



Women in Ambulance Survey

Report 2022





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About this report

The Council of Ambulance Authorities (CAA) believes in the importance of providing women with a platform to give their voices, and to share their experiences first-hand.

The CAA Women in Ambulance Survey is an important opportunity to hear and understand from women in the ambulance sector, the skills they believe will best set them up for success, and in which way they believe they can best develop these skills.

This report presents results from the biennial CAA Women in Ambulance survey. This survey was constructed to provide women across our members services the opportunity to provide their feedback, comments and opinions on what challenges and opportunities they have encountered while working in the ambulance sector.

Results have shown that while the gender split across Australasian ambulance services sits at 53% for women and 47% for men, these numbers are not reflected in management and executive roles, with around one third of these roles are occupied by women.

Recently, ***The Wages and Ages: Mapping the Gender Pay Gap by Age*** data series is the first time Workplace Gender Equality Agency (WGEA) data has been broken down by age. It shows that in 2021 at no age were more than 50% of women working full-time, yet higher paid management opportunities were almost exclusively reserved for full time workers. In all age groups, more than 90% of managers were working full-time.

On the 17th of August 2022, **StatsNZ** revealed that the gender pay gap is 9.2%. **Manatū Wahine – Ministry for Women** reported as of June 2022, 67% of women were in the workforce compared to 75% of men. In the **2021 Gender Attitudes Survey**, New Zealand women say gender equality would look like women and men receiving the same pay, women having the same career opportunities, more women in senior management positions, and women and men equally sharing childcare responsibility and household chores.

The Australian Bureau of Statistics also found in June 2022 that working from home and spending more time with family and friends were the two most common aspects of life Australians wanted to continue post pandemic.



CAA Women in Ambulance Survey

2018 marked an important milestone for the CAA and women in ambulance by seeing the establishment of the CAA Women in Leadership working group. The group provides a forum for women leaders in the ambulance sector being given the opportunity to exchange knowledge and effect changes in the sector.

The working group works to address challenges and adversities by encouraging leadership development and mentoring, creating networking opportunities, facilitating research and data collections to better understand workforce and environment.

2020 saw the launch of Women in Ambulance campaign designed to highlight successful and hardworking women in ambulance services across the CAA member services.

In July 2020 the first Women in Leadership Survey was launched to hear from women in the ambulance sector directly. Over 1,000 women from the ten Australian and New Zealand ambulance services answered the call to provide feedback to what they feel were the most important skills and opportunities to grow their careers and what the challenges are that might be preventing them reaching the top leadership roles.

In this report the survey was renamed to Women in Ambulance Survey to better identify the objective of the survey: to hear from women in ambulance. The 2022 report includes data from the 2022 survey and had over 1,200 responses.

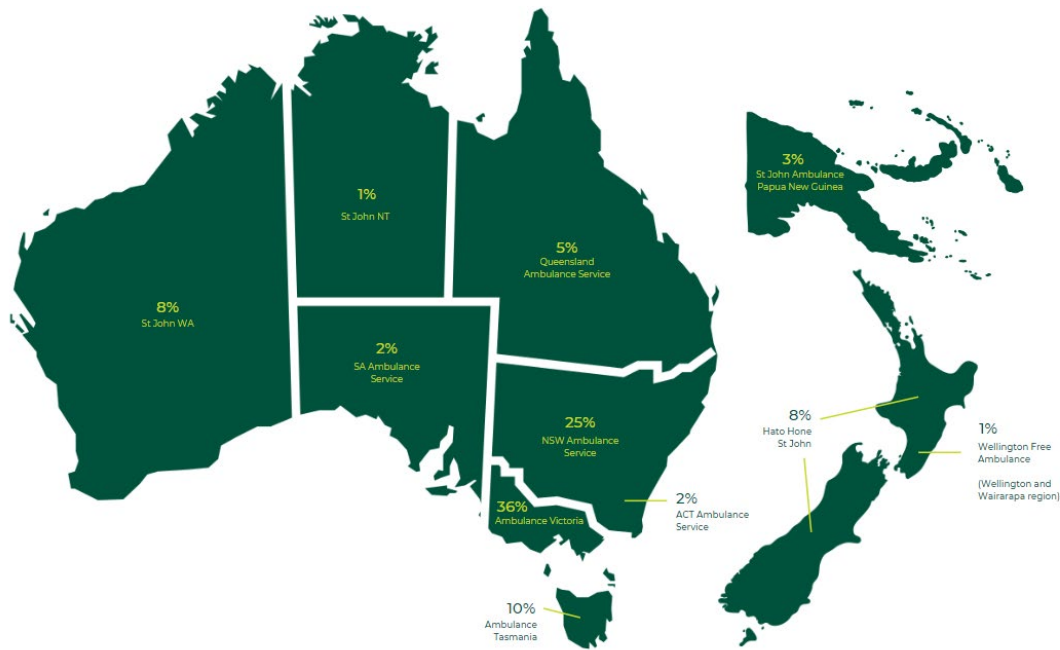
These results will provide great insights and direction for the CAA Women in Leadership working group going forward.



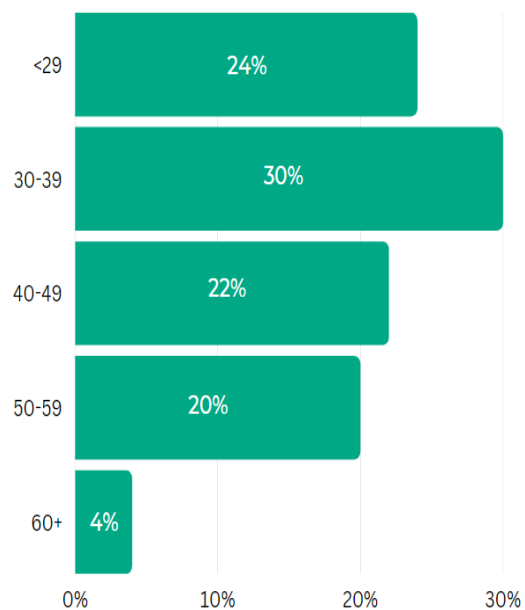
Survey Results

The survey was open to all female staff members across Australian, New Zealand and Papua New Guinean ambulance services in July 2022. We received a total of 1,230 responses with 36% from Ambulance Victoria, 25% from New South Wales Ambulance, 3% St John Ambulance Papua New Guinea, 8% Hato Hone St John and 1% Wellington Free Ambulance. Over half (52%) of the respondents are aged between 30 – 49 years and 38% of respondents have been with the service less than five years.

