



Equality^{and} **Respect** in Sport Implementation Guide

Prepared by
Our Watch 2018

**Our
WATCH**
End violence against
Women And Their Children

Implementation Guide

Taking action and tracking progress

This guide provides a step-by-step approach, and good practice examples of how your sports organisation can work to prevent violence against women.

Part 1 | Working to achieve Equality and Respect in Sport: Meeting the five Equality and Respect in Sport Standards

Part 1 walks you through the key steps you can take to get ready, identify priority areas and implement actions to address the key drivers of violence against women.

Part 2 | Criteria and examples of good practice

Part 2 details what it takes to achieve each Standard, and provides examples of good practice and advice on which data to collect to track your progress.



Standards, tools and resources

There are several tools that can support your work to achieve equality and respect in sport.

- ***Equality and Respect in Sport*** sets out how your sports organisation can meet the five Equality and Respect Standards. Equality and Respect in Sport is a sports adaptation of Our Watch's Workplace Equality and Respect Standards
- This ***Equality and Respect in Sport Implementation Guide*** provides more detail to help you understand what steps to take to meet each Standard and provides examples of good practice.
- The ***Self-Assessment Tool, Staff Survey*** and ***Gender Equality Indicators*** help you reflect and identify areas of strength and areas where improvement is needed.



Part 1 | Working towards Equality and Respect in Sports: Meeting the five Equality and Respect in Sport Standards

No two sporting organisations are the same. An effective approach to preventing violence against women needs to be tailored to suit your sporting organisation, including its resource and capacity needs.

By focussing on cultural change, tracking your progress and reflecting regularly to learn from experience you can make lasting change in your organisation.

Part 1 of this guide walks you through the key steps you can take to secure commitment, communicate and consult effectively, identify needs and priority areas, and implement actions to address the key drivers of violence against women.

Equality and Respect in Sport: Key steps and tools

The Basics

STEP 1 Getting Started

Identifying staff to lead the work internally

Understanding violence against women and how sports organisations can prevent it

Securing genuine commitment from leaders

Ensuring workplaces can respond to staff who experience violence

HELPFUL TOOLS

- Standards
- Implementation guide
- Introductory training

The Next Steps

STEP 2 Prioritising and planning

Consulting and engaging staff and key stakeholders

Collecting data on your organisation

Assessing your organisation against the Standards to determine priorities

Developing/revising a long-term strategy and immediate action plan

HELPFUL TOOLS

- Self-assessment tool
- Gender Equality Indicators
- Staff survey

STEP 3 Taking action

Implementing priority actions to support gender equality

HELPFUL TOOLS

- Equality and Respect in Sport Website

ANNUAL CYCLE

STEP 1 Getting started

Key tasks

- Identifying staff to lead the work internally
- Understanding violence against women and how sporting organisations can prevent it
- Securing genuine commitment from leaders
- Ensuring your organisation can respond to staff, players and volunteers who experience abuse and violence



HELPFUL TOOLS

Equality and Respect in Sport Standards

Implementation Guide

Introductory Workplace Training

Identifying who will lead the work internally

Experience and evidence tells us that organisations to make an impact on this issue will require strong leadership endorsement, supportive governance structures, and culture that consciously seeks and supports equality and respect across the whole of sport.

The first step in undertaking prevention initiatives is to identify who is best placed to lead the change process. It is important that staff involved are in positions where they have access to resources and can make decisions regarding changes to strategies, policies and procedures.

The development and implementation of prevention of violence against women initiatives requires a team effort. This team might include the CEO and/or other managers or human resource staff, as well as others in the organisation who have a responsibility for developing policy and procedures about diversity, inclusion, staff and player welfare.

STEP 1 Getting started



STEP 1 Getting started

Understanding violence against women and how your organisation can prevent it

Many people know that violence against women is a serious issue but there are many myths and misunderstandings about what drives violence and how we can prevent it.

It's important to make sure the key people in your sporting organisation who will support efforts to achieve equality and respect are adequately trained. This is not just so you have a strong shared understanding of what to address and key steps to take but so everyone is equipped to respond to questions, concerns and feedback.

Securing genuine commitment from leaders

Until you can tick every item in the following checklist, it's worth investing time and energy to help leaders understand that your sporting organisation has the power and responsibility to prevent violence against women.

Getting leaders on board will include:

- training to make sure they understand violence against women and the role of the organisation in prevention
- discussing the business case for gender equality
- connecting gender equality to the vision and goals of the organisation.

STEP 1 Getting started



Leadership Commitment Checklist

STEP 1 Getting started

Are our leaders committed to the following?

- Collecting data and feedback to inform and strengthen our efforts to build gender equality and prevent violence against women?
- Developing strategies, policies and procedures to promote gender equality and support prevention of violence against women?
- Resourcing efforts to promote gender equality and prevent violence against women, including identifying key leaders to progress key actions and initiatives?
- Supporting and modelling gender equality and taking steps to ensure the sporting organisation is a safe space to discuss inequality, discrimination or violence, without fear of negative treatment?

Getting leaders on board

Getting leaders on board involves making sure that everyone has the knowledge they need to understand violence against women and the role of the organisation in prevention.

It's important to have respectful, constructive conversations with leaders about gender equality and that you get an understanding of "where they are at".

For leaders to support workplace time, energy and resources to achieving equality and respect, they need time to reflect on their own perspectives and possible biases, explore new ways of thinking, and consider how things like gender targets or new policies could impact the business or organisation.

