



CITY OF
MONASH

MONASH GENDER EQUALITY

ACTION PLAN 2021-2025





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ACKNOWLEDGEMENT OF COUNTRY

The City of Monash acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.



STATEMENT FROM OUR LEADERS

Monash Council has had a longstanding commitment to, and leadership role in, promoting gender equality. We are committed to achieving gender equality across all aspects of our organisation, including as a workplace and community service provider.

But we don't just want to meet our obligations. As leaders in this space, we want to exceed them. This workforce Gender Equality Action Plan 2021-2025 (this Plan) sets out key objectives and actions to ensure that Council continues to exceed its obligations under the *Gender Equality Act 2020*. The implementation of this Plan will coexist with and complement the Council Plan 2021-2025, our community facing Gender Equity Framework and the Monash Health and Wellbeing Plan 2021-2025. This Plan also links with our internal Strategic Workforce Plan and actions to uplift workplace diversity, inclusion and equity.

The following six guiding principles outlined in the Gender Equity Framework underpin this document and key focus areas:

1. Intersectionality
2. Multiple settings
3. Leadership
4. Advocacy
5. Research and engagement
6. Partnerships.

Council acknowledges that for effective and long-lasting change to happen, we need demonstrated commitment from our leaders to plan, drive and deliver on gender equality.

To that end, we are committed to:

- Leading by example to create a gender equitable workplace
- Providing our workforce with the education and the necessary capability to promote and support gender equity
- Recognising and acknowledging that advancing gender equality is a shared responsibility and we believe that we should have equal access to opportunities and be treated with dignity, respect and fairness
- Taking an intersectional approach to implementing gender equality, acknowledging that gender inequality does not impact all people in the same way
- Building on our existing knowledge and experience to ensure we understand how people of different sexes and genders experience our workplace so we know how we can best support them
- Ensuring that people feel safe to raise grievances without fear or retribution
- Focusing on gathering and acting on employee feedback, holding ourselves and each other accountable for positive and long lasting change.

Over the next four years, we will continue to focus on building a workplace culture where people of all genders enjoy the same opportunities, rights and respect in our workplace to create an organisation that encourages and welcomes diversity, inclusivity and equity for all.

**Executive Leadership Team,
Monash Council**



Council acknowledges:

- That women and gender diverse people have historically experienced, and continue to experience, discrimination and disadvantage on the basis of sex and gender¹
- That gender equity is not about treating everyone the same but recognises people's different needs and power related to their sex and gender
- The link between gender inequality and the prevention of violence against women and family violence
- Gender equality benefits everyone and is a human right.

¹ Gender Equality Act 2020 (Vic) s 6(9)

LEGISLATIVE

FRAMEWORK

The *Gender Equality Act 2020* requires councils to take positive action towards achieving and promoting gender equality in the workplace and consider, with a gendered lens, the direct and significant impact on the public when developing policies, programs and delivering services.

Each Council must develop a Gender Equality Action Plan which incorporates the results of workplace gender audit taken at 30 June 2021 and detail strategies and measures for achieving workplace gender equality and the promotion of gender equality in policies, programs and services that impact the public.

In developing this Plan, Council has considered the gender equality principles, as listed in section 6 of the *Gender Equality Act 2020*:

1. All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness
2. Gender equality benefits all Victorians regardless of gender
3. Gender equality is a human right and precondition to social justice
4. Gender equality brings significant economic, social and health benefits for Victoria
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
6. Advancing gender equality is a shared responsibility across the Victorian community
7. All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices
8. Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes ²
9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender
10. Special measures may be necessary to achieve gender equality.

The above principles are supported by the workplace gender equality indicators, representing key areas where workplace gender inequality persists and where progress towards gender equality will be demonstrated:



Gender composition at all levels of the workforce



Gender composition of governing bodies



Gender pay equity



Workplace sexual harassment



Recruitment and promotion



Leave and flexibility



Gendered work segregation

² From our community consultation for the Gender Equity Framework (including with our Reconciliation Action Plan consultant), Monash Council use a slightly different definition in some documents as follows to be further inclusive: 'Gender inequality may be compounded by forms of disadvantage or discrimination on the basis of sex and gender, as well as age, disability, ethnicity, gender identity, race (including Aboriginal or Torres Strait Islander descent), religion, and/or sexual orientation.'

GENDER EQUALITY ACTION PLAN

LANGUAGE

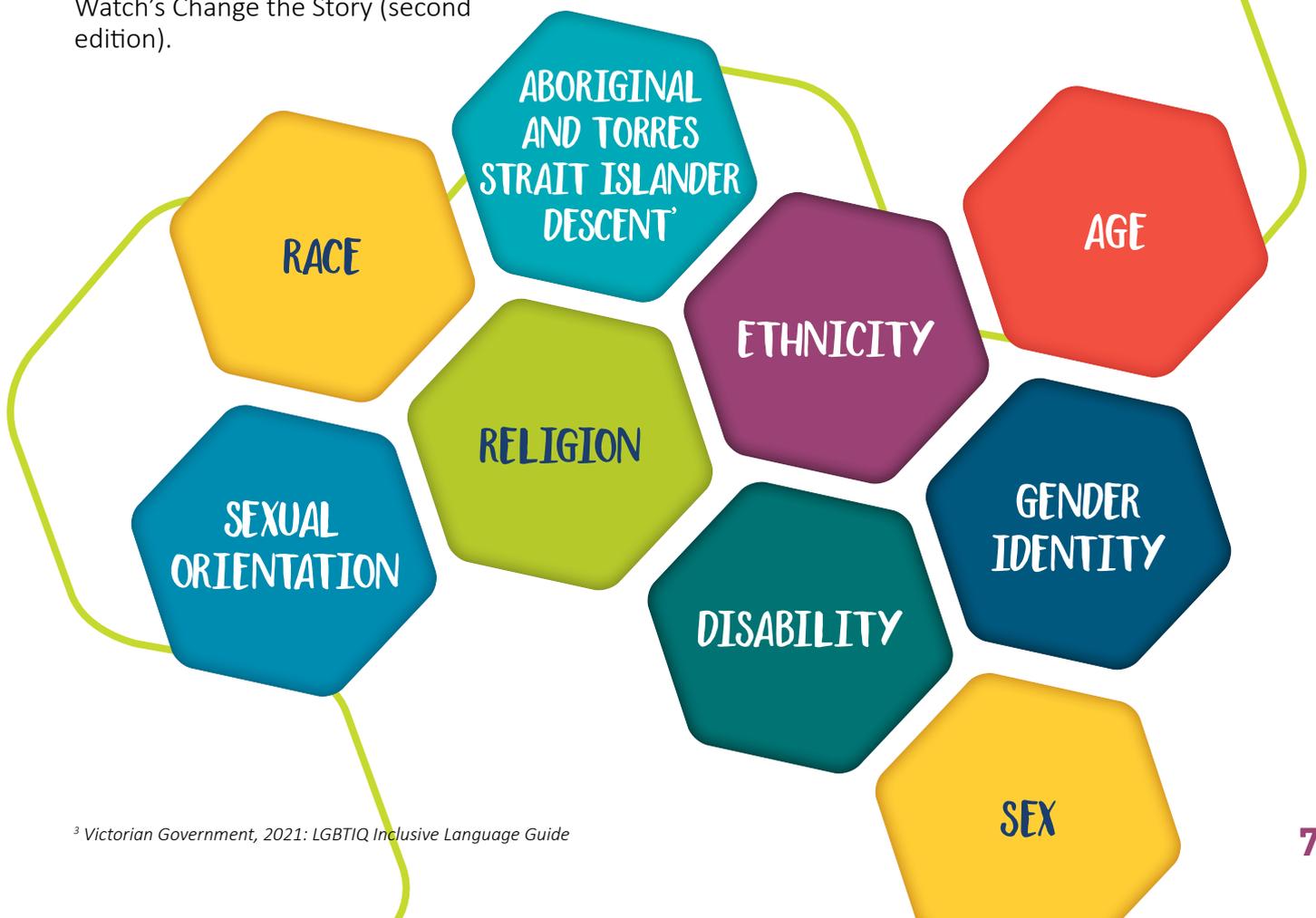
As language in this space evolves and changes, people may respond to terms differently. In this Plan, Council acknowledges that the category of women is a socially constructed one, and part of a binary system, gender that does not represent the diversity of the population.

