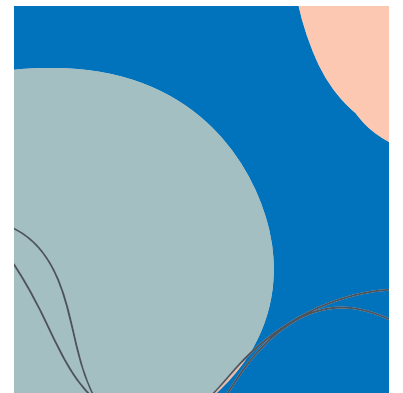
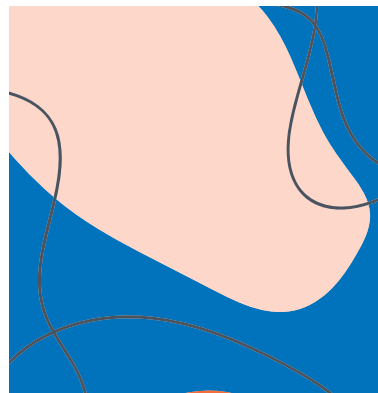
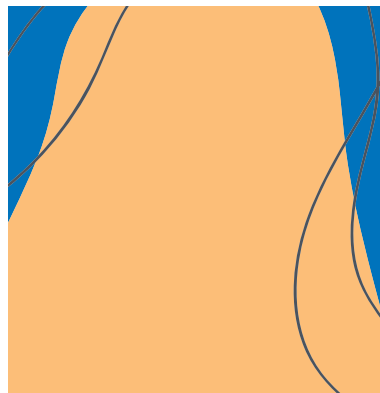
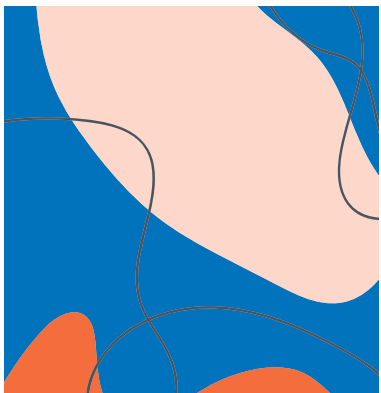


Diversity, Inclusion and Belonging Strategy 2021-2024





We acknowledge the Traditional Owners of this land and the many Aboriginal tribes of New South Wales.

We pay our respects to Elders, past present and emerging and acknowledge Aboriginal peoples' connection to Country, culture and heritage.



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Message from our Chief Executive



“we have an opportunity to build on our past achievements and create a stronger and more diverse HealthShare NSW, reflective of the broader community we serve”

As HealthShare NSW has grown and matured over the years, so has the diversity of our workforce. Today, our 8,000+ strong workforce is proudly made up of people from all backgrounds and life experiences.

As an organisation, we are committed to building a workplace that represents the community we serve. We have made significant progress towards this in areas such as Aboriginal and Torres Strait Islander employment, disability employment and gender equity, where we continue to exceed the NSW Government targets set for 2025 in all three areas.

As we look to the future of HealthShare NSW, it is important that we are continuing to grow a culture of inclusion that supports and champions diversity in all its forms. It is because of this drive that we have more work to do.

Our Diversity, Inclusion and Belonging Strategy 2021 – 2024 will help ensure that we are continuing to build an organisation that celebrates our diversity and provides equal opportunities for everyone at HealthShare NSW. It is the rich diversity of our workforce that will see HealthShare NSW grow and strengthen into the future, bringing unique perspectives and new ideas.

This four-year Strategy remains focused on the diverse areas of people with disability, Aboriginal and Torres Strait Islander people, people of diverse cultural

and linguistic backgrounds, and women in leadership, as well as our emerging communities within HealthShare NSW – LGBTIQ+ people; carers; veterans; younger workers and our mature workforce.

Through our focus on these diverse communities, we have an opportunity to build on our past achievements and create a stronger and more diverse HealthShare NSW, reflective of the broader community we serve.

Our commitment is to our people. Through this Strategy we aim to build a safe work environment where our people feel valued, supported and respected, free to contribute their individual ideas and perspectives, and where we all have equal access to opportunities. More importantly, we aim to build a place where we can belong, regardless of race, culture, gender, age, sexuality, disability or life experiences; and this is where we all have a role to play.

A handwritten signature in blue ink, which appears to read 'Carmen Rechbauer'. The signature is fluid and cursive.

Carmen Rechbauer
Chief Executive

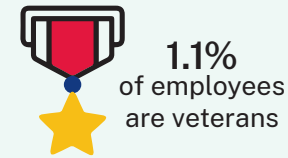
Our identity

HealthShare NSW supports NSW Health to deliver high quality clinical care and services to patients, carers, and their families. We support NSW Health medical, nursing, allied health, and administrative teams to ensure they have the equipment and supplies to deliver excellent health care services. We assist in helping to drive system-wide innovation and improvements, partnering for the communities we serve.

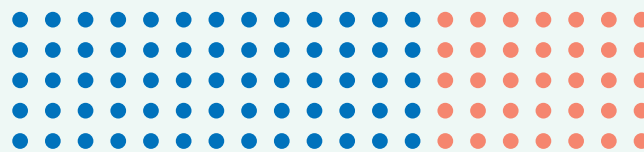
We are the largest government shared service organisation in Australia. From statewide procurement to supply chain arrangements, payroll, and human resources support, to hospital and linen cleaning, non-emergency patient transport services, and food services, we make sure we create a positive experience for all NSW Health staff and patients in NSW public hospitals.

We provide care to patients, carers, and their families by delivering clinically appropriate patient transport, nutritious hospital meals, and a clean and comfortable hospital experience. In partnership with local health district staff, we make sure our patients have the best health care experience.

Our workforce



Gender

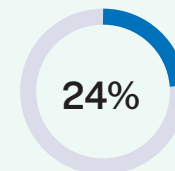


65.1% female

34.9% male

63.6% women in senior leadership roles

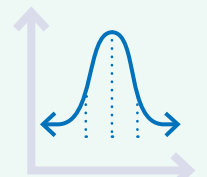
Age



of employees are under 35



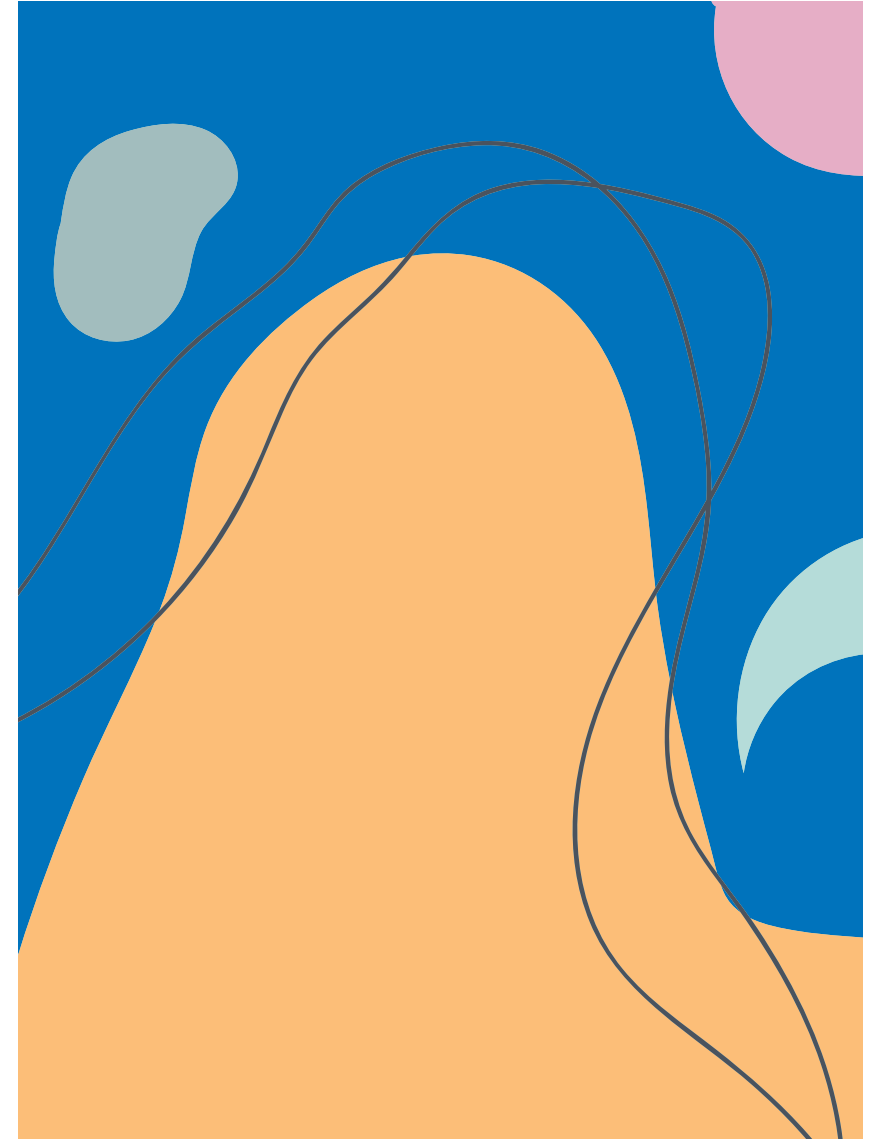
average retirement age
62.1 years



median age
42 years

Acronyms and definitions

- **ABS** – Australian Bureau of Statistics
- **Accessibility** – aspects of facilities and environments, either virtual or physical, that provide equal opportunities to participate
- **CALD** – culturally and linguistically diverse
- **Champion** – designated ambassador/s who take responsibility for instilling a diverse and inclusive workplace culture
- **COD** – Culture and Organisational Development
- **Cultural safety** – an environment that is safe for all people to be themselves, where they are respected and acknowledged
- **LGBTIQ+** - Lesbian, gay, bisexual, transgender, intersex, queer and the + represents people of other diverse sexualities and genders not captured in the letters of the acronym
- **LOESH** – language other than English spoken at home
- **MHL** – My Health Learning
- **MOH** – Ministry of Health
- **Non-binary** – gender identities that are not male or female or are outside the gender binary
- **OCI** – Organisational Culture Inventory
- **PAT** – Performance and Talent
- **PEEP** – Personal emergency evacuation plan
- **PMES** – People Matter Engagement Survey
- **Reverse marketing** – specialised employment services to match a well-suited candidate with a vacant role
- **ROB** – Recruitment and Onboarding
- **SARA** – ‘Search And Request Anything’, a user friendly portal of ‘Service Now’ for NSW Health staff
- **Service Now** – statewide platform for NSW Health staff to access IT, payroll, recruitment, finance, purchasing and warehousing services and support
- **StaffLink** – NSW Health platform used for HR and procurement purposes
- **Targeted and carved positions** – targeted positions give preference to people from a diverse background. Carved positions have been significantly altered to include tasks and hours that are well-suited to an employee, usually with disability
- **WCAG 2.1** – Web Content Accessibility Guidelines version 2.1
- **WFH** – work from home



Our vision

“We embrace diverse identities and cultures and our workforce reflects the communities we serve”

HealthShare NSW is committed to building and attracting a workforce that reflects the communities we serve. We work to build an inclusive culture that empowers and enables individuals to feel safe, valued and supported within their work environment. We take an intersectional approach and value the diverse backgrounds and experiences of our employees and customers.

