



Victorian Gender Equality Bill Exposure Draft Discussion Paper

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Executive summary

Women's Health West (WHW) congratulates the Victorian government on the development of Australia's first *Gender Equality Bill* and its commitment to gender equality. We welcome the opportunity to provide feedback on this significant legislation. To strengthen the legislation WHW provides the following recommendations:

1. The Victorian government funds organisations with gender equity and family violence expertise, specifically the women's health sector, to partner with and resource organisations to develop and implement effective Gender Equality Action Plans.
2. The legislation articulates strong and robust reporting mechanisms that ensure accountability and transparency.
3. The Victorian government develops social marketing campaigns that improve public understanding of and support for the *Gender Equality Bill*, and the social, political and economic benefit of gender equality for women and men.
4. The Victorian government commits to key actions in the State Gender Equality Action Plan that directly respond to and overcome the persistent gender pay gap, including:
 - Advocate to the federal government to honour the equal remuneration order (ERO) and review the state ERO funding model to ensure feminised sectors are equally and adequately remunerated
 - Fund superannuation payments for 12 months to all staff in the public and government-funded sectors who take maternity leave, parental leave or any associated unpaid leave resulting from caring responsibilities for children
 - Legislate that maternity and parental leave can be taken at any time in the first five years of a child's life to encourage men to take on caring responsibilities without undermining already low breastfeeding rates.
5. The State Gender Equality Action Plan sits within the Department of Premier and Cabinet, and an inter-ministerial governance structure supports a whole-of-government approach to gender equity.
6. Key definitions of gender, equality and equity are added to the introduction of the *Gender Equality Bill*.
7. Add actions that focus on the primary prevention of violence against women to the list of actions that support the principles of the legislation, such as:
 - Challenge condoning of violence against women, and sexist and discriminatory attitudes and behaviour to prevent men's violence against women
 - Promote women's independence and decision-making in public life and relationships.
8. Gender Equality Action Plans align with the national *Workplace Gender Equality Act 2012* and include actions that demonstrate a commitment to an organisational culture that promotes gender equity including:
 - Equal remuneration of women and men
 - Gender composition of the workforce at all levels of seniority and in a variety of occupations
 - Availability and utility of employment terms, conditions and practices that relate to flexible working arrangements for employees, and working arrangements that support employees with family or caring responsibilities
 - Sex-based harassment and discrimination prevention in the workplace.

9. The Victorian government mandates unconscious gender bias training and training in workplace practices that are inclusive of women with disabilities, older women, Aboriginal and Torres Strait Islander women, women from refugee and migrant backgrounds and people who identify as lesbian, gay, bisexual, transgender, intersex and queer.
10. All Victorian public sector departments are mandated to report annually on workplace profiles and pay remuneration by gender.
11. The Victorian government introduces legislated 40:40:20 quotas for all eligible entities as part of this legislation.
12. The Victorian government commits to a human rights approach and enshrines the principle of diverse representation in the terms of reference for the Ministerial Council for Women's Equality.
13. The Victorian government creates opportunities, including awards, for organisations to submit case studies that celebrate positive progress towards gender equality, and the Ministerial Council for Women's Equality publishes results according to a gold, silver and bronze standard.
14. The Victorian government mandates that companies and non-government organisations bidding for government funding or contracts have a formal gender equality strategy or policy in place and/or publicly report on their workplace profile by gender.
15. The Ministerial Council for Women's Equality conduct gender analyses of any future government policies and regulations that respond to the increasingly casualised workforce and informal 'gig' economy.
16. The Victorian government schedule implementation reviews between the three roll out phases to allow for a process of continual learning and improvement.

About Women's Health West

WHW has actively contributed to the health, safety and wellbeing of women in the western region of Melbourne since 1988. We do this through a combination of direct service delivery, research, health promotion, community development, capacity building, group work and advocacy. Our strategy, advocacy and community engagement stream offers a range of programs and projects targeted to prevention and early intervention strategies to improve outcomes for women's health, safety and wellbeing. We are leaders in the development of regional strategies to further our work, seeing partnership within and outside the health sector as crucial for bringing about effective and sustainable outcomes for women and children.

In 1994, we expanded our organisation to encompass delivery of family violence services for women and children. Our services include crisis outreach and court support, housing establishment and crisis accommodation options, and counselling and group work programs for women, children and young people. WHW has been an active and strong supporter of family violence reform at a regional and state-wide level, integrating and coordinating family violence services in our region, and ensuring the integration of those services with a range of sectors.