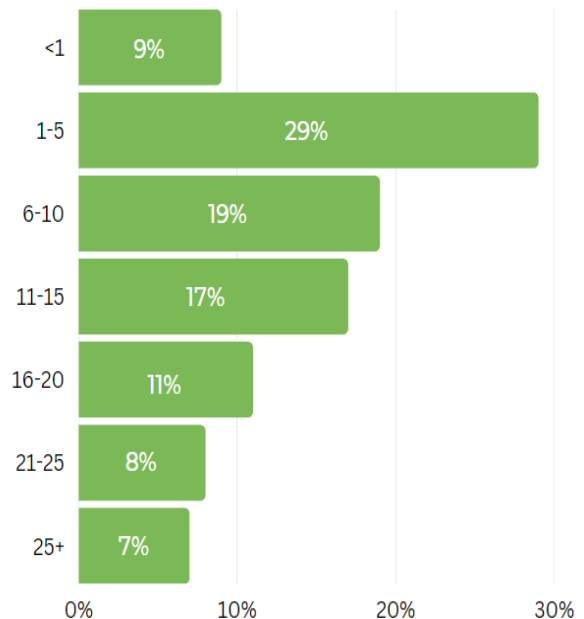
Response Location



Age



Years of Service

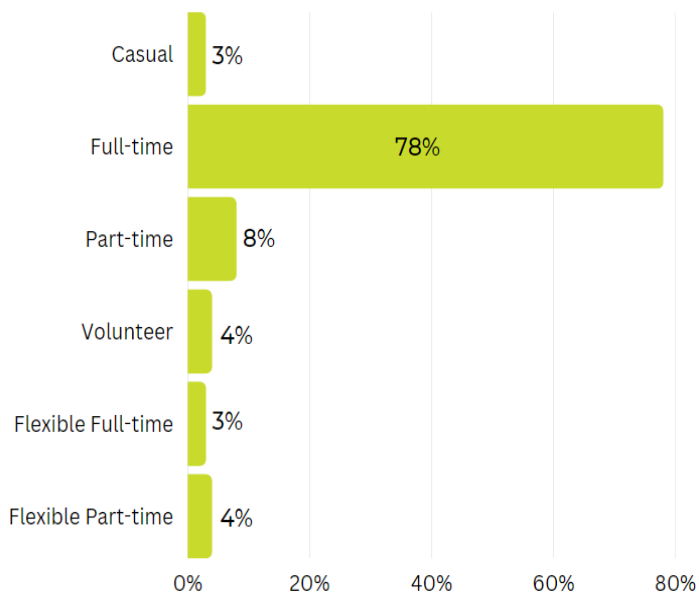




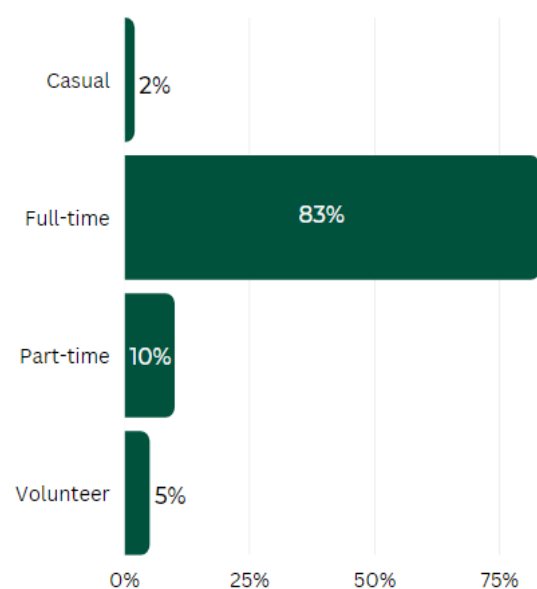
In 2022, the majority (81%) of respondents are employed on full-time or flexible full-time basis, with 12% part-time or flexible part time, 4% volunteers and 3% casual employees. This is similar to the 2020 survey results, with the majority (83%) of respondents working full-time, 10% part-time, 5% volunteer and 2% casual.

Employment Type

2022 Survey Results

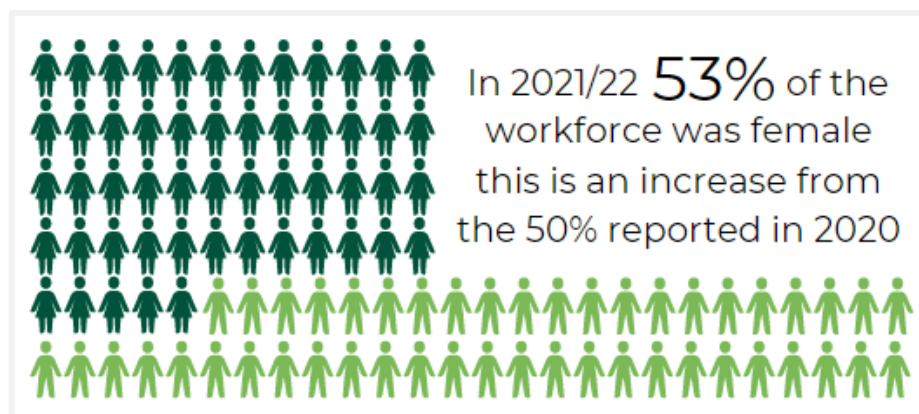


2020 Survey Results



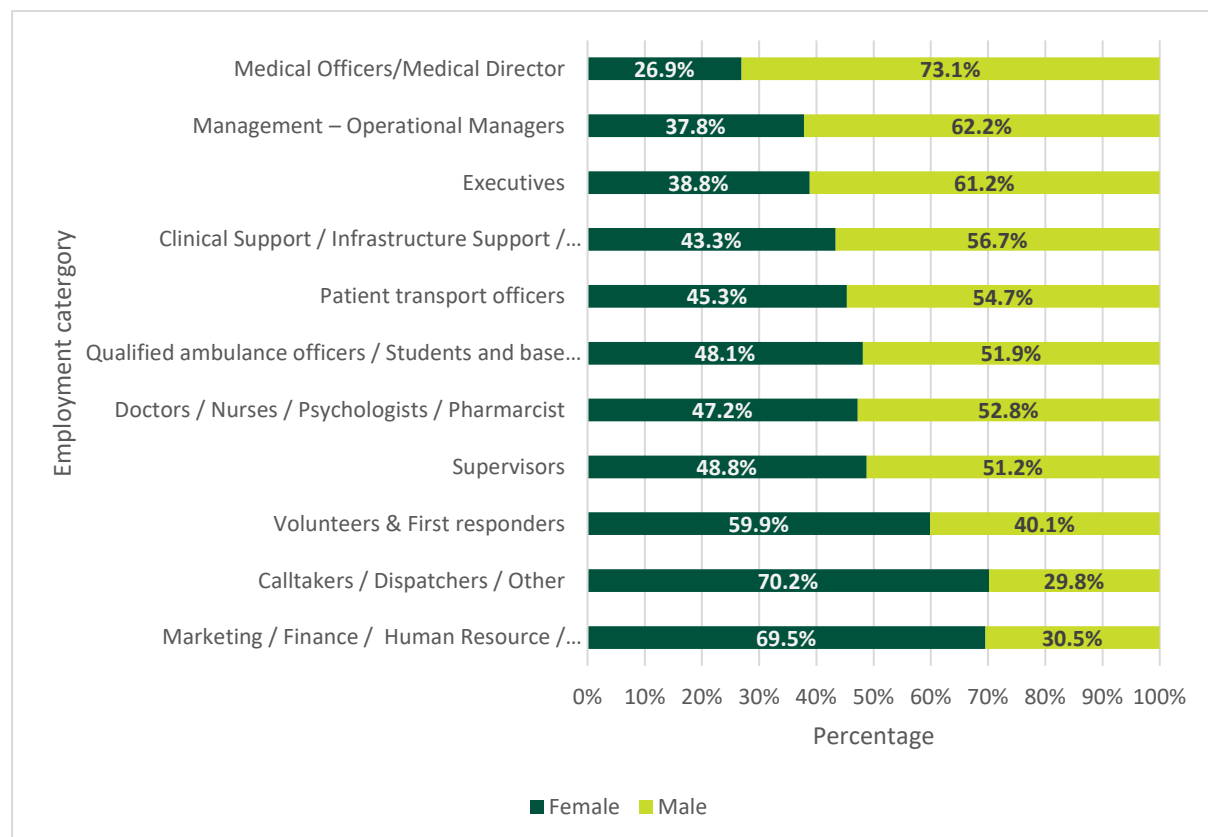
The CAA ran a workforce and gender data collection in 2022 and across the Australian, New Zealand and Papua New Guinean Ambulance services women represent 53% of the workforce, a 3% increase from 2020. When we look at the breakdown of job roles, we can see the percentage decrease to 39% in executive roles, this is an increase from the 37% reported in 2020.