This Plan's definition of a 'woman' includes anyone who identifies as a woman, which includes cis, and trans women and others who identify themselves within the gender identity of a woman. Similarly, this Plan's definition of a 'man' includes anyone who identifies as a man, which includes cis, and trans men and others who identify themselves within the gender identity of a man. In this Plan we also refer to 'gender diverse people', who may identify as non-binary, trans, agender, genderqueer, genderfluid or any other gender identity that is not cisgender.³

Council uses the language 'violence against women' to be consistent with Victoria's Free from Violence Framework, and Our Watch's Change the Story (second edition).

This is in acknowledgement of the international use of this language (for example by the United Nations) and of the fact that women make up the overwhelming majority of victims of family and domestic violence and sexual violence.

In the community facing Gender Equity Framework, Council has made a conscious decision to focus on 'gender equity' because this concept recognises that people may have different needs and power related to their gender, along with relevant intersecting characteristics, particularly sex, and that these differences should be identified and addressed in a way that rectifies gender related imbalances. Gender equity leads to gender equality, where there are equal rights, responsibilities and opportunities for women, men, and gender diverse people. To ensure alignment with the *Gender Equality Act 2020* language, we have used 'gender equality' in this Plan.



³ Victorian Government, 2021: *LGBTIQ Inclusive Language Guide*

THE CASE FOR CHANGE

This Plan outlines strategies to address gender inequalities for our workforce and our community.

This Plan seeks to address the effect of gender intersecting with other experiences of inequality and the impact this has on employee development, career progression and job satisfaction and will take an intersectional approach.

Intersectionality is the way in which gender inequality may be compounded by forms of disadvantage or discrimination on the basis of sex and gender, as well as age, disability, ethnicity, gender identity, race (including Aboriginal and Torres Strait Islander descent), religion, sex and/or sexual orientation.

Furthermore, Council has identified clear areas for improvement from the results of the baseline workplace audit data and People Matter Survey. These results have informed our key objectives, actions and focus over the next four years, which aligns with the *Gender Equality Act 2020*.



WHAT IS

GENDER EQUITY?

Gender equity is the process of being fair to people of all sexes and genders. Gender equity recognises that within all communities, women, men and gender diverse people have different needs, access to power, resources and responsibilities. To ensure fairness, strategies must often be available to compensate for women's historical and social disadvantages, which have prevented a level playing field. Gender equity leads to gender equality, where there are equitable rights, responsibilities and opportunities for people of all sexes and genders.

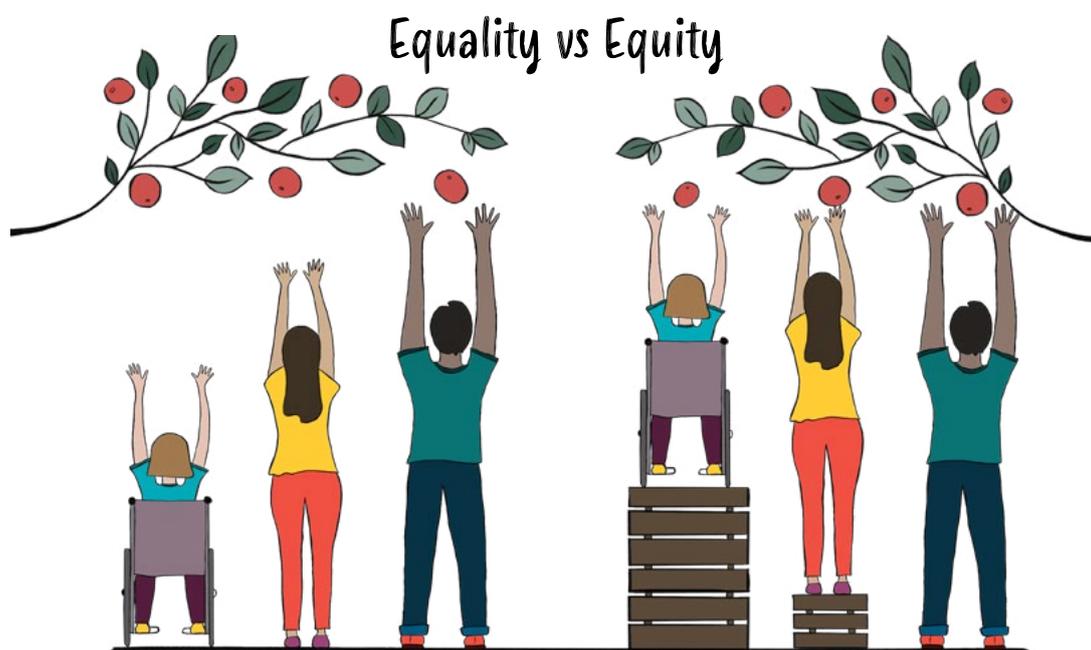
This means that gender equity is not about treating everyone the same but recognising people's different needs and power related to their sex and gender and working to address these differences to rectify sex and gender related imbalances.⁴

We also need to consider intersectionality, which is the concept that, alongside gender inequality on the basis of sex and gender, other forms of discrimination or disadvantage may exist related to age, disability, ethnicity, gender identity, race (including Aboriginal and Torres

Strait Islander descent), religion and/or sexual orientation. When people experience two or more intersecting forms of discrimination or disadvantage, this discrimination or disadvantage can be compounded. For example, a young woman who also has a disability may face different barriers to an older woman who identifies as bisexual. There is, therefore, no 'one size fits all' answer to solving gender inequality.

Gender inequality affects everyone, not just women and traditional stereotypes cause harm to us all. For example, long held notions around caring and work mean that, just as women may be expected to do more unpaid childcare and caring, men may experience discrimination when they attempt to take time off paid work to take on caring roles.

Gender inequality is a precondition of violence against women. To prevent this violence, we must address gender inequality. Women who face multiple and intersecting forms of discrimination and disadvantage are at greater risk of violence and have greater difficulty accessing support.⁵



⁴ Safe and Strong, Victorian Gender Equality Strategy

⁵ Safe and Strong, Victorian Gender Equality Strategy

MONASH COUNCIL'S PROUD HISTORY

Council has a long and proud history of supporting and promoting gender equality, diversity and inclusion.

In partnership with VicHealth and Link Health & Community, Council led the Generating Equality and Respect program which was a three year, program from 2012-2015. This program aimed to prevent violence against women before it occurs by building communities, cultures and organisations that are gender equitable and promote equal and respectful relationships between men and women, through addressing the underlying drivers of violence against women. This project was the largest financial investment to any Council to prevent violence against women.

In 2015, Council was one of the first local governments in Victoria to formally adopt a Gender Equity Strategy and Action Plan as well as employ a full time Gender Equity Officer and establish a Gender Equity Advisory Committee with Councillor Representatives. Over the years, Council has built on our governance and programs to promote gender equality and prevent violence against women both in our workplace and the community.

This Plan builds on our history as a Victorian leader in primary prevention over many years, delivering multi-partner gender equality projects including:

- Eastern Region Local Government PVAW Program (2011) across 8 organisations
- Generating Equality and Respect Program (GEAR), a \$1,000,000 3-year project funded by Vic Health (2012-2015)

- Community Leaders United By Sport (CLUBS) funded by Sport and Recreation Victoria to advance gender equality through co-design with local community sports clubs
- Playing Fair, Building Inclusive Playgroups, funded by the Victorian Department of Health and Human Services (2019).

A new Gender Equity Framework was endorsed by Council in 2022 which strengthens our structures, partnerships and community capacity in this area.

EXAMPLES OF OUR WORK TO DATE

In December 2020, Council established a Gender Equity Internal Steering Committee, chaired by the Chief Executive Officer, and made up of 10 representatives (employees and managers) from across all Council Divisions. The role of this Committee is to embed gender equity and drive change across the organisation, through cross-sectional collaboration.

