

# Gender Equality Action Plan 2022–2025





## **Acknowledgement**

Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways that is now known as Manningham.

Council pays respect to Elders past, present and emerging, and values the ongoing contribution to enrich and appreciate the cultural heritage of Manningham.

Council acknowledges and respects Australia's First Peoples as Traditional Owners of lands and waterways across Country, and encourages reconciliation between all.

Manningham Council values the contribution made to Manningham over the years by people of diverse backgrounds and cultures

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# Message from the CEO

**As a defined entity under the Gender Equality Act 2020, I am pleased to present our inaugural Gender Equality Action Plan (GEAP) which sets out our commitment to gender equality at Manningham Council.**

The commitments set out in this plan mark an important milestone representing our promise to lead in alignment with our values – to not only meet our legislative obligations but be driven by our moral obligation to take action against gender inequality in our workplace.

In recent years we have taken some early steps in our journey towards gender equality. Highlights include:

- ▶ Affirming our commitment to improving the representation of women as elected representatives in Victorian councils by signing the Victorian Local Government Women's Charter
- ▶ Challenging our staff to start conversations and actively call out gender bias, discrimination and stereotyping when they see it through annual International Women's Day activities

- ▶ Celebrating solidarity in gender and sexual diversity by participating in the Midsumma Pride March since 2021
- ▶ Learning from the lived experiences of women with disabilities who have experienced family violence as part of the 16 Days of Activism against Gender Based Violence Campaign 2021

Although we are proud of these achievements, we recognise that there is still more work to do if we are to realise our vision for gender equality. We have worked hard to ensure that the strategies and actions included in our GEAP not only respond to the seven workplace gender equality indicators, but will allow us to lead and embed change, and facilitate meaningful and sustainable outcomes.

Through this ambitious program of work we aim to ensure all of our employees are equipped with the resources, capabilities, skills and confidence to support each other and the community toward the achievement of our 2040 Community Vision – a peaceful, inclusive and safe community, where we all have a sense of belonging and respect for one another.



A handwritten signature in black ink, appearing to read 'Andrew Day'. The signature is stylized and fluid.

**Andrew Day**  
CEO, Manningham Council

# Our commitment to workplace gender equality



## **Our statement of commitment to gender equality**

We are committed to ensuring that all people in our community are treated with dignity, respect and fairness. We will consider the gender, equality and diversity of all people in our community as we develop our plans, strategies and services.

We will uphold our requirements in the Victorian *Gender Equality Act 2020* and will continue to monitor and seek ways to improve all that we do to make Manningham a safe, respectful and inclusive community.

## **Our vision**

Manningham's *2040 Community Vision* is a peaceful, inclusive and safe community, where we all have a sense of belonging and respect for one another. A commitment to gender equality underpins the achievement of this vision, as we commit to ensuring that all people in our community are treated with dignity, respect and fairness.

We recognise our 600-strong Council workforce as key agents in the achievement of our vision. We also believe our *Gender Equality Action Plan (GEAP), 2022–2025* will ensure our current and future workforce is best placed to deliver for our vibrant and diverse community.

The foundations of our GEAP are as follows:

- ▶ an overarching policy and planning environment which commits Council to addressing gender equality and other disadvantage related to intersectionality;
- ▶ leadership commitment, capability, and accountability;
- ▶ an organisational culture which embraces gender equality, diversity, and inclusion;
- ▶ people leaders and key staff who have the understanding, commitment, confidence, and skills to implement gender equity action, including Gender Impact Assessments; and
- ▶ policies and systems which enable effective action to progress gender equality, diversity, and inclusion

Over the next four years we aim to implement our GEAP within a broader Workplace Equality and Inclusion Framework. This consolidated framework will align our GEAP strategies and actions with other established action plans supporting equality and inclusion outcomes<sup>1</sup>. It will ensure that we consider the gender, equality and diversity of all people.