Gender





Employment Category

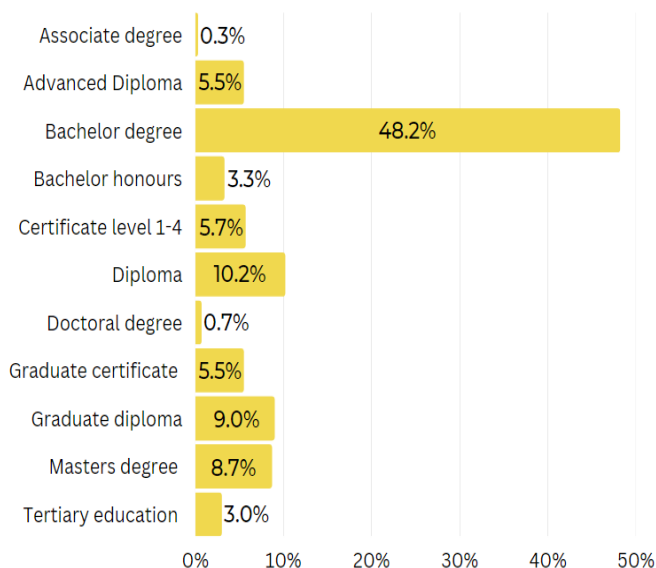


Level of Education

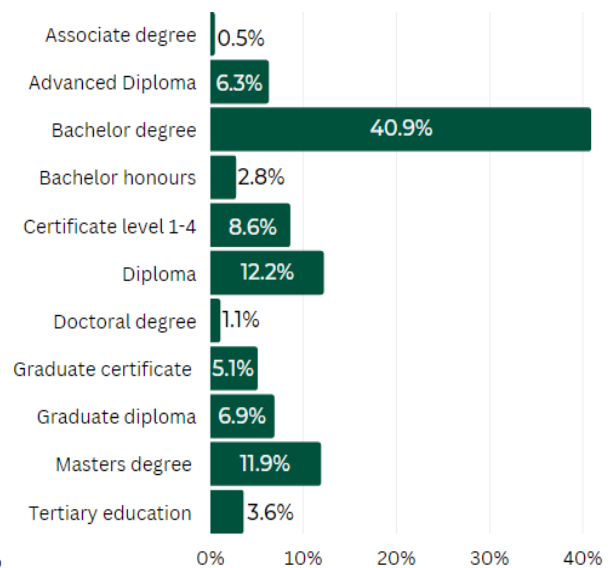
In 2022, almost half (48%) of responders hold a bachelor's degree and 9% hold a masters or doctorate degree. This is an increase from 2020 where 41% of staff held a bachelor's degree, and a decrease from the 13% of staff with a masters or doctorate degree.