What is diversity, inclusion and belonging?

At HealthShare NSW, we value diversity in all that we do and believe that inclusion is critical for diversity.

DIVERSITY

Diversity refers to a broad range of factors that makes individuals who they are. This includes things like background, culture, personality, life experiences, beliefs, gender and sexuality. Diversity also recognises the ways that people are different in other respects, such as family composition, geographic location and diversity of thought.

INCLUSION

Inclusion is how we accept and respect all our employees for their diverse and often overlapping characteristics and include their voices in the work that we do. We foster an inclusive workplace by providing opportunities for people to express their views, ideas and cultural perspectives, contribute within teams and working groups, and have the opportunity to influence decision making.

BELONGING

Belonging is what HealthShare NSW defines as feeling secure and comfortable, respected and supported so people can bring their authentic selves to work, contribute openly to all that is going on in the organisation, and know that they are appreciated and valued for their individual contributions. This, along with having an affiliation with peers, teams and the broader organisation and being able to participate fully at work, means employees have the opportunity to thrive. Ultimately achieving ‘belonging’ will drive engagement and increase the likelihood of our employees being at their best and contributing to the success of the organisation.

INTERSECTIONALITY

Intersectionality is an important framework that recognises that individuals are multi-faceted and one’s identity cannot be defined by a single aspect. Intersectionality is the acknowledgement that everyone has their own unique experiences in life and we must consider any aspect of discrimination and oppression that can marginalise people – gender, race, class, sexuality, physical ability, etc, and how these aspects can overlap. To ensure inclusivity, we need to look beyond factors such as gender, ethnicity and age, etc, to identify and dismantle barriers that can arise from overlapping forms of discrimination.

At HealthShare NSW, we:

- celebrate and promote diversity, inclusion and belonging to empower our employees and enable individuals to feel safe, valued and supported at work
- encourage all employees to be respectful of every individual to create a culturally safe workplace and constantly build a constructive culture
- appreciate people with varied backgrounds and experiences because this means we create the opportunity and environment for a broader contribution and more varied thinking.

This all means that we can genuinely say that HealthShare NSW reflects the communities we serve.

This strategy showcases what we have achieved as an organisation to date, and sets a framework for how we will support other emerging, diverse communities at HealthShare NSW over the coming years.

Our culture

HealthShare NSW is growing a positive and constructive culture that helps our people do their best work and delivers better outcomes for our customers. We call this a 'blue' culture. Blue culture means that we put people first – we are goal-focused, accepting and encouraging of others, and work together to achieve our objectives.

A blue culture supports and celebrates diversity by being respectful, inclusive and open minded. NSW Health CORE values – collaboration, openness, respect and empowerment underpin everything we do, from the products and services we offer to the way we interact and support patients and staff.



Our commitment

New South Wales is comprised of people from all walks of life and diverse backgrounds.

At HealthShare NSW, we are committed to building a workforce that reflects the community we serve.

Diverse community	Australian representation (Source: ABS)	NSW representation (Source: ABS)	HealthShare NSW representation (Source: StaffLink and PMES)
Aboriginal and Torres Strait Islander	2.8% (2016)	2.9% (2016)	3.6%
Disability	17.7% (2018)	16.9% (2018)	7.1%
Language other than English spoken as home	22% (2016)	26.5% (2016)	29.8%
Female	51% (2018)	50.7% (2018)	65.1%
Younger workers (15-35 years)	27.2% (2016)	26.7% (2016)	24% (under 35 years)
Mature workforce (>55 years)	27.6% (2016)	28.1 (2016)	33%
Carers	10.8% (2018)	12.5% (2018)	13.1% (2021 PMES)
LGBTIQ+	*	*	3.5% (2021 PMES)
Veterans	**	**	1.1% (2021 PMES)

* The percentage of LGBTIQ+ people living in Australia and NSW is difficult to determine given the absence of relevant questions about sexuality, gender and intersex variation in population-level data collection (e.g the Census) at this time.

** The 2021 Census included a question about service in the defence forces for the first time ever. These results will be included in subsequent reports and will be useful in comparing our current representation and relevant initiatives.

Our voices – the planning

“We capture the voices of our organisation to work towards a more diverse and inclusive workplace”

The Diversity, Inclusion and Belonging Strategy 2021–2024 has been developed with our employees at the centre of it all. It sets out our vision, commitment, strategic goals and the steps we will take to achieve this across the organisation.

The plan draws on the information gathered, and directions identified, through evaluation of our existing strategies and organisational culture engagement surveys such as our People Matter Engagement Survey (PMES) and our regular Wellbeing Pulse Check surveys.

We have held consultations with HealthShare NSW diversity networks, champions and business representatives who make up our Diversity Working Committee. In addition, we brainstormed with our staff and requested feedback through an all-staff survey to help us develop a comprehensive and effective framework that blends our organisational values and employee needs.



Diversity, Inclusion and Belonging survey

We received 118 responses to our survey to help us understand what belonging means to our employees and how HealthShare NSW can be a more diverse and inclusive workplace.

What can we do to be a more diverse and inclusive workspace?

Accessibility	Building access Digital access
Reconciliation	Acknowledgement of Country
Collaboration	Collaboration across business lines Opportunities to share information and ideas Connect and work with diverse communities
Representation	Diverse employment Leadership by example Representation in the organisation Equal opportunity for growth Support flexible working practices
Cultural	More communication of cultural events Include less represented cultures Cultural awareness and celebration



Our priorities

The NSW Government has established diversity goals for all NSW Government agencies through the Premier’s Priorities.

“We will work towards Premier’s Priority: A world class public service by 2025”

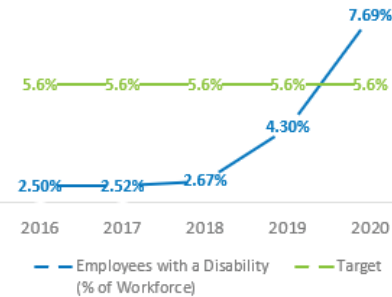
- 50% of senior leadership roles held by women
- 114 Aboriginal people in senior leadership roles across NSW Government
- 5.6% of government roles are held by people with disability

Our story so far...

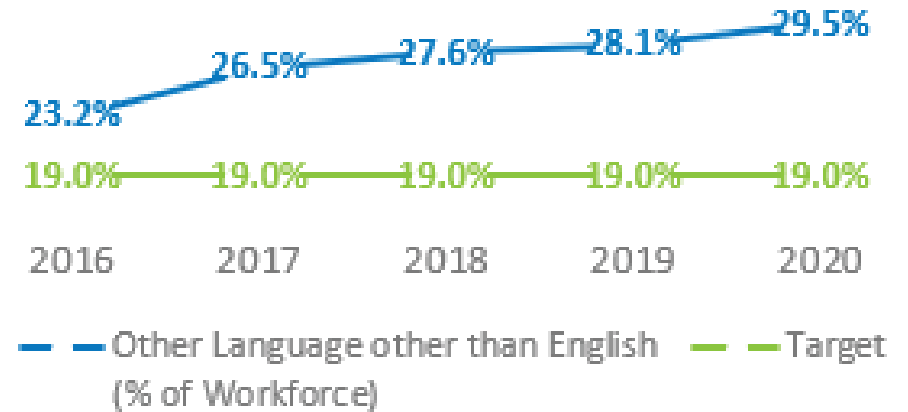


The number of identified Aboriginal and Torres Strait Islander employees over the last 5 years

In addition to our priorities identified by the NSW Premier, we also value the contributions of those from a culturally and linguistically diverse (CALD) community. This has been a longstanding commitment through our equal employment opportunity framework. Our organisation has benefitted from strong representation from those with a CALD background for several years as seen in the graph to the right.



The number of identified employees with disability over the last 5 years



The number of identified employees with Language other than English spoken at home over the last 5 years

“We will also work towards supporting and enabling a culturally safe environment for our emerging diverse communities so that they are able to reach their full potential”

- Mature workforce
- Carers
- Lesbian, gay, bisexual, transgender, queer and intersex and other identities (LGBTIQ+).
- Younger workers
- Veterans

To help us achieve our priorities across all diversity areas we will work towards achieving our diversity, inclusion and belonging strategic goals outlined in this plan. We will also achieve our priorities through our specific action plans for each diverse community.

Our diversity council

HealthShare NSW has established a diversity council in 2021 which will provide leadership, governance functions, and in collaboration with our Diversity Team play an advisory role to our Executive Leadership Team on all aspects of diversity as it relates to employees, managers, leaders and key stakeholders.

The primary aim is for the HealthShare NSW Diversity Council to assist in promoting diversity and inclusion to create a sense of belonging for all employees within HealthShare NSW. This closely aligns with the Diversity Team's aim and purpose.

The Council will work toward creating an environment characterised by equal access and respected participation of all individuals regardless of cultural, ethnic, racial, gender, age, religious differences, abilities and disabilities, and sexuality in line with the Diversity Team.

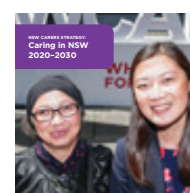
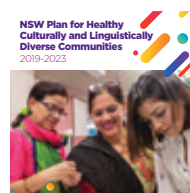
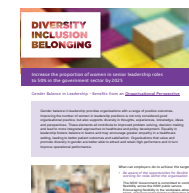
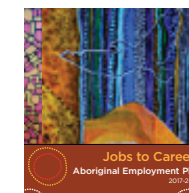
The membership of the Council comprises of our employee representatives from a range of diverse backgrounds and business line representatives across our organisation. The membership of the Council calls upon the interest and expertise of all employees with strong connection and experience in varying diversity related issues. The Council is governed by formal terms of reference to guide role, functions, authority and membership.