STEP 1 Getting started

HELPFUL TOOLS

Introductory Workplace Training

**Practice guidance:
Engaging leaders**

Equal Footing toolkit

Making sure you're ready to respond to staff who experience violence

Before starting work across the organisation, prepare your organisation to respond to those experiencing violence. This may be through the provision of training and through the introduction of appropriate policies and procedures.

When you openly discuss and show that your organisation supports the prevention of violence against women, staff and stakeholders may feel safe to disclose their own experience of violence. This can be stressful for both the person disclosing and for the person who hears the disclosure. Training for key staff is necessary so that they feel skilled, confident and supported to respond and refer sensitively and appropriately.

It is important that you consider what policies and practices need to be in place to support staff experiencing violence, such as paid family violence leave and appropriate referral processes to victims' services. It's also important to consider how the workplace will respond to disclosure from stakeholders.

STEP 1 Getting started

HELPFUL TOOLS

Workplace Equality and Respect | Standard 4

Male Champions of Change resource: Playing Our Part

Practice guidance: Workplace support for staff who experience family violence

Practice guidance: Responding to disclosures

STEP 1 Getting started

You're on your way to prioritising and planning

Congratulations on successfully taking the first important steps to achieving equality and respect in sport. You should now be able to tick the four boxes below, indicating that leaders have committed to prevention work and that your organisation has put supports in place for those who experience violence.

You can now move on to the next step which is to prioritise and plan.

Achievement Checklist

- We know who will lead the work internally
- We understand violence against women and how sporting organisations can prevent it
- We have genuine commitment from leaders
- We know how to respond to staff, players and volunteers who experience violence

STEP 2 Prioritising and planning

Key tasks

- Consulting and engaging staff and key stakeholders
- Collecting data on your organisation
- Assessing your workplace against the Standards to determine priorities
- Developing/revising a long-term strategy and immediate action plan

A graphic of a clipboard with a silver clip at the top, containing a white sheet of paper with text. The clipboard is positioned on the right side of the page, overlapping a green and blue background.

HELPFUL TOOLS

Equality and Respect in Sport Standards

Gender Equality Indicators

Self-Assessment Tool

STEP 2 Prioritising and planning

Consulting and engaging staff and key stakeholders

Effective consultation with staff, players and supporters of your organisation at each stage of your work to promote gender equality will help you to increase readiness for change, build support for action and manage resistance. Consultation is essential to provide feedback on experiences, identify ways gender influences and shapes their working lives, and to provide feedback on their experience of the equality and respect change process.

You may also wish to consult with stakeholders outside of the organisation, such as key clients or service users, to understand their experiences of your workplace culture and practices.

Engaging the whole organisation in the consultation process

Consultation is key and you should be reaching out to everyone across the organisation, actively asking for their input. To understand what needs to change, and why, staff should be asked questions about the current situation as well as how they see the future. Without feedback and input, gender inequality will remain hidden and you will prioritise inappropriate and ineffective actions.

Consultation methods

Providing a variety of ways in which staff can give feedback and provide input is necessary. Some ways to consult include:

- confidential surveys
- informal conversations
- focus groups
- brainstorming in meetings
- raising gender issues as discussion points at planning days
- using social media or email to initiate conversations
- inviting people to share their ideas via noticeboards.

STEP 2 Prioritising and planning

HELPFUL TOOLS

**Practice Guidance:
Communications**

**Victorian Trades
Hall Council:
WRAW Chats' guide**

Appropriate and supportive consultation processes

The consultation process is also an opportunity to raise awareness and increase understanding of violence against women and positively influence organisational culture.

While these conversations about gender equality and violence are necessary and useful, they can be uncomfortable and bring up sensitive issues. It's important, therefore, that you ensure confidentiality where needed and provide safe and supportive opportunities for people to speak frankly. This might be done through anonymous surveys or through engaging a third party to conduct interviews.

You should also make sure that those gathering information are equipped to answer common questions and concerns that arise, have the backing of leaders and that they too have opportunities to debrief.

The consultation process can take several months; however, it will be worth your time and effort as the information you gather will underpin the work you do in the future.

STEP 2 Prioritising and planning

HELPFUL TOOLS

VicHealth | Equal Footing

Collecting information on your sporting organisation

Different types of information need to be collected for you to prioritise and plan your strategies for change. The Gender Equality Indicators tell you what information to collect, give advice on how to collect this information and provide links to useful resources to support you.

A key part of the data collection and consultation process involves collecting information using the Staff Survey, which asks staff about organisational culture and practices. The Staff Survey is a useful way to measure the final two Gender Equality Indicators.

Once you've consulted with staff, and collected other data, you can use the information gathered to help complete the Self-Assessment Tool and to select which actions to prioritise.

STEP 2 Prioritising and planning

HELPFUL TOOLS

**Gender Equality Indicators
Staff Survey**

Assessing your organisation against the Standards to determine priorities

To complete the Self-Assessment Tool, you'll need to pull together a team from your workplace with a broad range of experiences and perspectives, and who can realistically assess your progress towards meeting the five Standards. This might be the same team who is leading the equality and respect initiatives, or it may involve other staff members.

The Self-Assessment Tool will help you to reflect on your experience, practice, culture and processes, and identify key areas on which to focus your violence prevention efforts. The data you have collected from consultations and the Gender Equality Indicators will make sure your assessment reflects reality.