<sup>1</sup>Our Workplace Equality and Inclusion Action Planning will integrate GEAP strategies and actions with the following current and planned work: *Diversity and Inclusion Action Plan, Youth Employment Action Plan, Disability Action Plan, Reconciliation Action Plan*

## Gender equality principles

We have developed this GEAP as a requirement under Victoria's new *Gender Equality Act 2020*. While our commitment to this work goes far beyond a legal mandate, the development of our GEAP is grounded in the following gender equality principles outlined in the legislation:

- ▶ 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
- ▶ gender equality benefits all Victorians regardless of gender
- ▶ gender equality is a human right and precondition to social justice
- ▶ gender equality brings significant economic, social and health benefits for Victoria
- ▶ gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
- ▶ advancing gender equality is a shared responsibility across the Victorian community
- ▶ 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
- ▶ 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
- ▶ women have historically experienced discrimination and disadvantage on the basis of sex and gender
- ▶ special measures may be necessary to achieve gender equality<sup>2</sup>.

<sup>2</sup>*Gender Equality Act 2020 (Vic), 1(6)*



## Our case for change

Our case for continued investment in this work aligns with the five people priorities that underpin our *Workforce Plan, 2021–2025*, as follows:

### 1 **As we work to position Manningham as a destination employer for quality, skilled talent**

we know that more diversity means more talent. We know that a more diverse workforce brings increased efficiency, productivity, innovation and creativity to service units and teams.

In this GEAP we commit to taking actions to ensure that our attraction, recruitment and onboarding processes are designed to better engage a more diverse talent pool. This means critically assessing our talent-seeking processes, challenging gendered stereotypes around suitability for certain roles and supporting our staff to unpack gendered biases that lead to inequitable recruitment outcomes.

### 2 **As we work to create engaging and inspiring workplace experiences that support employee wellbeing and engender commitment of staff to Manningham**

we remember that positive and proactive support of work-life balance and flexible working options leads to increased employee engagement, performance and retention. As we work to source quality talent in an increasingly competitive market, we know that workplace flexibility is a key value proposition for potential employees.

In this GEAP we will work to build awareness of the full suite of flexible working arrangements available to our staff and to refresh support for people leaders on building and sustaining productive flexible team working practices. We will also continue to ensure that parental and carers' leave provisions are positively promoted to people of all genders.

### 3 **As we work to build skill and expertise that drives individual and organisational growth and success**

we recognise the pivotal role that leaders play in creating positive workplace cultures, and in turn the role that positive workplace cultures have in shaping diverse leadership teams. We know that workplace gender equality is a shared responsibility, and that progress requires shared language and understanding.

In this GEAP we commit to applying an intersectional gender lens over our new leadership framework and future design of leadership programs. We will also integrate gender equity and inclusion content into learning opportunities aligned with our leadership framework, ensuring all of our employees understand what it means to be a gender equitable and inclusive leader.





**4 As we work to establish supportive and sustainable organisational systems** we understand that change management is most effective when driven by quality data.

In this GEAP we commit to building service level diversity and inclusion data profiles to ensure individual service owners are accountable for and empowered to lead on workforce diversity and inclusion action planning. We will also take steps to understand the gaps in our systems and processes, and the cultural barriers that prevent us from collecting full and complete workplace gender audit data.

**5 As we work to embed a values-based culture that supports equality and inclusion for all** we understand that best laid plans will fail in the absence of a supportive workplace culture that embraces all employees bringing their authentic selves to work each day.

In this GEAP, we commit to a broad program of initiatives that contribute to an inclusive workplace culture free from sexual harassment, including sexism, racism, ableism, ageism, homophobia and transphobia. This includes developing an ongoing communications plan to underpin GEAP implementation, the dissemination of our inclusive language guide and the roll-out of Gender Equity and Bystander training within our corporate development and learning program.

## **Leadership, resourcing and accountability**

Our CEO acts as our executive sponsor and will be accountable for ensuring the implementation of GEAP strategies and actions. A cross-functional group of leaders will support this work at a strategic level, including our Executive Planning Committee (comprised of our executive and group management team) and our Diversity and Inclusion Working Group (comprised of up to 15 people from all areas of the organisation and domains of diversity, including age, gender, sexual orientation, culture background, disability, religion).

At an operational level, this work will be resourced by subject matter experts within the Organisational Development and Communications team. External consultants and training providers may be engaged where appropriate.

