

Gender audit guidelines for the government, community and health sectors

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About the resource

BACKGROUND

Preventing Violence Together (PVT) is Melbourne's western region partnership and action plan to prevent men's violence against women. The vision of *Preventing Violence Together: The Western Region Action Plan to Prevent Violence Against Women* is to create communities, cultures and organisations in Melbourne's west that are non-violent, non-discriminatory, gender equitable, and promote respectful relationships.

In October 2012, the Preventing Violence Together partnership was funded by the Department of Justice and Regulation to implement the three-year 'United' project. United is a collaboratively developed project by partner organisations, and seeks to further implement the regional action plan by building organisational capacity to embed sustainable, evidence-based strategies to prevent men's violence against women before it occurs.

The objectives of the United project are to:

- * Eliminate, decrease, and redress gender inequity
- * Embed and drive cultural change across all partner organisations to redress the causes and determinants of violence against women
- * Increase awareness and capacity building of partner organisations, and the community, to create safe inclusive environments where women and men can participate equally
- * Increase the awareness and understanding of violence against women across workplace settings and the broader community
- * Document and disseminate the lessons and challenges of primary prevention activities including the development of proxy indicators of success.

The United project includes a suite of primary prevention strategies that partner agencies have committed to implement by late 2015. Included among the strategies is the development of tools and resources to support the gender equity and primary prevention work of partners, as guided by the emerging needs of the project and partnership.

The Preventing Violence Together Partnership recognise the alarming social problem of men's violence against women, and are committed to redressing gender inequity – and by doing so, contribute to the prevention of violence against women in Melbourne's west. United is a primary prevention project that uses the workplace as a key setting for action.



HOW TO USE THE TOOL

A gender audit refers to an assessment of the extent to which an organisation is gender equitable in order to inform gender equity action (Women's Health West & VicHealth 2015). The process of a gender audit involves the examination and assessment of a range of areas that include governance, policies, programs, plans, workplace structures, employment processes and structures, services, budgets, and facilities (Women's Health West & VicHealth 2015).

The purpose of the resource is to assist Preventing Violence Together partners and other organisations to set gender equity assessment standards within their organisation and the facilities, programs and services that they deliver to the broader community. A gender audit is an opportunity to assess and understand organisational processes and practices, which can support strategic and operational leadership designed to prevent men's violence against women, and create a safe, inclusive and equitable workplace.

The tool is an introduction to gender audits and provides examples of resources to assist organisations to explore this process – it includes establishing the scope and focus of the gender audit the organisation wants to undertake.

This document has three main sections:

1. **The role of the workplace in preventing violence against women** - introduces the workplace as a setting for primary prevention of violence against women. This includes a gender analysis of the Australian workplace, the benefits of becoming a gender equitable workplace, and how inequity in the workplace contributes to violence against women
2. **Gender audits** – provides an introduction to gender audits, their purpose, various forms, goals and key steps in planning a gender audit strategy
3. **Sample gender audit tools** – this section provides tools to assist in the gender audit planning and development process. Tools include an action plan template, a question development guide, and a tool for the identification of where to conduct the audit; what information to look for; how to gather audit data; and who is responsible for the outcomes.

The resource is designed to be used by executive leaders, managers, coordinators and staff who have the responsibility to lead a gender audit process within specific departments or, ideally, throughout the whole organisation.

There is a list of definitions at the end of the resource to support staff to increase their knowledge and understanding of gender equity practice in the workplace.



The role of the workplace in preventing violence against women

The unequal distribution of power and resources between women and men, along with gender stereotypes and rigid gender roles, are the primary drivers of men's violence against women. Understanding the role of the workplace as a primary prevention setting for action is an important starting point when exploring the 'why', 'what', 'how' and 'who' of gender audits.

Workplaces are a key setting in the prevention of violence against women for several reasons. We spend a significant proportion of our lives in the workplace. An adult who works full time in an organisation will spend an average of 25 per cent of their life in a workplace setting (Cassels, Gong & Duncan 2001).

Research shows that the majority of victim/survivors of men's violence against women, as well as the men who are violent, are employed and are part of a workplace community (Holmes & Flood 2013). Indeed, one in three Australian women will experience physical violence, while one in five will experience sexual violence over their lifetime from a current or former partner (Australian Bureau of Statistics 2013). Research has also found that 28 per cent of women have experienced sexual harassment in the workplace (Australian Human Rights Commission 2004).

Workplaces are powerful settings for social change. The workplace provides an important context through which social norms, attitudes and values are shaped, challenged and changed. Employers and workplaces can act as role models for their communities and the individuals with which they work, while also providing a way to reach women and men who have limited contact with other social networks.

Government, health and community sector workplaces have a well-established history of leading change through advocacy beyond their organisation, which can allow them to influence and shape social, economic and legal equality.

Workplaces also benefit economically from preventing violence against women. It is estimated that violence against women costs the Australian economy 13.6 billion and 3.4 billion in Victoria alone (Chung, Zufferey & Powell 2012). Workplaces also face the costs of sexual harassment (e.g. legal fees, settlement and lost productivity), as well as increased absenteeism, poor work performance, physical and physiological health impacts on staff, and increased costs in the recruitment and turnover of short and long-term staff (Chung, Zufferey & Powell 2012).