STEP 2 Prioritising and planning

HELPFUL TOOLS

Self-Assessment Tool

Equality and Respect in Sport Standards

Developing/revising a long-term strategy and immediate action plan

Planning processes are as diverse as workplaces themselves, so it's up to your organisation how to develop your long-term strategic plan and choose the activities that will form the strategy. You can use the planning processes and templates you already have or look at examples from other workplaces on the Workplace Equality and Respect Resource Website.

Whatever your planning method, it's essential that you base your plans on the consultations and data collection activities you did to assess your workplace against the Gender Equality Indicators. You'll need to base your strategy and actions on what you learned from the Self-Assessment Tool and how you're tracking to achieve the five Standards.

It's also important that you plan for change that builds over time. Once you identify your goals and gaps, use available evidence about what works to achieve the desired outcomes.

STEP 2 Prioritising and planning

Choosing the best practice actions that are right for your workplace

It might be tempting to select a few actions that sound easy or enticing, but it's important that your choice of actions is deliberate and appropriate for your organisation.

Mapping out how one action or achievement leads to the next will show if you're on track to meet your long-term goals. Consider which actions might support other actions; for example, making sure that changes to one policy are reflected in other relevant policies. Actions should consider ways to achieve both equality and respect.

STEP 2 Prioritising and planning



Developing an immediate action plan

Once a long-term strategy is developed, your immediate priority areas will be clearer and you will be ready to develop an immediate action plan. This plan will need reviewing and updating annually.

If multiple areas need to be addressed, consider what resources you have, and identify smaller steps you can take to move you closer to achieving your long-term goals. Sometimes small steps can make a big cultural change which will help to build engagement and momentum across the organisation.

If you're struggling to prioritise your actions or wish to see a sample action plan you can check out the tools on the Workplace Equality and Respect Resource Website.

STEP 2 Prioritising and planning

HELPFUL TOOLS

Sample gender equality strategies on the Workplace Equality and Respect Resource Website

Practice guidance: Workplace policies to support equality and respect

STEP 2 Prioritising and planning

You're on your way to implementing priority actions

Congratulations on successfully completing Step 2, which involved consulting, collecting data and planning.

You should now be able to tick the five boxes below and begin to implement your priority actions, or revise your existing plans based on your progress.

Achievement Checklist

- We have consulted and engaged staff and key stakeholders
- We have collected data on our workplace
- We have assessed our workplace against the Standards to determine priorities
- We have developed/revised our long-term strategy
- We have developed our immediate action plan for the coming year

STEP 3 Taking action

Key tasks

- Implementing priority actions to support gender equality



HELPFUL TOOLS

**Workplace Equality
and Respect Resource
Website**

Self-Assessment Tool

**Gender Equality
Indicators**

Staff Survey

Implementing priority actions to support gender equality

As you implement your action plan you may need guidance from external experts or evidence-based resources.

The Workplace Equality and Respect Resource Website has been developed to support your work by showing you who to contact and providing examples of leadership on workplace gender equality and violence prevention.

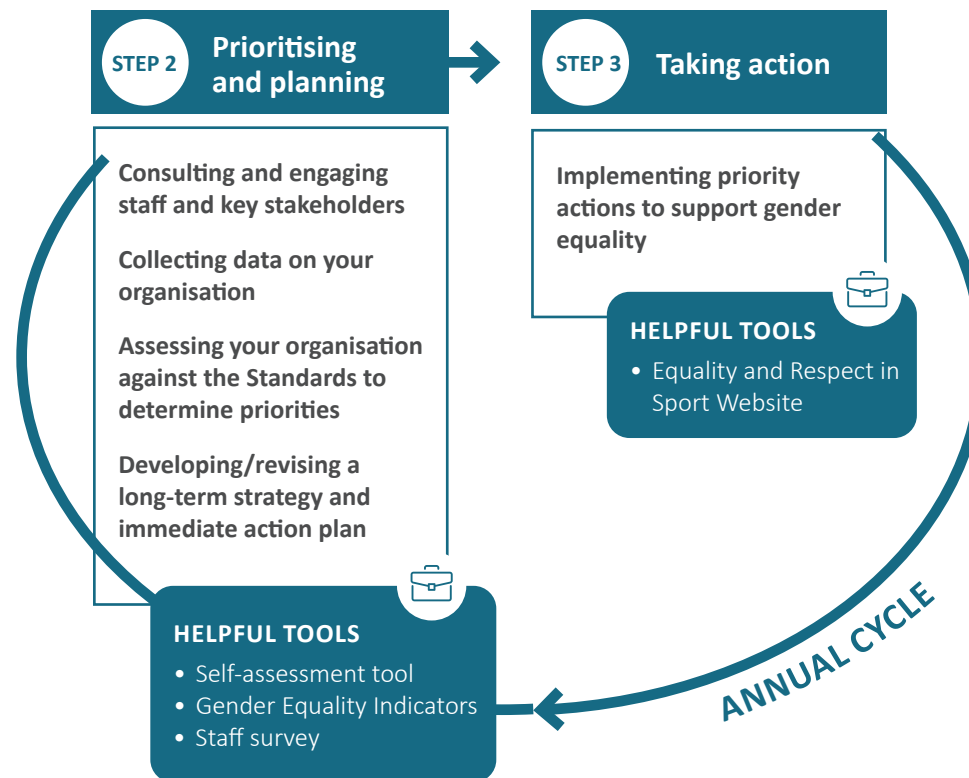
Check out the website for examples of good work by other organisations, best practice guides, communications ideas and materials, and links to specialist organisations that can support you.

