

Diversity & Inclusion Strategy and Action Plans 2023-2025

Bringing our values to life through diversity, inclusion and wellbeing

Always Belong
DIVERSITY AND INCLUSION

Message from the CEO



Diversity and inclusion is at the core of Gold Coast Health’s ‘Always Care’ philosophy. Our ability to deliver on our vision of *Excellent people, Excellent care* is dependent on a culture where our people feel safe, included, valued, respected and heard.

Our commitment to diversity and inclusion requires active participation from everyone at Gold Coast Health. We know that when our workforce feels included for who they are, empowered to bring their whole selves to work, and experience a sense of belonging, we all benefit from an engaged and productive workforce. Having a clear strategy helps us with leadership accountability, staff capability, training, and awareness.

We understand that a workplace where employees feel truly valued and engaged is crucial for achieving positive healthcare outcomes for our community. Embracing workforce diversity enhances decision-making, boosts productivity and fosters innovation.

We must attract, retain and invest in a diverse and blended high-performing workforce to maintain our ability to provide exceptional healthcare.

In recent years, we have achieved excellent milestones with our strategy through our employee networks, champions and allies, who help to shape a culture where everyone is welcome, included and belongs. We’ve developed opportunities for staff from diverse backgrounds with lived experiences, to work together to create initiatives that foster an inclusive and accessible culture in which our people feel supported and valued.

This Diversity and Inclusion Strategy reflects our dedication to honour individual differences, celebrate diversity, enhance our ability to deliver excellent, person-centred care and provide equal opportunities for everyone.

Ron Calvert

Our progress so far

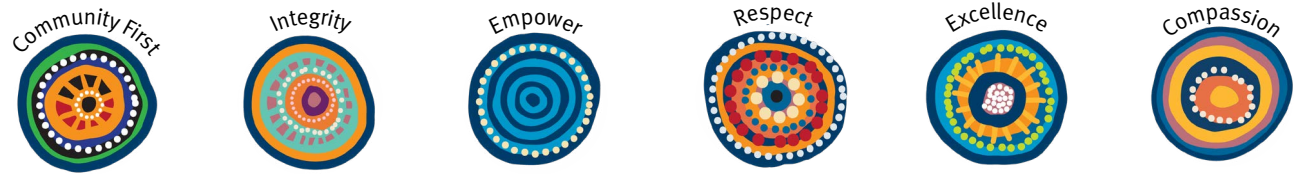
Our Strategy and Action Plans have allowed us to uplift capability and address systemic barriers to increasing representation and inclusion for all people. Achievements of the *Diversity and Inclusion Strategy and Actions Plans 2023-2025* include:

- Employed over 80 people with a disability through our DisTinct Pathways Program to drive pathways to employment.
- Achieved Silver accreditation with the Australian Workplace Equality Index (AWEI) in 2024, highlighting our commitment to improve the workplace experience for LGBTIQ+ people.
- Achieved a positive change in our Going for Gold Survey with 71% of respondents saying the organisation is a “truly great place to work” and 87% agreeing that “My manager genuinely supports equality.”
- Appointed 5 Executive Champions to help drive organisational change with visibility, governance and accountability at all levels.
- Established 5 Employee Networks with over 200 staff across each target group to champion change.
- Updated the *Diversity and Inclusion Policy 1410* to be more aligned with best practice.
- Built new pathways to employment for people with a disability at all levels and professions within the Recruitable Program in partnership with Get Skilled Australia and Randstad.
- Launched Shatter Mental Health Stigma project with 60 Champions across Gold Coast Health working to create an environment where staff feel valued and protected to seek help without judgment.

- Delivered LGBTIQ+ awareness training and education sessions across the health service.
- Partnered with RSL Queensland and other ex-service community partners to drive pathways for veteran employment within Gold Coast Health.
- Delivered the Disability Employment Forum with 52 staff in attendance to hear from people with disability and leaders in how to drive inclusive recruitment practices and create positive workplaces.
- Annually celebrated and commemorated culturally significant days including International Women’s Day, Socs for Docs, R U OK Day, Pride Festival, Anzac and Remembrance Day, Women’s Conference, Disability Action Week, Disability Pride Month, Multicultural Month.
- Continued to deliver language services to CALD consumers daily through Interpreter Services.
- Rolled out the Language Badge Program, allowing staff to identify which language they speak to provide a better experience for patients.
- Facilitated awareness and education sessions to staff regarding inclusive workplace practices and affirmative action.
- Delivered education sessions to over 100 staff at various locations on transitioning to retirement to support our mature age workforce.
- Partnered with the SBS Corporation to deliver the SBS Inclusion Program to over 600 staff.
- Partnered with secondary and tertiary schools to explore options for entry pathways program for students from diverse backgrounds.

| Diversity Target Groups: | Current Q1 24/25 | Strategic Plan 2020-2024 | PSC Stretch Targets 2023-2026 |
|---|------------------|--------------------------|-------------------------------|
| People with disability | 1.57% | 4.4% | 12% |
| Culturally and linguistically diverse peoples, who speak a language other than English at home | 12.87% | 15% | 12% |
| Women in leadership (to be measured at the SO, SES2, SES3, SES 4 and CEO levels, with targets combining both classified and equivalent roles) | 50% | 50% | 50% |

Our Values



Diversity and Inclusion Strategy and Action Plans 2023-2025 align strategically with:



Diversity & Inclusion Strategy and Action Plans 2023-2025

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Our commitments

The *Diversity and Inclusion Strategy and Action Plans 2023-2025* have achieved excellent progress however we are even more committed to creating and maintaining a diverse workforce and inclusive culture in which our people feel supported and valued.