STATISTICAL SNAPSHOT OF WORKPLACE GENDER INEQUITY IN AUSTRALIA

Gender inequity is a concern for Australian workplaces. Australia's Workplace Gender Equality Agency (2015), an agency within the Department of Employment, reports that:

- * Women comprise 46 per cent of all Australian employees
- * More women work in part-time and casual employment than men, with women comprising 69 per cent of all part-time employees, 55 per cent of casual employees, and only 36 per cent of all full-time employees
- * Only 59 per cent of women are employed in the Australia's workforce, compared to 71 per cent of men
- * The gender pay gap results in the average full-time weekly income for women being 17.9 per cent less than that for men
- * Women's superannuation is on average 46.6 per cent less than their male counterparts
- * Women are under represented in leadership position across Australian. Women make up only 12 per cent of chair positions, 23.7 per cent of company directors, 17.3 per cent of chief executive officer positions, and only 26.1 per cent of key management personnel. Of the top 200 companies listed on the Australia Stock Exchange, 15.5 per cent of these companies have no female representation on their board (Workplace Gender Equality Agency 2015).

A GENDER ANALYSIS OF EMPLOYMENT AND THE IMPACT OF GENDER INEQUITY IN AUSTRALIAN WORKPLACES

While Australia is ranked number one for female educational participation by the 2010 World Economic Forum report, we find ourselves ranked 44 on female workforce participation in the same publication. On gender equity at work, Australia is effectively the world's worst practice among modern, mature and developed countries.

(Wilson 2011, p. 6)

Research shows that despite the Sex Discrimination Act 1984 and Equal Opportunity Act 2010, Australian workplaces have a long way to go to realise gender equality. The current state of gender inequity in the workplace is a cause and a consequence of the unequal distribution of power and resources between women and men, as well as an adherence to rigid gender roles and stereotypes regarding the needs, interests, capacity, goals, and achievements of women and men.

The gender pay gap and the disproportionate number of women in insecure employment (including contract and casual positions) have a significant impact on the resources available to Australian women compared to men. The Australian Council of Trade Union's Independent Inquiry into Insecure Work (2012) has listed a range of indicators of insecure work that disproportionately affects women, including unpredictable fluctuating pay, decreased employment rights and entitlements such as limited or no access to paid leave, as well as irregular and unpredictable working hours resulting in limited childcare options. Casual and contract positions leave women with less financial security and uncertainty over the length of the position or contract, as well as limited or no influence regarding their wages, conditions and workplace practice.

Women in both part-time and full-time work are earning less than their male counterparts in comparable roles. The number of women in insecure and part-time work, compounded by the gender pay gap, is leading to significant disadvantages for women in retirement. The overall



inequity women experience with regard to their employment status, pay and conditions, superannuation, leave entitlements, and control over working hours, is an indicator of their reduced power and resources in the workplace.

In Australia, a further example of the unequal distribution of power and resources between women and men is the low number of women in leadership positions in the corporate and business sector. This unequal distribution of power is also evident by women's under-representation in leadership and decision-making positions in federal, state and local government.

The Australian political system has made very small gains in the area of gender equity. This is particularly evident in women's ministerial representation. Of Australia's twenty-nine prime ministers, there has been only one woman to hold the position of Prime Minister of the Commonwealth of Australia. More recently under the Federal Coalition Government led by Tony Abbott, only two of the eighteen federal cabinet ministers were women. In late 2015, when Malcolm Turnbull became Prime Minister, he received considerable media attention for increasing the number of female cabinet ministers to five of the twenty-one positions.

The workplace is a dynamic and changing setting. Although in the past decade there has been some improvements for women's general employment and representation in leadership positions, the low numbers of women in positions of power and influence, and the high numbers of women in insecure work compared to men, are indicators of ongoing sex-discrimination in Australian workplaces.

Compounding the unequal distribution of power and resources between women and men are the assumptions and gender stereotypes that are prolific in Australian workplaces. The gender-based assumptions and stereotypes that are promoted and reinforced in workplaces generate invisible but strong barriers to women's equal engagement and value. This often results in different sets of rules, barriers and opportunities for women than for men. For example, gender-based assumptions influence the type of work that women and men are employed in, their salary, contracts and conditions, professional development opportunities, if and when they are promoted, along with various other aspects of employment.

Importantly, rigid gender stereotypes and restrictive traditional gender roles are challenged when women are in leadership positions in the workplace, particularly for those in visible and high-profile roles. Gender stereotypes and assumptions that attempt to limit women's value are often challenged in an organisation with women in leadership positions. Female role models, particularly in male-dominated sectors, encourage women to aspire to obtain management and governance positions, and breakdown stereotypes about female leadership styles and women's capacity to effectively undertake leadership positions.

Gender-based stereotypes and assumptions about women who hold leadership positions, continue to be a barrier for women's promotion and advancement in the workplace. Extensive research (conducted by the Centre for Ethical Leadership at the Melbourne Business School) into the retention and promotion of women in the workplace, has shown that systemic barriers associated with gender norms and expectations, as well as sex-discrimination, are the greatest contributors to fewer women being recruited and promoted into leadership positions in the workplace (Genat, Wood & Sojo 2012, p. 13). This is particularly so for women of child-bearing age, and for women who are pregnant and parenting. In a recent survey, 49 per cent of Australian mothers reported that they had experienced workplace discrimination during their pregnancy, while on parental leave, or upon their return to work (Australian Human Rights Commission 2014).



Discrimination based on gender stereotypes and traditional gender roles is not limited to women. Research by the Australian Human Rights Commission (2014) revealed that men are more likely than women to experience employer reluctance to approve parental leave, and that 27 per cent of men who take a month or less of parental leave have experienced discrimination upon their return to work. Although gender norms and assumptions about caring responsibilities disproportionately have a negative impact on women's employment opportunities and conditions, men who care for their children can also be disadvantaged. This has significant negative implications for gender equitable parenting practices, as many men might not consider becoming the primary caregiver of their children due to the probable negative impact on their careers.

Gender equitable workplaces that provide flexible workplace arrangements and conditions must promote diverse and equal gender roles, relations and norms, in order to be gender transformative and support gender equity across the community.

