



THE FAMILY CENTRE

ANGLICAN SOCIAL SERVICES

# GENDER EQUALITY PLAN (GEP)

*Social Policy Research, Family Therapy, Community Development, Education & Training*

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PO Box 31-050, Lower Hutt, Wellington 5010, Aotearoa/New Zealand Phone: 64-4-569-7112 Fax: 64-4-569-7323  
71 Woburn Road, Lower Hutt, Wellington 5010, Aotearoa/New Zealand [www.familycentre.org.nz](http://www.familycentre.org.nz)

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# Gender Equality Statement

*Whakatauki: He Wake Eke Noa*

*(All in this Together)*

The Family Centre is committed to promoting gender equality, diversity, and inclusive leadership across all areas of its work.

We value the contributions and voices of women, men, and people of diverse gender identities in leadership, research, and community engagement.

This commitment reflects our dedication to strengthening whānau, families, and aiga through equitable practices and culturally grounded approaches.

Our approach is informed by the 'Just Therapy' principles which emphasise cultural and gender accountability, collective voice, and ethical responsiveness to subjugated groups' experiences.

This plan was approved by:



Date: 11<sup>th</sup> March 2026

William Nathan  
Chairperson



Date: 12<sup>th</sup> March 2026

Cecilia Rooderkerk  
Trustee

# Gender Equality Plan (GEP)

**The Family Centre**

**Effective Date:** 2026

**Review Cycle:** Every 3 years

**Approved by:** Leadership of the three tikanga sections

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## 1. Purpose

The purpose of this Gender Equality Plan (GEP) is to outline the commitment of The Family Centre to promoting gender equality, inclusive leadership, and safe and culturally responsive organisational practices.

The plan establishes principles and actions that support equitable participation of women and men in organisational leadership, staff roles, research activities, and community engagement.

The Family Centre recognises gender equality as an important part of creating safe, culturally responsive, and inclusive environments for staff, whānau, families, and aiga, and as a contribution to wider commitments to social justice and human rights.

This Gender Equality Plan also supports participation in international research collaborations, including programmes funded by the European Commission.

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## 2. Scope

This Gender Equality Plan applies to the organisational activities of The Family Centre, including:

- Organisational leadership and governance
- Staff and workplace practices
- Research and evaluation activities
- Community engagement and programme delivery

The plan supports an organisational culture that values equity, respect, and inclusion across all areas of the Family Centre's work.

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### 3. Organisational Context

The Family Centre works to strengthen relationships and wellbeing among whānau, families, and aiga.

The Family Centre advocates for justice with particular reference to the prevention of discrimination against women and cultural groups, and the prevention of all forms of poverty. It provides cultural and gender-based services in family and community development work.

The organisation operates through three tikanga (ways of doing and being) sections:

- Tikanga Māori
- Tikanga Pacific
- Tikanga Pākehā

Each section contributes culturally grounded approaches to counselling and therapy, research, and community development.

#### **Current leadership includes:**

- Tikanga Māori Coordinator – Woman
- Tikanga Pacific Coordinator – Woman
- Tikanga Pākehā Coordinator – Man

Women therefore currently hold two of the three tikanga leadership roles within the organisation.

The Family Centre's constitution commits the organisation to advocating for justice and preventing discrimination on the basis of gender, ethnicity, culture, and poverty, particularly among low-income Māori, Pacific, and Pākehā families.

Leadership will review progress on gender equality at least once per year as part of organisational reflection and planning processes. Where gaps or challenges are identified, leadership will consider appropriate actions to strengthen gender equity across organisational practices, staffing, research, and community engagement.

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### 4. Legal and Policy Framework

The Family Centre's commitment to gender equality aligns with New Zealand legislation including:

- Human Rights Act 1993
- Equal Pay Act 1972

The organisation also aligns with international research participation requirements relating to gender equality set by the European Commission.

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## 5. Principles

The Family Centre's approach to gender equality is guided by the following principles:

### 5.1 Equity and Justice

Women, men, and people of diverse gender identities should be treated fairly and respectfully in all organisational activities. Culturally grounded and gender-equitable decision-making will be supported.

The women are accorded the role of guardians of gender equity, and the Maori and Pacific Island sections the guardians of cultural equity at The Family Centre. They have the right at any time to call the agency, or parts of it, to address equity issues. When they do, the agency is absolutely committed to seeking a solution that satisfies the guardians to whom the rest of the agency is accountable.