Redressing the gendered and structural inequalities that limit the lives of women and girls is at the core of our business as a feminist organisation. WHW's work is underpinned by a social model of health, which recognises the important influence of, and aims to improve, the social, economic and political factors that determine the health, safety and wellbeing of women and

girls in our region. By incorporating a gendered approach to our health promotion practice with women and girls, WHW's interventions have demonstrated effective and sustainable outcomes.

Responses to the discussion paper

1. What do you think are the critical actions necessary for the success of gender equality legislation?

The success of this legislation depends on the strength and quality of the Gender Equality Action Plans that the public and potentially private sector develop. Actions must be evidence-based and designed to dismantle structural and systemic barriers that limit women's participation in all aspects of life, and in particular limit equity in pay, power, health and safety. We recommend that action plans be integrated into organisations' strategic plans to ensure they influence everyday operations as well as organisational culture. Organisations will require guidance, resources and capacity building to design and implement meaningful, sustainable action plans.

WHW recommends that the state government fund the Victorian women's health sector to provide gender equity expertise to organisations as they develop Gender Equality Action Plans. Women's health services have unique gender equity expertise and are leaders in developing and implementing regional gender equity action plans. We propose that women's health services be funded to expand and tailor their current workforce training and capacity building programs for this purpose. Women's health services could be funded to work with regional clusters of organisations to provide advice, guidance and support as they develop, implement and evaluate their action plans. Gender Equity Victoria (GEN VIC) provides a governance mechanism for women's health services that ideally positions the sector to provide this coordinated advice and capacity building to the government and private sector as they develop and implement Gender Equality Action Plans.

Recommendation 1: The Victorian government funds and resources the women's health sector to train and build the capacity of organisations to develop and implement their Gender Equality Action Plans.

The success of this legislation equally depends on strong and robust accountability mechanisms and transparency. Measurement of and public reporting against key indicators is a critical component of a new regulatory framework as a means to ensure its successful implementation, to gather evidence of compliance and to publically identify organisations or sectors that are failing to reach their objectives. Strong measurement and reporting mechanisms will encourage and motivate organisations to comply with their obligations and ensure accountability to the Victorian public. These mechanisms also allow the government to gather data to inform the development of future programs and initiatives that promote gender equity.

WHW supports the government's proposal for the Minister for Women to name public sector organisations that do not comply with their obligations in the annual report on gender equality. We propose that the progress of all organisations be made public, regardless of the rate of progress. We recommend that the government remove the proposed caveats for not publishing the name and information of non-compliant organisations. WHW makes more recommendations about specific reporting requirements in response to question nine.

Recommendation 2: The legislation articulates strong and robust reporting mechanisms that ensure accountability and transparency.

The introduction of the legislation will need to be accompanied by an effective social marketing campaign to garner public support and limit backlash and resistance. The social, political and economic benefits of gender equality are well documented, however recent research has found increasing resistance to gender equality initiatives, especially amongst millennials (Haussegger et al 2018).

The lack of public awareness about the benefits of gender equality and increasing resistance to cultural change might impede the success of this legislation. Public awareness must be raised about the harm of rigid gender stereotypes and social norms, and the benefits of gender equality for women and men. We must also ensure that young people are included in public discourse given that the World Economic Forum estimates that, at current rates, the global economic gender gap will not be closed for another 217 years (2017). This is long-term work that will require commitment and leadership from future generations.

Recommendation 3: The Victorian government develops social marketing campaigns that improve public understanding of and support for the *Gender Equality Bill*, and the social, political and economic benefit of gender equality for women and men.

2. What other activities should the government undertake to support this legislation?

The objectives of this legislation cannot be achieved without government leadership in response to the gender pay gap. As mentioned in the discussion paper, in 2017 Victorian men earned on average \$193.40 more per week than Victorian women. Pay inequity is unlawful and jeopardises women's economic security, health, wellbeing and ability to contribute to and participate in all aspects of our community. WHW recommends that the Victorian government include within the State Gender Equality Action Plan the following key actions to redress the gender pay gap:

- Mandate unconscious gender bias training for all public sector staff with recruitment and promotion responsibilities
- Recognise parenting as an equal contribution to society by legislating superannuation payments for women and men who take parental leave
- Fund early child care across the state under the same model that provides universal access to public primary and secondary schools as a means to increase women's economic participation and independence
- Allow staff to take parental leave any time within the first five years, rather than 12 months, of a child's life. This will encourage more men to take parental leave without undermining already low breastfeeding rates
- Commit to, and advocate to federal government to commit to, Fair Work Australia's equal remuneration order to ensure pay parity for the predominantly female community sector at rates that reflect the actual classification level of staff members
- Commit to longer-term funding for the community sector to enable greater job security for predominantly female community sector workers
- Uphold legislation that protects unions.