HOW DOES GENDER INEQUITY IN THE WORKPLACE CONTRIBUTE TO VIOLENCE AGAINST WOMEN?

Let me say this to you. Disrespecting women does not always result in violence against women. But all violence against women begins with disrespecting women.

(Turnbull 2015, p. 1)

Gender inequity in the workplace is rooted in cultural attitudes, beliefs, and structural barriers that support male privilege, entitlement and authority. Attitudes and structural barriers are reciprocal in influence – structural barriers shape our attitudes, and these attitudes and beliefs in turn shape our systems and structures. These same attitudes, beliefs and structural barriers that support gender inequity in the workplace are also the drivers of men's violence against women.

International research on violence against women compiled and analysed by VicHealth (2007) has revealed the unequal distribution of power and resources, along with rigid gender roles and stereotypes, as the most consistent social drivers present when violence against women occurs.

The data on the unequal distribution of power between women and men is widespread and well documented in Australian workplaces. This unequal distribution of power manifests in organisational policies, governance and management structures, services and programs, administrative functions, and its institutional culture. In this environment, there are individuals who hold beliefs and stereotypes about the 'proper' or 'correct' gender roles for women and men, and assumptions about what women and men are capable of, and positions that they are suited to carrying out in the workplace.

Together, the unequal distribution of power and rigid gender roles and stereotypes contribute to the socioeconomic and political structures that support gender inequity. This creates a society that does not value women and men equally, and that condones, justifies or encourages the use of violence against women accordingly (Women's Health West & VicHealth 2015).



HOW CONDUCTING A GENDER AUDIT CAN SUPPORT THE PRIMARY PREVENTION OF VIOLENCE AGAINST WOMEN

By undertaking a gender audit of an organisation's policies, plans, facilities, services, communications and employment practices, we are able to collect evidence on how gender equitable an organisation or an area of an organisation is or is not. Gender audits can also identify the aspects of an organisation that support traditional gender norms that result in disproportionate benefits and opportunities for male staff, and reinforce gender inequity.

Gender audits can also identify structural and social barriers to women's equality within the workplace, and provide an accurate picture of the current state of gender equity within an organisation. These findings are instrumental in the development of targeted gender equity strategies that are designed to support and achieve organisational change.

Without the information obtained through a gender audit, workplaces can reinforce rigid gender roles and stereotypes and the unequal distribution of power and resources between women and men. With the right information, and the political will to create change, organisations have the power to challenge traditional gender roles and stereotypes, and redress inequities in power and resources between women and men. This in turn supports organisations to work to redress the drivers of men's violence against women and hence support the primary prevention of violence against women.

THE BENEFITS OF BECOMING A GENDER EQUITABLE WORKPLACE

Increasing gender equity is fundamental to the human rights agenda. In addition, it is now recognised by many executives and business leaders that gender equity is good for business, enhances productivity and ensures programs and services are responsive to the diverse needs of the community. Research reviewed and analysed by the Australian Government's Workplace Gender Equality Agency (2013) demonstrates that organisations that commit to increasing gender equity experience:

- * Improved business decisions
- * Increased productivity
- * Increased morale
- * Increased ability to attract and retain staff
- * Decreased staff turnover
- * Decreased staff absenteeism
- * Decreased accidents and injuries
- * Decreased worker compensation claims (Workplace Gender Equality Agency 2013).

A diverse workforce also brings new and varied insights and ideas, which include different ways of communicating; greater insight into what female clients and customers require from an organisation; understanding and evaluating workplace culture; and different views as to how work and employment can be structured. An economy that provides appropriate employment and income for women, increases gross domestic productivity and growth, and provides better education, housing, health services and retirement options for women and men (Australian Human Rights Commission 2014).



CREATING A GENDER EQUITABLE WORKPLACE

Identifying barriers

In order to create a gender equitable workplace, it is essential to identify barriers to women's employment, retention and leadership. These barriers are not always easily identifiable and are not homogenous among women or across organisations. Structural gender barriers that are entrenched within an organisation's structures and systems do not exist in a vacuum; they are developed and reinforced by the social and cultural beliefs of employers and employees, understandings and stereotypes about women, gender roles, and the patriarchy that exist within the organisation.

International research studies into gender inequity and sex-discrimination in the workplace highlight that the greatest barrier to gender equality in employment are cultural attitudes and beliefs (VicHealth 2007). The internal cultural of an organisation has a significant influence on the attitudes and beliefs of employees from the leadership team to the junior staff, by reinforcing and promoting those that match the organisational culture. Identifying barriers to gender equality in the workplace must include an examination of the workplace culture and the gender-based discrimination that can exist within it.

It is also not unusual for many employers and employees to be unaware that gender-based inequities exist in their organisation. This is particularly true for men who are less likely to be impacted by such barriers. A lack of awareness of structural and social gender-based inequities can indicate the extent to which sex-discrimination is normalised and accepted in a workplace as common practice and as a part of organisational culture. Employees often become aware of gender-based inequities when they experience them, such as when a male employee requests time off to spend with his new baby and this is not granted as his workplace does not have a parental leave policy, or the policy is only accessible to women.

Taking action

The *Women Matter 2012: Making the Breakthrough* report (McKinsey & Company 2012) studied gender-diversity programs within 230 European companies. The report found that companies having the greatest impact on redressing gender inequity within their workplaces, are those that take the concern seriously, devote financial and human resources to the area, and implement a critical mass of initiatives. The report also revealed that companies with the greatest proportion of women in leadership positions excel in three areas:

- * Executive and senior management is visibly committed to redressing the gender imbalance of women in leadership positions
- * Women's representation and progression in leadership positions is tracked carefully and consistently
- * Understanding and redressing unacknowledged bias and assumptions among men and women is part of the overall program.