Level of Education

2022 Survey Results



2020 Survey Results

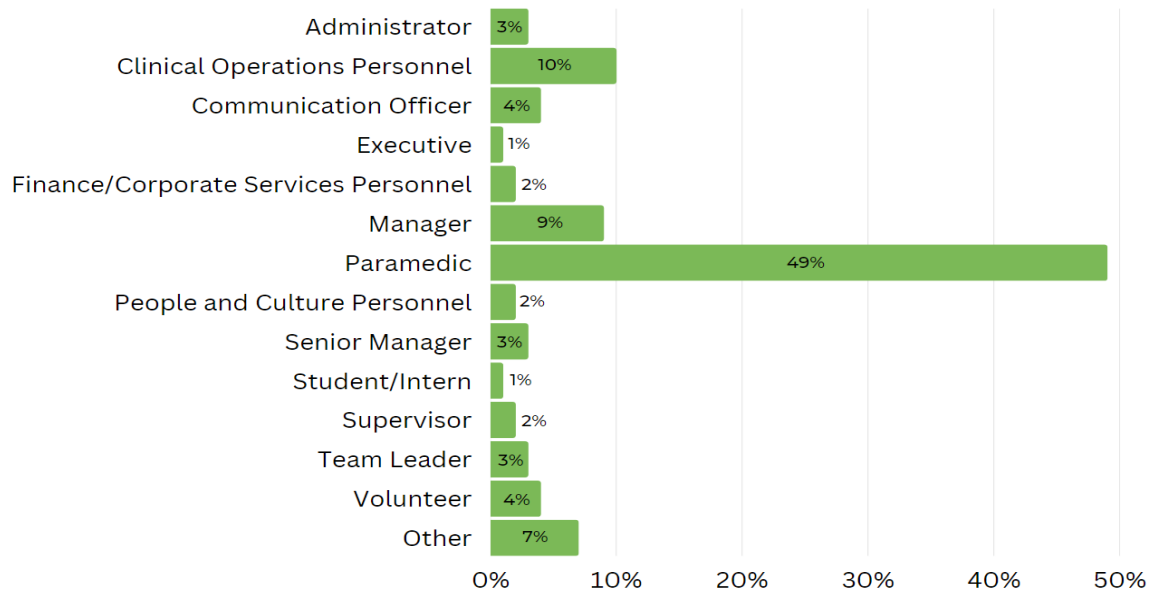




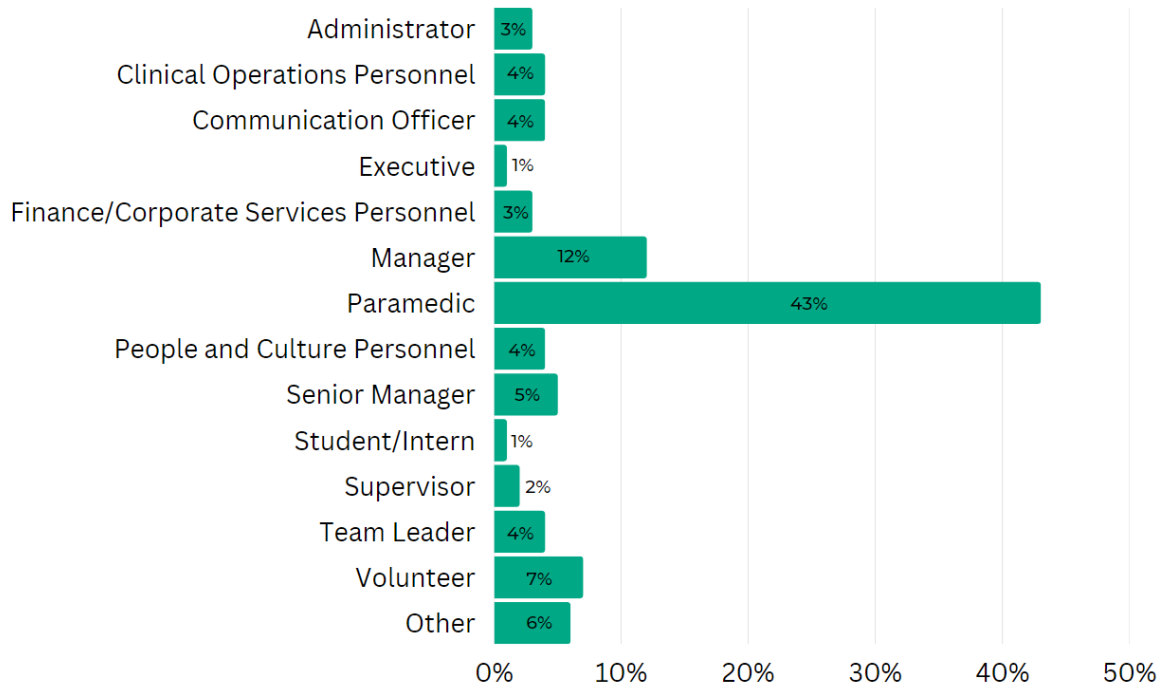
Position in Organisation

In 2022, majority of responders are paramedics (49%), followed by clinical operations personnel (10%), and managers (9%). In 2020, majority of respondents were paramedics (43%), followed by managers (12%), and volunteers (7%).

2022 Survey Results



2020 Survey Results





Leadership

When asked about what leadership means to them, the respondents had the opportunity to provide open ended responses, providing very insightful information.

<p>“Providing direction, inspiration, and change through meaningful and intentional action.”</p>	<p>“Developing others towards fulfilling their potential, working towards strategic goals, earning the trust of your team, and 100% honesty, integrity, and fairness. Allowing others to lead. Not micro-managing.”</p>	<p>“Harnessing the skills, as well as encouraging and supporting growth in your employees”</p>
<p>“Display of open and honest opinion that is professional either through communication, example, or work output. Standing by convictions and ensuring actions are clear, but always respectful and true natured”</p>	<p>“Someone that leads by example, who is willing to be proactive, who strives to be better, excellence and encourages those around them to improve themselves and guide them.”</p>	<p>“Leaders should nurture their teams to allow them to reach their full potential.”</p>
<p>“Inspiring, communicating, organizing, demonstrating vision, setting and reaching goals. Supporting staff, mentoring, coaching and working as a central part of a team. A huge part of leadership is about bringing the team together to work towards a shared vision.”</p>	<p>“Leadership means leading by example. It is being a role model for the behaviours and values of the organisation.”</p>	<p>“Encouraging behaviours that promote a healthy and safe workspace, being a good communicator, being able to unite employees to share the values, vision and goals of the organisation and to have them understand that they are valued and have a purpose.”</p>
<p>“Guiding, supporting and empowering your staff to do their jobs to the best of their ability, and providing opportunities for them to continue to learn, grow and stay interested and engaged”</p>	<p>“Working together with your team to reach a common goal. Being involved in the task or change, rather than dictating what is required to be done and not being involved.”</p>	<p>“Leadership means the ability to guide and mentor others by enabling them to achieve the goals of the organisation and their own personal professional goals in a positive, encouraging, and supportive manner.”</p>



Looking at what skills women in the ambulance sector value most in a leader, rated top was Trustworthiness (863), followed by Communication (853) and Accountability (728). This is consistent with the 2020 survey results.

Respondents were able to select multiple answers to this question.





Leadership & You

This section explored how women see themselves as leaders, how they pursue growing opportunities, their confidence in exercising authority, confidence in stepping up to senior roles and what are the challenges in progressing their careers.

58% of respondents agreed or strongly agreed they are a leader in their organisation independent of their job title. In the 2020 survey, 66% of respondents agreed or strongly agreed they are leaders in their organisation.

56% respondents agreed or strongly agreed that they actively pursue learning and professional growing opportunities, a decrease from the 87% of respondents in the 2020 survey. 68% agreed or strongly agreed that they are comfortable exercising their own authority, a decrease from the 73% of respondents in the 2020 survey. 56% of respondents agreed or strongly agreed they feel confident to advance to a more senior level, this is an increase from the 49% reported in the 2020 survey.

Independent of my job title, I am a leader in my organisation.



I actively pursue learning and professional growth opportunities.



I am comfortable exercising my own authority.



On a personal level, do you feel confident that you can advance to more senior levels of leadership?



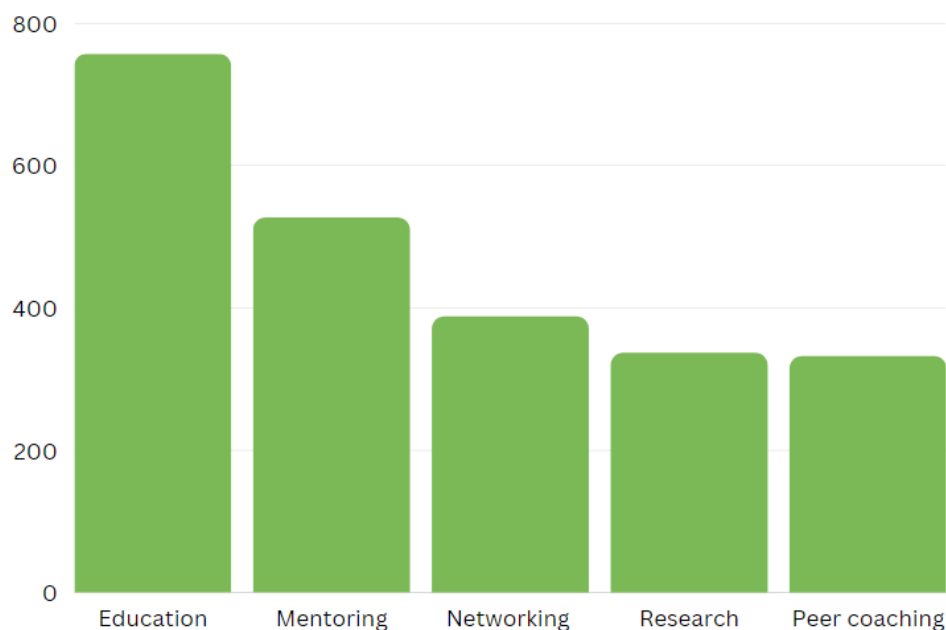
● - Strongly agree ● - Agree ● - Neither ● - Disagree ● - Strongly disagree



This question offered respondents an option to select multiple answers. The survey showed that women most commonly pursue their learning and professional growth through education, with a total of 757 responses. This was followed by mentoring (527), networking (388), research (337) and peer coaching (332). 93 'other' responses, survey respondents offered a variety of ways, summarised below, how they actively pursue their learning and professional growth, with the theme that these pursuits are undertaken in their personal time.

These results are consistent with those reported in the 2020 survey, 715 respondents reported education as how they pursue their learning and professional growth, followed by mentoring (490), networking (389), research (347), peer coaching (315), and other (78).

How do you pursue your learning and professional growth?



Challenges

Looking at challenges women face to grow their careers; the survey offered a choice of multiple answers as well as asking respondents to write down their experience and thoughts.

