li>An Equity, Diversity and Inclusion resources library to be established.</li> <li>Develop a communications plan that includes key days to be acknowledge, highlights the work being undertaken by the Equity, Diversity and Inclusion Steering Committee and training available for all staff.</li> </ol>	Relationships Opportunities

# PRIORITY 3

Ensure a work environment that is free from discrimination, harassment and bullying.

INITIATIVE	STRATEGY	MEASURE
Raise awareness of what constitutes harmful behaviour, and an understanding of how Northern Health will manage this	<ol style="list-style-type: none"> <li>1. Develop a communications campaign, highlighting what constitutes harmful behaviour, Northern Health's position, how to report and what the investigation process is.</li> <li>2. Strengthen existing training to include best practice, and ensure it is regularly reviewed.</li> </ol>	Relationships Respect Opportunity
Improve process for staff to report harmful behaviour, build the confidence and capability to do so without fear of retribution; publicise and promote a transparent and consistent processes	<ol style="list-style-type: none"> <li>1. Consult with diverse communities to determine what is required for them to feel safe to report harmful behaviour.</li> <li>2. Build upon existing procedures, and programs (e.g. Speaking up for Safety) to develop a process that enables all staff to not only feel safe to report inappropriate behaviour directed towards them, but to call out when they witness it.</li> <li>3. Develop escalation process from other systems (including but not limited to VHIMS) to ensure People and Culture are aware of formal complaints raised.</li> </ol>	Relationships Respect Opportunity Governance
Provide support for those who experience harmful behaviour	<ol style="list-style-type: none"> <li>1. Link staff into THRIVE from outset of making a complaint.</li> <li>2. As part of the investigation process, discuss additional support staff may require, including a support person in meetings, how often they would like contact from People and Culture/their manager, what support they require to ensure they feel comfortable returning to the work environment.</li> </ol>	Relationships Opportunities

# PRIORITY 4

Ensure the organisation has the right system and tools in place to measure, analyse and report on gender equality.

INITIATIVE	STRATEGY	MEASURE
Develop and implement a data improvement plan which includes guidance on collection, monitoring and analysis of diversity data across the employee lifecycle to ensure consistent and robust data collection and analysis	<ol style="list-style-type: none"> <li>1. Increase functionality of current systems to enable capture of gender and broader intersectionality data.</li> <li>2. Conduct regular gender pay equity analysis, reporting on findings</li> </ol>	Governance Opportunities
Develop a plan to capture diversity data of current staff	<ol style="list-style-type: none"> <li>1. Existing systems to be reviewed and audited to determine functionality improvements which provide for accurate capture and reporting of diversity data.</li> </ol>	Governance Opportunities
Promote and capture professional development training beyond mandatory training	<ol style="list-style-type: none"> <li>1. Expand the LMS to capture all career development training.</li> </ol>	Governance Opportunities

# APPENDIX A - GENDER EQUALITY PRINCIPLES

## **The Gender Equality Act outlines the below principles:**

1. All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits for Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
6. Advancing gender equality is a shared responsibility across the Victorian community.
7. All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
8. Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
10. Special measures may be necessary to achieve gender equality.

## **These principles are supported by the workplace gender equality indicators which form the workplace gender audit:**

1. Gender composition at all levels of the workforce.
2. Gender composition of governing bodies.
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
4. Workplace sexual harassment.
5. Recruitment and promotion.
6. Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities.
7. Gendered segregation in the workplace.

# APPENDIX B - BULLYING AND SEXUAL HARASSMENT DATA

The below tables identify the types of negative behaviours experiences based on the 2021 People Matter Survey results. Staff are able to select more than one type of negative behaviour when responding.

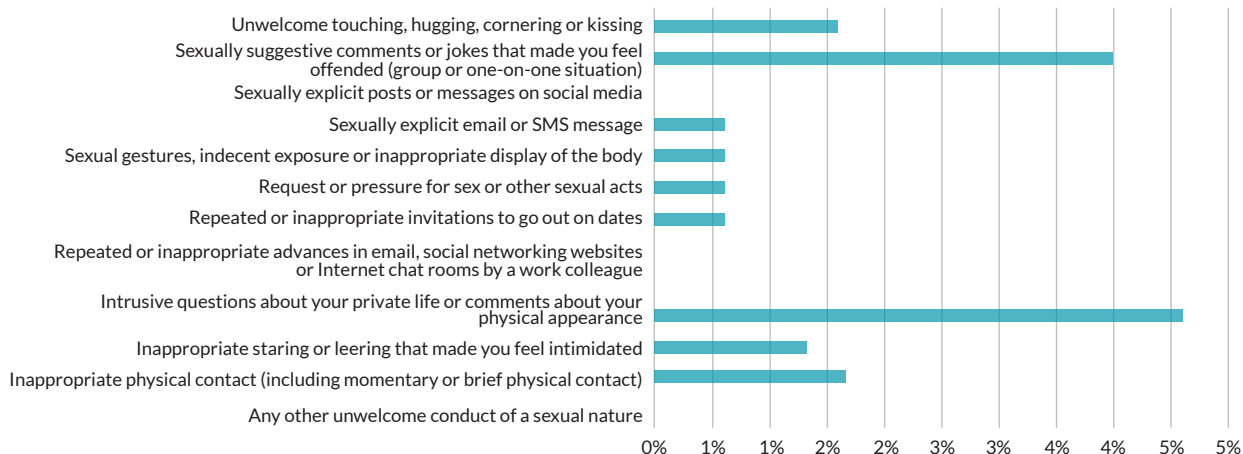
## BULLYING BREAKDOWN (BASED ON PERCENTAGE OF THOSE WHO REPORTED BULLYING)

What type of bullying did you experience?