However, it should be noted that implementing one of these strategies alone is not sufficient to achieve a gender equitable workplace. Organisations must also work to change attitudes and cultural gender-based bias within their workplace. In addition, the McKinsey (2012) study identified three 'ecosystems' that are required to support gender equity in the workplace – these are management commitment; women-specific development programs; and a support structure of policies and processes to advance gender equity.

A gender audit is an effective tool to identify social and structural gender-based inequities within the workplace, to prioritise action and monitor organisational progress to redress inequalities, and to promote gender equity.



Gender audits

Gender audits enhance the collective capacity of an organisation to examine its activities from a gender perspective and identify strengths and challenges in promoting gender equity

(International Labour Organisation 2007, p. 2)

A gender audit is a tool to collect data, measure change and provide an evidence-base on which to build gender-equity strategies and create change within a workplace. A gender audit highlights areas of successful organisational practice, as well as gaps and areas that can act as a deterrent or motivator for continued action. A gender audit is an important tool to collect data in order to support the development of workplace-gender equity strategies, it can also assist in the measure and evaluation of the success of these initiatives. It is important to remember that undertaking a gender audit is not the end goal – it must be part of a larger strategy to promote and achieve gender equitable workplaces.

There is an array of gender audits that can be undertaken – from checklist-based documents or facility audits, to participation-based whole-of-organisation audits. Notably, participatory gender audits led by management and that involve multiple departments and relevant staff, provide the clearest assessment of gender equity within an organisation and are internationally recognised as best practice. A participatory approach also supports ownership of the process and outcome, and enhances organisational commitment to gender equity initiatives across departments, which is more likely to result in sustainable change (International Labour Organisation 2007, p. 8).

Conducting a gender audit enables an organisation to establish a starting point for change. By undertaking a gender audit, an organisation acknowledges that:

- * Gender inequity exists in Australian society and workplaces
- * Workplace practices, policies and structures affect women and men differently, often to the detriment of women
- * Differences in women and men's lives mean that they have diverse needs, as do different groups of women and men
- * Inequity in the workplace reinforces and maintains the unequal distribution of power and resources between women and men and the adherence to rigid gender roles and stereotypes, which are the drivers of men's violence against women
- * Organisations, regardless of their size, have a responsibility to create workplaces, programs and services that meet the different needs of women and men to ensure equal outcomes for all staff and the communities they serve (Queensland Government 2009).



GOOD-PRACTICE PRINCIPLES WHEN DESIGNING A GENDER AUDIT

Define the purpose

Being clear about the purpose of a gender audit is essential. A gender audit aims to distil how and where an organisation might privilege one sex over another, or disadvantage staff based on their gender. The purpose of a gender audit is to:

- * Seek to understand and articulate women and men's views and perspectives
- * Identify where women and men's ideas are not equally represented and where measures are required to increase women's input into decision-making processes
- * Promote an understanding that treating everyone in the same way is not sufficient to meet the specific needs of women and men and will not ensure equal outcomes
- * Recognise that in order to meet the diverse needs of women and men, a gendered analysis and associated gender equity strategy is required
- * A gender audit should identify areas and actions for organisational improvement.

The information gained through a gender audit is valuable. However, its true value relates to the actions and outcomes the audit generates. Auditing is the first step in a longer process to create gender equity. The gender audit findings must then be used to inform the development and implementation of strategies that increase gender equity and, as such, prevent men's violence against women.

Decide what to measure

Gender audits can be utilised to measure various aspects of gender equity that include:

- * Whether and how gender equity is integrated at all levels of the organisation, including employment, planning, policy, human resources, administration, physical facilities and other organisational departments
- * Staff perceptions of whether and how gender inequity is redressed throughout the workplace
- * Whether and how challenges and opportunities for increasing gender equity across the whole organisation are identified (Sen, Östlin & George 2007)
- * Staff understanding of gender, gender equity and the drivers of violence against women, particularly by senior management and the executive.

Determine the scale of the audit

Implementing a gender audit is a new process for most workplaces. Targeted or small-scale gender audits that focus on a specific department, facility, policy or area of workplace practice are recommended for organisations that are new to gender-auditing practice. Whole-of-organisation audits provide the most complete data and assessment of gender equity in an organisation. However, they require significant resources and internal commitment. A well-designed and implemented gender audit that is targeted to a specific area within an organisation can aid in the development of the internal commitment required to undertake a whole-of-organisation audit. An audit is resource intensive, and therefore must be done strategically and with the support and buy-in of all levels of management – deciding on the scale of the audit is crucial.



Develop a methodology for data collection

Gender audits can collect information on gender equity using quantitative and qualitative methods. Checklist-based audits gather quantitative data, such as the number of women and men participating in a sport at a particular club; how many women and men hold board of director positions; or how many organisational policies recognise the distinct needs of women and men.

Participatory-based audits collect qualitative information on the impact of structures, policy and workplace practices on women and men. Qualitative data collection methods include interviews, focus groups, case studies, and various methods of observation and reflection. Participatory-based audits generally require more time and resources, as well as the involvement of staff, community members and clients.

It is difficult to get a clear picture of gender equity based on quantitative data alone. To understand how traditional gender roles, stereotypes, and power imbalances are reinforced in the workplace, gender audits should include quantitative and qualitative methodologies and data collection. Establishing the purpose and goals of the audit is key to identifying the scope of the process and determining the most appropriate methodology and tools for the gender audit.