STEP 3 Taking action

The annual cycle

Make time annually to look back over the year and assess your progress against your long-term strategy. This review will help you identify key actions to include in your immediate action plan for the coming year.

The Next Steps



Collecting data and assessing progress towards Standards

Attitudes, structures and norms transform slowly over time. Each individual, team and area of your organisation will go through different stages of change, so regular monitoring and reflecting will help make sure your actions are appropriate to support sustained change.

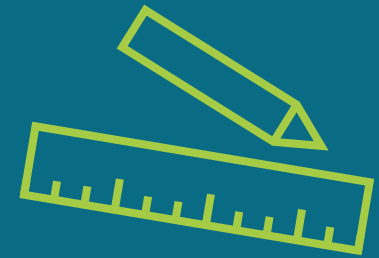
Part 2 of this Implementation Guide outlines the data you may want to collect to check your progress against each of the Standards. At a minimum, you should collect data every year to map your progress against the Gender Equality Indicators, regularly complete the Self-Assessment Tool and consult staff to highlight areas that need attention.

Reflecting, recognising achievements and learning from experience

Before revising your action plan it's important to pause and recognise progress. Celebrating and communicating the gains you've made will build support for further work and promote similar action in other departments or parts of the organisation.

Reflecting on what has worked and what has not will support the formulation of more effective actions and support change in the long term. Sharing your experience with others, within and outside of your workplace, will help to foster new ideas and learn how to approach challenges.

Annual cycle



Workplaces should **reflect** regularly on their violence prevention efforts by **measuring** progress against their long-term strategy.

Part 2 | Criteria and examples of good practice

This section takes a closer look at how to achieve each of the three Elements of the Equality and Respect in Sport Standards: leadership, strategy, and norms and practices. It will support reflection and investigation about the forms and causes of gender inequality in your organisation.

It also provides practical examples of actions to implement with leadership, in your governance structures, and in organisational norms and practices to support gender equality and the prevention of violence against women.

Finally, it provides detail on the data you should be tracking to measure your progress towards meeting the Standards – this links directly to the Gender Equality Indicators and the Staff Survey.

Examples of workplace policies, as well as case studies related to organisational change can be found on the Workplace Equality and Respect Resource Website.

1.

COMMITMENT

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

Leadership Element: Our leaders consistently demonstrate a commitment to preventing violence against women.

Criteria	Examples of good practice	Data to track progress
<p>1.1 Our organisations understand violence against women, its drivers and the importance of workplace contributions to prevent it.</p>	<ul style="list-style-type: none"> • 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. 	<p>Staff Survey:</p> <p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> • senior managers, coaches and leadership staff across our sport are well informed about issues surrounding gender equality and the prevention of violence against women (Q.3) • our sporting leaders publicly acknowledge the organisation’s support for gender equality and the prevention of violence against women (Q.5) • senior managers, coaches and leadership staff take action to support equality between men and women and the prevention of violence against women. (Q.6)
<p>1.2 Our leaders take responsibility for preventing violence against women and demonstrate this commitment by explicitly endorsing gender equality as a priority in policies, actions and communications.</p>	<ul style="list-style-type: none"> • 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. 	
<p>1.3 Our leaders model gender equality and respect in all their interactions.</p>	<ul style="list-style-type: none"> • Managers’, coaches and leadership staff 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 Elements:**
- 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.

Criteria	Examples of good practice	Data to track progress
<p>1.4 We explicitly note gender equality and/or the prevention of violence against women as a goal in our strategic plan and there is a long-term strategy in place to achieve this goal.</p>	<ul style="list-style-type: none"> • 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. 	<p>Track:</p> <p>% of managers and staff (including coaches, high performance staff etc) who have work plans, performance plans, and/or position descriptions clearly outlining their responsibility to promote gender equality in the workplace.</p>
<p>1.5 We uphold gender equality principles in all policies and we have policies and procedures related specifically to gender equality and/or the prevention of violence against women.</p>	<ul style="list-style-type: none"> • 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. 	<p>Staff Survey:</p> <p>Increased proportion of staff:</p> <ul style="list-style-type: none"> • are aware of and can name policies and procedures relating to gender equality and the prevention of violence against women (Q.7) • feel that the policies and procedures relating to gender equality and the prevention of violence against women are consistently and actively applied in the organisation. (Q.8)
<p>1.6 Our organisational targets, quotas and/or strategies for gender equality are reflected in leadership work plans and performance reviews, and good practice in gender equality is recognised and rewarded.</p>	<ul style="list-style-type: none"> • 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. 	

Criteria	Examples of good practice	Data to track progress
<p>1.7 We have a leadership team responsible for addressing gender inequality and the prevention of violence against women in the workplace and they are resourced to undertake this work.</p>	<ul style="list-style-type: none"> • The organisational structure incorporates a team responsible for addressing gender inequality and the prevention of violence against women • A team 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. 	This cell is intentionally left blank in the original image

Norms and Practices Element: We hold staff accountable for consistently promoting gender equality in all communications, organisational plans and activities.