We are committed to:

- Increasing representation to meet diversity targets, particularly in leadership and critical roles.
- Fostering a culture of belonging to ensure our people feel valued, respected, heard and seen.
- Strengthening leadership accountability for delivering diversity, inclusion and wellbeing goals.
- Increasing staff capability, training and awareness.
- Ensuring systems, processes and policies promote a culture of equal opportunity, free from bias and discrimination.
- Promoting a safe and healthy environment that prioritises psychosocial health and wellbeing.

Measuring Success

* Australian Workplace Equality Index Submission Results

* Disability Access & Inclusion Index Submission Results

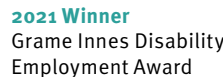
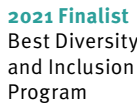
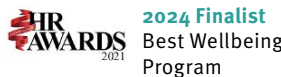
* Going for Gold Employee Engagement Survey Results

* Equal Employment Opportunity data

What's coming up next

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|--------------|---|---|
| FOCUS AREA 1 | Recruitment, selection and policies Gold Coast Health is committed to implementing best practice in recruitment, selection, and policies to break down barriers and support systemic change. Some key actions to enable us to achieve this are: | ▶ Continue to review recruitment and selection practices to ensure accessibility, equality and inclusive language of all diversity groups. |
| | | ▶ Improve the Parents Rooms facilities and create support resources to support staff returning to work. |
| | | ▶ Deliver the Menopause in the Workplace Project in partnership with Griffith University and create support resources to improve staff wellbeing. |
| | | ▶ Participate in a Working Mother's study in partnership with Griffith University to better support women returning to work from parental leave. |
| | | ▶ Explore the introduction of a LGBTIQ+ Liaison Officer, Disability Liaison Officer, and Veteran Liaison Officer to provide specialist knowledge and support staff and work areas to provide patient-centred care to diverse patients. |
| | | ▶ Implement a <i>Diverse Applicants Recruiters Guide</i> to assist recruiters in understanding the recruitment barriers faced by diverse groups, heightened barriers for people with intersectionality, how to navigate these barriers and support resources available. |
| | | ▶ Review reasonable adjustments procedure to ensure employees feel supported and have the appropriate workplace conditions to thrive. |
| | | ▶ Launch the new Gold Coast Health Buddy Program for Employee Networks. |
| FOCUS AREA 2 | Capability Development and Accountability Gold Coast Health is committed to building the capability in inclusion at all levels of our organisation to provide a safe and inclusive workplace. To accomplish this, we will: | ▶ Continue to work with Work Health and Safety to ensure the psychosocial messaging is embedded at Gold Coast Health. |
| | | ▶ Introduce the Contact Officers Network to support staff dealing with sexual harassment in the workplace. |
| | | ▶ Deliver Anti-Racism online and face-to-face training to all staff to address any workplace racism and prejudice. |
| | | ▶ Explore opportunities for a migrant employee pathway program to provide employment opportunities. |
| | | ▶ Ensure learning and development method supports are inclusive of diverse needs, particularly as it relates to digital transformation initiatives. |
| | | ▶ Establish online Employee Wellbeing library of resources for staff to access. |
| | | ▶ Encourage teams to collaborate, team build and communicate through wellbeing activities, significant days and physical activity. |
| | | ▶ Expand engagement and attendance at key Diversity and Inclusion events including Women's Health Week, Transgender Awareness Week, Domestic & Family Violence Prevention Month & Disability Action Week. |
| FOCUS AREA 3 | Foster a culture of belonging and ensure our staff feel valued, respected and seen Gold Coast Health is committed to fostering a culture of belonging to ensure our people feel valued, respected, heard and seen. We will fulfill this commitment through the following actions: | ▶ Continue to engage our Employee Networks to leverage their lived experiences. |
| | | ▶ Actively promote Gold Coast Health as an inclusive employer at promotional and recruitment events and via communication and social media channels. |
| | | ▶ Require mandatory inclusive training for all staff sitting on recruitment panels to undertake training to reduce unconscious bias and breakdown stigma of a diverse applicant pool. |
| | | ▶ Develop Manager's Toolkit for enabling inclusive workplaces to support leaders in creating more inclusive work environments. |
| | | ▶ Actively promote career development opportunities including mentoring, coaching and professional development to diverse and intersectional staff. |
| | | ▶ Deliver diversity and inclusion awareness training to all staff to build capability and accountability. |
| | | ▶ Ensure learning and development method supports are inclusive of diverse needs, particularly as it relates to digital transformation initiatives. |
| | | ▶ Investigate options for increasing intersectional and gender diversity balance across leadership and decision-making including committees and working groups. |
| | | ▶ Provide bi-annual updates in the Gold Coast Health Annual Report and to the Executive Management Board on progress of the Diversity and Inclusion Strategy and Action Plans. |

Awards and Recognition



The Diversity and Inclusion team are responsible for delivering all actions in collaboration with members of the Employee Networks, the Diversity and Inclusion Committee and the Executive Champions.