Establish leadership and coordination responsibility for the gender audit

Gender audits require strong leadership and coordination. The International Labour Organisation (2007) stresses the significance of appointing a coordinator or contractor whose responsibility it is to create 'an encouraging environment for reflection, analysis and open discussions on the challenges and opportunities faced by the audited workplace in mainstreaming gender in its work', and who has the authority to fulfil the mandate of the gender audit.

Define the purpose of the gender audit outcomes

The findings of a gender audit are the evidence-based data specific to each unique organisation that can inform gender equity actions and strategy. It is important to understand that the results of the audit are likely to identify gender inequity within the organisation. Such results are indicative of the gender equity that exists within Australian society more broadly. The outcomes of a gender audit should be used to inform the organisation's planning, development and implementation of gender equitable structures, policies, programs, plans, facilities and services, which result in the organisation becoming a more gender equitable employer, workplace and service provider.



KEY QUESTIONS IN GENDER AUDIT PLANNING

If a gender audit is to meet its objectives, the following questions can assist in the design process.

Area of workplace practice	Questions	Yes/No	Action
Leadership and organisational mandate	<ul style="list-style-type: none"> * Has the organisational executive and senior management approved the gender equity audit? * Has the organisational executive and senior management communicated the importance of the work to the whole organisation and stated its expectations for staff involvement? 		
Establish a gender audit committee	<ul style="list-style-type: none"> * Do the staff implementing the gender audit have the skills, knowledge and mandate to do so? * Has a cross-organisational gender audit committee, chaired by a senior manager, been established? * Does the committee have an organisational mandate to implement the audit effectively? * Who will represent the various parts of the organisation on a gender audit committee? 		
Gender expertise	<ul style="list-style-type: none"> * Do key staff involved in the gender audit have the expertise to undertake a gender audit? * Will staff involved in undertaking the gender audit receive training? * If further support and capacity building is required, has a partnership request been made to your regional women's health service, which can support the gender audit process? 		
Audit plan	<ul style="list-style-type: none"> * Do you have a plan that details how the audit is to be implemented? * Does the implementation plan identify who is responsible for the coordination of the audit, the skills, knowledge and support they require, available resources, timelines and actions? * Does the implementation plan identify the organisational department that is being audited (policy, structure, practice), the detailed steps that will be taken, and the associated outcomes? 		

Continues on following page...



Area of workplace practice	Questions	Yes/No	Action
Staff participation	<ul style="list-style-type: none"> * Have staff been informed about the audit and their role in the participatory process? * Has a process been implemented to ensure staff understand the goal, objectives, principles and processes involved in undertaking the audit? * Which staff will be recruited to take part in the audit process, and how will recruitment take place? * Have managers and coordinators who have the mandate to facilitate the gender audit process within their departments and teams been appointed? * Have staff who are essential to this process been identified and invited to participate? 		
Communication strategy	<ul style="list-style-type: none"> * Does your communication strategy ensure all staff understand what the gender audit is for, why and how it is being implemented, staff roles and responsibilities, when it will be undertaken, who will lead it, how to get involved, and where further information can be accessed? 		
Post-audit plan	<ul style="list-style-type: none"> * Is there a plan in place to analyse and disseminate the audit results? * Is there a strategy in place for action based on the results of the gender audit? * Are there resources to action the recommendations and redress gaps and new areas of practice as identified by the gender audit? 		



Tools and templates for gender audit planning

TOOL A: GENDER AUDIT ACTION PLAN

Organisation and Department/Team:

Period/Date:

Approved By:

This template is a guide to the development of agency-specific action plans. The contents herein are not prescriptive.

Area of workplace practice	Action	Tools/ resources	Outcome/s	Responsibility	Timeline	Completed
Area to be audited/stage of implementation plan	Participatory approach/ document review/ questionnaire/ interview/focus group/checklist	Reference, guiding documents, checklists, interview and questionnaire templates	Raw data from actions, analysis, impact on audit actions, next steps	Individual responsible, committee or advisory group, external consultant	Initiate, implement, review	Yes, no, in process
Area to be audited/stage of implementation plan	Participatory approach/ document review/ questionnaire/ interview/focus group/checklist	Reference, guiding documents, checklists, interview and questionnaire templates	Raw data from actions, analysis, impact on audit actions, next steps	Individual responsible, committee or advisory group, external consultant	Initiate, implement, review	Yes, no, in process
Area to be audited/stage of implementation plan	Participatory approach/ document review/ questionnaire/ interview/focus group/checklist	Reference, guiding documents, checklists, interview and questionnaire templates	Raw data from actions, analysis, impact on audit actions, next steps	Individual responsible, committee or advisory group, external consultant	Initiate, implement, review	Yes, no, in process



TOOL B: AUDIT QUESTIONS

This tool is to help guide the development of gender audit questions. These questions can also help in establishing the purpose, measurement, goal, scope, and methodology that the audit will undertake. Each question type listed here corresponds with the depth of analysis the audit can produce.

Question type	Example A: Gender equity policy	Example B: Female change rooms	Example C: Sex-disaggregated data
Does 'x item' exist? Tool: Quantitative, checklist, desk review	Does the organisation have a gender equity policy that is current and formally adopted?	Are there female change rooms that are clean and in working condition?	Does a project and service evaluation plan require data to be sex-disaggregated?
Is it used? If so, by whom? Tool: Qualitative, observation, survey, interviews	Have male and female staff accessed, read and understand how to enact the policy?	Are women and girls using the female change rooms?	Is sex-disaggregated data being collected?
How is it used? Tool: Qualitative, survey, focus group, interviews	Which departments and teams use and access the gender equity policy?	Are women and girls using the change rooms to shower and change? Do they mainly use the toilets? What influences their use?	Is the sex-disaggregated data utilised, analysed and reported on?
What is the impact of its use? Tool: Qualitative, survey, focus group, interviews, other data sources (e.g. changes in funding, registration, participation, retention of staff, parental leave applications)	Has the gender equity policy changed how the leadership team approaches staff management, supervision, retention and promotion of staff, including strategies to mitigate against unconscious gender bias? Has the gender equity policy affected the service delivery of the organisation?	Have female change rooms influenced the number of women who access the facility and the number of women's teams and programs that use the facility and grounds? Have female change rooms made women and girls feel more welcomed in the facility?	Has the sex-disaggregated data been utilised to assess the impact of the project on women and men?