Criteria	Examples of good practice	Data to track progress
<p>1.8 Consistent internal and external communication expresses our commitment to promoting gender equality to prevent violence against women.</p>	<ul style="list-style-type: none"> Internal and external communications (emails, newsletters, posters etc.) are used to promote our commitment to gender equality and the prevention of violence against women. 	<p>Track:</p> <p>% of staff who have done training on gender equality and how to apply a gender lens in the development of plans and/or programs.</p> <p>Staff Survey:</p> <p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> my workplace promotes a culture of respect for women (Q.1) I am personally supportive of gender equality across all areas of the organisation (Q.2) my organisation demonstrates commitment to gender equality in its interactions with stakeholders. (Q.4)
<p>1.9 All plans and programs we develop and implement identify and respond to specific impacts on women and challenge gendered structures, practices and cultures.</p>	<ul style="list-style-type: none"> Consultations with female staff and/or stakeholders help to understand the ways that particular plans and/or programs we develop may uniquely impact on women. Internal policies, procedures and guidelines have been developed/ reviewed in response to these gendered impacts. 	
<p>1.10 We make reports on performance against our gender equality strategy available to all staff and stakeholders.</p>	<ul style="list-style-type: none"> 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. 	
<p>1.11 We have partnerships with services that specialise in promoting gender equality and the primary prevention of violence against women to inform and strengthen our actions and initiatives.</p>	<ul style="list-style-type: none"> Partnerships are established and/or maintained with organisation(s) that specialise in promoting gender equality and the primary prevention of violence against women. 	

2.

CONDITIONS

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

Leadership Element: 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.

Criteria	Examples of good practice	Data to track progress
<p>2.1 We make deliberate efforts to value and make visible women’s leadership within the organisation and across the whole of sport.</p>	<ul style="list-style-type: none"> Organisational publications (websites, newsletters, intranet etc.) and events make women’s leadership visible within our organisation and sector. 	<p>Track:</p> <p>% of leadership roles (disaggregated by gender) that are part-time or job-share positions.</p> <p>Staff Survey:</p> <p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> male senior managers engage in flexible work (Q.14) female senior managers engage in flexible work (Q.15) deliberate efforts are made to promote women’s leadership (Q.10) deliberate strategies to support and retain women in leadership roles are implemented (Q.11) men are actively encouraged and supported to take up flexible work arrangements (Q.12) women are actively encouraged and supported to take up flexible work arrangements. (Q.13)
<p>2.2 Our leaders support cultural norms about workplace flexibility and parental leave arrangements, and staff and players (where relevant) are not penalised or discriminated against for taking up these options.</p>	<ul style="list-style-type: none"> Internal communications (newsletters, emails, messages from the CEO etc.) are used to promote workplace flexibility and parental leave arrangements for both men and women. 	
<p>2.3 We have provision for all roles in the organisation, including leadership positions, to be filled on a part-time or job-share basis.</p>	<ul style="list-style-type: none"> 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, and appropriate adjustment to position descriptions and expectations of deliverables is made’ or is it reflected in accompanying resources. 	

- Strategy Elements:**
- 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 everyone access to flexible work options and parental leave.

Criteria	Examples of good practice	Data to track progress
<p>2.4 We have targets, quotas and/or strategies in place to support the increased representation of women in leadership and traditionally male dominated areas and departments.</p>	<ul style="list-style-type: none"> • Targets, quotas and/or strategies are set to increase representation of women in leadership and traditionally male-dominated areas and departments. 	<p>Track (see Gender Equality Indicators):</p> <ul style="list-style-type: none"> • ratio of men and women in workforce, overall and by teams • ratio of men and women in middle management, coaching and high performance positions, including Board, executive, senior and middle management level • ratio of male and female new hires and internal promotions, by level and department. <p>Staff Survey:</p> <p>Most staff agree that:</p> <ul style="list-style-type: none"> • men and women are equally likely to be recruited into any team or role, and provided promotion opportunities. (Q.9)
<p>2.5 Our recruitment processes are transparent and actively seek to eliminate unconscious bias, and our appointment decisions reflect the organisation’s commitment to gender equality.</p>	<ul style="list-style-type: none"> • 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. 	
<p>2.6 We use deliberate strategies to recruit, train, mentor and retain women in leadership roles, including providing opportunities to build leadership skills and confidence, and support women once appointed to leadership roles.</p>	<ul style="list-style-type: none"> • 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. 	

Criteria	Examples of good practice	Data to track progress
<p>2.7 We ensure that equal pay, tenure, length of contracts and other benefits (including the full scope of remuneration) are available to women and men, for work of equal or comparable value.</p>	<ul style="list-style-type: none"> • 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. 	<p>Track (see Gender Equality Indicators):</p> <ul style="list-style-type: none"> • the average salary gap between female and male staff members across the organisation and by department. • % of staff, including senior leaders (disaggregated by gender), who utilise flexible work options • % of staff, including senior leaders (disaggregated by gender), who return from parental leave with continued employment for 12 months. <p>Track:</p> <ul style="list-style-type: none"> • % of staff, including senior leaders (disaggregated by gender), who utilise parental leave. <p>Staff Survey:</p> <p>Most staff agree that:</p> <ul style="list-style-type: none"> • the allocation of workload/tasks are not gender biased (Q.16) • staff are not marginalised into stereotyped ‘female and male’ roles. (Q.17)
<p>2.8 Our policies and procedures provide flexible work options for all staff and provision exists for leave to cover care responsibilities.</p>	<ul style="list-style-type: none"> • HR policy details flexible work options for all staff and includes leave to cover care responsibilities. 	
<p>2.9 Our staff have access to paid parental leave, whether they are the primary carer or not.</p>	<ul style="list-style-type: none"> • HR policies stipulate that all staff have access to paid parental leave, whether they are the primary carer or not. 	
<p>2.10 We provide superannuation catch-up options to staff taking parental leave.</p>	<ul style="list-style-type: none"> • HR policies demonstrate provisions for superannuation catch-up options are available to staff taking parental leave. 	
<p>2.11 We have a breastfeeding policy that supports women to breastfeed or express in the workplace without discrimination, in an atmosphere of acceptance and respect.</p>	<ul style="list-style-type: none"> • 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. 	
<p>2.12 We ensure that allocation of workload and tasks is not gender biased so that staff are not marginalised into stereotyped ‘female and male’ roles.</p>	<ul style="list-style-type: none"> • Workforce composition across teams is tracked annually and surveys measure staff perceptions of gender bias and stereotypes in task allocation. 	