Recommendation 4: The Victorian government commits to key actions in the State Gender Equality Action Plan that directly respond to and overcome the persistent gender pay gap, including:

- Advocate to the federal government to honour the equal remuneration order (ERO) and review the state ERO funding model to ensure feminised sectors are equally and adequately remunerated
- Fund superannuation payments for 12 months to all staff in the public and government-funded sectors who take maternity leave, parental leave or any associated unpaid leave resulting from caring responsibilities for children
- Legislate that maternity and parental leave can be taken at any time in the first five years of a child's life to encourage men to take on caring responsibilities without undermining already low breastfeeding rates.

3. What do you think is best practice in measures to support implementation of legislation that drives lasting social change?

Strong, coordinated action across all three tiers of government is essential for the success of this gender equality legislation. The government should adopt the practice principles set out in the World Health Organisation's *Adelaide Statement on Health in all Policies* framework – that governments coordinate policymaking by developing strategic plans that set out common goals, integrated responses and increased accountability across government departments. The Victorian government's leadership in adopting this approach will provide the 'mandate, incentives, budgetary commitment and a sustainable mechanism that support government agencies to work collaboratively on integrated solutions' (WHO, 2010, p. 2) to achieve equal outcomes for women and men.

To support a coordinated approach, WHW recommends that the Office for Women that oversees the Ministerial Council for Women's Equality, and the subsequent State Gender Equality Action Plan, sit within the Department of Premier and Cabinet (DPC) to drive gender equity action across government. Situating the Office for Women and the council within DPC will ensure inter-ministerial responsibility and coordination, which is required to produce gender equitable outcomes. The Minister for Health is also integral to the leadership of the State Gender Equality Action Plan given that gender equity is a key social determinant of health, particularly for women and girls. This inter-ministerial representation and the support of an inter-departmental committee will provide good governance, and sends a clear message to the community that the Andrews government is committed to action and outcomes that ensure Victoria is fair, safe and gender equitable.

Recommendation 5: The State Gender Equality Action Plan sits within the Department of Premier and Cabinet, and an inter-ministerial governance structure supports a whole-of-government approach to gender equity.

4. Do you agree that these are the critical principles and actions that should underpin the legislation? What should be added, or needs to be changed?

WHW commends the government on the proposed principles and actions that will underpin the *Gender Equality Bill*. We suggest that the government add definitions of gender, equity and equality to the introduction of the Bill to clarify and strengthen the subsequent principles. We also recommend adding actions that focus on the prevention of violence against women

to the list of actions that support the principles of this legislation, to recognise that this violence is driven by and in turn contributes to gender inequality. The legislation should draw on *Change the Story* (2015), the shared framework for the primary prevention of violence against women and their children, and enshrine actions that:

- Challenge the condoning of violence against women, and sexist and discriminatory attitudes and behaviour to prevent men's violence against women and
- Promote women's independence and decision-making in public life and relationships.

Recommendation 6: Add key definitions of gender, equality and equity in the introduction of the *Gender Equality Bill*.

Recommendation 7: Add actions that focus on the primary prevention of violence against women to the list of actions that support the principles of the legislation, such as:

- Challenge condoning of violence against women, and sexist and discriminatory attitudes and behaviour to prevent men's violence against women
- Promote women's independence and decision-making in public life and relationships.

5. What else should be included in Gender Equality Action Plans to support demonstrating compliance to the principles?

WHW recommends that Gender Equality Action Plans align with the *Workplace Gender Equality Act 2012* and include a formal policy or strategy that supports gender equality in relation to their four minimum standards and specifically:

- Gender composition of the workforce at all levels of seniority and in a variety of occupations
- Equal remuneration of women and men
- Availability and utility of employment terms, conditions and practices that relate to flexible working arrangements for employees and working arrangements that support employees with family or caring responsibilities
- Sex-based harassment and discrimination prevention in the workplace.

We recommend that action plans demonstrate a commitment to an organisational culture that promotes gender equity, including:

- Display statements of organisation's commitment to gender equity
- Reward staff for good practice in promoting gender equity
- Deliver unconscious bias training to staff with recruitment and promotion responsibilities
- Increase awareness of, and accountability to, anti-discrimination legislation, and specifically in relation to discrimination on the basis of sex, sexuality, parental status and pregnancy and breastfeeding
- Ask questions about gender equity in staff climate surveys
- Develop a 'gender equity code of conduct' with staff
- Foster female leadership at all levels of the organisation.