TOOL C: IDENTIFYING THE WHERE, WHAT, HOW, AND WHO IN DESIGNING GENDER AUDITS

This tool is designed to help guide the design of gender audits, and assist in establishing the purpose, measurement, goal, scope, and methodology that the audit will undertake. As a guiding document in the planning phase of gender audits, this tool is not comprehensive or inclusive of all audit areas and questions. This tool is not a gender-auditing template.

Where to audit Potential audit areas	What information to look for Example questions	How to gather it Example audit tools	Who is responsible Examples
Management and leadership	<ul style="list-style-type: none"> How many women and men currently occupy senior management and leadership roles in the organisation over 'x' period? How many women and men are on the board of directors in the organisation? Are there processes and strategies in place to encourage the promotion of women into management and leadership positions? Have informal barriers to women's interest and willingness to take up leadership opportunities (such as management and executive positions) been identified? Are flexible work policies available for all staff including for managers in senior leadership positions? Are any manager and executive leadership positions part-time, and are job-share positions available? Do the roles and responsibilities (formal or informal) of the managers and executive leaders reinforce gender stereotypes and norms, and reinforce unequal access to power and resources between women and men? 	<ul style="list-style-type: none"> Checklist with clear items for review of staffing in management and leadership positions Anonymous survey for all of staff or targeted groups (team leaders, coordinators, managers, and executive leadership) regarding gender equity in management and leadership Interviews with managers and leadership members regarding gender equity in leadership and governance 	<ul style="list-style-type: none"> Independent and external consultant

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Where to audit Potential audit areas	What information to look for Example questions	How to gather it Example audit tools	Who is responsible Examples
Policy and procedures	<ul style="list-style-type: none"> Do existing policies and procedures acknowledge the specific and different impact they have on the needs and realities of women and men? How do existing policies and procedures promote gender equity? Questions regarding the existence, use and impact of policies and procedures on women and men. For example: <ul style="list-style-type: none"> » Does your organisation have maternal and paternal leave policies? » Are they utilised by women and men? » In what way are they used? For example, the length of leave requested by, and granted to, women and men? 	<ul style="list-style-type: none"> Checklist with clear items to look for in each policy and procedure In-depth interviews with staff at each level of the organisation Focus groups with staff from each level of the organisation (segregated by sex, role and/or department) Anonymous survey of staff and their experience using specific policies 	<ul style="list-style-type: none"> Independent and external consultant Audit committee or internal working group Advisory group Executive officer Senior manager Team leader, coordinator, worker <p>Continues on following page...</p>



Where to audit Potential audit areas	What information to look for Example questions	How to gather it Example audit tools	Who is responsible Examples
Facilities, including infrastructure and culture of use	<ul style="list-style-type: none"> Gender audits of facilities should look into how the facilities are used, maintained, and the impact on women and men's use of the facility. These questions should look beyond solely the existence of gender-specific infrastructure (such as female change rooms). For example: <ul style="list-style-type: none"> » How are the female change rooms used? By whom? How often? » Do the female change rooms meet the needs of the women using them? » Do the female change rooms increase the ability of women to use the facility? Have the needs and views of women and men been considered in the facility design and planned improvements? Are traditional gender roles and stereotypes present in visual messages in the facility including posters, photographs of events at the facility? How do women and men perceive the social dynamics within the facility and how the space is used? 	<ul style="list-style-type: none"> Checklist with clear items to look for in the facility Sex-disaggregated counting of facility users Interviews with staff that are responsible for the use of a facility Anonymous sex-disaggregated survey of staff in facilities management team regarding gender inequity in the team culture Focus groups with staff and facility users (segregated by sex, role and/or department) Anonymous sex-disaggregated survey of staff and facility users and their experience using the facilities, including how they felt using them and how they were treated 	<ul style="list-style-type: none"> Independent and external consultant Audit committee or internal working group Advisory group Executive officer Senior manager Team leader, coordinator, worker Maintenance staff <p>Continues on following page...</p>



Where to audit Potential audit areas	What information to look for Example questions	How to gather it Example audit tools	Who is responsible Examples
Internal and external communications, including social and print media	<ul style="list-style-type: none"> • Have the communications over the last 'x' year(s) reinforced traditional gender roles and stereotypes? • Have the communications over the last 'x' year(s) reinforced and perpetuated imbalances in power and resources between women and men? • Are traditional gender roles and stereotypes present in visual messages – posters, flyers, and digital communications? • How many communications are considered gender blind, gender responsive, or gender transformative? • Do the roles and responsibilities (formal or informal) of the communications staff reinforce gender stereotypes and norms, and reinforce unequal access to power and resources between women, men, and gender diverse people? 	<ul style="list-style-type: none"> • Desk review of all communications from a specific time-period with a clear and specific list of elements to look for (checklist) • Focus group with staff and communication recipients regarding how gender inequity might be created and reinforced through the organisation's communications • Anonymous sex-disaggregated survey of staff in communications team regarding gender inequity in the team culture 	<ul style="list-style-type: none"> • Independent and external consultant • Audit committee or internal working group • Advisory group • Executive officer • Senior manager • Team leader, coordinator, worker <p>Continues on following page...</p>