Norms and Practices Element:

- 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.

Criteria	Examples of good practice	Data to track progress
<p>2.13 We actively monitor and report on women’s career progression.</p>	<ul style="list-style-type: none"> • Data on the recruitment, promotion and professional development of staff (disaggregated by gender) is collected, analysed and reported on. 	<p>Staff Survey:</p> <p>Most staff agree that:</p> <ul style="list-style-type: none"> • the workplace is a supportive environment for women who choose to take parental leave (Q.21) • the workplace is a supportive environment for men who choose to take parental leave (Q.22) • taking up flexible work arrangements would not exclude them from leadership opportunities. (Q.18) <p>Most staff disagree that:</p> <ul style="list-style-type: none"> • women are treated less favourably because of being pregnant. (Q.19)
<p>2.14 Our internal communications promote flexible work and parental leave for both men and women, and we proactively encourage male staff to take parental leave or utilise flexible work options to balance care responsibilities.</p>	<ul style="list-style-type: none"> • Flexible work and parental leave entitlements/options are promoted to ensure all staff are aware of entitlements/options. • All staff, including male staff, are proactively encouraged in internal communications such as newsletters, posters, staff emails etc. to take parental leave or utilise flexible work options to balance care responsibilities. 	
<p>2.15 Both male and female staff, including leaders, consistently take advantage of flexible work options and/or parental leave and report they are supported by our organisation and their peers.</p>	<ul style="list-style-type: none"> • Leaders consistently use flexible work options and this is communicated clearly to their staff along with details of flexible work options for staff. 	

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.

- Leadership Elements:**
- 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.

Criteria	Examples of good practice	Data to track progress
<p>3.1 Senior managers are well informed about gender equality and the prevention of violence against women, and their obligations to meet current legislative requirements.</p>	<ul style="list-style-type: none"> • 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. 	<p>Track:</p> <ul style="list-style-type: none"> • % of senior managers who have completed formal training on gender equality in the workplace and understand their obligations to meet current legislative requirements. • % of managers who have work or performance plans, and/or position descriptions that note responsibility to model respectful relationships in the workplace.
<p>3.2 Our leaders consistently model respectful and equal relationships between men and women.</p>	<ul style="list-style-type: none"> • Managers’ responsibility to model respectful and equal relationships is reflected in their work plans, performance plans, and position descriptions. 	

Strategy Element: Our policies and procedures (i.e. code of conduct, induction, occupational health and safety, equal opportunity etc.) include proactive measures to address gender inequality.

Criteria	Examples of good practice	Data to track progress
<p>3.3 We review the definitions, models and concepts of leadership espoused and valued in our workplace to ensure they don't perpetuate ideas of 'masculine' and 'feminine' skills and attributes, or support the superiority of male leaders or 'masculine' leadership.</p>	<ul style="list-style-type: none"> • 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. 	<p>Track (see Gender Equality Indicators):</p> <ul style="list-style-type: none"> • changes in staff perception of workplace culture as measured by annual staff survey • % of leaders who undertake leadership training where traditional modes of 'masculine' leadership styles are challenged and alternative concepts of leadership are promoted. <p>Staff Survey:</p> <p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> • most senior managers are well informed about issues surrounding gender equality and the prevention of violence against women (Q.3) • our leaders publicly promote the organisation's support for gender equality (Q.5) • most senior managers take action to support equality between men and women. (Q.6)
<p>3.4 Our code of conduct or staff charter:</p> <ul style="list-style-type: none"> • includes a commitment that all staff and stakeholders be treated with dignity and respect, regardless of their gender • makes clear what constitutes unacceptable language, jokes, comments and images • clearly states the actions we will take in response to sexist behaviour or sexual harassment. 	<ul style="list-style-type: none"> • 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. • A code of conduct is proactively shared with staff, and staff are held accountable for meeting expectations it outlines. 	

Criteria	Examples of good practice	Data to track progress
<p>3.5 Our induction processes include the gender equality policy, commitment to preventing violence against women and key messages about the rights and responsibilities of individual staff.</p>	<ul style="list-style-type: none"> The induction process is consistently used to inform staff about the workplace’s commitment to gender equality and their rights and responsibilities. 	<p>Track:</p> <ul style="list-style-type: none"> % of staff who undertake induction with relevant content # of staff taking up superannuation catch-up options # of reported incidents of backlash/ resistance and organisation response. <p>Staff Survey:</p> <p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> the workplace is a safe environment for women. (Q.28)
<p>3.6 We provide superannuation catch-up options to staff taking parental leave.</p>	<ul style="list-style-type: none"> Company superannuation catch-up policy options are developed and staff are proactively informed about their entitlements. 	
<p>3.7 We consult female staff about workplace safety, and reflect their perceptions and experiences in occupational health and safety guidelines, including regular audits to make sure facilities are accessible and safe for women.</p>	<ul style="list-style-type: none"> Staff are consulted on their views of how gender may impact their occupational health and safety. Organisational occupational health and safety guidelines are reviewed to ensure they reflect gendered risks and needs. 	
<p>3.8 We have identified potential areas of resistance and/or backlash to the promotion of gender equality and we have developed and implemented strategies to address these.</p>	<ul style="list-style-type: none"> 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. 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. 	