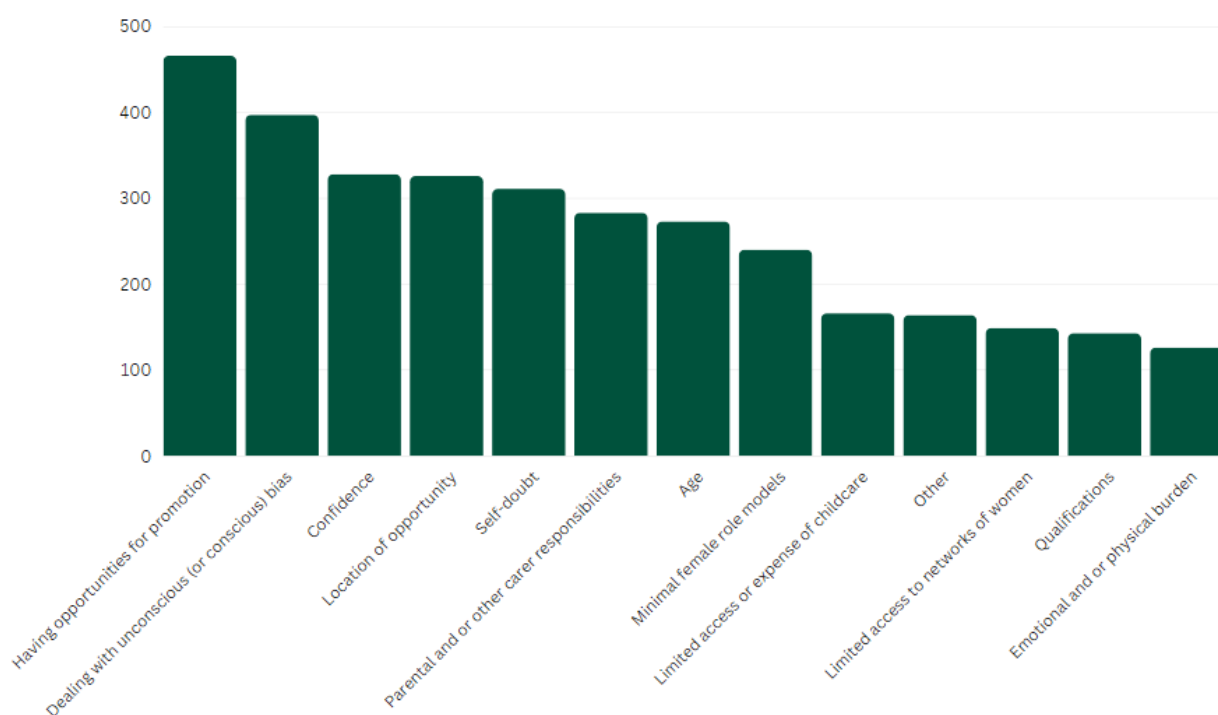
With 466 responses, the biggest challenge is a lack of opportunities for promotion, followed by unconscious (or conscious) bias (397), confidence (328) and location of opportunity (326). These challenges were also the top responses in the 2020 survey.

1. Having opportunities for promotion
2. Dealing with unconscious (or conscious) bias - including unfair perceptions that others have of their abilities and potential as leaders.
3. Location of opportunity - opportunities only being in city centres or lack of flexible working opportunities.



4. Women 's own mindset - internalised feelings of self-doubt, lacking confidence to challenge the status quo.
5. Age - either due to the presumption that a person is not suitable for a role due to being of "child bearing age" or is close to retirement.
6. Female role models - either due to having minimal female role models, limited access to networks of women, or even from experiencing negative behaviour by women who have been successful in attaining their own goals, but who for various reasons do not mentor, advocate for or support other women in their careers.
7. Multiple role conflict - encompassing parental and other carer responsibilities and the many associated issues i.e. returning to work after parental leave, limited access and expense of child care, emotional and physical burden.

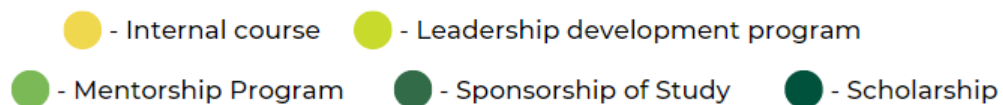
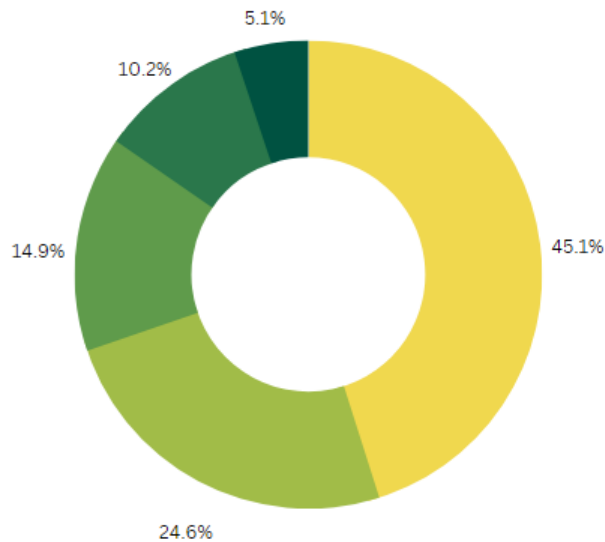
What are the biggest challenges faced when pursuing your career goals?



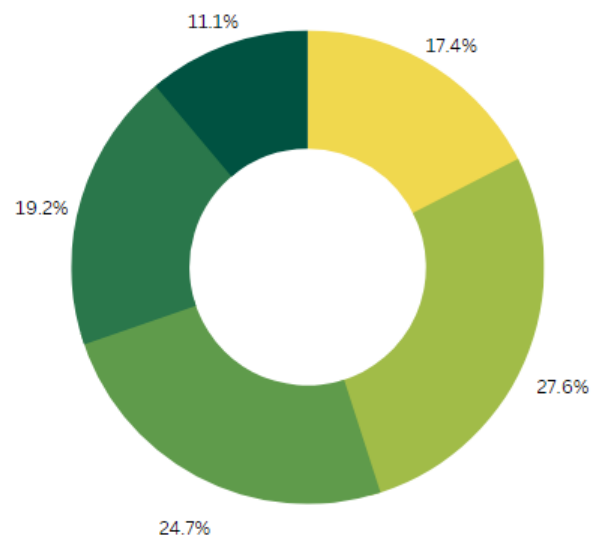


Leadership & Your organisation

What are the current leadership development opportunities in your organisation?



What would you like to see in the way of leadership development opportunities in your organisation?



There were 895 comments to the question, “What are the current leadership development opportunities in your organisation?”. The general theme was that there aren’t any opportunities, or there are limited resources of time and funding for this opportunity to be taken up.

There were over 895 comments to the question, “What would you like to see in the way of leadership development opportunities in your organisation?”. The general theme was that respondents would like to see all options made available as opportunities and of the opportunities that are currently available to also be available in a flexible approach e.g., for staff working part-time.

These responses are consistent with the 2020 survey.

Only 18% of survey respondents agreed or strongly agreed that their organisation recognises and rewards leadership, a decrease from the 23% reported in the 2020 survey.



Your organisation recognises and rewards leadership:



● - Strongly agree ● - Agree ● - Neither ● - Disagree ● - Strongly disagree

Research by Wei and Yazdanifard have shown that for every piece of criticism that an employee receives, whether constructive or not, six pieces of positive reinforcement are needed to counteract it.

Employees that don't feel recognised or appreciated are less loyal to their employers than their appreciated team members, whereas employees that feel recognised are more engaged, leading them to be more productive.

Reward and recognition needs to be part of a company's culture – but it won't get there without leadership providing a framework for reward and recognition and encouraging their employees to be part of it.