Where to audit Potential audit areas	What information to look for Example questions	How to gather it Example audit tools	Who is responsible Examples
Programs and services	<ul style="list-style-type: none"> Do programs and services delivered over the past 'x' year(s) reinforce or perpetuate gender inequity by promoting traditional gender roles and stereotypes, and unequal access to power between women and men? Do programs and services collect and evaluate data that is sex-disaggregated? How many programs and services are gender blind by assuming that gender-based differences between women and men do not exist, or ignoring gender norms/roles/relations? How many programs and services are gender sensitive and identify and acknowledge gender differences, norms and roles, and their impacts on women and men's access to power and resources? How many programs and services are gender responsive by taking an approach targeting women and men appropriately based on needs and inequities? How many programs and services are gender transformative, in that they intentionally transform underlying gender structures, norms and relations that perpetuate gender inequity? Do programs and services consider the safety needs of women and men? Do programs and services consider the impact of unpaid caring work on the ability of women and men to participate (e.g. child care offered to all participants, regardless of gender identity)? 	<ul style="list-style-type: none"> Desk review of all programs and services from a specific time-period with a clear list of specific elements to look for (checklist) Focus group with staff and program and service participants regarding how gender inequity can be enhanced through program and service design and implementation Anonymous sex-disaggregated survey of staff in program and service team regarding gender inequity in the team culture 	<ul style="list-style-type: none"> Independent and external consultant Audit committee or internal working group Advisory group Executive officer Senior manager Team leader, coordinator, worker

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Where to audit Potential audit areas	What information to look for Example questions	How to gather it Example audit tools	Who is responsible Examples
Human resources (HR)	<ul style="list-style-type: none"> • Are there strategies in place to limit gender bias in recruitment? • Have the HR staff attended unconscious gender bias training? • Do the HR staff have gender-specific strategies for the recruitment, retention, and promotion of staff? • Do the HR staff have a strategy to deal with violence against women in the workplace, and to support staff affected by family violence? • Do the HR staff have training around dealing with people who are experiencing family violence, as well as perpetrators? • Do the HR staff and managers have adequate training and support to respond appropriately to sexual harassment in the workplace? How are claims dealt with, and does the process support all staff experiencing sexual harassment? • Do the HR practices, policies, and strategies reinforce and perpetuate gender inequity – that is, traditional gender roles and stereotypes, and unequal access to power between women and men? 	<ul style="list-style-type: none"> • Desk review of HR policies, procedures and strategies • Whole-of-organisation anonymous sex-disaggregated survey of staff experiences with the HR team, policies, procedures and their approach • Data collection regarding training certificates from HR staff for gender equity training (example: unconscious gender bias, bystander intervention, gender equity, family violence) • In-depth interviews with HR staff regarding how their perceptions of the informal team culture and formal strategies that reinforce and perpetuate gender inequity 	<ul style="list-style-type: none"> • Independent and external consultant • Audit committee or internal working group • Advisory group • Executive officer • Senior manager • Team leader, coordinator, worker

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Where to audit Potential audit areas	What information to look for Example questions	How to gather it Example audit tools	Who is responsible Examples
Planning This area is inclusive of all planning from strategic, to service delivery, to infrastructure projects.	<ul style="list-style-type: none"> • Do planning documents consider the different experiences of women and men? • Was a gender analysis conducted in the planning process to better understand the impact on women and men? • Were women and men consulted in the planning process? • Do planning staff have training in gender analysis, primary prevention of men's violence against women and gender equity? 	<ul style="list-style-type: none"> • Desk review of planning documents • Interviews and focus groups with planning staff (women and men) at every level of planning (from initial meetings, to community consultations, to drafting of planning documents and their approval) • Data collection regarding training certificates from planning staff for gender equity training 	<ul style="list-style-type: none"> • Independent and external consultant • Audit committee or internal working group • Advisory group • Executive officer • Senior manager • Team leader, coordinator, worker



Appendix A: Definitions

Biological sex: Refers to physical characteristics such as hormones, chromosomes and anatomy. People are generally described as male, female or intersex based on these characteristics (Women's Health West 2014).

Gender: A broad term used to describe the socially-constructed norms, roles, responsibilities and expectations that shape our understanding of what it means to be a woman or a man within a given society. Rigid understandings of gender reinforce power differences between women and men, which undermine women's health, safety, wellbeing and status in society. Additionally, those who challenge narrow conceptions of sex, gender and sexuality experience more frequent discrimination, harassment and violence (Women's Health West 2014).

Gender analysis: A method of revealing how gender norms, assumptions and expectations are reflected in structures, policies, organisational plans and programs, services and budgets, and whether they result in different outcomes and impacts for particular groups of women and men (Women's Health West 2014, p. 6).

Gender audit: The assessment of the extent to which an organisation, or an initiative is gender equitable. A gender audit of a whole organisation is usually undertaken by auditing the different parts that make up an organisation, including governance, policies, programs, plans, workplace structures, employment processes and structures, services, budgets, and facilities. Once a gender audit is undertaken, it provides the basis from which an organisation is better able to develop strategies that will lead to increased gender equity within the organisation and beyond.

Gender blind: A gender-blind approach assumes that gender-based differences do not exist; minimises identified gender-based differences; or ignores gender norms, roles and relations. Consequently, a gender-blind approach fails to redress different the needs, opportunities and experiences of men, women and gender-diverse people. Gender-blind policies and practice often serve to reinforce and perpetuate gender-based discrimination and inequities (Nobelius 2004).