Norms and Practices Elements;

- 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.
- We actively avoid perpetuating gender stereotypes in our communications across the workplace; and strategies have been implemented to minimise backlash or resistance and grow support for change.

Criteria	Examples of good practice	Data to track progress
<p>3.9 Our internal and external communications – including the physical or online work environment – avoid pejorative, minimising or stereotyping language and images, and proactively challenge stereotypes and gender norms.</p>	<ul style="list-style-type: none"> • 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. • 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. 	<p>Track:</p> <ul style="list-style-type: none"> • % of staff (including leaders) who have undertaken bystander training • % of staff who participate in an annual all-staff survey on workplace equality and respect in the workplace. <p>Staff Survey:</p> <p>An increased proportion of staff agree that:</p> <ul style="list-style-type: none"> • staff feel confident to raise issues about gender inequality without fear of adverse consequences (Q.23) • the language and images used in communications within the workplace are respectful to women and don't depict men and women in gender stereotyped roles. (Q.24)
<p>3.10 We seek staff feedback on their diverse experience and perspectives of the way gender influences and shapes staff experiences in the workplace.</p>	<ul style="list-style-type: none"> • 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. 	
<p>3.11 Sexist comments, put downs or images are unacceptable in all work environments (physical and online).</p>	<ul style="list-style-type: none"> • Communications are reviewed to ensure they avoid pejorative, minimising or stereotyping words and pictures. • There is communication with all staff that makes clear what constitutes unacceptable language, jokes, comments and images. 	

Criteria	Examples of good practice	Data to track progress
<p>3.12 We provide training and information to key staff, including leaders, to increase their understanding of violence against women, and equip them with the skills and confidence to take action when others express sexist, discriminatory or violence supportive attitudes or behaviours.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • the language and images used in external and/or public communications are respectful to women and don't depict men and women in gender stereotyped roles. (Q.25) <p>An increased proportion of staff disagree that:</p> <ul style="list-style-type: none"> • male staff in this workplace often meet or socialise with other male staff, and female staff are not welcome (Q.26) • female staff in this workplace often meet or socialise with other female staff, and male staff are not welcome. (Q.27)
<p>3.13 We normalise challenging sexism and gender inequality within the workplace and staff feel confident to raise issues without fear of adverse consequences.</p>	<ul style="list-style-type: none"> • 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. 	
<p>3.14 We have a clear process to deal with policy and procedural breaches related to gender equality and the prevention of violence against women.</p>	<ul style="list-style-type: none"> • Gender equity and leave policies, codes of conduct and/or other relevant policies clearly state procedures for addressing breaches related to gender equality and the prevention of violence against women. 	

4.

SUPPORT

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

Leadership Element: Our leaders consistently reject any form of violence or harassment, whether occurring within or outside of the workplace.

Criteria	Examples of good practice	Data to track progress
<p>4.1 Our leaders consistently reject any form of violence or harassment, whether occurring within or outside of the workplace, and demonstrate this in all internal and external communications.</p>	<ul style="list-style-type: none"> 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. 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. Managers take/create opportunities to speak publicly and with stakeholders rejecting any form of violence or harassment. 	<p>Track:</p> <ul style="list-style-type: none"> % of managers who have completed training to understand and appropriately respond to domestic and family violence. % of managers who have work plans, performance plans, and/or position descriptions clearly outlining their responsibility in relation to addressing violence and harassment in the workplace. <p>Staff Survey:</p> <p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> most senior managers are well informed about issues surrounding gender equality and the prevention of violence against women. (Q.3)

Strategy Element: 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.

Criteria	Examples of good practice	Data to track progress
<p>4.2 We have clear policies and procedures in place to ensure appropriate support for staff who experience violence, bullying or harassment.</p>	<ul style="list-style-type: none"> • 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. • 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. 	<p>Track:</p> <ul style="list-style-type: none"> • Employee Assistance Program cases involving domestic and family violence (data from provider) • HR contact centre calls involving domestic and family violence • # of employees taking domestic and family violence leave <p>Staff Survey:</p>
<p>4.3 We have dedicated additional paid leave for those who experience domestic and family violence.</p>	<ul style="list-style-type: none"> • 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. 	<p>Increased proportion of staff:</p> <ul style="list-style-type: none"> • are aware of and can name policies and procedures which provide support for staff and who experience violence (Q.33) • report that these policies and procedures are consistently and actively applied in their workplace. (Q.34)
<p>4.4 An Employee Assistance Program is available to all staff and, where possible, is staffed by professionals with experience in domestic and family violence.</p>	<ul style="list-style-type: none"> • An Employee Assistance Program staffed by professionals with experience dealing with bullying, sexual harassment and domestic and family violence is engaged by the organisation. 	

Criteria	Examples of good practice	Data to track progress
<p>4.5 We have policies and procedures in place to prohibit employees from using workplace resources to commit any act of violence against women.</p>	<ul style="list-style-type: none"> • 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. 	<p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> • the workplace has policies that protect and support staff who report incidents of gender-based violence, bullying or sexual harassment or disclose an experience of domestic or family violence (for example, family violence leave). (Q.30)
<p>4.6 We have clear policies and procedures in place to ensure appropriate support for stakeholders who experience violence, bullying or harassment while at our workplace, from one of our staff members.</p>	<ul style="list-style-type: none"> • 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. 	