**ONE OF THE FIRST
LOCAL GOVERNMENTS IN
VICTORIA TO FORMALLY ADOPT
A GENDER EQUITY STRATEGY
AND ACTION PLAN**



MONASH CIVIC
CENTRE



Customer Service
Centre

Since its inception, the Gender Equity Internal Steering Committee has established working groups and committees as necessary, such as the Gender Equity Governance Working Group, to ensure processes for the Gender Impact Assessments were embedded into relevant Council systems such as audit reporting and Council report templates. The Gender Equity Governance Working Group concluded at the end of 2021 following the successful implementation of information and document management strategies.

Council has also introduced a range of other initiatives that can assist in promoting gender equality, including a Flexible Working Policy and a 'Preventing Family Violence: Workplace Support Policy and Procedures' which includes 20 days of family violence leave. In 2019, Council partnered with the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) to deliver a pilot program called 'Raise it!' Conversations about sexual harassment and workplace equality which trained 'Raise It Champions!' to have conversations with their teams on addressing sexual harassment, promoting flexible working and parental leave options.

As part of its strong commitment to LGBTIQ+ inclusion, in December 2020 Council endorsed Monash to work towards Rainbow Tick Accreditation as a whole organisation, develop a LGBTIQ+ Community Action Plan and establish a LGBTIQ+ Advisory Committee. In 2021, Council provided employees with training around the importance of gender pronouns and introduced a voluntary (opt-in) process for employees to include their pronouns on their email signatures.

To complement the workforce component, there is also a community-facing component of the *Gender Equality Act 2020* which includes undertaking Gender Impact Assessments of Council's policies, programs and services that are direct and significant to the community. To date we have built capacity by providing tailored training and resources which were developed to support all teams across Council.

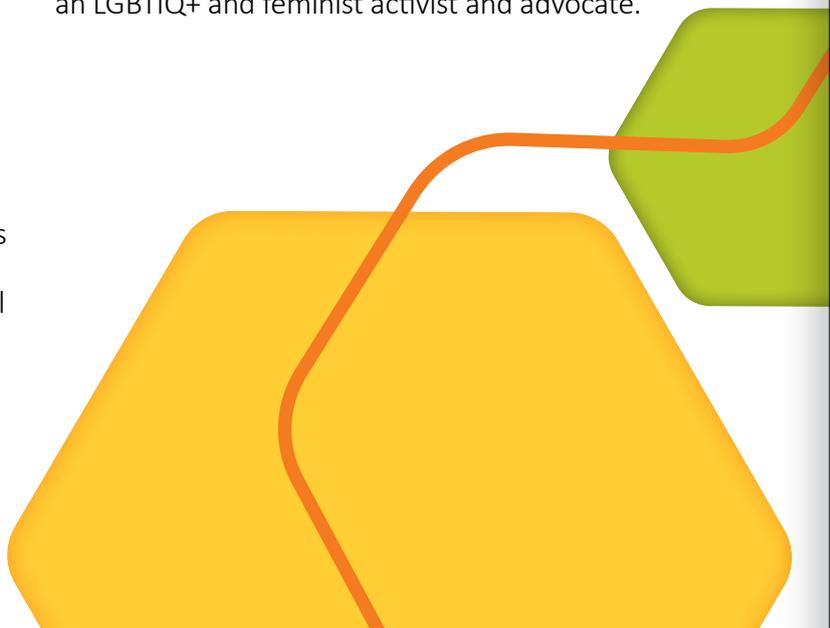
In February 2022, Council endorsed a new Gender Equity Framework which strongly focuses on the community-facing work of Council. This new Framework is building on Council's inaugural Gender Equity Strategy 2015-2020, which strengthened our structures, partnerships and community capacity in this area. This update particularly seeks to build on Council's Gender

Equity Strategy 2015-2020 to: reinforce its commitment to gender equity, incorporate the latest research, community consultation and considerations of intersectionality and incorporate new policies, plans and legislation that have been enacted and evolved since 2015, including the *Gender Equality Act 2020*.

To support the Gender Equity Framework, Council has a Gender Equity Advisory Committee. This Committee, which was established in 2015, has representation from Councillors, as well as community members and organisations from the community. The Committee provides Council with advice on improving gender equity within the Monash community, actively encouraging women's full and equal participation in community life, and the implementation of Council's Health and Wellbeing Plan 2021-2025 and Gender Equity Framework.

As part of the International Women's Day 2022 campaign, themed Break the Bias, Council hosted a session with Fadzi Whande for employees. Fadzi Whande is a multi-award-winning global diversity and inclusion strategist and social justice advocate. Fadzi was the 2018 Western Australian of the year and is currently the Senior Diversity and Inclusion Advisor for the UN. She champions the areas of unconscious bias, gender inclusive leadership, racial equity and social justice through her work as a speaker, trainer, consultant, facilitator and activist.

In the community, Council hosted an International Women's Day event with keynote speaker Sally Rugg. Sally is known for her background as a campaigner and advocate, and was previously Executive Director of Change.org, Australia's largest social change platform. Sally worked at the forefront of Australia's campaign for marriage equality and continues to work as an LGBTIQ+ and feminist activist and advocate.



GENDER IMPACT ASSESSMENTS

Over the past 12 months Gender Impact Assessments have been undertaken for any new or revised policies, programs and services that:

- have a cross-council or whole of community focus
- have already identified clear actual or potential gender inequality in the policy, program, or service
- have already identified clear goals around potential improvements to gender equality for the policy, program or service.

Approximately 25 Gender Impact Assessments have been undertaken from March 2021 to December 2021. **Examples include policies, programs and services such as Council's:**

- Revenue and Rating Plan
- Public Toilet Strategy
- Monash Health and Wellbeing Plan
- Procurement Policy
- Domestic Animal Management Plan
- Soccer and Cricket Plans
- Various Fees and Charges.

The table below are examples of some outcomes from undertaking the Gender Impact Assessments (GIA).

Policy/Program/Service	Changes as a result of GIA
Revenue and Rating Plan	<p>Recommendation 13: that Council continue to apply a range of principles to determine the level of fees and charges for each service and will apply a gender impact analysis when reviewing those charges.</p> <p>A fees and charges checklist was developed for all Departments to review their 2021/22 fees and charges by undertaking a GIA.</p>
Procurement Policy	<ul style="list-style-type: none"> • Include gender equality as a consideration in evaluating goods, services and works • Updating what the evaluation panels may consider to include gender equality taking an intersectional approach and noting the benefit and impact of other types of diversity and inclusion • Providing advice that gender diversity should be considered when establishing the evaluation panel, to reduce the impact of unconscious bias • Outlining Council's commitment to diversity and gender equality, and why it is important in procurement.
Domestic Animal Management Plan	<p>Due to the growing understanding of the link between animal abuse and family violence, the Plan has been amended to include authorised officers receiving training on prevention of family violence and responding to disclosures (section 2.2).</p> <p>An intersectional approach has also been considered, with one of the key activities of the Plan being to increase publicity and education among Council's non-English speaking residents. The plan also includes an activity which is to collect more gender disaggregated data and research to inform future plans and will be evaluated and reported on in 2023.</p>

DEVELOPING THE GENDER EQUALITY ACTION PLAN

Preparation of this Plan has involved analysis of baseline workplace audit data and analysis of the People Matter Survey data. These data insights were coupled with an extensive review of existing plans, strategies and procedure documents to ensure alignment with the workplace gender equality indicators and intersectional factors. This has highlighted the key strategies for focus over the next four years, as outlined in the **Gender Equality Action Plan 2021-2025** section of this document.

The baseline workplace audit data, for the period 1 July 2020 to 30 June 2021, identified clear areas for future system expansion and improvements. For example, we found that our core systems and processes are targeted to capturing fixed biological sex, rather than

recognising that gender may not be formally documented and may be fluid. A priority in this Plan is to review existing system capabilities and improve our ability to accurately capture and report intersectional data, as well as embedding a culture that fosters psychological safety to encourage transparency and disclosure, while allowing people to exercise their right not to disclose sensitive information under the *Privacy and Data Protection Act 2014*.

The People Matter Survey was conducted between 31 May to 2 July 2021, employee participation was optional, and Council received 339 responses (see below). The results of the People Matter Survey were presented to employees during a series of sessions in October 2021.