Our guiding plans and strategies

In developing our HealthShare NSW Diversity, Inclusion and Belonging Strategy 2021–2024, we have been guided by a number of key plans and strategies:

- NSW Health Diversity and Inclusion Belonging Guide
- NSW Premier’s Priorities
- HealthShare NSW Strategy 2020 -2024
- Aboriginal Employment Plan 2017–2020
- Respecting the Difference: Aboriginal Cultural training framework
- NSW Health Good Health, Great Jobs: Aboriginal Workforce Strategic Framework 2016-2020
- Disability Discrimination Act 1992
- NSW Disability Inclusion Act 2014
- NSW Health Disability Inclusion Action Plan
- Australian Government Workplace Gender Equality Agency 2019-2020
- NSW Health Gender Balance in Leadership Guide
- HealthShare NSW Gender Equality Action Plan
- NSW Plan for Healthy Culturally and Linguistically Diverse Communities 2019–2023
- NSW Health LGBTIQ+ Strategy 2021-2026
- Pride in NSW Network
- Elevating the Human Experience
- HealthShare NSW Millennial Minds Strategy 2019
- NSW Carers Strategy: Caring in New South Wales 2020–2030
- NSW Veteran’s Strategy 2021-2024
- Age Discrimination Act 2004



“We embrace all diverse identities and cultures and our workforce reflects the communities we serve”



Supporting our...

Aboriginal and Torres Strait Islander workforce

When people talk about their culture and identity, it's an important part of who they are – their culture is their way of life and their identity means knowing who they are. The sharing of culture brings us together and helps create common ground and a pathway to Reconciliation. At HealthShare NSW, we acknowledge culture and identity are an important contributor to people's wellbeing. Our staff who identify themselves as Aboriginal and/or Torres Strait Islander are part of the oldest living culture of the world, our First Nations peoples of Australia. Their identity is a part of a kinship system which connects to ancient tribes, language groups, traditional practices and Country. They continue to care for Country and share their knowledge with us.

Table 1. Aboriginal representation (percentages and salary bands 2021)

Indicator	Target 2020-2024	Current
% employees of Aboriginal background	3.2%	3.6%
% of our employees of Aboriginal background with salary above \$70,000	30%	5.1%
% of our employees of Aboriginal background in leadership / management roles (Tiers 1,2,3,4 and 5)	1.8%	1.3%
% of our employees of Aboriginal background – Salary band 2 (\$100,107 - \$118,735)	3%	4.15%
% of our employees of Aboriginal background – Salary band 3 (\$116,403 - \$132,700)	3%	2.38%
% of our employees of Aboriginal background – Salary band 4 (\$130,373 - \$155,983)	3%	1.80%
% of our employees of Aboriginal background – Salary band 5 (\$153,653 - \$172,282)	3%	1.28%
% of our employees of Aboriginal background – Salary band 6 (\$168,633 - \$184,492)	3%	0.48%
% of our employees of Aboriginal background – Salary band 7 (\$184,492+)	3%	0.00%

As we work towards the Premier's Priorities of a world class public service by 2025, we recognise there is a greater level of responsibility to Closing the Gap in employment outcomes for Aboriginal and Torres Strait Islander peoples. We know our Aboriginal and Torres Strait Islander workforce represents more than 3% of our workforce (StaffLink). However, we found that through our 2021 People Matter Employee Survey, 4% of our staff felt culturally safe to identify as Aboriginal and Torres Strait Islander.

Table 2. Aboriginal employees’ engagement as per People Matters Employee Survey 2021

Statement	HSNSW Engagement Score	Aboriginal Engagement Score
My organisation respects individual differences	78.3%	62.5%
Personal background is not a barrier to participation in my organisation	79.1%	65.9%
How often do you feel culturally safe in the workplace?	78.5%	59.5%
I feel that I belong in my organisation	68.2%	47.9%

Our fourth Aboriginal Employment Plan 2022–2025 will have two key focus areas- cultural safety and developing Aboriginal leaders. We will continue to focus on growing our Aboriginal workforce to reflect the populations we live and work within.

Our commitment to Indigenous Australians

HealthShare NSW acknowledges Aboriginal and Torres Strait Islander peoples as the first Australians. Our organisation acknowledges the impact of non-Indigenous settlement to Aboriginal and Torres Strait Islander culture and recognises the social, economic and educational challenges faced by Indigenous Australians today.

We are committed to

- raising employee awareness of Aboriginal and Torres Strait Islander culture
- increasing Aboriginal and Torres Strait Islander employment
- ensuring a culturally supportive and safe environment for all Aboriginal and Torres Strait Islander employees and patients
- celebrating cultural days, achievements and contributions of Aboriginal and Torres Strait Islander peoples
- providing opportunities for Aboriginal and Torres Strait Islander peoples to thrive
- continuing our contribution towards ‘Closing the Gap’
- developing a Reconciliation Action Plan
- committing to systematically applying an Aboriginal health lens to our organisations policies, programs and strategies, undertaking an Aboriginal Health Impact Statement for all activities relating to our policies, programs and strategies.



Gayle Caldwell
Diversity Administration Support Officer

I am a descendant of the Bundjalung people of the Northern Rivers area of NSW and have grown up on Country and identify as Bundjalung speaking and learning the Bundjalung Language.

Working for HealthShare NSW has created a great experience for my career. I am very supported in my job and have a great team around me.

Feeling a part of a team is very important to me and feeling we are all making an impact on the communities of NSW.

Making everyone feel included and have value is what HealthShare NSW sets out to achieve through celebrating staff's achievements and acknowledging all significant dates throughout the year to celebrate diversity across our organisation.



Lana Kelly
Manager, Aboriginal Workforce

It's important to acknowledge across Australia Aboriginal and Torres Strait Islander communities are diverse and identity is important. Our identity comes from knowing who we are, our connection to our traditional land, cultural practices and sharing what has been handed down from generations before us. My identity comes from Gumbaynggir country and living on Gaimaragal homelands. Aboriginal and Torres Strait Islander people have a cultural responsibility. Through our kinship we care for our communities and look after the land through our cultural practices.

Within our organisations, we share our stories to create a pathway that connects us all. It's the sharing of these stories and knowing that each of us also has a connection to country – once that connection is acknowledged we then can find common ground to continue our journey through Diversity, Inclusion and Belonging.



Danica Sawtell
Service Centre Officer, EnableNSW

I am a Proud Yuin woman from the South Coast of NSW but I have called Tharawal Country in South Western Sydney my home for most of my life.

Diversity, Inclusion and Belonging to me is for people to feel welcome. Allowing people to feel comfortable and an opportunity for everyone to feel like they are being their true and authentic selves across our organisation.

It also brings an opportunity for colleagues to express who they really are both as individuals but also as a community. Each person is unique, and this allows individuals to really learn from each other. Everyone has their own stories. So why not get to know them?

Being in this beautiful country we call home and working for HealthShare NSW, lets continue to share our stories and feel like we are all in this together.



Renee Gilbert
Acting Operations Manager, Patient Transport Services

Reflecting on Mental Health Month: Mental health is important every day and at every stage of life. From a child to adolescence through to adulthood.

Mental health and wellbeing are important to everyone within families, school, workplace and communities. It is important for us all to play a part in the wellbeing of someone who suffers mental health issues. It is a physical illness of the brain that cannot be seen in the way that visual injuries can be. It's the 'silent killer.'

Losing a mother at a young age with a continuous battle of mental health, then a brother at the age of 20, my family has always focused on providing services to help build resilience for those who suffer this daily battle.

This is done through offering health plans/services, exercise and education within our small community fitness centre on the Central Coast. The Centre of giving back to community.



Supporting our...

Employees with disability

Our organisation recognises disability as “a long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person’s full and effective participation in the community on an equal basis with others.” (NSW Disability Inclusion Act 2014).

Disability is a broad term and can be:

- visible or non-visible
- inherited or acquired (due to illness or injury)
- temporary or permanent

Disability comes in many forms such as:

- physical
- sensory (vision or hearing)
- speech
- intellectual
- mental illness
- other conditions, such as chronic illnesses

People with disability may experience barriers in the workplace which prevent or make it difficult for them to do their job. In order to overcome the difficulties faced by people with disability, interventions are available to remove physical, attitudinal, communication and social barriers.

We aim to be an organisation with a workforce that reflects the diversity of the wider community. We recognise that

this approach supports our organisation’s performance, customer service and employee wellbeing.

Employing people with disability provides our organisation with diverse thinking and life experience, unique innovation, talent and knowledge.

HealthShare NSW is committed to creating an inclusive and welcoming organisation for people with disability to thrive.

Our organisation’s Disability Employment Strategy focuses on:

- matching employees with disability to positions that are well suited to their knowledge, skills and values so they can reach their full potential
- building a disability confident organisation to create a safe workplace for employees with disability where they feel valued, supported and respected
- providing safe, equitable and dignified access for all staff, applicants, visitors and customers.

Table 3. Disability representation (2021)

Indicator	Target 2020-2024	Current
% employees with disability	6%	7.1%
% of our employees with disability with salary above \$70,000	30%	18.5%
% of our employees with disability in leadership/ management roles (Tiers 1, 2, 3, 4 and 5)	20%	7.9%

Currently, 7.1% of employees at HealthShare NSW identify as living with disability. Whilst this is above the Premier’s Priority target of 5.6%, it is still not reflective of the community we serve - 18% of the NSW population identify as living with disability (ABS, 2018).

Table 4. Employees with disability agreement scores as per People Matter Employee Survey 2021.

Statement	HSNSW Engagement Score	Disability Engagement Score
My organisation respects individual differences	78.3%	73.8%
Personal background is not a barrier to participation in my organisation	79.1%	71.3%
How often do you feel culturally safe in the workplace	78.5%	72.8%
I feel that I belong in my organisation	68.2%	61.4%

Our workforce who identify as living with disability reported significantly lower agreement scores than the benchmark in relation to all questions in Table 4.

This indicates that more focus is required on disability awareness and support.



Angela Ekert Gazzard

Knowledge, Quality and Statewide Training Manager, Customer Experience

The work we do contributes to our sense of purpose. Workforce participation can enrich our lives in many ways. We can feel the satisfaction of doing our best work. We can grow and take pride in our achievements alongside colleagues with whom we share a sense of community. Working for HealthShare NSW gives us the privilege of knowing that in our own way, we are contributing to the health system and the lives of fellow citizens.

Participating in the workforce requires more than ambition. Attitudes are changing as awareness grows, however people with disabilities still encounter barriers. Ableism has many forms. We are often underestimated. Implicit biases can hold us back as much as stairs. Everyone benefits from fair and transparent workforce practices, open minds and access.

On a sunny day in 2015, my life changed. I was 31. Disability can impact any one of us, any time. It could happen to you. I now move through the world with colourful mobility aids and constant severe pain. My quality of life depends on my mental wellbeing more than ever. Meaningful employment is a key part of that.