Our organisation reflects gender equity through women participation at all decision-making levels, from workshop presentations to the structure of our Trust Board; and the development of non-patriarchal policy guidelines.

### 5.2 Cultural Context

Gender equality is considered alongside cultural identity and community realities. The organisation's three tikanga structure ensures that Māori, Pacific, and Pākehā perspectives inform organisational practice. Decisions and policy are informed by preferred meanings of subjugated groups, ensuring ethical responsiveness to lived experiences

### 5.3 Commitment to Te Tiriti o Waitangi

The Family Centre recognises the importance of Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand.

Our work seeks to honour the principles of partnership, participation, and protection by recognising Māori leadership, supporting culturally grounded practices, and ensuring that Māori perspectives and knowledge inform organisational decision-making and community work.

### 5.4 Strengthening Relationships

Gender equality contributes to safe and respectful relationships within whānau, families, and aiga.

## 5.5 Recognition of Caregiving Roles

The organisation recognises that caregiving responsibilities are often carried by women and supports practices that allow staff to balance work and family commitments.

## 5.6 Participation and Voice

Women's perspectives and leadership are valued in organisational decision-making, research, and community work.

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# 6. Priority Areas for Action

## 6.1 Gender Balance in Leadership and Decision-Making

The Family Centre seeks to support gender balance across leadership, governance, and organisational participation.

Actions include:

- Supporting women in leadership roles within the organisation
- Encouraging participation of both women and men in organisational decision-making
- Supporting inclusive representation in research and community activities

## 6.2 Safe and Respectful Workplace

The Family Centre is committed to maintaining a workplace that is free from discrimination, harassment, and gender-based violence, including sexual violence.

The organisation supports:

- **Respectful Workplace Culture:** Foster an organisational culture where staff, whānau, and community members feel safe and respected.
- **Gender-Based Violence Prevention:** Implement policies and practices to prevent gender-based and sexual violence, including harassment, intimidation, or abuse. Clear processes for addressing concerns about discrimination or harassment.
- **Reporting and Support:** Provide confidential, accessible reporting procedures and timely, fair responses. Ensure survivors have access to counselling and therapy, advocacy, and other support services.
- **Training and Awareness:** Offer mandatory training for staff and leadership on preventing and responding to gender-based and sexual violence, including culturally grounded approaches and unconscious bias awareness.

- **Monitoring and Accountability:** Track incidents, evaluate policies, and report on outcomes to ensure continuous improvement in workplace safety and wellbeing.

### 6.3 Work–Life Balance and Wellbeing

Recognising that staff may be part of intergenerational families and may have caregiving responsibilities, the Family Centre supports practices that enable work–life balance.

This includes:

- Flexible working arrangements where possible
- Understanding family and caregiving commitments
- Supporting staff wellbeing

### 6.4 Gender Perspective in Research and Community Engagement

The Family Centre undertakes research and community programmes that support the wellbeing of whānau, families, and aiga.

In these activities the organisation aims to:

- Recognise women’s knowledge and experience within families and communities
- Ensure women’s perspectives are included in consultation and research processes
- Understand how social and environmental issues may affect women and men differently

### 6.5 Parental Leave

- The Family Centre supports paid parental leave in line with New Zealand legislation and encourages all caregivers to access leave.
- Staff are supported in balancing caregiving responsibilities with professional roles.

### 6.6 Equal Pay and Equal Opportunities

- The Family Centre is committed to equal pay for equal work, ensuring remuneration is fair and transparent.
- Recruitment, promotion, and development opportunities are open and equitable to all genders, in all tikanga sections.
- Regular reviews of pay and opportunities are conducted to prevent gender-based disparities.

## 7. Governance and Responsibility

Implementation of this Gender Equality Plan is supported through the leadership of the three tikanga sections within The Family Centre:

- Tikanga Māori Coordinator
- Tikanga Pacific Coordinator
- Tikanga Pākehā Coordinator

Shared leadership across these sections ensures that gender equality is considered alongside cultural context and community realities.

Responsibility for implementing and monitoring this Gender Equality Plan sits with the organisation's leadership, who ensure that its principles are reflected in organisational policies, workplace practices, research activities, and community engagement.

The leadership group will periodically reflect on progress and ensure the plan remains relevant to the organisation's work and structure.

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## 8. Gender Equality in Recruitment and Career Progression

The Family Centre is committed to recruitment and employment practices that promote gender equality, fairness, and transparency across the organisation.