## SEXUAL HARASSMENT BREAKDOWN (BASED ON TOTAL RESPONDENTS)

What type of sexual harassment did you experience?



# APPENDIX C - WORKPLACE GENDER AUDIT SUMMARY

## 1. Gender composition at all levels of the workforce

As a result of gaps in position management data, Northern Health is unable to accurately determine level to the Chief Executive data as required by the Commissioner for Gender Equality. However, given that healthcare, in particular nursing, is a highly feminised workforce, it is not unsurprising that the data, regardless of gap, is reflective of that. Additionally, Northern Health has limited intersectionality data available within its systems and relies upon data collected through the People Matter Survey to understand the demographics of its staff.

It is of note to highlight that at the time of submitting the workplace gender audit, all three Clinical Chiefs at Northern Health are female.

System improvements will be introduced as part of the Action Plan.

## 2. Gender composition of governing bodies

Northern Health will continue to ensure equality principles are applied when appointing new members to its Board.

## 3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Given Northern Health's highly feminised workforce and data limitations resulting in the level to the Chief Executive being incorrect, it is difficult to fully understand gender pay gaps at Northern Health.

Northern Health recognised when submitting its workplace audit that when considering the median and mean pay gap, it is important to recognise that the same level can include a Senior Medical Officer as well as an Administrative Assistance. Whilst recorded as being the same level

as the Chief Executive, there is a significant difference in the pay based on role alone.

Going forward, Northern Health will conduct additional pay analysis in a way that will provide more usable results.

## 4. Workplace sexual harassment

Over the past five years, Northern Health has noted a significant decrease in bullying and harassment through its internal reporting and People Matter Survey results. However, based on the results in the People Matter Survey, when compared to those that are reported, Northern Health needs to build upon and improve on reporting processes, taking into consideration intersectionality factors, and recognise that males can also be victims of sexual harassment.

## 5. Recruitment and promotion

Currently, Northern Health systems do not allow for easy identification of permanent promotions, higher duties and internal secondments.

Northern Health is unable to complete the exit data by level to the Chief Executive, however, notes the below:

- Full-time ongoing =  x 44  x 24
- Full-time contract =  x 128  x 123
- Part-time ongoing =  x 173  x 24
- Part-time contract =  x 103  x 30
- Casual =  x 1

Whilst not identifiable from the recruitment and exited data, the raw data highlighted a number of staff employed on a short-term basis (e.g. five months). Given the workforce needs over the past 18 months at Northern Health, it can easily be concluded that these short-term contracts were to assist in the workforce needs in managing Northern Health's COVID-19 response.

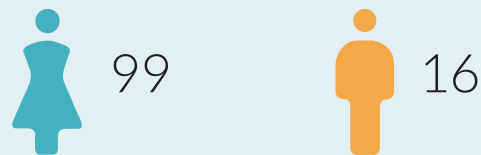
Total number of entry and exits to Northern Health are female, which given the workforce, is unsurprising.

It is important to note that the career development training data has been obtained through our online learning system, which all staff access to complete their mandatory training. This system has the ability to capture non-mandatory training opportunities and will be further explored.

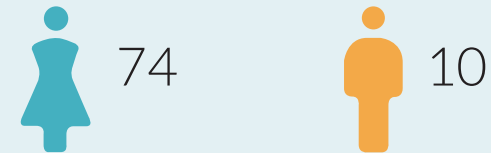
## 6. Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities

Northern Health notes that there is no tracking system for recording formal flexible working arrangements. This has resulted in only high-level data being able to be provided as outlined below. System improvements will be discussed as part of Northern Health's Gender Equality Action Plan.

For the period 1 July 2020 - 30 June 2021, 115 Flexible work arrangements (all staff) were entered into of which:



Purchase leave (all staff) for the whole organisation is as follows:



**Northern Hospital Epping**

185 Cooper Street  
Epping Vic 3076  
T. (03) 8405 8000

**Broadmeadows Hospital**

35 Johnstone Street  
Broadmeadows Vic 3047  
T. (03) 8345 5000

**Bundoora Centre**

1231 Plenty Road  
Bundoora Vic 3083  
T. (03) 9495 3100

**Craigieburn Centre**

274-304 Craigieburn Road  
Craigieburn Vic 3064  
T. (03) 8338 3000

[www.nh.org.au](http://www.nh.org.au)

**safekindtogether**

**Northern Health**