Based on the People Matter Survey participation, gendered response numbers are as follows:

Gender	Participant Responses (No.)
Women	209
Men	108
I use a different term/Non-binary/Prefer Not to say (referred to as gender diverse)	22



WORKPLACE AUDIT AND PEOPLE MATTER SURVEY DATA

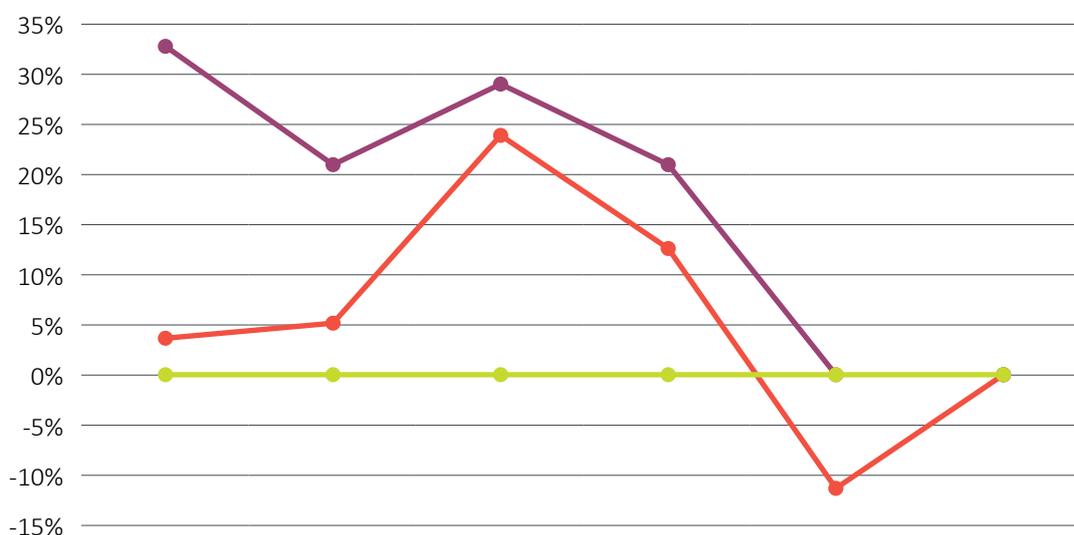
PAY EQUITY

When reviewing pay data overall, based on median annualised base salaries and in alignment with the workforce gender audit (1 July 2020 to 30 June 2021), results indicate there is an overall 4.1% pay equity for women when compared with men. Gender diverse people have an overall 32.6% pay equity when compared with men. This is also the same for the median total remuneration.

However, the following is noted:

- Overtime is not included within the base salary
- Less than 10 gender diverse employees are disclosed in the workforce gender audit which may not to be a complete reflection across the organisation.

GRAPH 1: GENDER PAY GAP BY EMPLOYMENT TYPE



	All	Full-time permanent/ongoing	Full-time contract (fixed-term)	Part-time permanent/ongoing	Part-time contract (fixed-term)	Casual
Women	4.1%	5.0%	24.3%	12.6%	-11.5%	0.0%
Gender Diverse (Self-Described)	32.6%	20.9%	29.8%	21.9%	0.0%	0.0%
Men	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Graph 1: represents data to identify pay gaps by employment type (basis), such as casual, part-time and full-time, for women, men and gender diverse people.

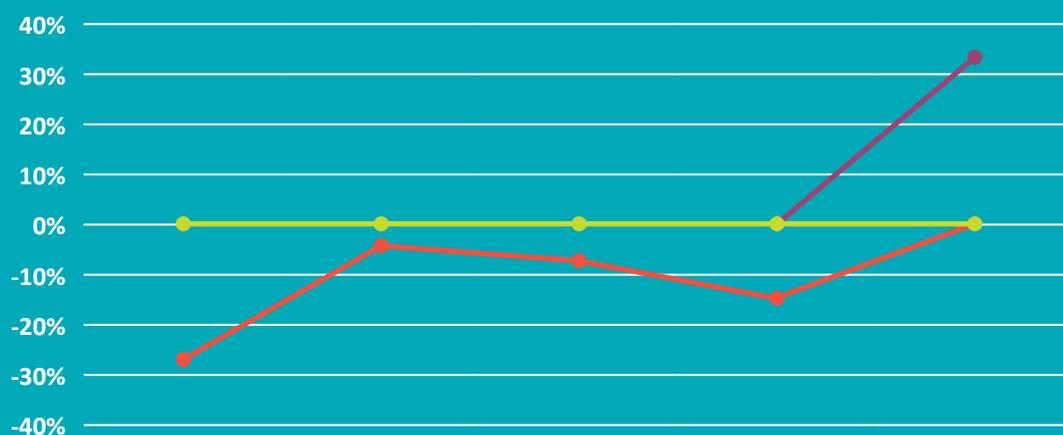
When reviewing the gender pay gap by employment type, the median salary of all women is higher than all men across all the employment types, excluding part-time contract women, which shows a pay gap of 11.5%.

Further data analysis revealed 66% of part-time men on contract earn more than \$87,000 per annum, whereas only 50% of part-time women on contract earn more than \$87,000.

These data outcomes inform our key actions and priorities, as outlined in the Gender Pay Equity actions, of this Plan.

Graph 2: represents the gender pay gap by levels to CEO (noting Executive Leadership Team does not include the base salary of the CEO). When reviewing the gender pay gap by levels to CEO, the median salary for men in leadership positions is higher than women in leadership positions, with the largest pay gap at Executive Leadership Team. Men represent 71.4% of Executive Leadership Team, whereas women represent 28.6% of Executive Leadership Team.

GRAPH 2: GENDER PAY GAP BY LEVEL



	ELT	Managers	Coordinators	People Leaders	All other employees
— Women	-28.2%	-3.5%	-7.4%	-14.6%	0.0%
— Gender Diverse (Self-Described)	0.0%	0.0%	0.0%	0.0%	32.6%
— Men	0.0%	0.0%	0.0%	0.0%	0.0%

Women are strongly represented across all levels of the organisation, however, this representation is most significant in lower level positions and men are more represented in higher, more senior positions. Overall, 14% of all men hold leadership positions (i.e., People Leaders to CEO) and 11% of women hold leadership positions (i.e., People Leaders to CEO). When looking at each level, the following key points are noted:

- Men hold the majority of roles within Executive Leadership Team (71.4%) and at Manager (64%) level
- 62.5% of Coordinators are women
- 51.7% of People Leaders are women
- 60.9% of All Other Employees are women.

Due to the low number of employees who identified as gender diverse, no meaningful conclusions can be made without further analysis. This will form part of our action planning efforts and priorities, as outlined in the Gender Composition at all Levels of the Workforce, Recruitment and Promotion and Gender Pay Equity actions of this Plan.

Data analysis also revealed there is a greater gender segregation across the divisions due to the nature of the work. For example, the Community Services Division is dominated by women in professions such as Nursing and Education, whereas Infrastructure and Environment is more dominated by men, consistent with the industries it represents, including Engineering, Waste Management and services requiring manual labour. This analysis will directly inform our attraction and improvement strategies to elevate diversity across job types and levels.



Other Data Findings

The following data represents the key observations for each gender equality indicator, in alignment with the *Gender Equality Act 2020* requirements:

GENDER COMPOSITION

The gender composition data revealed that women represent 60.1% of the workforce. As noted above, this representation is in lower banded positions and men are more represented in higher, more senior positions. Men represent 39.6% of the workforce and people who disclose their identity as gender diverse represent 0.3% of the workforce.

Furthermore, the composition of our workforce, and in alignment with the baseline workforce gender audit analysis (for the period 1 July 2020 to 30 June 2021), the following key points are noted:

Gender composition by level

- Executive Leadership Team has a ratio of 28.6% women to 71.4% men
- Manager level has a ratio of 36% women to 64% men
- Coordinator level has a ratio of 62.5% women to 37.5% men
- Other People Leaders have a ratio of 51.7% women to 48.3% men
- All Other Employees have a ratio of 60.9% women, 38.8% men and 0.3% gender diverse people.