We also recommend that internal policies and conditions are developed to support staff experiencing family violence and specifically:

- Mandate family violence policies and leave entitlements

- Mandate workplace sexual harassment policies and training
- Train managers in how to respond to family violence disclosures and referral pathways.

All actions should be designed, implemented and monitored taking into account the diversity of women's experiences and identities, and ensuring equality in outcomes for all women.

Recommendation 8: The Gender Equality Action Plans align with the national *Workplace Gender Equality Act 2012* and include actions that demonstrate a commitment to an organisational culture that promotes gender equity including:

- Equal remuneration of women and men
- Gender composition of the workforce at all levels of seniority and in a variety of occupations
- Availability and utility of employment terms, conditions and practices that relate to flexible working arrangements for employees and working arrangements that support employees with family or caring responsibilities
- Sex-based harassment and discrimination prevention in the workplace.

Recommendation 9: The Victorian government mandates unconscious gender bias training and training in workplace practices that are inclusive of women with disabilities, older women, Aboriginal and Torres Strait Islander women, women from refugee and migrant backgrounds and people who identify as lesbian, gay, bisexual, transgender, intersex and queer.

6. What preparation, guidance materials or training is needed to support organisations to develop Gender Equality Action Plans?

The drivers of gender inequality are complex, interrelated and not well understood by the general population. It is critical that government and other sectors are well supported and resourced to become better informed about practices and policies that promote gender equity. It is also critical that organisations understand that gender inequality is the precondition to men's violence against women, as well as the ways in which workplaces can respond to and prevent violence against women. It is also likely that the role out of this legislation will prompt staff to disclose experiences of violence to their managers and colleagues, and organisations will need to be supported to respond appropriately.

Commencing a gender equality action plan that embeds strategies to respond to and prevent men's violence against women is complex work and requires particular expertise. For example, capacity building and training initiatives must achieve the following short and medium term outcomes:

- Increase awareness of what constitutes violence
- Increase awareness and understanding of the extent and impact of gender inequality
- Community have the knowledge and skills to positively challenge sexist and discriminatory attitudes and behaviours
- Decrease in sexist attitudes and behaviours
- Decrease in unconscious gender bias in recruitment and promotion practices
- Increase in bystanders feeling supported to challenge sexism and discrimination
- Increase in organisations and institutions with systems to support people who challenge sexism and discrimination
- Decrease in attitudes that justify, excuse or minimise violence

- Increase in positive bystander behaviour in the face of sexism and discrimination
- Workplace policies, strategies and practices address inequitable pay and conditions.

Effective training that leads to lasting change requires: evidence-informed family violence and gender equity content, proven knowledge and experience in working in family violence, skilled delivery in communicating complex and challenging ideas, managing the disclosure of experiences of violence and provision of referral information. The content must be tailored to the role and function of the organisation and be inclusive of all women's experiences of family violence.

In recognition of the complexity of this work, the government must fund and resource organisations with gender equity and family violence expertise to partner with and resource organisations to develop and implement effective Gender Equality Action Plans. Victoria is in the enviable position of having a women's health sector with expertise in gender equity and gendered violence prevention training. The Victorian government must provide specific funding for the women's health sector to build the capacity of mainstream organisations to advance gender equality.

Refer to Recommendation 1.

7. What kinds of public sector targets should be included in the regulations of the *Gender Equality Bill*?

WHW congratulates the Victorian government for introducing 50:50 gender quotas for all new state government and judiciary board appointments. Gender quotas are proven to be a more effective method than targets to increase women's participation in leadership and decision-making positions. We were also pleased to see and endorse the Citizens' Jury recommendation for 40:40:20 gender equality quotas across the Victorian public sector as a critical part of the *Gender Equality Bill*. The Victorian government must take this opportunity to lead affirmative action across the community by legislating 40:40:20 gender equality quotas at all levels among all eligible entities in this legislation.