We encourage one another to be our best selves. This requires a physically and psychologically safe environment. As a leader, I see expanding my understanding of diversity, inclusion and belonging as a core part of my role. Having a disability does not make me immune to holding my own implicit biases. We need to keep learning and act by committing to our DIB goals, exploring and challenging our implicit biases, and diversify the media we consume.

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN

- NSW Premier’s Priorities: ensuring 5.6% of government sector roles are held by people with disability by 2025
- Disability Discrimination Act
- NSW Disability Inclusion Act
- NSW Health Disability Inclusion Action plan

Our commitment to people with disability

In line with the NSW Premier’s Priorities and NSW Health Disability Inclusion Action Plan, HealthShare NSW will consult with its employees to develop an updated Disability Employment Strategy and Disability Inclusion Action Plan which will outline the way forward for increasing representation, access and inclusion. Once established, the Disability Employment Network (DEN) will also play a role in supporting identified initiatives and giving a voice to our employees with disability.

Supporting our...

Women in leadership and gender equity in our workforce

Women in leadership roles contribute to diversity of thinking, experience and knowledge, ideas and perspectives to our organisation.

At HealthShare NSW, our Executive Leadership Team leads by example, empowering women across our organisation to become our leaders.

We continue to identify the need to have more women at every level of the organisation to ensure gender equity across our business.

Table 5. Female representation (2020)

Indicator	Target 2020-2024	Current
% women	50%	65.1%
% of our female employees with salary above \$70,000	30%	14.7%
% women in senior leadership roles (tiers 1, 2, 3, 4 and 5)	50%	63.6%

Across HealthShare NSW we remain focused on building an inclusive culture that promotes gender equity and the empowerment of women. Over 65% of our workforce are women, with 63.6% of women in senior leadership roles (tiers 1, 2, 3, 4 and 5) and almost 40% of our Executive Leadership Team are female.

We are committed to supporting and encouraging women’s career progression by continuing to employ and develop women into leadership roles.

The implementation of our Diversity, Inclusion and Belonging Strategy will help to identify and foster the work which aligns to the NSW Premier’s Priority:

“We will work towards Premiers Priorities of a world class public service by 2025”

- 50% of senior leadership roles held by women

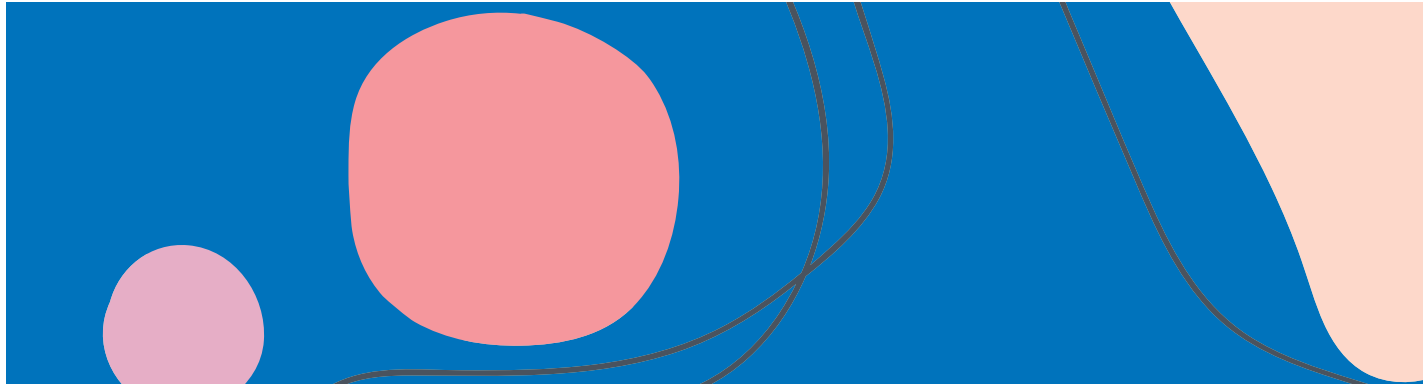


Table 6. Female employees' agreement scores as per People Matter Employee Survey 2021.

Statement	HSNSW Engagement Score	Female Engagement Score
My organisation respects individual differences	78.3%	82.7%
Personal background is not a barrier to participation in my organisation	79.1%	83.2%
How often do you feel culturally safe in the workplace	78.5%	81.3%
I feel that I belong in my organisation	68.2%	71.5%

The women in our workforce reported slightly higher agreement scores than the benchmark in relation to all questions in Table 6.

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN:

- NSW Health – Gender balance in leadership – Benefits from an organisational perspective
- NSW Health – Gender balance in leadership – Benefits from a manager perspective
- Australian Government Workplace Gender Equality Agency 2019–2020
- HealthShare NSW and eHealth NSW Gender Equality Action Plan

Our commitment to women

In line with our HealthShare NSW Gender Equality Action Plan, HealthShare NSW will continue to commit to enabling and empowering women to fully participate, contribute and influence decision making within their roles and drive their career planning by:

- Offering flexible workplace arrangements
- Raising awareness on entitlements so that women can make informed decisions in their careers
- Offering targeted leadership development programs
- Participating in skip conversations with senior leaders
- Providing the opportunity to shadow supervisors or managers
- Ensuring that women are represented in succession workforce plans
- Increasing networking opportunities.



Mel Frost

Associate Director, Food Service Reform,
Clinical Support Service

My leadership journey began early in my career leading nursing teams, in charge of shifts. I thrived on having accountability for making challenging

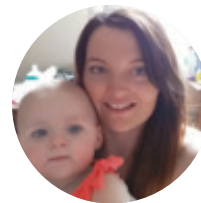
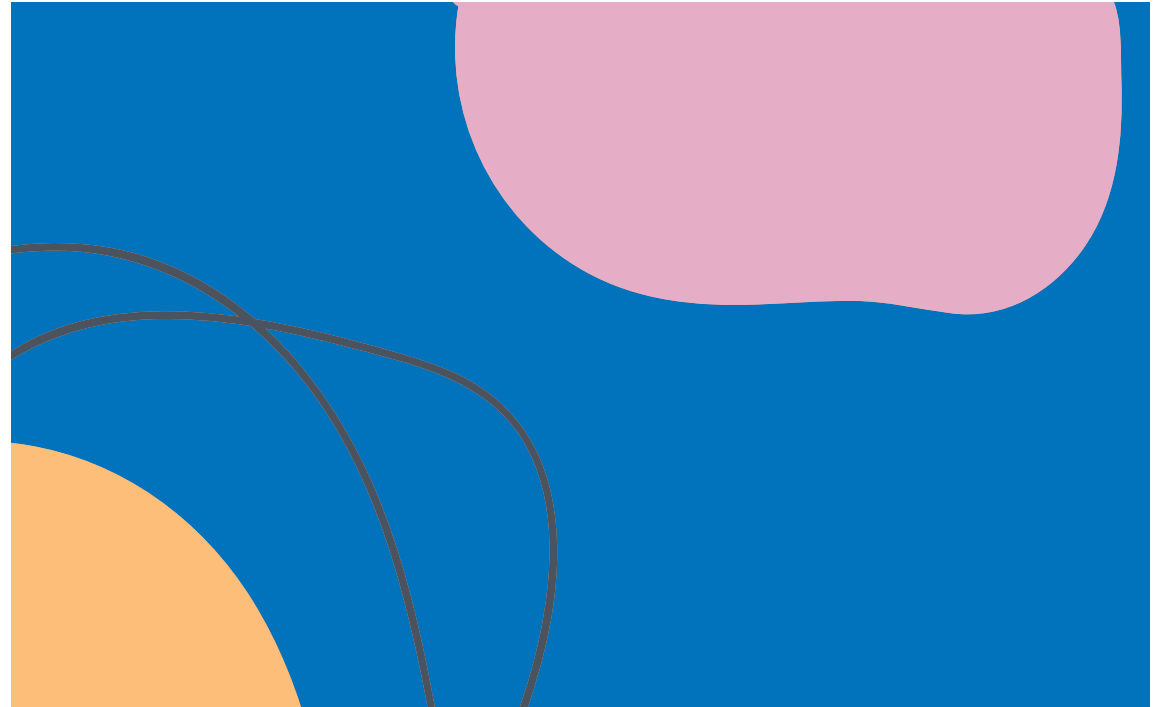
clinical decisions and supporting my team in high pressure situations and began seeking other leadership opportunities.

Early in my career I was almost completely fearless about taking on new challenges, quite possibly because I didn't fully appreciate the risks and responsibility I was taking on. Over time, I have become more conscious of whether I have the right skills and experience to take on new roles. The belief that others have had in me and their encouragement to continue to take on new opportunities has been critical to my confidence to take on various different roles.

One of the most difficult, but pivotal experiences in my leadership journey so far was being part of the small team of people leading the transition of the Patient Transport Service from the Local Health Districts to HealthShare NSW in 2014. This was an incredibly challenging project and provided opportunities to learn new things, which without doubt helped build my resilience.

I have been extremely fortunate throughout my career in health, but especially since joining HealthShare NSW to have had so many chances to continue to grow and develop and take what I have learned and apply it in new situations. Over recent years I have stepped into several new roles, mostly outside my direct area of expertise. In doing so, I have learned the importance of embracing any initial feelings of discomfort that come with being in a new leadership role. I've also learned to trust that with time I will understand the contribution I can make to the role or challenge.

One of the things I love about being a leader is the opportunity to encourage others around me to take new on new opportunities and help them develop their careers.



Alyce Reilly

Administration Officer,
Tamworth Linen Services

I am a working mother with two children and as such I care deeply

about women gaining leadership roles and having equal opportunities in the workplace. I am also mother to a 6 year old daughter and I am passionate about what I do, I like to help people and would like to be a good role model to show my daughter that she can achieve anything in her life, no matter her gender.



Abigail Miranda

Team Lead and Senior
Analyst, Procurement

It has always been my belief that empowering a woman is enabling

her family to progress. Women bring a very different perspective to a situation, allowing all voices to be heard. Empowering and encouraging women to lead will be a change for the better.



Supporting our...

Employees from culturally and linguistically diverse backgrounds

In Australia, approximately 21% of people speak a language other than English at home. This is a key indicator of a culturally and linguistically diverse population. Other indicators include an individual’s origin from a country outside Australia, different cultural background, ability to speak other languages, or who follow different religions, traditions, values and beliefs. At HealthShare NSW, our culturally and linguistically diverse staff are captured through responses to ‘first language spoken as a child was not English’. Our staff identifying as having a culturally and linguistically diverse background represent 29.8% of our employees. With strong representation comes employees who bring their unique and rich cultural backgrounds and experiences, perspectives and knowledge into their roles and workplaces in our organisation.