Employers need to provide their managers and employees with the tools to reward and recognise each other, then actively encourage and reinforce positive behaviours using those tools until it becomes a habit.

L. Wei and R. Yazdanifard, "The impact of Positive Reinforcement on Employees' Performance in Organizations," American Journal of Industrial and Business Management, Vol. 4 No. 1, 2014, pp. 9-12. doi: 10.4236/ajibm.2014.41002.

When asked about what in their opinion impedes leadership development training in their organisations the survey offered respondents' open-ended responses.

Below are some examples of their feedback.

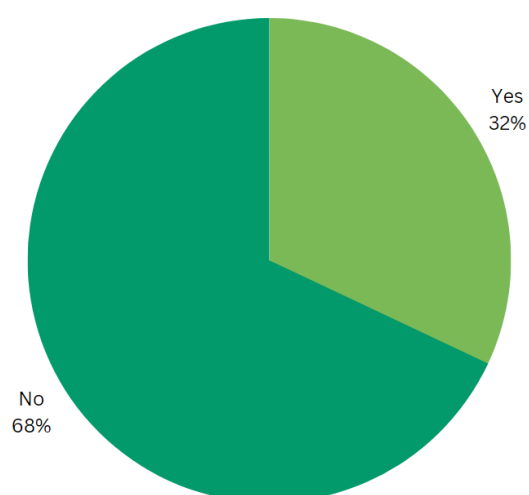
<p>“Time. There's too much work to do that no one seems to have the time to invest in this.”</p>	<p>“Operational pressure. In this industry, it is hindered by the ability to study with shift work”</p>	<p>“The selection criteria and limited opportunities in rural areas, outside of the metro region.”</p>
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<p>“Lack of opportunity in certain areas. Especially for single mothers who cannot leave their current working area for opportunities. Not enough offered opportunities provided by the service.”</p>	<p>“Time would be the main factor for younger women, especially volunteers who are already juggling work and family commitments to volunteer in the first place”</p>	<p>“BAU has been extremely busy, many vacancies have not been filled and staff have been expected to assume the tasks for their same pay, leaving no available time to offer, attend or even think about training.”</p>
<p>“Access to time with a person who is suitably qualified and not overworked so that they can train and mentor you appropriately”</p>	<p>“Workloads. If there was a program, equity in access should be considered. Increased communication between state and regions also required.”</p>	<p>“Lack of opportunities and variety in leadership roles”</p>
		<p>“How it’s delivered, flexibility, location.”</p>

Survey participants were asked to think about the Latest Job Advertisement they saw. The remaining questions were not asked in the 2020 survey.

Have you applied for a leadership position in the last 12 months?





Can you share the process and any thoughts or feelings of your latest application.

"Needing endorsement from our direct line manager only, gives to much authority to one person choosing can progress. No accountability for their personal decision is required. Creates a jobs/opportunities for mates culture."

"Transparent and well-rounded merit-based process; equal opportunity to applicants; adjustments to Statement of Duties to broaden applicant pool (ie removal of paramed qual as essential requirement)."

"I applied for my current role which is a promotion. The recruitment process was run by an external recruitment consultancy which means there was less (perceived or actual) bias in the recruitment process"

"Despite being told I met all of the essential criteria, I was not provided with an opportunity to have an interview. I was also advised that I needed to get some experience outside of the industry to be more competitive if I wanted to progress my career. This was despite having completed a Grad Dip."

"Standard internal position application process. Wasn't optimistic due to working 0.5-0.6 FTE, but had all the prerequisites and had already done the role before it was formalised into a position. Manager chose not to approve/put forward application because part time."

Can you share any thoughts or feelings as to what stopped you from applying for the position?

There were 600 open ended responses to this question, some of the feedback included.

"Location- 90% of our leadership roles they are based out of CBD. I am regional so this is not an option. Hours- there never seems to be an option to do roles as job share/part time so I'm unable to apply"

"Inspirational leaders are lacking, general perception of workload, politics and culture in more senior leadership positions. Experienced poor behaviours of other senior leaders which deters my desire to be part of and work with that particular cohort."

"I wish to become much more clinically confident and become a leader in this way before pursuing nonclinical leadership opportunities. Perhaps start studying/research sometime next year while working, and eventually become a mentor for other paramedic interns."

"Majority of our leaders represent what the service wants and not what the staff themselves need. The welfare of staff is not a priority to the service with endless decisions being made that negatively impact the staff and those currently in leadership do not challenge this. Those who I have witnessed move into leadership and done so with good intent to make positive change. But this has not occurred with them eventually succumbing and following the others."

"No positions advertised, they aren't advertised, they are hand picked and 'acting' which is then extended, and extended, and extended. In addition, most leadership roles have clinical skills as an essential criteria even when this is not really required which means only paramedics can apply"



What changes would you like to see in 5-10 years that isn't currently in place?

There were 815 open ended responses to this question, some of the feedback included.

"Greater flexibility for all employees in regard to family leave."

"Career progression working part time. Having different avenues to take while working part time."

"More opportunities for part timers and training that isn't required to be full time to complete it"

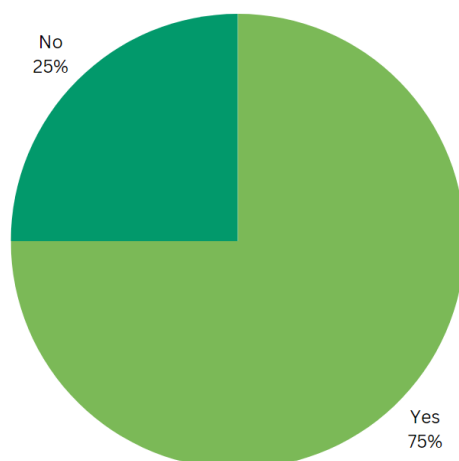
"I would like to see more management and leadership roles for part time workers and rural/regional workers. COVID has taught us that so many of our support roles can be done from home and yet they are still advertised as located at head office. By having and advertising these roles more flexibly we can attract and support people who have carer responsibilities or are located regionally/rurally. I would also like to see more flexible rostering patterns."

"A change in thinking beyond full time/part time binary. Supporting women during child-rearing years beyond dropping ATP/taking office-based roles, whether looking at pooled roster sharing, shorter shifts, secondments, projects."

"Flexibility - make it normal for everyone to have work flexibility. Communication - service is "silo'd" with multiple departments not connecting with other so great innovations are being stifled."

"Job share in leadership positions. More flexibility in where and when you can work. More funding for leadership development as a whole"

Would you recommend a career in the ambulance sector to other females?





"Yes, but it will have its challenges from a family friendly perspective."

"I would, but I always recommend that they consider doing say nursing first to give them options for life after ambulance"

"The rostering system needs an overhaul before I would recommend to anyone."

"Despite there being a lack of good female leaders, I do believe it will improve and it really is a wonderful job. To contribute to a purpose like caring for the community in their hardest moments is a very worthwhile career."

"I would recommend dual qualification in nursing so that if required they can work in nursing as it is so much more flexible and family friendly. Ambulance is trying, but I think we have a long way to go."

Please share any other thoughts or feelings you have below

"I hope more Women are able to take on leadership roles and not miss out because they have a family. I would like to see a change that acknowledges family life and that both female and male parents are equally required to make a family and jobs should reflect equal opportunity to all genders."