Gender composition by employment type

- Full-time employment has a ratio of 47.2% women, 52.4% men and 0.5% gender diverse people
- Part-time employment has a ratio of 83% women, 16.7% men and 0.3% gender diverse people
- Casual employment has a ratio of 62.8% women to 37.2% men.

At Councillor level (the governing body) the female to male ratio is 36% to 64%.

The People Matter Survey indicated 85% of women, 81% of men and 45% of gender diverse people, agreed that there is a positive culture within their organisation in relation to employees of different sexes/genders. When breaking this down further by intersectional characteristics, results showed:

- 63% of women, 59% of men and 55% of gender diverse people agreed there is a

positive culture within their organisation in relation to employees who are Aboriginal and/or Torres Strait Islander

- 87% of women, 80% of men and 55% of gender diverse people agreed there is a positive culture within their organisation in relation to employees from varied cultural backgrounds
- 82% of women, 79% of men and 59% of gender diverse people agreed there is a positive culture within their organisation in relation to employees of different age groups
- 83% of women, 79% of men and 59% of gender diverse people agreed there is a positive culture within their organisation in relation to employees who identify as LGBTIQ+
- 70% of women, 66% of men and 59% of gender diverse people agreed there is a positive culture within their organisation in relation to employees with disability.

These data outcomes inform our key actions and priorities, as outlined in the Gender Composition of Governing Bodies (Councillors), Gender Composition at all Levels of the Workforce, Recruitment and Promotion and All Indicators actions, of this Plan.

SEXUAL HARASSMENT

Council has a suite of incivility policies as part of a broader Human Resources Policy Framework. This includes a Sexual Harassment Policy that forms part of our organisational compliance training requirements for all employees. The framework also includes a Grievance Policy and Procedure that supports reporting acts of incivility. All formal complaints lodged are escalated and reported to senior management. During the reporting year, there were three sexual harassment complaints with each being addressed in accordance with our Policy Framework.

Data received via the People Matter Survey indicates that 5% of women, 3% of men and 14% gender diverse people have experienced sexual harassment. Other results relating to sexual harassment included:

- 69% of women, 81% of men and 45% of gender diverse people agreed they feel safe to challenge inappropriate behaviour at work
- 74% of women, 81% of men and 59% of gender diverse people agreed their organisation takes steps to eliminate bullying, harassment and discrimination
- 86% of women, 89% of men and 68% of gender diverse people agreed their organisation encourages respectful workplace behaviours.

Monash Council has a partnership with Melbourne University to deliver the Respectful Relations and Work-Life Balance: Keys to

Employees' Wellbeing at Monash longitudinal research project since 2017.

Using a longitudinal research design, across three different time points (June 2017, February 2018 and May 2021), Melbourne University assessed five forms of workplace mistreatment: incivility, gender harassment, sexual harassment, racial harassment and organisational tolerance for harassment and two types of work-family conflict: work-to-family conflict and family-to-work conflict.

Further findings of the Wave 3 survey results are being consolidated in preparation for employee consultation. It has been noted that themes from the Wave 3 survey are mostly consistent with the People Matter Survey outcomes. Results from the employee surveys are key to informing actions and priorities, as outlined in the Workplace Sexual Harassment actions, of this Plan.

RECRUITMENT AND PROMOTION

A review of the Recruitment Policy and Procedure was undertaken in 2020/21 and improvement opportunities were identified in support of gender equality and diversity and inclusion. Council, where possible, encourages blind recruitment efforts and, as a standard practice, requires gender diverse short-lists and interview panels. Attraction strategies to improve diversity and gender equality will inform key action planning requirements, to complement efforts so far.

When reviewing recruitment and promotion data, and in alignment with the workforce gender audit (1 July 2020 to 30 June 2021), the following key summary points were noted:

Recruitment and promotion by gender (overall)

- New employees recruited have an overall ratio of 46.3% women and 53.7% men
- Internal promotions have an overall ratio of 43.3% women and 56.7% men
- Higher duties have an overall ratio of 40.6% women and 59.4% men
- Internal secondments have an overall ratio of 50% for women and men
- Exits from Council have an overall ratio of 50.2% women and 49.8% men.

Recruitments by level

- There were no new employees recruited at Executive Leadership Team or Manager level
- At Coordinator level, new employees recruited has a ratio of 66.7% women and 33.3% men
- At the Other People Leader level, new employees recruited has a ratio of 60% women and 40% men
- All Other Employees, new employees recruited has a ratio of 45.5% women and 54.5% men.

Promotions by level

- At Manager level, two women were internally promoted
- At Coordinator level, two women and one man were internally promoted
- At the Other People Leader level, five women and 13 men were internally promoted
- All Other Employees, four women and three men were internally promoted.

Higher duties by level

- During the reporting period, those who acted in the CEO role were men and received higher duties accordingly
- At Manager level, higher duties payment has a ratio of 58.1% women and 41.9% men
- At Coordinator level, higher duties payment has a ratio of 51.7% women and 48.3% men
- At the Other People Leader level, higher duties

payment has a ratio of 25% women and 75% men

- All Other Employees, higher duties payment has a ratio of 54.8% women and 45.2% men.

Internal secondments (acting arrangements) by level

- At Executive Leadership Team, internal secondments have a ratio of 83.3% for women and 16.7% men
- At Manager level, internal secondments have a ratio of 75% women and 25% men
- At Coordinator level, internal secondments have a ratio of 42.1% women and 57.9% men





- At the Other People Leader level, internal secondments have a ratio of 38.9% women and 61.1% men
- All Other Employees, internal secondments have a ratio of 55.6% women and 44.4% men.

Exits by level

- There were no exits at Executive Leadership Team
- At Manager level, exits have a ratio of 20% women and 80% men
- At Coordinator level, exits have a ratio of 60% women and 40% men
- At the Other People Leader level, exits have a ratio of 12.5% women and 87.5% men
- All Other Employees exits have a ratio of 51.8% women and 48.2% men.

Due to the nature of the manual collation of career development opportunities data, we are unable to report on these figures as data cannot be verified at this time.

Data received via the People Matter Survey indicates that 55% of women, 70% of men and 36% of gender diverse people agreed that their organisation makes fair recruitment and promotion decisions, based on merit. Other results relating to recruitment and promotion included:

- 50% of women, 56% of men and 27% of gender diverse people agreed they have

an equal chance at promotion in their organisation

- 74% of women, 78% of men and 50% of gender diverse people agreed gender is not a barrier to success in their organisation
- 67% of women, 60% of men and 45% of gender diverse people agreed being Aboriginal and/or Torres Strait Islander is not a barrier to success in their organisation
- 79% of women, 77% of men and 55% of gender diverse people agreed cultural background is not a barrier to success in their organisation
- 78% of women, 79% of men and 55% of gender diverse people agreed sexual orientation is not a barrier to success in their organisation
- 65% of women, 68% of men and 55% of gender diverse people agreed disability is not a barrier to success in their organisation
- 73% of women, 69% of men and 45% of gender diverse people agreed age is not a barrier to success in their organisation.

These data outcomes inform our key actions and priorities, as outlined in the Recruitment and Promotion (Councillors), Recruitment and Promotion, Gender Composition at all Levels of the Workforce, All Indicators and Leave and Flexibility actions, of this Plan.

LEAVE AND FLEXIBILITY

Council implemented a comprehensive Flexible Working Arrangements Policy in 2018/19. During COVID-19 the Policy was updated to apply further agility and scope to incorporate broader flexible working options.

Flexible working is approached in two ways, informal and formal. Day to day and ad-hoc flexible working needs are considered informal and managed locally without formal documentation and application requirements. More formalised flexible working, such as part-time hours, purchased leave and ongoing arrangements to work a compressed week, for example, is formalised via an application and documented (online) process.