Many countries that lead in the World Economic Forum Gender Equality Rankings have legislated gender quotas, including Norway, Spain, France, Iceland, Canada and the Netherlands (Whelan and Wood, 2012). The Australian Human Rights Commission (2010) recommended in their Gender Equality Blueprint 2010 that if substantial progress is not made towards women's participation in leadership positions in Australia, that the Commonwealth Government should consider legislating mandatory gender quotas with penalties for non-compliance. Evidence shows that substantial progress has not been made – for instance in 2016-2017 women held only 16.5 per cent of CEO positions and 24.9 per cent of directorships in ASX 200 companies (Workplace Gender Equality Agency, 2017). Quotas will ensure that women are adequately represented in candidate pools, on recruitment panels and in short-lists, in turn increasing the pace of change.

WHW proposes that the government recommend quotas for private companies and agencies covered by the procurement guidelines. In the short-term these quotas can be realistic and achievable, and based on a rigorous analysis of the current demographics of its workforce. For example, male-dominated industries might set lower gender equality quotas than others, but the quotas should be increased over time. Resources developed by the Workplace Gender

Equality Agency can support this work, as well as what is learnt through the initial roll-out phase of this legislation.

WHW also strongly encourages the government to consider quotas in relation to the representation of diverse women in leadership and decision-making roles within eligible bodies.

Recommendation 10: The Victorian government introduces legislated 40:40:20 quotas for all eligible entities as part of this legislation.

8. What is needed to ensure representation of women from diverse backgrounds?

WHW congratulates the Victorian government on their commitment to diverse representation on the Ministerial Council for Women's Equality. To increase equity for women from diverse backgrounds WHW recommends that the government commits to a human rights approach and the elimination of all forms of discrimination and harassment against women on the basis of gender, age, disability, religion, sexuality, and cultural background. We recommend that the principles that support diverse representation on the council be reflected in all Gender Equality Action Plans.

WHW recommends that the government enshrine the principle of diverse representation in the terms of reference for the council. We encourage the government to collaborate with community organisations with strong links to diverse communities and with expertise in gender equity and intersectionality when recruiting for council members. We encourage the government to resource and support community grass-root organisations working to empower and develop the leadership skills of diverse women and girls.

Recommendation 11: The Victorian government commits to a human rights approach and enshrines the principle of diverse representation in the terms of reference for the Ministerial Council.

9. What frequency or volume of reporting would strike a balance between transparency and accountability, whilst minimising regulatory burden?

WHW supports annual mandatory reporting in relation to the Gender Equality Action Plans. This frequency of reporting is in line with other OECD countries that are leaders in gender equity, especially Sweden and Iceland (European Parliament, 2010 and European Parliament, 2015). Regular reporting ensures accountability and compliance with obligations and sustains momentum and pace of change. The public sector must be mandated to provide reports with a breakdown of their workplace profile by gender, including staff employment status (full time permanent, part time, contract etc.), management level (CEO, executive managers, senior managers etc.) and occupational category (for example, professional, technical, clerical and administrative, labourer, community and human services, sales etc.). This means the government can gather and analyse data on effective actions that can be used to inform the roll out of the legislation over time, and the development of future programs and initiatives.

In addition to annual reports WHW recommends that the government requests regular, more detailed reporting to capture progress and achievements. We think the importance of accountability and transparency outweighs the slight increase in reporting burden. We encourage the government to ask organisations to submit case studies that celebrate and highlight positive progress and achievements. We suggest the government hold high-profile

annual awards to recognise and celebrate organisations' achievements. We also suggest that the Ministerial Council for Women's Equality publish results according to a gold, silver and bronze standard to celebrate success and inspire work.

Recommendation 12: All Victorian public sector departments are mandated to report annually on workplace profiles and pay remuneration by gender.

Recommendation 13: The Victorian government creates opportunities, including awards, for organisations to submit case studies that celebrate positive progress towards gender equality, and the Ministerial Council for Women's Equality publishes results according to a gold, silver and bronze standard.

10. How can the Victorian Government leverage procurement and funding practices to promote gender equality in the wider community?

We recommend the Victorian government ask companies and non-government organisations (NGOs) to provide evidence of gender equality strategies or policies when bidding for contracts. The government should preference these companies and NGOs when awarding contracts. The government should also expect companies and NGOs to publicly report on workplace gender equality indicators as described in response to question nine. This will provide incentive for organisations outside of government to become part of the shared responsibility for achieving gender equality, as well as rewarding those who are taking action. We also recommend that the government use a hierarchy of standards when making decisions about awarding contracts, and that those organisations that are implementing a suite of gender equality actions be given preference over those with standalone policies.

We encourage the government to give particular consideration to applications by women-owned businesses and create opportunities to promote female entrepreneurship.

