

# NSW Health Gender Equality Action Plan 2025-2028: Summary

## Vision

People of all genders have equal access, treatment and opportunities in the health system, including women, men, non-binary people, genderfluid people and those that use other terms.

## About the Action Plan

Our plan identifies priorities and actions for NSW Health to progress towards gender equality in healthcare.

Inequality based on gender or sex can have a significant impact on our workforce and the people we care for. Evidence shows that improving gender equality has positive health outcomes and economic benefits.

The plan is for everyone because gender inequality affects people of all genders. Gender disparities are often greater when they are combined with other characteristics such as Aboriginality, age, disability, cultural background, language, sexual orientation or income.

## Secretary's commitment

Gender equality is fundamental to delivering high-quality person-centred healthcare. Improving gender equality remains a long term commitment to delivering better outcomes for our staff and the people we care for across our health system. This will help ensure that all people continue to be welcomed and valued without fear of discrimination or bias due to their gender.



The release of our NSW Health Gender Equality Action Plan 2025-2028 marks a significant step towards making sure that everyone feels welcomed, respected and safe when working in and seeking healthcare. This plan plays an important role in ensuring that all people have equal access, experiences and opportunity regardless of their gender.

Susan Pearce AM  
Secretary, NSW Health

## Developing the plan

Priorities and actions were informed by:

- an Advisory Group comprised of 12 members from across NSW Health
- staff, consumer and executive engagement
- self-assessments by NSW Health organisations
- national and international gender equality experts
- a literature review
- an analysis of internal workforce data.

## Governance

The Ministry of Health will establish robust governance that reports to the NSW Health Secretary. Our Executive Sponsors for the plan are the Deputy Secretaries of People, Culture and Governance, and Health System Strategy and Patient Experience at the Ministry of Health. A Statewide Steering Group will comprise members from our metropolitan and regional services with varied representation from across NSW Health. Central coordination of the plan will be provided by an Implementation Team.



## Implementation



In the first year the Ministry of Health will:

- identify resourcing for a Gender Equality Implementation Team
- establish governance, measurement and reporting to monitor progress and achievements
- continue engagement on the local approach to support the Action Plan
- develop a communication strategy to enable ongoing meaningful engagement
- work with implementation partners to refine actions, roles and timing.

Annual progress will be reported to the NSW Cabinet Office and published on the NSW Health website.

Power BI® data dashboards will provide a snapshot of key workforce indicators for each NSW Health entity.

Priorities	Action	Lead
<p> <b>1. We strengthen equity and gender diversity in our workforce and governance structures</b></p> <p>What does success look like?</p> <ul style="list-style-type: none"> <li>• Equitable representation of people of different genders on boards and executive roles, reflecting our diverse workforce.</li> <li>• Reduced gender segregation across the NSW Health workforce.</li> <li>• Our commitment to gender equality is a key factor in attracting new staff.</li> <li>• Accurate statewide workforce gender data is available.</li> <li>• The gender pay gap in NSW Health is closed.</li> </ul>	<p>1.1 Develop targets and strategies such as leadership pathways and programs to reduce the gender segregation of our workforce</p> <p>1.2 Review our staff policies, including those related to leave, recruitment and sexual harassment to identify and address intersectional gendered impacts and ensure policies meet the needs of people of all genders</p> <p>1.3 Provide education and training on the value of diversity and inclusion of people of all genders in the workforce, and how to remove unconscious bias in the workplace</p> <p>1.4 Strengthen staff experience for people of all genders by ensuring all People and Culture practices including recruitment processes and retention strategies embed gender inclusive principles and practices</p> <p>1.5 Develop and promote clear recommendations for gender composition in our governance structures including senior leadership and boards</p>	<ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• NSW Health agencies</li> </ul> <p>• Ministry of Health</p> <ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Health Education and Training Institute</li> </ul> <p>• Ministry of Health</p> <p>• Ministry of Health</p>
<p> <b>2. We account for gender and sex when developing, implementing and evaluating our policies, programs, services, infrastructure and research</b></p> <p>What does success look like?</p> <ul style="list-style-type: none"> <li>• Gender data is understood and used to tailor policies, programs and services to address disparities.</li> <li>• Staff knowledge and capability about gender equality improves community access to gender responsive policies, programs, and services.</li> <li>• Policies, programs and services address the health needs of people of different genders, focus on biases and improve health outcomes and access to healthcare.</li> <li>• Research projects consider gender and sex in their design, and research is accessible to people of all genders.</li> <li>• Knowledge of gender and sex differences informs decision making.</li> </ul>	<p>2.1 Develop policy guidance to support our staff to conduct intersectional gender and sex analysis in our policies, programs, services, infrastructure and research</p> <p>2.2 Review, enhance, and promote intersectional gender and sex analysis training</p> <p>2.3 Identify and develop processes that support our staff to apply intersectional gender and sex analysis, including in making policies, service planning, grants and research funding</p> <p>2.4 Analyse how gender and sex are reflected in medical research, including grant recipients, research design and research outputs to formulate steps to improve gender equality</p> <p>2.5 Develop accountability measures and mechanisms to strengthen how we account for gender in policies, programs and services</p>	<p>• Ministry of Health</p> <ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Health Education and Training Institute</li> </ul> <p>• Ministry of Health</p> <ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Cancer Institute NSW</li> </ul> <p>• Ministry of Health</p>

Priorities	Action	Lead
 <p><b>3. We respect people of all genders in how we communicate, engage and consult</b></p> <p>What does success look like?</p> <ul style="list-style-type: none"> <li>• Staff attitudes and behaviour shift with a more consistent use of inclusive language.</li> <li>• Staff and the community are informed about our commitment and how we are improving gender equality.</li> <li>• Patients and staff feel included, safe and respected in healthcare settings.</li> <li>• There are ongoing opportunities for feedback from people of all genders to make their lived experience central to consultation processes.</li> </ul>	<p>3.1 Promote the importance of gender equality within healthcare and our workforce through communications content and events that foster inclusive and supportive environments</p> <p>3.2 Guide and implement inclusive and diverse communications to improve capabilities of NSW Health teams and demonstrate our commitment to gender equality</p> <p>3.3 Provide people leaders with tools that enable their staff to engage appropriately in conversations about gender and sex and act as champions</p> <p>3.4 Showcase best practice for engaging people of all genders in NSW Health consultations to ensure ongoing respectful and meaningful opportunities for engagement that informs our work and values their input</p>	<ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Agency for Clinical Innovation</li> <li>• Ministry of Health</li> <li>• Ministry of Health</li> </ul>
 <p><b>4. We collect and provide access to the right information on gender and sex</b></p> <p>What does success look like?</p> <ul style="list-style-type: none"> <li>• Access to patient's gender and sex information is available to healthcare staff in line with privacy standards.</li> <li>• ICT systems and processes allow gender and sex data to be routinely and clearly collected.</li> <li>• Gender separated data is available to identify disparities and strengthen the evidence base.</li> </ul>	<p>4.1 Configure the Single Digital Patient Record in line with best practice standards for collecting gender and sex data in an inclusive, respectful way</p> <p>4.2 Work with partners to update human capital management systems such as StaffLink to capture gender and pronouns in line with best practice standards</p> <p>4.3 Update data tools to display intersectional gender and sex data for use by NSW Health staff</p>	<ul style="list-style-type: none"> <li>• Single Digital Patient Record Implementation Authority</li> <li>• Ministry of Health</li> <li>• eHealth NSW</li> <li>• Ministry of Health</li> <li>• Agency for Clinical Innovation</li> </ul>

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