When reviewing data associated with leave and flexibility in alignment with the baseline workforce gender audit analysis (for the period 1 July 2020 to 30 June 2021), the following key points are noted:

- Overall, 21.4% of employees are employed part-time
- Part-time employment has a ratio of 83% women, 16.7% men and 0.3% gender diverse people
- Manager level had one woman take parental leave
- Coordinator level had two women take parental leave
- Other People Leaders had six women and eight men take parental leave
- All Other Employees had six women and five men take parental leave
- Of the total employees that accessed purchased leave, 76% were women and 24% were men.
- 84% of women, 79% of men and 64% of gender diverse people agreed their organisation supports employees with family or other caring responsibilities, regardless of gender
- 72% of women, 80% of men and 73% of gender diverse people agreed they have the flexibility they need to manage their work and non-work activities and responsibilities
- 54% of women, 63% of men and 32% of gender diverse people agreed using flexible work arrangements is not a barrier to success in their organisation
- 63% of women, 69% of men and 41% of gender diverse people agreed having caring responsibilities is not a barrier to success in their organisation
- 61% of women, 73% of men and 59% of gender diverse people agreed having family responsibilities is not a barrier to success in their organisation.

During the reporting period, there were no employees that exited Council whilst on parental leave.

Data received via the People Matter Survey indicates that 89% of women, 80% of men and 64% of gender diverse people agreed that their organisation would support them if they needed to take family violence leave. Other results relating to leave and flexibility included:

- 67% of women, 78% of men and 64% of gender diverse people agreed they are confident that if they requested a flexible work arrangement, it would be given due consideration

These data outcomes inform our key actions and priorities, as outlined in the All Indicators and Leave and Flexibility and Recruitment and Promotion actions, of this Plan.

GENDERED SEGREGATION

Council currently does not have ANZSCO code reporting. This is something that will be further considered, as outlined in the All Indicators actions, of this Plan.

Data received via the People Matter Survey indicates that 88% of women, 84% of men and 64% of gender diverse people, agreed that their organisation uses inclusive and respectful images and language.

Further to this, 81% of women, 85% of men and 73% of gender diverse people agreed in their workgroup work is allocated fairly, regardless of gender.

CONSULTATION AND ENGAGEMENT

Consultation with employees and stakeholders was critical in the development of this Plan to reflect how we each uniquely experience the workplace. Consultation and engagement was required at three key phases: data collection, results campaign and consultation on the draft plan. This ensured a well-rounded insight of our current position with regards to gender equality.

Council employed a multifaceted approach to the method of consultation to ensure we responded to the unique needs of our different workforce groups and removed any barriers to receiving responses from diverse groups. Our methods included surveys, multiple all-employee sessions during key phases (offered both in person and virtually); targeted sessions at different levels of the organisation and with different committees and communities of practice; roadshows and regular progress updates. For example, our Gender Equity Internal Steering Committee, which is chaired by the Chief Executive Officer and is made up of 10 representatives (employees and managers) from across all Council Divisions, allows for diversity of input from their respective areas. This Committee has met 12 times since December 2020 and the role of this Committee is to embed gender equity and drive change across the organisation, through cross-sectional collaboration.

As this Plan was developed, employees were once again invited to sessions to provide their feedback and input into the key priorities for the next four years. This was also an opportunity for the organisation to provide further education on the requirements of the *Gender Equality Act 2020*.

As part of our broader gender equality initiatives and policy direction, local service providers were consulted as part of the development of the Gender Equity Framework.

Feedback and expertise was provided from the following organisations:

- Monash University
- Latrobe Community Health (Link Health & Community)
- Women's Health East
- Eastern Domestic Violence Service (EDVOS)
- Inner East Primary Care Partnership (IEPCP).

The Monash community was also consulted through a municipal-wide online survey and workshops, focus groups and presentations with:

- Council's Gender Equity Advisory Committee
- Council's LGBTIQ+ Advisory Committee
- Council's Disability Advisory Committee
- Council's Multicultural Advisory Committee
- The Monash Multicultural and Settlement Services Network.

Additionally, consultation and engagement enabled us to gather data and develop gender equality strategies important to our stakeholders (governing bodies, employees, employee representatives and steering committees).

LEADERSHIP AND RESOURCING

As outlined in our leadership statement, the Executive Leadership Team and Council more broadly, has a longstanding commitment to, and leadership role in, promoting gender equality and is committed to achieving gender equality across all aspects of our organisation including as a workplace and community service provider.

The internal People and Safety and Community Strengthening Teams will play a pivotal role in facilitating the implementation of the actions outlined in this Plan, with accountability to drive change being everyone's business, particularly People Leaders. Employees will be key in providing feedback and input to measure our progress and guide our direction. Council will review and monitor dedicated resourcing to ensure actions outlined in this Plan can be achieved.

A new Workforce Analytics and Reporting role was implemented in 2021 to support the growing workforce analytics and reporting requirements, along with evolving relevant systems and platforms to capture and extract relevant workforce data, particularly intersectional and recruitment data.

The internal and cross representative Gender Equity Internal Steering Committee, chaired by the Chief Executive Officer, will play a key role in governing the actions outlined in this Plan, action planning progress and overall reporting (internally and externally).



GENDER EQUALITY

ACTION PLAN 2021-2025

This Plan outlines the key objectives and actions to embed gender equality in our workplace. Underpinned by gender equality principles and indicators, this Plan has three key priorities that we will also leverage as part of our key messaging:

1. Advance and promote gender equality with intersectional consideration in our structures, strategies and policies
2. Embed gender equality in recruitment, remuneration, promotion and flexibility processes, policies and practices
3. Improve the collection and analysis of data that will inform initiatives for improvement and track our progress towards greater gender equality for our workforce and our community.

The below actions will be reviewed and updated annually, with progress reporting managed by the People and Safety and Community Strengthening Teams delivered regularly to senior management, employees and the Gender Equity Internal

Steering Committee, which is chaired by the Chief Executive Officer.

Comprehensive Implementation Plans will be managed by People Leaders. The detailed implementation plans will be developed in consultation with key stakeholders and employees. The implementation plans will outline roles and responsibilities, milestones and action planning detail to align with broader organisational priorities outlined in this Plan. Coordination and support will be provided by the People and Safety Team.

In alignment with the Act requirements progress will be reported to the Gender Equity Commission each two years.

YEARS: 2022/23 ACTIONS

Indicator/s	Key Objectives	Key Actions	Responsibility	Measures	Comments
All Indicators	Alignment to the Gender Equity requirements	Review and renew aspirational statements (refer to Appendix 1)	<ul style="list-style-type: none"> • People and Safety Team • Community Strengthening Team 	<ul style="list-style-type: none"> • Compliance with workplace Gender Equality indicator requirements 	
		Review and look to implement ANZSCO codes into current systems			
		Develop achievement register to assist with progress reporting (internal and external)			

Indicator/s	Key Objectives	Key Actions	Responsibility	Measures	Comments
 <p>Gender Composition of Governing Bodies (Councillors)</p>  <p>Recruitment and Promotion (Councillors)</p>	Improve the diversity and inclusion composition of governing bodies	Deliver targeted campaigns to attract diversity in governing bodies	<ul style="list-style-type: none"> Executive Leadership Team Chief Operations Office – Governance <p>Support:</p> <ul style="list-style-type: none"> People and Safety Team Community Strengthening Team 	<ul style="list-style-type: none"> Governing bodies composition 	Monash Council continues to focus on the priority of improving the composition of governing bodies
		Target specific cohorts to improve attraction strategies, such as women and other minority groups			
		Ensure policies, procedures and practices align with key equity, diversity and inclusivity objectives			
		Liaise with external partners to support promotion, attraction and retention strategies in Local Government with an emphasis on governing bodies composition			
 <p>Workplace Sexual Harassment</p>	Embed a zero tolerance culture	Strengthen mechanisms and procedures to report and act on sexual harassment of any kind	<ul style="list-style-type: none"> People and Safety Team Community Strengthening Team Gender Equity Internal Steering Committee People Leaders All Employees 	<ul style="list-style-type: none"> Metrics aligned to the internal Grievance Framework Employee feedback via regular surveys and education sessions Employee training participation rates 	<p>Mitigation of workplace sexual harassment continues to be a key priority for Monash Council and new actions will strengthen those already in place. This is an ongoing action</p> <p>Actions linked to the Gender Equity Framework recommendations</p>
	Achieve a culture of equity, diversity and inclusion supported by relevant feedback and metrics	Align Sexual Harassment Policy principles with other key policies, procedures and practices organisation wide			
	Increase levels of employee psychological safety and improve reporting of incidents so appropriate actions can be implemented	Complement formal and online sexual harassment training for all employees with regular face to face training			
		Implement and participate in ongoing prevention and support campaigns, for example RESPECT Victoria and employee assistance programs			
		Continue to seek employee feedback to inform ways to improve psychological safety			