Table 7. Language other than English spoken at home (2021)

Indicator	Target 2020-2024	Current
% employees whose first language spoken as a child was not English	19%	29.8%
% of our employees whose first language spoken as a child was not English with a salary above \$70,000	30%	13.7%
% employees whose first language spoken as a child was not English in leadership roles (Tiers 1,2,3, 4 and 5)	20%	24.4%

We acknowledge that our employees from culturally and linguistically diverse backgrounds, including refugees, face their own unique challenges and we will work towards developing a better understanding of these challenges and look for opportunities to support our people better in their workplace.

Table 8. Language other than English spoken at home engagement as per PMES 2021

Statement	HSNSW Engagement Score	LOESH Engagement Score
My organisation respects individual differences	78.3%	82.8%
Personal background is not a barrier to participation in my organisation	79.1%	83.2%
How often do you feel culturally safe in the workplace	78.5%	77.9%
I feel that I belong in my organisation	68.2%	77.6%

In the PMES 2021, our staff who identified with a ‘Language other than English spoken at home’ agreed that our organisation respects individual differences, that personal background is not a barrier to participation in our organisation and that they feel like they belong in our organisation, as these questions had higher agreement scores to the HealthShare NSW average.



Jolly Shah
Food Services Assistant,
Blacktown Hospital

I was born in the town of Vadodara in Western India and only spoke Gujarati

for the first 20 years of my life. When I arrived in Australia as a young newly married student, finding a job was top priority for me. A job interview was offered to me the day after I arrived, I needed the income and barely spoke English so I accepted this job cooking burgers for a fast food service. As a devout Hindu vegetarian I was totally confronted with the thought of touching meat. I remember silently praying to the cow for forgiveness that I needed the job.

My culture taught me good ethics, to be reliable, dedicated and responsible but I needed to learn English more than anything else at this point in my life. I listened carefully to every word that anyone ever spoke, I learnt that “Ta” means ‘thank you’ and I was determined to never stop learning and growing.

I have worked for HealthShare NSW @ Blacktown Hospital food service for 5 years now. I love the work I do interacting with patients and delivering the best service I can to make their day. I am part of a great work team - the best I’ve ever had. Our manager and coworkers have become the family that I needed in Australia. We support, respect, value and celebrate each other, which makes me feel very lucky to be here.



Serena Zou
Salary Packaging and
Meal Entertainment
Officer, Workforce

It is a great experience working for HealthShare

NSW. Especially as management and teams are working together to promote and establish positive working culture. Above our CORE values, we are encouraging Blue Culture, where we respect people from all cultures and diversities. Each month we hold a Culture and Engagement Network meeting, interesting ideas are shared and we get to learn from each other.

There is a strong sense of belonging when we celebrate our International Days and get to attend Respect the Difference session.

Our commitment to employees from culturally and linguistically diverse backgrounds

- In line with Multicultural NSW Act 2000, we will promote the equal rights and responsibilities of all our employees in empowering a cohesive and multicultural workforce as well as recognising and valuing the different linguistic, religious, and ancestral backgrounds of our peers and customers.
- A focus on cultural diversity and celebration was a key call out from our Diversity, Inclusion and Belonging employee survey. We will aim to address this theme and broaden the range of cultural events that we recognise at HealthShare NSW to provide a greater sense of inclusion for our employees.

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN

- Multicultural NSW Act 2000

Supporting our...

Carers in our workforce

A carer within our community and our organisation is ‘any individual who provides care and support to a family member or friend who has a disability, mental health illness, drug and/or alcohol dependency, chronic condition, terminal illness or who is frail.’ (Carers NSW)

At HealthShare NSW we recognise that many of our employees are carers in their personal lives, supporting people to live and maintain independent lives and to remain in their own homes and communities.

The essential support carers provide is fundamental to family life and our community wellbeing. Carers come from all walks of life, cultural backgrounds, age groups and are across all our services and geographical landscapes – metropolitan, rural and remote areas.

We acknowledge every individual carer will provide different levels of care and support, every situation is different. We aim to consider every individual’s needs so we can support their physical, social, emotional and holistic wellbeing. Similarly, we recognise that every carer will bring their individual experience, knowledge, ideas and perspectives to enrich our organisational culture.

The 2021 PMES showed that 380 (13.1%) respondents identified they provide care outside of work for a child or adult who needs support due to disability, chronic illness, mental illness, dementia or frail age.

Our workforce who identify as a carer reported slightly lower agreement scores than the benchmark in relation to having individual differences respected and feeling that personal background was not a limiting factor to personal participation in the organisation.

Of our workforce, 79.4% of employees who are carers reported feeling culturally safe in their workplace often or always which is slightly higher than the average HealthShare NSW score.

Table 9. Carers agreement as per People Matters Employee Survey 2021

Statement	HSNSW Agreement Score	Carers Agreement Score
My organisation respects individual differences	78.3%	72.1%
Personal background is not a barrier to participation in my organisation	77.7%	73%
How often do you feel culturally safe in the workplace	78.5%	79.4%
I feel that I belong in my organisation	68.2%	60%

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN

- NSW Carers Strategy: Caring in New South Wales 2020–2030



Beth Harrison

Manager, Employee and Payroll Solutions,
Employee and Financial Shared Services

Lucas (my son) is wonderful young boy full of life and the happiest kid (when he is in control of everything). He is smart, has an infectious smile and wonderful laughter. He is also obsessive, a master negotiator, remembers every little detail of everything, can be aggressive, persistent when he wants something, and uncooperative when disinterested. He has difficulty feeling body temperature or whether he is hungry or thirsty. Lucas is a sensory seeker, meaning that he feels the need to bump or crash into things to feel where his body is. Caring for another person daily, means your mind is constantly filled with questions ... 'what if I had done this', 'what if I had recognised that trigger' and 'did I do everything I could?' It goes without saying that there are many positives too. It makes you appreciate the small things in life. You become more patient and more accepting of differences. You become so creative in solving problems and finding new ways to look at things.

What can we all do to support Carers to make things easier?

Each day when you come to work, think about your colleagues. Small acts of kindness from my team members have gotten me through some of my most difficult times. If you are a leader please know that flexibility is invaluable. Offering understanding, kindness and compassion eases the difficult times. And if you are managing a staff member with Autism, you are making a huge difference to their life and to their families life.



Our commitment to carers

In line with the NSW Carers Strategy: Caring in New South Wales 2020–2030, HealthShare NSW will continue to engage, recognise and support carers within our workforce across four priority areas:

- Carers have better access to information, services and support
- Carers will be recognised, respected and empowered
- Carers have improved financial wellbeing and economic opportunities
- Carers have better health and wellbeing.

Supporting our... LGBTIQ+ diverse workforce

LGBTIQ+ stands for lesbian, gay, bisexual, transgender, intersex and queer, with the “+” representing people of other diverse sexualities and genders not captured in the letters of the acronym. It is important to acknowledge that LGBTIQ+ people are not a homogenous population. Each group in the acronym holds unique experiences and needs, and these must be respected for each individual. The LGBTIQ+ population is made up of people with diverse sexualities and genders, and those with intersex variations. Multiple evidence-based research studies (Diversity Council 2018; McKinsey and Company 2020) have found that people who can be open about their sexuality, gender or intersex variation are far more likely to enjoy going to work, feel free to be themselves, form honest relationships with their colleagues, be more confident and ultimately, more engaged and more productive. Inclusion is about creating an environment in which every employee can bring their whole selves to work and be valued for the contribution that they make, not despite individual differences, but because of them.

However, LGBTIQ+ people continue to face experiences of stigma and discrimination in the community and are less likely to feel comfortable being their full selves in the workplace. That is why HealthShare NSW is committed to reducing this stigma and creating a welcoming, safe, inclusive and respectful environment for all LGBTIQ+ staff.

‘GLIDE+’ (Guiding LGBTIQ+ Inclusion, Diversity and Equality) is HealthShare NSW’s community for LGBTIQ+ employees and allies. GLIDE+ proactively creates a safe and inclusive workplace culture for LGBTIQ+ employees, builds understanding, and focuses on shared experiences, rather than our differences. Pride in NSW is also there to support the public sector LGBTIQ+ inclusion initiatives.

Table 10. LGBTIQ+ agreement as per People Matters Employee Survey 2021

Statement	HNSW Engagement Score	LGBTIQ+ Engagement Score
My organisation respects individual differences	78.3%	75.5%
Personal background is not a barrier to participation in my organisation	79.1%	78.4%
How often do you feel culturally safe in the workplace	78.5%	78.3%
I feel that I belong in my organisation	68.2%	66.3%

At HealthShare NSW, 102 (3.5%) of respondents to the 2021 PMES indicated that they are LGBTIQ+. It is difficult to compare this data to that of the community we serve given the absence of questions about sexuality, gender and intersex variation in population-level data collection at this time. However, the ABS has released the Standard for 2020, which is a significant step in the right direction towards improving the limited visibility of LGBTIQ+ people’s experiences and needs as a population group. HealthShare NSW aims to adopt similar data collection guidelines in the future as such options become available.

As Table 10 shows, LGBTIQ+ people in our workforce reported slightly lower agreement scores than the benchmark in relation to all questions. These statistics present a benchmark against which HealthShare NSW can measure the impact of initiatives implemented to increase support for our LGBTIQ+ community into the future, as guided by the below strategies and policies.



Chris Tanasoff
Executive Assistant,
Strategic Procurement

The reason I am passionate about supporting LGBTIQ+

inclusion at HealthShare NSW is actually my personal story. Growing up as part of the LGBTIQ+ community I was relentlessly bullied in school and in other areas of life. Over time this constant negativity begins to affect your internal monologue and after an entire childhood of this narrative, it can translate into your work life. When I first started with HealthShare NSW, whenever I had to speak in meetings or present, I would be constantly questioning myself “Am I being too gay?”, “Are people laughing at my mannerisms?”, “I’m different to everyone else”. It took a lot of work and self-actualising to stop my internal monologue from doing that.

After suffering discrimination in the workplace prior to HealthShare NSW, joining the Customer Experience (CX) team almost 8 years ago was like a breath of fresh air. I have held many roles in the organisation since then and HealthShare NSW is an organisation I love working for because I can be my authentic self.

I feel as if my experience isn’t uncommon and I would absolutely love to work on the various initiatives GLIDE+ has to offer because I want to make it easier for everybody else who has had or will have a similar thought process. I want to promote diversity and inclusion as an overall umbrella – there’s nothing more important.



Louella Dent
Statewide Training Officer,
Customer Experience

In August 2021, HealthShare NSW celebrated Wear It Purple

Day by holding a virtual event. As one of the panel members I was invited to share a personal story. This was the first time I spoke publicly about my coming out journey and the pain and magic that followed. I received lots of kind-hearted messages from people who listened to my story. It felt incredible to be given the opportunity to share and be greeted with so much kindness. This was a magic moment in my career where I felt accepted and celebrated for being the person I am. I feel so grateful to work amongst people who understand the impact of kindness and an employer who celebrates diversity.