The Victorian work force is becoming increasingly casualised and it is difficult for governments to adequately regulate new and emerging 'gig' economies. We recommend that the Ministerial Council for Women's Equality conduct gender analyses of any future government policies and regulations that respond to an increasing casualisation of the workforce.

Recommendation 14: The Victorian government mandates that companies and non-government organisations bidding for government funding or contracts have a formal gender equality strategy or policy in place and/or publicly report on their workplace profile by gender.

Recommendation 15: The Ministerial Council for Women's Equality conduct gender analyses of any future government policies and regulations that respond to the increasingly casualised workforce and informal 'gig' economy.

11. Do you think that the proposal for monitoring and compliance of the Bill is fair and balanced?

WHW recommends the proposal for monitoring and compliance be strengthened, by including more detail about public reporting mechanisms, as previously described. We applaud the government for proposing to actively monitor compliance and publish the names of organisations that do not comply, rather than relying on self-monitoring. However, we encourage the government to mandate that the Minister for Women publish the names of those who do not comply, rather than giving the Minister discretion to do so. As previously highlighted, we believe that moving the Office for Women into the Department of Premier and

Cabinet will strengthen monitoring, compliance and a whole-of-government approach to gender equality.

We understand the need to balance reporting and transparency with workload. We suggest that organisations will absorb any immediate increased reporting burden into their workload over time, and that the long-term benefits of gender equality outweigh short-term concerns about regulatory burden.

12. It is clear that the impact of gender equality is compounded by the way that gendered barriers interact with other forms of disadvantage and discrimination. What is needed to ensure that the advice of the Ministerial Council is considered in other policy areas that may compound or contribute to gender inequality?

As mentioned in response to question three, WHW suggests that the Office for Women, which oversees the Ministerial Council for Women's Equality and the State Gender Equality Action Plan, sits under the Department of Premier and Cabinet. This will help to ensure that gender equality is a central tenet of all government work, and that mechanisms are established to promote the work of the council across the whole of government.

WHW also recommends that the terms of reference for the council include a mandate to influence other government policies that relate to gender equality. We recommend the council tables reports to parliament.

13. Do you think this timeline is appropriate for the proposed roll out?

WHW supports the proposed timeline for the roll out of the legislation. A phased implementation will allow for a process of continual learning and improvement. We recommend the government schedule key implementation review stages, in preparation for the roll out of each new phase. These reviews will allow the government to identify and respond to unanticipated obstacles to implementation, adopt and disseminate examples of good practice and plan and adapt capacity building approaches. The proposed timeline allows organisations to become familiar with the legislation and its implications, to embed principles and actions meaningfully into their strategic plans and to learn from one another. The timeline also allows the government to adequately fund and resource organisations with gender equity expertise to plan and implement effective capacity building programs.

A review of the legislation's public sector implementation in 2021 will be crucial in planning the adoption of gender equity principles and actions by organisations covered by procurement guidelines.

Recommendation 16: The Victorian government schedule implementation reviews between the three roll out phases to allow for a process of continual learning and improvement.

14. What preparations are needed to ensure readiness of impacted organisations before legislation takes effect?

Many organisations will welcome this legislation and be eager to meet their new gender equality obligations. Some may be unsure about its purpose and hesitant about the ramifications of implementation. All organisations will require:

- Clear rationale for the existence of this legislation

- Clear and concise information about timelines, actions and reporting mechanisms (followed by more detailed information provided over time)
- Contact details for a team of staff in the Minister for Women's office who can answer questions and provide advice about the implementation of the legislation
- Information about and referrals to organisations providing training and capacity building support to develop and implement effective Gender Equality Action Plans.

As discussed previously, WHW recommends a public messaging campaign to garner public support for the legislation and to build motivation for action by the public sector.

15. What should be done to encourage or incentivise broader sectors or organisations to voluntarily comply with the principles, even if they are not obliged to do so?

Social marketing campaigns are an important mechanism for garnering community commitment and understanding of gender equality legislation, as noted above. These campaigns must challenge sexist and misogynistic attitudes, social norms and behaviours, and promote the economic benefit of diversity in leadership.

As well as holding public awards to celebrate government bodies that achieve their Gender Equality Action Plans, WHW recommends that the government host awards for companies and businesses to celebrate their success. Celebrating the success of businesses and companies in relation to gender equality will be excellent publicity and will also inspire and motivate others in the sector.

WHW recommends that the council considers ways to ensure that this legislation influences religious organisations. For example, the council could decide that grants of over \$20,000 to religious bodies must include a requirement for the body to implement and report on a gender equality strategy, policy or action plan.

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