Recruitment processes will aim to ensure that employment opportunities are open and accessible to applicants of all genders. Job advertisements, role descriptions, and selection processes will be designed to minimise gender bias and encourage diverse applicants. Selection decisions will be based on skills, experience, cultural competence, and alignment with the values and kaupapa of The Family Centre.

Where possible, recruitment panels will reflect diversity across gender and cultural perspectives, consistent with the organisation's three tikanga sections: Māori, Pacific, and Pākehā.

The Family Centre also supports equitable career development and progression for all staff. This includes:

- providing access to professional development and training opportunities
- supporting staff to take on leadership, research, and programme development roles
- encouraging equitable participation in decision-making and governance processes

- supporting staff returning from parental or caregiving leave to re-engage with career development opportunities.

Leadership will periodically review recruitment and career development practices to identify any potential barriers to gender equality and to ensure that staff of all genders have equitable opportunities to contribute, develop professionally, and progress within the organisation.

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## 9. Institutional Support

The Family Centre supports gender equality through:

- Leadership time dedicated to equity and inclusion practices
- Organisational policies supporting safe and respectful workplaces
- Staff time allocated to learning, reflection, and development
- Flexible work practices where possible

As a community-based organisation, gender equality is embedded within everyday organisational practice.

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## 10. Data Collection and Monitoring

The Family Centre will collect and review information that helps the organisation understand progress towards gender equality.

Monitoring activities may include:

- Collecting sex and gender-disaggregated data on:
  - leadership roles
  - staff roles and employment status
  - participation in research and programme activities
- Monitoring recruitment, promotion, and retention of staff across genders.
- Reviewing pay equity and employment conditions to identify any potential disparities.
- Tracking participation in training, professional development, and leadership opportunities.

An annual internal review will consider these indicators and identify areas where improvements may be required.

Findings will be discussed by the leadership group of the three tikanga sections to support reflective organisational practice and ongoing learning.

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## 11. Training and Awareness

The Family Centre supports ongoing learning and reflective practice around gender equality, cultural equity, and safe organisational environments.

Staff and leadership may participate in:

- Training on gender equality, unconscious bias, and inclusive leadership
- Education on preventing and responding to gender-based and sexual violence
- Learning relating to Te Tiriti o Waitangi responsibilities and cultural responsiveness
- Reflective practice sessions exploring power, gender, and culture in therapeutic and community work

These learning processes are often integrated into the organisation's existing reflective practice culture, consistent with the principles of Just Therapy.

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## 12. Measurable Commitments

To support continuous improvement, The Family Centre will work towards the following commitments:

### **Leadership Representation**

Maintain balanced participation of women and men in leadership roles, with an aim of no less than 40% representation of each gender where possible.

### **Inclusive Research and Programme Participation**

Encourage participation of women and men in research teams, advisory groups, and programme consultation processes.

### **Work–Life Balance**

Continue supporting flexible work practices that recognise caregiving roles and intergenerational family responsibilities.

### **Parental Leave**

Support access to parental leave for all caregivers

### **Equal Pay and Equal Opportunities**

Conduct periodic reviews of remuneration and employment opportunities to ensure fairness and transparency.

## Annual Reflection

Leadership will reflect annually on progress toward gender equality commitments and identify any areas for further action

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## 13. Resources and Responsibility

The implementation of this Gender Equality Plan is supported through the existing leadership and governance structures of The Family Centre.

Responsibility for overseeing the implementation and review of the plan rests with the leadership of the three tikanga sections (Māori, Pacific, and Pākehā) and the organisational leadership group.

The Family Centre will support the implementation of this plan through existing organisational resources, including staff time, reflective practice processes, and professional development activities.

Gender equality considerations will be incorporated into organisational planning, policy development, and programme review processes.

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## 14. Implementation

This Gender Equality Plan will be implemented through existing organisational structures and reflective practice processes within The Family Centre.

Leadership of the three tikanga sections will ensure that the principles of the plan are considered in:

- organisational policies and workplace practices
- recruitment and staff development
- research and evaluation activities
- community engagement programmes

Gender equality considerations will be incorporated into organisational planning and review processes.

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## 15. Publication and Contact

**Publication Date:** 2026

**Next Review Date:** 2029

This Gender Equality Plan is a public document available on the website of The Family Centre as part of the organisation's commitment to transparency, equity, and community wellbeing.

**Contact for this policy:**

**The Family Centre**

Email: [agarwal.r@fc.org.nz](mailto:agarwal.r@fc.org.nz)

Website: <https://familycentre.org.nz>