Our commitment to LGBTIQ+ employees

We will continue to engage, recognise and support LGBTIQ+ employees to create a safe, respectful and welcoming environment across the priority areas of:

- attracting, connecting and building community for LGBTIQ+ staff and allies
- championing LGBTIQ+ safety and recognition in HealthShare NSW workplaces and services
- strengthening LGBTIQ+ cultural competency, including the prevention of stigma and discrimination
- assisting HealthShare NSW in becoming an LGBTIQ+ employer of choice
- supporting and benefiting from links with Pride in NSW and agency networks

GLIDE+ will work with the Health and Social Policy branch, Ministry of Health, to promote and locally implement strategic priorities and actions outlined in the NSW LGBTIQ+ Health Strategy.

GLIDE+ will also continue to work closely with similar communities including ‘Pride in NSW’, which is the public sector wide LGBTIQ+ network and a NSW Health LGBTIQ+ staff and allies network once formed. We will promote and support relevant information and events across NSW Government.

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN

- Elevating The Human Experience: a guide to action
- NSW Health Diversity, Inclusion and Belonging Guide
- Premier’s Priority – Towards Zero Suicides
- Pride in NSW all of sector Network NSW Health LGBTIQ+ staff and allies network
- NSW LGBTIQ+ Health Strategy 2021-2026
- ABS Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables,

Supporting our...

Veterans in our workforce

Veterans are ex-serving personnel who have served at least one day in the Australian Defence Force (ADF), including reservists, people who experienced operational deployments and peacekeeping missions, and people who served in peacetime. (Office of Veteran Affairs NSW)

At HealthShare NSW we are in the initial stages of identifying how we can better support the veterans already in our organisation and increase the number of veterans transitioning to employment with us, understanding that this can be a difficult process for them.

In April 2021, we ran a poll on our intranet seeking feedback from staff on how we could better support veterans in the organisation. The poll asked “Veterans, how can we best support them and increase representation in our organisation?”. Of the five options provided, “More employment opportunities” received the most votes at 26% (120 votes). ‘Establish a veterans networking and support group’ and ‘Provide work flexibility’ for veterans followed closely behind with 22% and 21% respectively.

We recognise veterans undergo extensive training during their time of service and have developed core skills that greatly benefit any workplace, such as leadership, critical thinking, flexibility, resilience and dependability.

Veterans come from a vast array of age groups, cultural backgrounds, defence force ranks and global experience which brings diverse thinking to the workplace. We also know veterans want to continue contributing to the community after service as this provides a sense of purpose and wellbeing.

Our 2021 PMES data showed that 32 respondents (1.1%) have previously served in the Australian Defence Force full-time or as a reservist.

As shown in Table 11 below, employees who identified as veterans reported significantly lower agreement scores to the HealthShare NSW employee average in relation to the organisation respecting individual differences, background not being a barrier to participation, feeling culturally safe in the workplace and feeling that they belong.

Table 11. Veterans agreement as per People Matters Employee Survey 2021

Statement	HSNSW Engagement Score	Veterans Engagement Score
My organisation respects individual differences	78.3%	67.8%
Personal background is not a barrier to participation in my organisation	79.1%	64.5%
How often do you feel culturally safe in the workplace	78.5%	71%
I feel that I belong in my organisation	68.2%	51.6%

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN

- #### NSW Veterans Strategy 2021–2024



Anthony Yeo
Security Audit Business Partner,
Clinical Governance and Safety

Having worked as a police officer for 13 years and conducting criminal investigations with the ATO and other federal agencies for another 8 years, I would not have imagined that my career journey would lead me into a totally new direction.

In my first role with HealthShare NSW as Operations Manager for Tamworth Linen, I knew that there would be a lot to learn about my new industry but I believed that I too, had valuable transferable skills that would benefit the organisation.

The initial transition was a challenging period for me. I was used to working within strict legal frameworks and highly regulated environments.

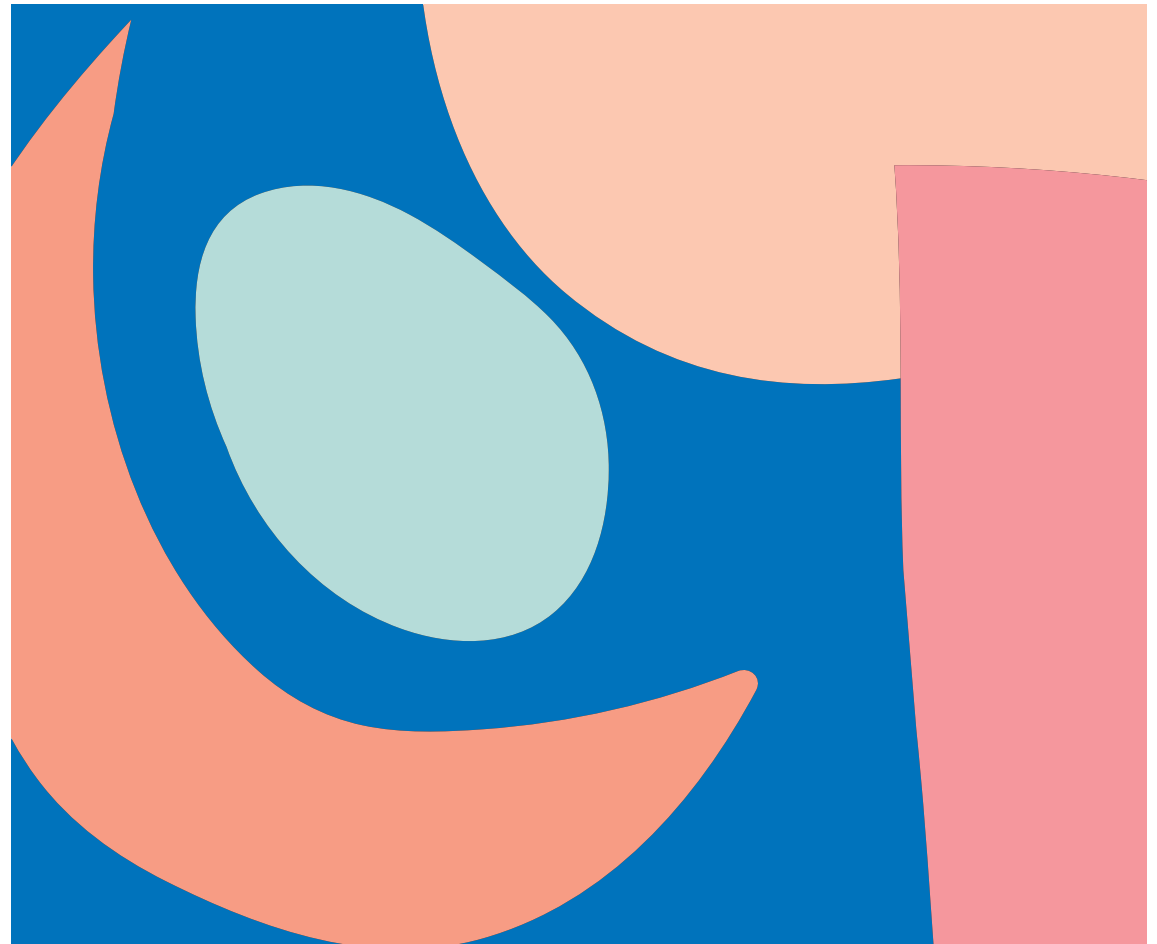
As a former emergency worker, I was disciplined, focused, detailed and resilient. Whilst these were good traits, I also learnt that I was in a workplace where I could also be personable and engage in consultative ways with my team, peers and managers, while sharing some of my unique experience. I was also fortunate to have great HealthShare NSW support teams, such as Human Resources and Work Health and Safety, who helped me through my journey. I learnt much and made significant change, hopefully in a positive way.

I have now moved into a new role, close to my heart and experience in Audit and Investigation for the WHS Team. Here I am using some of my past skills in my Security Audit Business Partner role.

I certainly encourage former Emergency Service workers and Military Veterans to consider job opportunities in HealthShare NSW when seeking a career change. HealthShare NSW is a diverse and inclusive organisation and I am proud and thankful for the transition which has led me to where I am today.

Our commitment to veterans

In line with the NSW Veteran's Strategy 2021-2024, our staff intranet poll and the PMES 2021, HealthShare NSW will continue to investigate ways of supporting veterans already within our organisation. This will include creating an inclusive environment where veterans feel safe to share their stories and experiences. We also aim to investigate ways to increase our attraction and acquisition of veterans to our workforce and harness the experience, skills and knowledge Veterans offer to our organisation.



Supporting our...

Mature workforce

The Australian Bureau of Statistics (ABS) has identified that the proportion of older people in Australia’s labour force has increased over the past 10 years. This trend is predicted to continue in line with longer life expectancy. At HealthShare NSW we recognise the valuable contribution our mature workforce makes. We value the skills and extensive experience of mature age workers and acknowledge their wealth of corporate knowledge as being integral to the organisation.

Table 12. Age distribution breakdown at HealthShare NSW for over 55 age group (as at March 2021)

Measure	Percentage of employees
55 – 64 years	28.27%
65 – 74 years	5.67%
75 – 85 years	0.22%

Our workforce at HealthShare NSW is comprised approximately 33% of mature age workers (55+ years). In line with ABS predictions, our mature workforce is predicted to increase with Australians living longer. Our current average age at retirement for employees in our organisation is 62.1 years.

Our research reflects that a mature workforce faces the following challenges in workplaces around NSW:

- being overlooked for employment, promotions or projects (feeling undervalued and unmotivated)
- being forced out of employment prematurely
- The social and professional clash between different generations within the workforce.

Our organisation is in a position to start planning for the future, ensuring we can leverage from the knowledge and wealth of experience of our mature workforce.

In 2019, the organisation ran a ‘Changing Workforce’ survey and workshop with employees from our Linen Services where we have a significantly older demographic compared to the rest of our workforce. Some of the key recurring themes from this project were:

- 65.88% of respondents indicated that the highest limiting factor for them when considering retirement is their financial situation
- 45.78% would like the option to transition to a part time or casual role
- 43.37% would like to see more flexibility in their rosters
- 25.30% of staff indicated that access to financial advice is a strategy they would like to see HealthShare NSW implement to support them.