Norms and Practices Element: We have the partnerships, systems and trained staff to respond promptly and appropriately to complaints and claims about violence and sexual harassment.

Criteria	Examples of good practice	Data to track progress
<p>4.6 We maintain partnerships with external services that specialise in responding to women experiencing violence, and we establish and maintain referral pathways to ensure appropriate and timely support to staff who experience violence.</p>	<ul style="list-style-type: none"> 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. 	<p>Track:</p> <ul style="list-style-type: none"> % of managers who undertake training on how to implement policies and procedures to appropriately respond to staff/stakeholders who are affected by violence. # of reported incidents of sex-based discrimination and harassment. # of visits to intranet page containing information on responding to domestic and family violence and/or manager guidelines.
<p>4.7 Our managers and/or identified key contact people (i.e. HR) receive adequate training and guidance to implement policies and procedures appropriately.</p>	<ul style="list-style-type: none"> 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. 	<p>Staff Survey:</p> <p>Increased proportion of staff agree that:</p> <ul style="list-style-type: none"> I have an awareness of the appropriate channels to make a complaint and/or claim about violence and sexual harassment (Q.31)
<p>4.8 We respond to complaints and claims about violence and sexual harassment promptly and appropriately, with compassion and support.</p>	<ul style="list-style-type: none"> The organisation develops a process for formally addressing complaints from staff or clients/customers. 	<ul style="list-style-type: none"> if I need to make a complaint and/or claim about violence and sexual harassment in the workplace, I have confidence that my complaint/claim will be responded to promptly and appropriately (Q.32) if I needed to utilise domestic and family violence leave, I have confidence that my request would be responded to sensitively and I would be appropriately supported. (Q.35)

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.

Leadership Element: Our leaders effectively use our work and public profile to demonstrate support for gender equality and the prevention of violence against women.

Criteria	Examples of good practice	Data to track progress
<p>5.1 Our leaders understand their role and the role of our workplace in influencing the community, and effectively use our work and public profile to demonstrate support for gender equality and the prevention of violence against women.</p>	<ul style="list-style-type: none"> Prevention of violence against women and gender equality are promoted by leaders through public statements on the organisational website, and in public forums. 	<p>Track:</p> <ul style="list-style-type: none"> % of senior managers who have completed formal training on the drivers of violence against women and the importance of workplace contributions to violence prevention and the promotion of gender equality. # of panels, organised by the workplace and others, where the organisation is represented by men or women. <p>Staff Survey:</p> <p>Staff report that:</p> <ul style="list-style-type: none"> Male staff in this workplace do not meet or socialise with other male staff, and female staff are not welcome. (Q.26)
<p>5.2 Our leaders consider the equal representation of men and women when organising or participating in public events and take active steps to prioritise or draw attention to women’s representation.</p>	<ul style="list-style-type: none"> Policies to make women in leadership visible within the organisation and workplace sector are in place. 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. 	

Strategy Element: 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.

Criteria	Examples of good practice	Data to track progress
<p>5.3 We reviewed our operations to make sure they don't reinforce the drivers of violence against women and identified how we can integrate key actions to promote gender equality into our core business.</p>	<ul style="list-style-type: none"> • A team with responsibility for achieving gender equality internally is in place whose duties include: <ul style="list-style-type: none"> - regular reviews of organisational operations to ensure they do not reinforce the drivers of violence against women. - identification of how to integrate key actions to promote gender equality into the organisation's core business. 	<p>Track:</p> <ul style="list-style-type: none"> • Stakeholder feedback (informal and formal) via social media, email, telephone and interaction with staff.
<p>5.4 We have reviewed industry specific guidance (where available) and identified ways to promote gender equality in the course of operating our business.</p>	<ul style="list-style-type: none"> • The team 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. 	
<p>5.5 We regularly review community engagement (which may include sponsorship, development programs, grants and activities) to ensure that the allocation of resources supports men and women equally and/or reflects our commitment to gender equality and preventing violence against women.</p>	<ul style="list-style-type: none"> • The team 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. 	

Norms and practices Element: 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.

Criteria	Examples of good practice	Data to track progress
<p>5.6 Our organisation’s commitment to challenging attitudes that justify, minimise, trivialise or excuse violence against women is reflected in all communications and interactions with stakeholders.</p>	<ul style="list-style-type: none"> • Communications policy clearly articulates organisational commitment to: <ul style="list-style-type: none"> – 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. 	<p>Track:</p> <ul style="list-style-type: none"> • # of attendees/participants at events • # of participants in key outreach activities • # of visits by externals to organisation website pages containing information on violence against women. <p>Staff Survey:</p> <p>An increased proportion of staff agree that:</p> <ul style="list-style-type: none"> • the language and images my organisation uses in external and/or public communication are respectful to women and do not depict men and women in gender stereotyped roles. (Q.25)

Norms and practices Element: 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.

Criteria	Examples of good practice	Data to track progress
<p>5.7 We deliver or participate in stakeholder engagement activities designed to promote the prevention of violence against women and gender equality.</p>	<ul style="list-style-type: none"> • 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. 	<p>See previous page.</p>
<p>5.8 Client/customer practice principles include treating all people with equal dignity and respect regardless of their gender.</p>	<ul style="list-style-type: none"> • 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. 	



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