"The operational duties of a paramedic are the same for both male and female. The disparity however is the bias preventing equal opportunity for career development that is targeted at women because of perceived barriers surrounding parental responsibilities and the ability to fulfill workplace commitments."

"I am an on-road paramedic that has continued to study whilst working full time try and improve my skills which will hopefully lead to further career opportunities. I am also single and have not had children. Sometimes I find it hard to see how I will be able to advance when I observe people moving into off road roles due to certain conditions (which I am not disputing and it's understandable) and then an expression of interest (EOI) for more permanent or leadership roles in that department come up. The people who had been 'given' those placements (although still operational), often get offered the EOI if they decide to apply due to having 'previous experience'. I'm not sure how I can ever compete with this process."

"It's a fabulous job, and it IS what you make of it. I'd absolutely encourage women to take up opportunities to try something different and be developed. Women need to be able to network and see other women who are successful leaders being authentic in their role AND sharing their skills/strategies for success."

"I understand that change cannot be achieved overnight. However, improving the culture in the organisation will initiate change and create a better environment that will translate to everyone in the workforce, and not just women."

"Gender equality has a long way to go and access to appropriate childcare and job sharing would encourage more women in leadership roles and to work more in general."



Case Studies

Queensland Department of Education

Why is the Department of Education committed to be a family friendly workplace?

The Queensland Department of Education fosters an inclusive and high-performing workplace culture that responds to current and future education needs to ensure every student succeeds. Valuing and embracing the different skills, knowledge and experiences each of our staff brings is our approach to inclusion and diversity. We are uniquely positioned, with over 1,200 state schools spanning 7 regions and more than 84,000 employees. Approximately 95 percent of our workforce are in front-line roles.

Retaining and supporting staff who are parents and carers, through greater participation and access to career progression, is a significant driver for gender equality. This is vital to delivering inclusive educational services, as students form gender stereotypes based on their observation of role models, including within the school environment. Students who feel they belong, are understood, and those who have role models like them, have the best chance of succeeding.

Point of Difference

Share a family friendly workplace initiative that your organisation excels with and the impact it is having on the workplace culture.

The Flexible by Design Framework, launched in December 2020, sets out a vision for every one of our people to have an opportunity to experience a healthy work-life blend, enhancing their wellbeing and performance, leading to better service outcomes: giving all children a great start, engaging young people in learning, creating safe and inclusive workplaces, and building Queensland's communities.

The COVID-19 health pandemic directly impacted the workforce when remote working and learning was temporarily implemented. Longer lasting impacts will be evident in new ways of working to ensure we adapt to changing contexts now and in the future. The response to the pandemic has re-confirmed the critical role that our people have in the community and the ability of our workplaces to adapt to evolving environments and improve service delivery.

Flexible work is a strategic tool for us to deliver high-quality service by attracting and retaining capable people and enabling career and service delivery continuity. In an evolving global environment, it is essential our department becomes increasingly adaptable, innovative and responsive.

The framework has flexible work conversations at its core in order to align individual needs with role requirements, service delivery outcomes and team priorities. This approach optimises overall performance and results. Due to the differing needs of employees and role requirements, there is a case-by-case approach. A proactive, open and collaborative approach supports our workforce to continue delivering high-quality service. Conversations might include options such as part-time work, job sharing, telecommuting, compressed and flexible accrued hours, purchased leave, or deferred salary scheme.



How have you seen your people respond to this initiative?

Some schools and workplaces have been proactively implementing flexible work and are already realising the benefits. Job sharing is an example of how flexible work is being successfully implemented. Job sharing involves the sharing of duties and responsibilities of one position between 2 or more employees with arrangements flexibly tailored to suit a variety of circumstances, for example 2 x 0.5 positions, or a 0.3 and a 0.7 position. Job sharing across school-based roles is benefitting staff, students and schools – by increasing teaching knowledge and experience in the classroom or in leadership roles (2 heads are better than one), providing opportunity for upward mobility on a part-time basis (e.g. when a principal, deputy or Head of Department job shares with a classroom teacher), retaining valued teachers and leaders as they transition to retirement, and enabling teachers to return from parental leave on a part-time basis. Successful job-sharing partnerships are also providing benefits to staff and their families.

Secondary teachers in successful job-sharing arrangements have shared that having the option of flexible work is transformative for them as teachers, but also for their families too. The benefits include time with their children and having the work life balance to do both jobs (at home and at school) to the best of their ability, without feeling like one is lacking.

Job sharing offers an exceptional opportunity to mentor staff in higher duties, providing them with an authentic and enduring leadership experience that benefits the school, the staff and the students. Through offering staff development and mentoring opportunities, job sharing supports continuity in leadership and school culture. Job sharers also note that an important factor in teacher retention is leaders who proactively create a flexible work culture.

What are some of the business benefits you see from being a family inclusive organisation?

Creating inclusive workplace cultures is important to support a diverse workforce that represents the communities we serve. With the ongoing focus on attraction and retention of employees, our department must continue to position itself as an inclusive employer of choice. Being family inclusive is a key strategy to attract capable and agile people, retain valuable teaching staff, and support service delivery continuity and improvement.

https://familyfriendlyworkplaces.com/case_studies/flexible-by-design-at-the-queensland-department-of-education/



Novartis Australia and New Zealand

Why is your organisation committed to be a family friendly workplace? What motivated your organisation to act on improving work & family outcomes in your workplace?

We were excited when we heard about the family friendly workplaces initiative because we saw it as a way to take another step in our quest to have the highest standards possible to support inclusivity in the workplace. As an organisation with a very long-standing and active Diversity and Inclusion Council, we have great foundations to build from – but we also wanted to ensure that we kept up with the pace of change.

What makes Novartis family friendly? What family inclusive programs, practices and processes does your organisation currently have in place?

Parental leave policy

In 2019 we rolled out an ungraded Parental leave policy, and we are proud to offer a minimum 14 weeks paid parental leave to our associates. Our policy also doesn't differentiate – it is applicable to either parent following the birth, surrogacy or adoption of a child, effective from their first day of employment.

Equal pay

We have also made an EPIC Pledge committing to equal pay for women and men for work of equal value by 2023. Part of that commitment is to provide transparency to associates around internal and external benchmarking of their role.

Support for parents

Since 2019, parents planning or taking parental leave, and returning to work have access to coaching sessions from Parents At Work, to help make the transition successful.

We have had a long-term relationship with Benestar who deliver our Employee Assistance Program, and in 2020 we rolled out bespoke sessions with a psychologist to help people cope with the pandemic, including sessions to support wellbeing, juggling kids and work responsibilities, and staying healthy while working from home.

Pre-pandemic we ran a popular School Holiday Program for parents with school aged children based in our head office. We hope to bring this back as soon as we can.



Flexible working

Novartis has also responded to our peoples' desire for more flexibility by re-imagining how, when and where we work. Our global initiative called "Choice with Responsibility" seeks to move our organisation from a traditional model to a 'distributed working' model, leaving set working hours and locations behind.

In July 2020 we introduced an updated flexibility policy that applies to all office-based associates. The policy shifts responsibility from manager-approved to manager-informed, empowering associates to make decisions about how, when and where they work.

We also offered a one-off allowance to financially assist all previous office-based associates with working remotely towards the cost of equipment that supports a healthy and comfortable at-home work environment.

In 2021 we have been trialling co-working sites in the Sydney and Melbourne CBDs in addition to our Macquarie Park offices, as well as working from home options.