This workshop and survey along with future consultation will inform possible initiatives moving forward such as:

- Offering flexible working arrangements and workplace adjustments
- Raising awareness of age discrimination
- Offering financial planning workshops
- Tailored health and wellbeing support
- Technology support and training
- Succession planning in order to retain valuable corporate knowledge that mature workers have developed

Table 13. Mature workforce (55+) agreement as per People Matters Employee Survey 2021

Statement	HSNSW Engagement Score	55+ Engagement Score
My organisation respects individual differences	78.3%	81%
Personal background is not a barrier to participation in my organisation	79.1%	81.4%
How often do you feel culturally safe in the workplace	78.5%	81.5%
I feel that I belong in my organisation	68.2%	69.8%



Robyn Watkins
Wagga Wagga Linen Service

It was July 1985 when Robyn saw the job advertisement in the Wagga Wagga paper.

“I was stoking the fire at home. I wasn’t looking but just saw the ad for the linen service at Wagga Base Hospital. My son was getting a bit older and I wanted a job so I went for it,” she said.

Robyn has never looked back. When you ask her to reminisce about laundering through the decades her cheeky grin erupts.

“It’s not as hard as it used to be,” Robyn said with a smile.

“At the old site we used to have six on the ironer, two feeding the sheets, two handing out and two folding. Now we have machines that do all that and pickers that flip the sheets for us.”

“I used to be able to fold the theatre greens with my eyes shut! There’s not much of that now though, a lot of them are disposable one-time use now.”

“Until about eight years ago it was all bag and drag, now we pack straight onto trolleys. I don’t think there is anything here now that was around when I started.”

Affectionately known as ‘Red’ by her team because of her naturally auburn hair, Robyn’s manager Joanne Thomas said ‘Red’s’ wicked sense of humour and delicious slices are the cherry on top for this loyal team player.

“She has a fantastic attendance record. Never sick, she’s old iron sides,” said Joanne.

“She has this giggle too and always takes part in the social occasions we celebrate.”

“Everyone respects her here. She can stay forever.”

While Robyn would like to stay forever, she did hint retirement and her love for travel may be calling.

“When people ask me if I’m still working I say ‘yes of course I love it.’ My advice is just keep working as long as you can while you can,” she said.

And who could forgo the thrill of getting the job done. “When you ‘wash out’ it’s the best, sometimes you get an early mark,” smiled Robyn.

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN:

- Age Discrimination Act 2004

Our commitment to our mature workforce

HealthShare NSW is committed to creating an inclusive culture and the retention of our mature employees. In line with the Age Discrimination Act (2004) we will continue to support our mature workforce and look to the results from our ‘Changing Workforce’ workshop and 2021 PMES results (Table 13) to guide future initiative.

Supporting our... Younger workforce

At HealthShare NSW, we refer to our younger workforce as those employees under the age of 35 years. These employees can bring energy, new ideas and a fresh perspective to redefine the way we work, and benefit from collaboration, mentorship and guidance. Younger employees represent almost a quarter (24%) of HealthShare NSW’s overall workforce with 1,900 employees aged 35 and under.

Young people are employed across all our services, both corporate and frontline and across all geographical locations. We aim to ensure our young employees physical, social, emotional and holistic wellbeing is supported so they can reach their full potential. Similarly, we recognise that every young employee brings individual experience, knowledge and perspectives to enrich our organisational culture and provide diverse perspectives and ideas.

Millennial Minds is our internal young professionals network established to recognise younger employees so they can thrive and recognise their full potential as future leaders. The support that this network provides is fundamental to growth and development, for both young professionals and the organisation.

Results from the 2021 PMES showed that our younger workforce generally had slightly higher agreement scores compared to the HealthShare NSW benchmark. Most notably, they had a 5% higher agreement score to the statement ‘Personal background is not a barrier to participation in my organisation’.

KEY STRATEGIES AND POLICIES TO INFORM OUR ACTION PLAN

- HealthShare NSW Millennial Minds Strategy 2019

Table 14. Under age of 35 agreement as per People Matters Employee Survey 2021

Statement	HSNSW Agreement Score	Under age of 35 Agreement Score
My organisation respects individual differences	78.3%	84.2%
Personal background is not a barrier to participation in my organisation	79.1%	84.4%
How often do you feel culturally safe in the workplace	78.5%	79%
I feel that I belong in my organisation	68.2%	70.7%

Our commitment to the younger workforce

In line with the HealthShare NSW Millennial Minds Strategy 2019, HealthShare NSW will continue to support young employees to connect to shape our organisation’s future. We will set up this next generation for personal and organisational success by ensuring a corporate knowledge exchange with our mature workforce. We want our younger generation of employees to be inspired, engaged and valued. We will continue to connect the Millennial Minds Network to other similar communities and promote relevant events across NSW Government, including the Institute of Public Administration Australia (IPAA) Young Professional Network (YPN) and the recently formed 1 Reserve Road YPN, connecting agencies across NSW Health.



Nick Aspinall
Project Support
Officer, Delivery
Excellence, Business
Performance
I currently work

as a Project Support Officer with HealthShare NSW's Business Performance directorate. I had the opportunity to join HealthShare NSW in 2020 through the NSW Government Graduate Program, where I was able to complete two rotations in Human Resources and Talent Development. As someone new to the public service, I have valued the challenging and complex projects that accompany a public sector role and the opportunity to develop capabilities and skills while being supported by colleagues, managers and mentors that want to see you succeed. My experience working at HealthShare NSW is that the organisation strives to provide opportunities to staff to achieve personal and professional goals, set them up for success in future roles and build an experienced workforce to contribute to the complexities of the NSW Health system.



Sarah Swarbrick
Manager, Delivery
Excellence, Business
Performance
I joined HealthShare
NSW early in my

career, almost 10 years ago. I've grown both professionally and as a person with the amazing support and opportunities I've experienced. When I joined, I was leading and managing people who were much more experienced; it took me some time to gain my confidence, believe in myself and the value that I could bring to my team. I've learnt is to have a growth mindset, be open to learning from others and how to bring everyone's different skills and ideas together. Being a younger worker at HealthShare NSW has been really positive for me, which is why I'm so passionate about creating an environment for others through the Millennial Minds network where people can share their ideas, lessons on how to overcome challenges and make a positive difference to our organisation. The network started in 2018, we've successfully held 3 networking events where people have been able to connect, develop their skills and shape the focus of the group.



Ella Robson
Intern, Health and
Wellbeing, People
and Culture
My experience
as an intern at

HealthShare NSW has been incredibly valuable. I have had the opportunity to develop professional skills and have been well supported by a wonderful team. HealthShare NSW has been uniquely accommodating and supportive, whilst providing the flexibility of working remotely during the pandemic. Recently, I have had the opportunity to connect with experienced colleagues who have provided some wonderful advice on career progression and the opportunities at HealthShare NSW. With such supportive and professional mentors, this experience has provided me with the confidence to continue to grow and develop professionally. In my first week of my internship program back in February 2021, I was tasked with two major projects to work on throughout the duration of my internship. I quickly realised just how prevalent connection and collaboration is here at HealthShare NSW and just how supportive each member of the organisation is. The internship experience has significantly improved my communication skills and expanded my knowledge on the health industry.



Austin Van Capelle
Project Officer,
Delivery Excellence,
Business
Performance
The HealthShare

NSW Intern Program provided an incredible stepping stone for my career in health. HealthShare NSW provides a wide range of development opportunities for younger staff like myself which allowed me to secure a full-time position in the organisation beyond my internship. Throughout this time, I have been blessed to receive such amazing support, mentorship and guidance from a broad network of highly skilled and well experienced colleagues that are dedicated to my personal and professional development. Through collaboration and critical thinking, I have always been empowered to question the status quo and present my own solutions to complex problems. HealthShare NSW provides an opportunity for younger people such as myself, to actively contribute and provide valuable insights for improved health outcomes for patients, staff and the broader community.

Our action plan

The action plan below demonstrates our commitment and actions planned to improve diversity, inclusion and belonging at HealthShare NSW over the next four years.

Some of our diverse communities will have individual strategies and action plans which further detail how we aim to make future changes.

Specific measurements for each initiative will be tracked annually and will complement our OCI results (biannually) and PMES data (annually). These two overarching measurements reflect our work towards a blue culture and the sense of inclusion and belonging for our employees.

Section 1: Diversity: We attract and build a workforce that reflects the people we serve

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
SELF-IDENTIFICATION AND INCREASING REPRESENTATION	Increase representation of people from diverse communities via continuous use of the Share Diversity Form and Employee Self Service	StaffLink data: 3.2% Aboriginal and/or Torres Strait Islander background 3% Aboriginal and/or Torres Strait Islander representation in each salary band 50% Women 5.6% Employees with disability 19% First language spoken not English	Workforce Informatics
ATTRACTION AND RECRUITMENT	Ensure diversity is considered in HealthShare NSW's branding Embed cultural safety practices in recruitment	Bimonthly consultation with Talent Acquisition, Recruitment and Communications and Engagement Regular consultation between Recruitment, diversity teams, hiring managers and Diversity Council PMES agreement score: "I have confidence in the way recruitment decisions are made"	Recruitment team Diversity and Recruitment teams
ACCESSIBILITY OF ROLES	Increase targeted eligible and carved positions Use reverse marketing	Creation, attraction, recruitment and retention of targeted positions (refer to individual diversity action plans of particular communities)	Diversity and Recruitment teams Diversity team

Section 2: Leadership: Our leaders embrace diversity and inclusion

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
<p>LEADERSHIP REPRESENTATION</p>	<p>Diverse representation in senior leaders (tiers 1-5)</p>	<p>StaffLink: employees in leadership/ management roles</p> <p>Aboriginal and/or Torres Strait Islander 1.8%</p> <p>Women 50%</p> <p>Disability 20%</p> <p>First language not English 20%</p>	<p>Workforce Informatics team</p>
<p>LEADERSHIP DEVELOPMENT</p>	<p>Cultural safety incorporated into leadership development programs</p> <p>Diverse representation in leadership development programs</p> <p>Manager-specific cultural safety/ unconscious bias training</p>	<p>Consultation with teams who provide training and support for leadership development programs</p> <p>Diversity considered within leadership development programs where possible (relating to Premier’s Priorities)</p> <p>My Health Learning reports (once course established)</p>	<p>Talent, HR, Diversity and Culture and Organisational Development teams</p> <p>Workforce Director</p> <p>Talent and Diversity</p>
<p>DIVERSITY CHAMPIONS</p>	<p>Develop champion toolkit</p> <p>Each diversity awareness event championed by leaders</p>	<p>Champion toolkit developed</p> <p>Increase participation of senior leaders in events</p>	<p>Diversity team and networks, Health and Wellbeing team</p> <p>Diversity team and networks</p>

Section 4: Processes and Policies: We embed diversity, inclusion and belonging into our day to day decision making