Gender equality: The realisation of equal and measurable outcomes for women, men and gender-diverse people. This includes equal representation, status and rights, establishing equal opportunities for all people to contribute to national, political, social and cultural development, and to benefit from the results (Women's Health West 2014).

Gender equity: The process of being fair to women, men and gender-diverse people with the aim of achieving equal outcomes for all. To ensure fairness, measures must often be put in place to compensate for historical and social disadvantage that prevent women and gender-diverse people from operating on a level playing field with men (Women's Health West 2014).

Gender responsive: Gender-responsive policy and practice builds on a gender-sensitive approach, and then takes remedial action to respond to acknowledged gender-based impacts, discrimination, bias and inequities. Gender-responsive actions stem from a gender-sensitive lens and work to redress gender-based inequities by responding to the impacts of gender.

Gender sensitive: A gender-sensitive approach identifies and acknowledges gender differences, norms and roles, and their impacts on access to power and resources. It involves incorporating a gender perspective into policy and practice, but does not



necessarily take action to redress gender-based inequities (British Columbia Centre of Excellence for Women's Health 2015). The ability to recognise the impacts of gender is an important precursor to undertaking action through a gender-responsive and gender-transformative approach.

Gender specific: A gender-specific approach targets women, men or gender-diverse people separately, acknowledging gender norms and considering women's, gender-diverse people and men's specific needs. Like gender sensitive, gender-specific approaches identify and acknowledge gender differences, norms and roles as their impacts on each group's access to power and resources.

Gender stereotypes: In general, stereotypes are overly-simplified assumptions that people who share a particular status group also share certain traits in common. Gender stereotypes therefore are overly-simplified notions and generalisations of the traits that all women or men are assumed to possess (Women's Health West 2013).

Gender transformative: A gender-transformative approach proactively and intentionally transforms and alters the underlying gender structures, norms and relations that perpetuate gender inequality. It involves actively challenging rigid gender roles, norms and imbalances in power between women, men and gender-diverse people. Gender-transformative practice also seeks to establish and strengthen the structures that promote diverse and equal gender roles, relations and norms (British Columbia Centre of Excellence for Women's Health 2015; Women's Health Victoria 2012).

Intersectionality: The understanding that multiple aspects of their identity influence an individual's lived reality simultaneously. A person's gender, race, sexual orientation, ability, class and other factors all interact with individual experiences, and contribute to unique experiences of privilege and oppression (Association for Women's Rights in Development 2004).

Patriarchy: A social system within a society that institutionalises men's dominance and hierarchy over women and children. As a result, men hold the primary positions of power, including the predominant roles of political leadership, moral authority, social privilege and control of property and, in the domain of the family, fathers or father figures, hold authority over women and children.

Sex-disaggregated data: Information that is cross-classified by sex, presenting information separately for females and males. This data is then analysed to provide an insight into the different roles and general conditions of women and men in all areas of society (Women's Health West 2014).

Social determinants of health: The social and economic conditions in which people are born, grow, live, work, and age – these are shaped by broader social, economic and political forces, and the unequal distribution of power, resources and prestige in society (World Health Organisation 2008).

Unconscious gender bias: In general, unconscious bias is the collection of unconscious knowledge and perspectives shaped by society and experience that produce biased responses and decisions. Unconscious gender bias is specifically the individual biases and perspectives that people hold about a person or group of people, based on their gender. The effects of unconscious gender bias are pervasive yet subtle. It can be difficult to detect as people are often not aware of their own gender bias and these biases are embedded in cultural norms that shape interactions between people.



Appendix B: Gender diversity

This guide focuses on the workplace as a setting to redress gender-based inequities experienced by women and men for the prevention of men's violence against women.

While this guide focuses on gender inequalities between women and men, it is acknowledged that the category of gender and gender-identity is broader than a binary concept. Gender is a social construct. As such, our ideas about what defines women and men change over time. For example, we can see that people from one cultural group will have very different ideas about what it means to be female and male than another, just as older generations may have different concepts to younger generations, or how people in an urban setting may have a different idea to those in a rural setting.

The only thing we need to agree on regarding gender is that it is fluid – it changes, and holding people and communities to a rigid concept of femininity and masculinity is damaging to the health and wellbeing of everyone. Breaking down rigid gender norms and stereotypes works towards a broader understanding of femininity and masculinity. This also decreases stigma against those whose gender expression does not correspond to the traditional and historical ideas of the needs, goals, strengths and physical appearance of what constitutes a woman or a man.

Judging and evaluating people based on how they express their gender is a method of discrimination that reinforces a social hierarchy. Women, as a group, have historically occupied a lower standing in our social hierarchy and overcoming this ingrained discrimination is vital to achieving gender equality. Gender-diverse people also face ingrained discrimination, and it is important to recognise their unique needs and barriers. We strongly encourage those using this resource to consider the inequities experienced by transgender and intersex staff, clients and community members – and the inclusive and sensitive practice required to respond to their unique and diverse needs.

It is anticipated that many of the principles and practice considerations in this resource, which are targeted towards redressing rigid gender roles and stereotypes, will also serve to support the health and wellbeing of gender-diverse staff and communities.

For more information on gender diversity and the workplace:

Australian Human Rights Commission

<https://www.humanrights.gov.au/our-work/sexual-orientation-sex-gender-identity/publications/resilient-individuals-sexual>

Department of Health and Human Services

https://www2.health.vic.gov.au/getfile/?sc_itemid=%7B9628310C-8018-4F8C-81CA-663424297A12%7D

Working OUT

<http://www.senswide.com.au/content.asp?id=26&t=WorkingOUT&cid=3>

National GLBTI Health Alliance

<http://lgbtihealth.org.au/>

Transgender Victoria

<http://www.transgendervictoria.com/>



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