Indicator/s	Key Objectives	Key Actions	Responsibility	Measures	Comments
 Gender Composition at all Levels of the Workforce  Recruitment and Promotion	Achieve gender balanced compositions across all levels of Monash Council, including senior management	Align strategic and operational workforce plans to address inequities and imbalances	<ul style="list-style-type: none"> • Executive Leadership Team • People Leaders • People and Safety Team Support: <ul style="list-style-type: none"> • Community Strengthening Team 	<ul style="list-style-type: none"> • Increased diversity supported by data across all role types and levels • Improved and regular data analytics and reporting incorporating key demographics measures and indicators 	
	Achieve a balance of gender composition in lower level bandings and gendered role types (historically) – increase diverse role type participation	Implement targeted recruitment campaigns (internal and external) to increase diverse role type participation including women in leadership			
	Support minority groups entering employment	Implement and promote internal role opportunities and strengthen gender balance role pipelines			
	Support more women and gender diverse people in leadership roles via promotion, attraction, recruitment and retention practices	<p>Improve internal reporting systems and analytical and reporting capacity and capability</p> <p>Continue to seek employee feedback and analyse data and metrics to inform critical actions</p>			



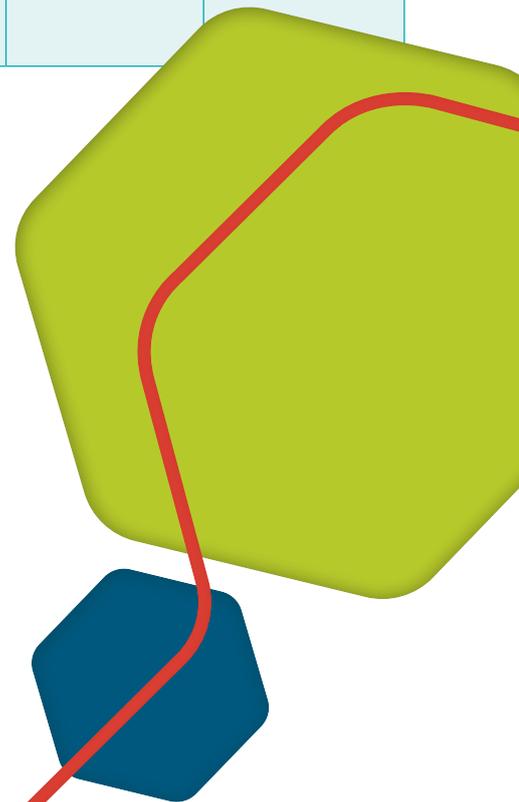
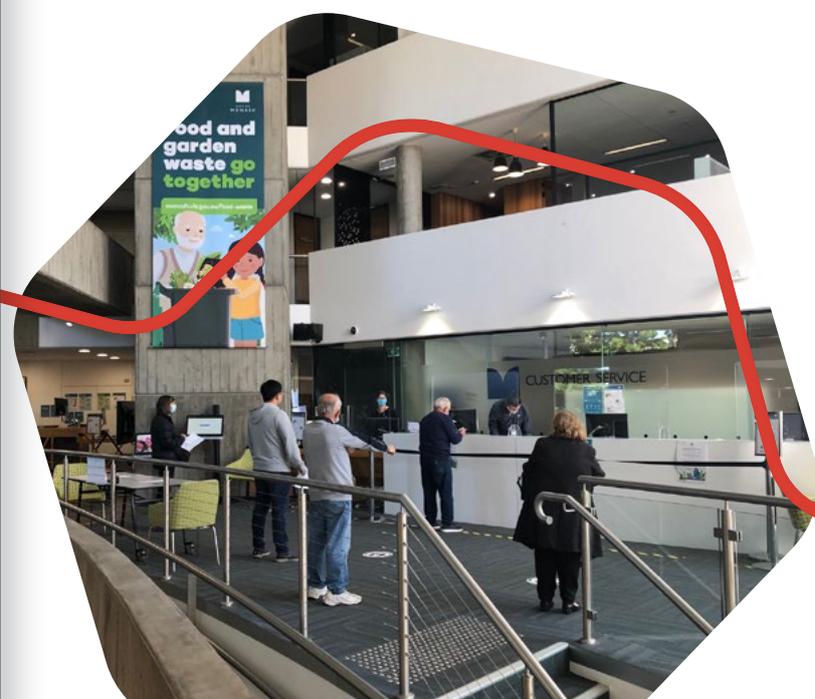
Indicator/s	Key Objectives	Key Actions	Responsibility	Measures	Comments
 <p>Gender Composition at all Levels of the Workforce</p>	<p>Achieve gender balanced compositions across all levels of Monash Council, including senior management</p>	<p>Design and build data sets around diversity (intersectionality), recruitment and other comprehensive people metrics to support operational and strategic planning and improve, equity, diversity and inclusion</p>	<ul style="list-style-type: none"> • Executive Leadership Team • People Leaders • People and Safety Team <p>Support:</p> <ul style="list-style-type: none"> • Community Strengthening Team 	<ul style="list-style-type: none"> • Improved intersectional data analytics and reporting organisation wide • Demographic reporting demonstrates progression of intersectional outcomes against attraction, recruitment and retention in all role types and levels • Embedded succession pipeline for key senior roles with an emphasis on improving participation of women and gender diverse people 	<p>Links to Strategic Workforce Plan action- years 1 and 2</p> <p>Actions linked to the Gender Equity Framework recommendations</p>
	<p>Achieve a balance of gender composition in lower level bandings and gendered role types (historically) – increase diverse role type participation</p>	<p>Establish programs to provide employment to those who typically have difficulty breaking into the labour market, including workers with disabilities, immigrants, Aboriginal and Torres Strait Islander people and LGBTIQ+ people</p>			
	<p>Support minority groups entering employment</p>	<p>Prioritise talent and succession management to identify a formal leadership pipeline with particular emphasis on increasing participation of women and gender diverse people in leadership roles and talent retention</p>			



YEARS: 2022-2024 ACTIONS

Indicator/s	Key Objectives	Key Actions	Responsibility	Measures	Comments
All Indicators		<p>Review and research cultural practices, including flexible working, norms and traditions which may impede workplace flexibility and innovation and ultimately equity</p> <p>Reduce barriers to people with a disability obtaining and maintaining employment at Monash Council</p> <p>Provide all employees with LGBTIQ+ inclusion training and other equity, diversity and inclusion education and awareness on an ongoing basis</p>	<ul style="list-style-type: none"> • People and Safety Team • Community Strengthening Team • People Leaders • Senior Leaders 	<ul style="list-style-type: none"> • Working towards Rainbow Tick certification 	<p>Extract actions linked to the Strategic Workforce Plan and the Monash Council Health and Wellbeing Plan implemented in 2021</p> <p>Actions linked to the Gender Equity Framework recommendations</p>
 Gender Pay Equity	Reinforce the importance of a pay equity culture across all levels and role types with all employees and People Leaders	Implement key messaging and change strategy	<ul style="list-style-type: none"> • Executive Leadership Team • People and Safety Team • People Leaders <p>Support:</p> <ul style="list-style-type: none"> • Community Strengthening Team • External stakeholders and experts in pay and remuneration frameworks and gender equity (as relevant) 	<ul style="list-style-type: none"> • Pay inequities are addressed and mitigated • Evidence is demonstrated via data and key metrics • Gender diversity is evident across a range of levels and role types in ongoing reporting (people metrics) 	<p>In 2022, the People and Safety team have recruited a Workforce Analytics and Reporting role to develop ongoing people metrics including those related to pay equity</p>
		Using comprehensive data sets, address, identify and report on pay inequity issues			
		Develop timely strategies to address pay inequities			
	Address inequities and apply long term solutions to support a culture of equity, diversity and inclusion	Embed frameworks, policies, procedures and practices that prevent pay inequities (link to Remuneration Framework)			
Embed a long term strategy to ensure pay inequities are mitigated	Apply relevant policy principles to mitigate bias that may result in pay inequities in the future				