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
<p>FLEXIBLE WORK PRACTICES AND ADJUSTMENTS</p>	<p>Requested reasonable workplace adjustments are supported</p> <p>Increase in flexible working arrangements where feasible</p>	<p>Job Fitness report</p> <p>PMES agreement scores:</p> <p>“Have you used any of the following flexible work arrangements in the past 12 months (select all that apply)”</p> <p>“How satisfied are you with your ability to access and use flexible working arrangements?”</p> <p>“My manager supports flexible working in my team”</p>	<p>Health and Wellbeing team</p>
<p>DAILY WORKPLACE ACTIVITIES</p>	<p>Improve digital accessibility</p> <p>Inclusive processes and practices</p> <p>Raise awareness of Personal Emergency Evacuation Plans (PEEPs) for relevant employees</p> <p>Create “Increase inclusive practises” factsheet for managers</p> <p>Create “Guide to inclusive processes, practices and activities in the workplace”</p>	<p>Raise awareness of the changes we need to make so we comply with accessiblity and WCAG 2.1 guidelines</p> <p>Number of consultations with Diversity Council</p> <p>Information on PEEPs available to all employees and managers</p> <p>Intranet traffic reports Communications and Engagement</p> <p>Emergency Evacuation lead, Safety lead and Disability Access and Inclusion lead</p>	<p>Diversity and Communications and Engagement teams</p>

Section 5: Cultural safety: We strive for cultural competency and cultural safety

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
CULTURAL SAFETY	Increase cultural safety for all employees	PMES Agreement scores: “My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)” “How often do you feel culturally safe in the workplace?” “In the past 12 months have you experienced racism in the workplace?” “In the last 12 months I have been subjected to bullying at work”	
	Implement diversity and inclusion training	Completion rates in My Health Learning	Diversity team, COD
	Mental Health Awareness training	80% completion rate in My Health Learning	Wellbeing, COD teams
	Respecting the Difference training	80% completion rate in My Health Learning	Aboriginal Workforce, COD teams
	Cultural safety incorporated into development programs and existing workshops	Consultation with teams who provide training and support for development programs	COD, HR, Workplace Relations and Talent and Diversity teams
	Develop and promote factsheets, toolkits and resource libraries for diversity awareness	Intranet audience testing, feedback surveys and traffic reports	Diversity and Communications and Engagement teams
	Yarning Circles (live and recorded)	Number of Yarning Circles per year Number of participants per year	Diversity team and networks, Communications and Engagement team
	Lunch and Learns	Number of Lunch and Learns per year Number of participants per year	Diversity team and networks, Communications and Engagement team Creative Services
	Develop Diversity, Inclusion and Belonging Network platform (LinkedIn, Yammer)	Number of members Interaction reports (social media interaction report)	Diversity team

Section 5 (continued): Cultural safety: We strive for cultural competency and cultural safety

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
GROWTH and DEVELOPMENT	Consider Diversity, Inclusion and Belonging within Growth and Development conversations	Consult with Culture and Organisational Development to ensure Diversity, Inclusion and Belonging is considered in growth and development resources	Diversity and Culture and Organisational Development teams
HEALTH and WELLBEING	Employee health and wellbeing initiatives are inclusive	Consultation with Health and Wellbeing team for inclusive initiatives <ul style="list-style-type: none"> • Employee Assistance Program (EAP) statistics • Increase in mental health first aiders trained • Number of iThrive members • iThrive traffic statistics - Disability, Closing the Gap, LGBTIQ+ Carers specific pages – page clicks 	Diversity and Health and Wellbeing teams
CLOSING THE GAP	Develop an Aboriginal Health Impact Statement	Establish and launch our Aboriginal Health Impact Statement	Diversity team
	Develop a Reconciliation Action Plan	Establish and launch our Reconciliation Action Plan	Diversity team

Section 6: Empowerment and belonging: Our employees have a voice and are supported to grow and develop

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
BUILD CONNECTION AND SHAPE CHANGE	Establish networks for all communities	Number of employee network memberships	Diversity team and networks
	Consult networks regularly regarding their ideas and opinions	Employee networks meet regularly (min quarterly)	Diversity team and networks
		Employee networks have a diverse representation	Diversity team and networks
		Diversity Council meets regularly (monthly)	Diversity Council
		Initiatives log	Diversity Council

Section 6: Empowerment and belonging: Our employees have a voice and are supported to grow and develop

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
CAREER ASPIRATIONS AND GROWTH	Support career planning and growth of diverse individuals	PMES Agreement scores: “I have a current performance and development plan that sets out my individual objectives” “I am satisfied with the opportunities available for career development in my organisation” “My organisation is committed to developing its employees” “Senior managers in my organisation support the career advancement of women”	Culture and Organisational Development, Talent and Diversity teams, Creative Services
	Diverse representation in development programs and talent initiatives	90% completion of Growth and Development conversations 20% targeted vacancies in development programs and talent initiatives (relating to Premier’s Priorities) Advertisement of development programs and talent initiatives considers diversity and uses inclusive language Inclusion of alumni into talent review/succession planning	Culture and Organisational Development, Talent Acquisition, Talent and Diversity teams
	Facilitate conversations around diversity and inclusion within succession planning	Diversity is an agenda item in each succession planning meeting. Report on diverse representation for each directorate’s succession plan A representation of diversity in succession planning roundtables and decision-making processes (as per recruitment panels)	Talent and Diversity team

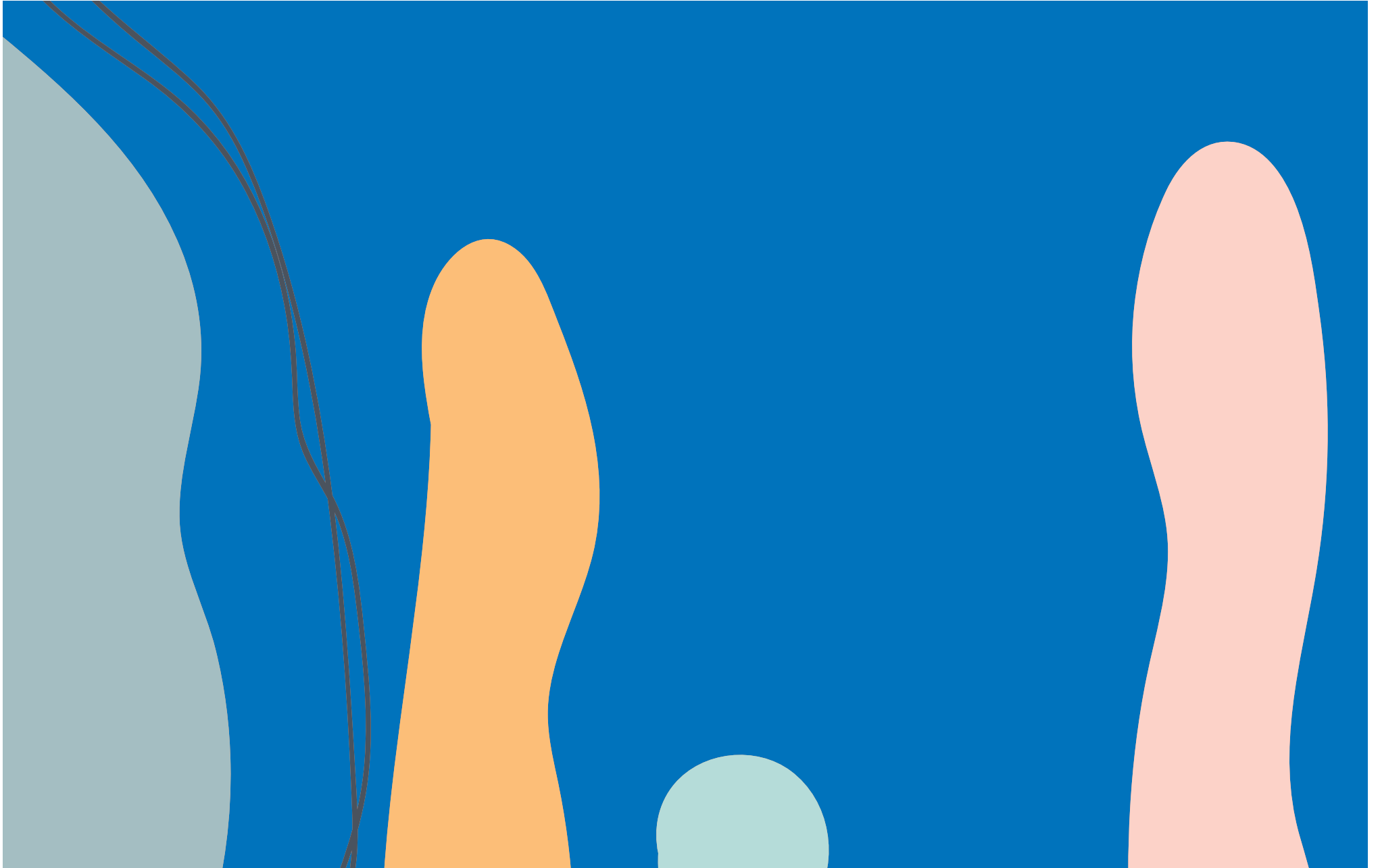
Section 7: Celebration: We celebrate our organisation’s diversity to create inclusion and belonging

AREA OF FOCUS	INITIATIVE	MEASUREMENT	KEY STAKEHOLDER
AWARENESS, CELEBRATION AND ACHIEVEMENTS	Promote diversity awareness events (newsletter, intranet, Yammer, iThrive)	Establish diversity champions at each site	Diversity team and networks, Communications and Engagement
	Establish diversity champions at each site	Successful establishment of diversity champions	Diversity Council and networks
	Regular diversity profiles in HealthShare NSW News	Having a regular diversity story in HealthShare NSW News	Diversity and Communications and Engagement team
	Increased use of ‘Recognition in the moment’ and ‘Kindness Cards’	Consultation with Culture and Organisational Development to consider inclusivity within ‘recognition in the moment’ and ‘Kindness Card’ features on intranet	Diversity and Culture and Organisational Development teams
	Promotion of diversity and inclusion in Chief Executive awards	Consultation with Culture and Organisational Development to consider a theme of diversity and inclusion within Chief Executive Awards	Diversity and Culture and Organisational Development teams

Our future

“We have given ourselves a comprehensive and ambitious set of initiatives. However, we believe this is fundamentally important to further achievement in diversity and inclusion and to continuing to build a safe work environment where our people feel valued, supported and respected, free to contribute their individual ideas and perspectives, and where we all have equal access to opportunities. In doing this, we are making a commitment to our people to create a stronger and progressive HealthShare NSW that values diversity, appreciates inclusion and is reflective of the broader community we serve.”







HealthShare

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