We estimate that more than 90 per cent of our associates work flexibly in one way or another.

Family inclusive initiatives

Wherever possible we consider our families when making resources available, for example enabling access to our Employee Assistance Program for family members. We also have other initiatives, such as allowing free access to Coursera for friends and family, and a program that allows our people to access healthcare advice as well.

How have the above impacted your workplace culture and productivity? How have your people responded?

- We have seen an increase in fathers accessing parental leave
- We've seen development opportunities for other associates open up (we can second others internally into backfill roles, which means people move around)
- Retention rates have improved, not just for parents taking parental leave and returning to flexible working arrangements, but others internally because of the increase in opportunities
- Our culture survey consistently shows high engagement

What we are implementing as a result of our participation in the FFW initiative:

- We are broadening our definitions, extending some of the benefits and explicitly calling out areas that needed inclusion such as the case of including personal leave for miscarriage and early pregnancy loss into our policy.
- We are also extending more education to our people leaders on our parental leave policies and programs and the role they play in this, both via on-boarding and ongoing.
- A new Domestic Violence policy is in process and will be introduced imminently to close this gap.

https://familyfriendlyworkplaces.com/case_studies/novartis-australia-our-greatest-strength-is-our-people/



Lion Inclusive Workplace Initiative

The Story

After meeting ambitious goals around a gender-balanced workforce, Lion raised the bar, aiming for gender-balanced, inclusive teams right across the company. It was a strategy that required a multi-layered approach – the business knew that as well as attracting, developing and retaining gender diversity across all its teams, it had to focus on increasing the inclusive culture within each of those teams. Lion New Zealand Country Director Craig Baldie says Lion knows diversity and inclusion is not simply about ‘doing the right thing’. “It is critical to the long-term success of our business. To deliver the best products, services and experiences for our customers and consumers we need our internal workforce to reflect the demographics of the markets we operate in.”

The Aim

Lion wanted to create a systemic focus on female inclusion where it matters most, at a team level rather than an organisational level.

Strategies for success

- Set a target of a minimum of 40% female and male representation in all teams by 2030
- Include team gender targets as part of the achievement goals for all leaders in the business
- Review Families at Lion parental leave policy to remove primary and secondary carer roles and be more inclusive of all types of families and parenting experiences
- Review Domestic and Family Abuse Policy and increase benefits offered
- Introduce a Respect at Lion Initiative, which included a policy review, compliance and awareness training and launching a champions’ network to assist with setting acceptable standards of behaviour
- Become an industry leader in mandating minimum gender representation of both genders at external and internal events
- Launch The Impact Project, a cultural transformation programme focusing on creating trust, psychological safety and accountability. Team members are encouraged to be challengers, calling out behaviours Lion encourages, discourages or will not tolerate

Results and benefits

- Gender-balanced teams increased from 37% to 44% in 12 months
- Voluntary female turnover was eight per cent lower than for males in the 2021 financial year
- In the Employee Engagement Pulse Survey:
 - More females agree with the statement “diverse perspectives are valued and encouraged in my team”
 - Those agreeing with the statement “I am encouraged to challenge status quo” increased by 12% in the two-year period, signalling an increase in psychological safety across Lion’s teams



Key Learnings

In a large organisation, taking a team approach, rather than an organisation-wide approach, to gender balance can accelerate progress in creating an inclusive culture, resulting in a more innovative, better performing workforce.

<https://diversityworks.nz.org.nz/case-studies/2022-diversity-awards-nz/inclusive-workplace-lion/>



2022 Women in Ambulance Survey questionnaire

Thank you for taking part in our Women in Ambulance Survey. Our goal is to hear from women directly on the challenges, opportunities, and skills you believe are most critical in your career. We believe in the importance of providing women with a platform to give their voices to this topic directly, and to share their experiences and needs first-hand.

Q1: Please select the service you are from

- ACT Ambulance
- Ambulance Tasmania
- Ambulance Victoria
- NSW Ambulance
- Queensland Ambulance Service
- SA Ambulance Service
- St John Ambulance (NT)
- St John Ambulance WA
- St John New Zealand
- St John Papua New Guinea
- Wellington Free Ambulance

A few questions about you

Q2: How old are you?

- <29
- 30-39
- 40-49
- 50-59
- 60+

Q3: What is your level of education?

- Associate Degree
- Advanced Diploma
- Bachelor Degree
- Bachelor Honours
- Certificate Level 1-4
- Diploma
- Doctoral Degree
- Graduate Certificate
- Graduate Diploma
- Masters Degree
- Tertiary Education

Q4 What is your current length of service?

- <1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 25+ years

Q5 What is your current position in your organisation?

- Administrator
- Clinical Operations Personnel
- Communication Officer (EMD, Call taker, Dispatcher)
- Executive
- Finance and Corporate Services Personnel (IT, Infrastructure, Strategy)
- Manager
- Paramedic
- People and Culture Personnel
- Senior Manager
- Student/Intern
- Supervisor
- Team Leader
- Volunteer
- Other (Please specify)



Q6 What is your employment type?

- Casual
- Full-time
- Part-time
- Volunteer
- Flexible Full-Time
- Flexible Part-Time

Thinking about leadership

Q7 What does leadership mean to you?

Open ended response

Q8 Which skills do you value most in a leader? (Please select all answers that apply)

- Accountability
- Commitment
- Communication
- Creativity
- Delegation
- Empathy
- Feedback
- Flexibility
- Motivation
- Positivity
- Responsibility
- Trustworthiness

Thinking about leadership and you

Q9 Independent of my job title, I am a leader in my organisation

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Q10 I actively pursue learning and professional growth opportunities

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Q11 How do you pursue your learning and professional growth? (Please select all answers that apply)

- Education
- Networking
- Research
- Peer Coaching
- Mentoring
- Other (please specify)

Q12 I am comfortable exercising my own authority

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Q13 On a personal level, do you feel confident that you can advance to more senior levels of leadership?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



Q14 What are the biggest challenges faces when pursuing your career goals?

- Age
- Confidence
- Dealing with unconscious (or conscious) bias
- Emotional or physical burden
- Having opportunities for promotion
- Limited access or expense of childcare
- Limited access to networks of women
- Location of opportunity
- Minimal female role models
- Parental or other carer responsibilities
- Qualifications
- Self-doubt
- Other (please specify)

Thinking about leadership and your organisation

Q15 What are the current leadership development opportunities in your organisation?

- Internal Course
- Leadership development program
- Scholarship
- Sponsorship of Study
- Other (please specify)

Q16 What would you like to see in the way of leadership development opportunities in your organisation?

- Internal course
- Leadership development program
- Scholarship
- Sponsorship of study
- Other (please specify)

Q17 What in your opinion impedes leadership development training?

Open ended response

Q18 Does your organisation recognise and reward leadership?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Thinking about the last job application you saw

Q19 Have you applied for a leadership position in the last 12 months?

- Yes
- No

Q20 Can you share the process and any thoughts or feelings of your latest application

Open ended response

Q21 Can you share any thoughts or feelings as to what stopped you from applying for the position?

Open ended response

Q22 What changes would you like to see in 5-10 years that isn't currently in place?

Open ended response

Q23 Would you recommend a career in the ambulance sector to other females?

- Yes
- No

Q24 Please share any other thoughts or feelings you have below

Open ended response



THE COUNCIL OF
**AMBULANCE
AUTHORITIES**

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