Indicator/s	Key Objectives	Key Actions	Responsibility	Measures	Comments
 Leave and Flexibility	Monash Council is acknowledged as an Employer of Choice	Seek and act on employee feedback regarding consistent flexible working arrangements	<ul style="list-style-type: none"> Executive Leadership Team People Leaders People and Safety Team 	<ul style="list-style-type: none"> Greater flexible working participation Increased roles with formalised flexible working arrangements particularly at senior level 	Monash Council has implemented a Flexible Working Arrangements Policy that is reviewed on an ongoing basis to reflect change, progress and employee feedback
 Recruitment and Promotion	All employees have equal access to flexible working arrangements to achieve a culture of equity, diversity and inclusion (as relevant)	Act on employee feedback to ensure Monash Council has a fair and reasonable culture where flexible working can be exercised where reasonably practicable to all employees	Support: <ul style="list-style-type: none"> Community Strengthening Team 	<ul style="list-style-type: none"> Employee feedback is positive Consistent practices organisational wide 	
	Policies, procedures and practices reflect core gender equity, diversity and inclusion principles to actively support work life integration for everyone	<p>Review and redesign role types to cater for flexible working arrangements (as relevant)</p> <p>Promote and embed a culture of flexible working in recruitment campaigns (attraction strategies)</p> <p>Continue to review and strengthen policies, procedures and practices with employee input and consultation</p>		<ul style="list-style-type: none"> Recruitment short-lists are gender balanced and comprise of more women seeking to work flexibly (including in senior roles) 	



GENDER EQUALITY ACTION PLAN

GLOSSARY

ANZSCO code: the classification system for occupations from the Australian and New Zealand Standard Classification of Occupations.

Cis/cisgender: a person whose gender identity aligns with their sex.⁶

Gender: the socially imposed and learned roles, behaviours, activities, and attributes that any given society considers appropriate for women and men. Gender defines femininity and masculinity. Gender expectations vary between cultures and change over time, however, feminine gender norms have traditionally been imposed on women on the basis of their (female) sex.

Gender diverse: generally refers to a range of genders expressed in different ways. There are many terms used by gender diverse people to describe themselves. Language in this space is dynamic, particularly among young people, who are more likely to describe themselves as non-binary.⁷

Gender equality: Equality of rights, responsibilities, and opportunities of and for women, men, and gender-diverse people. Equality does not mean that women, men, and gender diverse people will become the same but that their rights, responsibilities, and opportunities will not depend on their sex or gender.

Gender equity: Entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of sex and gender. The concept recognises that people may have different needs and power related to their sex and gender and that these differences should be identified and addressed in a manner that rectifies sex- and gender-related imbalances.

Gender Impact assessment (GIA): a way of considering a policy, program, or service and how it may affect people differently on the

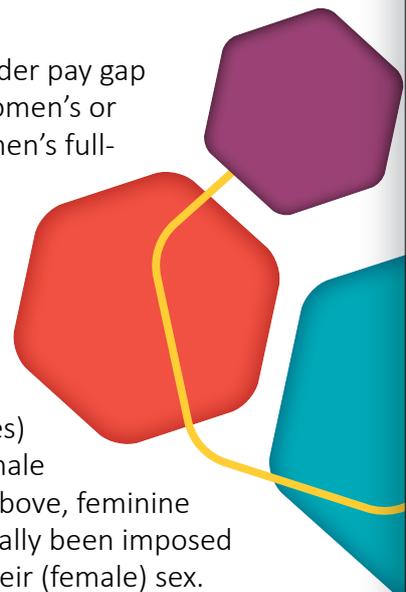
basis of their sex and gender. Applying a GIA assists Council to amend our policies, programs, and services to better meet the needs of our community. It is also a legislative requirement under the *Gender Equality Act 2020* for those policies, programs, and services that have a direct and significant impact on the public.

Intersectionality: a concept that acknowledges that gender inequality based on sex and gender may be compounded by other forms of disadvantage or discrimination on the basis of characteristics such as age, disability, ethnicity, gender identity, race (including Aboriginal and Torres Strait Islander descent), religion, and/or sexual orientation.

Gender pay equity: The gender pay gap is the difference between women's or gender diverse people and men's full-time base annualised salary earnings.

Sex: The biological characteristics related to sexual reproduction (including anatomy, hormones, and chromosomes) that distinguish between female and male people. As noted above, feminine gender norms have traditionally been imposed on women on the basis of their (female) sex.

Trans/Transgender: a broad term for people whose gender identity is different from those typically associated with the sex they were assigned at birth.



EXISTING RESOURCES AND POLICIES

Council resources

Monash Council, 2021: Monash Health and Wellbeing Plan 2021-2025. Access at:
www.monash.vic.gov.au/files/assets/public/about-us/documents/monash-health-and-wellbeing-plan-2021-2025.pdf

Monash Council Gender Equity Advisory Committee. Access at:
www.monash.vic.gov.au/Gender-Equity-Advisory-Committee

Monash Council, 2022: Gender Equity Framework. Access at:
www.monash.vic.gov.au/files/assets/public/about-us/council/agendas/2022/22-february/2.2-attachment-1-council-meeting-22-february-2022.pdf

Monash Council, 2021: Workforce Plan 2021-2025 (internal document)

Other resources

Gender Equality Act 2020. Access at:
www.legislation.vic.gov.au/as-made/acts/gender-equality-act-2020

Our Watch, 2015: Change the Story: a shared framework for the primary prevention of violence against women and their children in Australia. Access at:
www.ourwatch.org.au/resource/change-the-story-a-shared-framework-for-the-primary-prevention-of-violence-against-women-and-their-children-in-australia

Women's Health East: Step up. A guide for practice from the voices of LGBTIQ young people. Access at: whe.org.au/wp-content/uploads/2019/12/Step-Up-FINAL.pdf

Women's Health East: Together For Equality and Respect Action Plan 2017-2021. Access at:
whe.org.au/tfer/

Victorian Government: Gender Equality in Local Government. Access at:
www.localgovernment.vic.gov.au/our-partnerships/gender-equity

Victorian Government: LGBTIQ+ Inclusive Language Guide. Access at:
www.vic.gov.au/inclusive-language-guide

Victorian Government. Safe and Strong: A Victorian Gender Equality Strategy. Access at: www.vic.gov.au/safe-and-strong-victorian-gender-equality

Victorian Government. Free from Violence: Victoria's strategy to prevent family violence. Access at: www.vic.gov.au/free-violence-victorias-strategy-prevent-family-violence



INCLUSIVE,
COLLABORATIVE

ENGAGED

AGILE

TALENTED

INNOVATIVE

SAFE, WELL

APPENDIX ONE:

ASPIRATIONAL STATEMENTS

1. We walk the talk when it comes to flexible working - it enables us to improve our work life balance, it motivates us
2. Our relentless focus on building a culture of inclusivity enhances how we work together, builds respect and aims to achieve equity
3. We listen and we are open to respectful feedback that supports individual and team growth
4. We are curious - we ask questions and willingly challenge ourselves and the status quo without fear
5. We embrace differing opinions and respect new ideas and we seek to understand different perspectives
6. We lead and embrace change with excitement and positivity
7. We are progressive, we are creators and innovators – we aim to exceed our customer and community needs – we explore new and different
8. We seek clarity, aim for alignment and work together to achieve great outcomes
9. We confidently call out behaviours that don't feel right or align with our values whether they impact us directly or not – we feel safe to do so
10. We are proud of our safety and wellbeing culture which is in the hearts and minds of us all, we look after each other



CITY OF
MONASH

Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am to 5.15pm | Monday to Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am to 5.15pm | Monday to Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au
National Relay Service (for people with hearing or speech impairments) 1800 555 660

Language Assist

普通话	9321 5485	Ελληνικά	9321 5482	廣東話	9321 5481	සිංහල	7005 3002	Italiano	9321 5483
हिंदी	7005 3000	Việt Ngữ	9321 5487	தமிழ்	7005 3003	தமிழ்	9321 5484	Bahasa Indonesia	7005 3001