We are committed to ensuring transparency and accountability in monitoring and reporting on progress. Where possible, we will leverage existing internal reporting and communications mechanisms, including:

- ▶ Six monthly reporting to our Executive Management Team
- ▶ The inclusion of GEAP progress as a standing agenda item on bi-monthly Diversity and Inclusion Working Group meetings.
- ▶ The inclusion of GEAP progress as a standing agenda item on bi-monthly Staff Consultative Committee (comprised of representatives from Human Resources, unions and staff) meetings.

...a peaceful, inclusive and safe community, where we all have a sense of belonging and respect for one another



The Manningham team at the Midsumma Pride March 2022.

## Strategic alignment

As a standalone document, our GEAP responds to the results of our 2021 Workplace Gender Audit and findings from consultation with employees, employee representatives and our Councillors. Within our unique organisational context, GEAP strategies and actions have also been developed in consideration of the following:

- ▶ **Our Workforce Plan, 2021–2025**, produced as a requirement under the Local Government Act 2020 and outlining the actions we will take to build, strengthen and leverage our workforce to better deliver for our community. Many of the actions in the GEAP involve the application of an intersectional gender lens to this work.
- ▶ **Our Service Management Framework**, developed to support a systematic and integrated approach to planning and reviewing Manningham’s services. Actions in the GEAP which relate to embedding workforce diversity tracking and action planning at Service Unit level are closely linked with this framework.
- ▶ **Our Leadership Framework (launching 2022)**, which has been developed to empower leadership excellence through the description of key leadership capabilities (and associated leadership behaviours) that set clear and consistent standards for how we lead at Manningham. Actions in the GEAP which relate to building leaders’ confidence and capability to lead a gender equitable and inclusive workforce involve the application of an intersectional gender lens to our leadership framework.



## Legislative context

The work we are doing to ensure we meet the requirement to make reasonable and material progress in relation to workplace gender equality also intersects with our commitments to meet requirements under a range of other legislation and agreements, including:

- ▶ the **Local Government Act 2020<sup>3</sup>**, which requires us to develop and maintain a workforce plan that sets out measures to seek to ensure gender equality, diversity and inclusiveness
- ▶ the **Equal Opportunity Act 2010 (Vic)**, which requires us to take a positive duty to eliminate discrimination, sexual harassment and victimization in our workplace
- ▶ the **Fair Work Act 2009 (Cth)** which sets out minimum entitlements, enabling flexible working arrangements and fairness at work and prevention of discrimination against employees
- ▶ **Sex Discrimination Act 1984 (Cth)** which makes it unlawful to discriminate against a person because of their sex, gender identity, intersex status, sexual orientation, marital or relationship status, family responsibilities, because they are pregnant or might become pregnant or because they are breastfeeding.
- ▶ **Manningham Council Agreement 2021** which sets out conditions of employment in our workplace.

<sup>3</sup> *Local Government Act 2020 (Vic)*

## Our GEAP development process

Through 2021 we undertook the following process to develop this GEAP:

**Our workplace gender audit** involved analysis of workforce data and employee experience datasets to assess the baseline state and nature of gender equality at Manningham Council against seven legislated workplace gender audit indicators:

1. gender composition of all levels of the workforce
2. gender composition of governing bodies
3. equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
4. sexual harassment in the workplace
5. recruitment and promotion practices in the workplace
6. availability and utilization of terms, conditions and practices related to family violence, flexible working arrangements, working arrangements supporting employees with family or caring responsibilities
7. gendered segregation within the workplace.<sup>4</sup>

We note that there were a number of key gaps in our workforce data collection for the 2021 audit, including gender-disaggregated data related to disability, cultural identity, religion and sexual orientation. Over the coming four years, we commit to strengthening our data collection and reporting capabilities to reduce these data gaps. We know this means improving our data systems and processes, as well as building trust among staff to share their personal data to inform our workplace equality, diversity and inclusion initiatives.

**Our GEAP consultation process** allowed us to explore key themes emerging from our audit process with key staff. Consultation sessions included the following:

- ▶ an all staff webinar presenting summary findings from the audit process

- ▶ seven facilitated discussions with employees from across the organisation, including our Executive Management Team, Staff Consultative Committee, Diversity and Inclusion Working Group, employees and leaders
- ▶ a facilitated discussion with our Councillors

Further consultation on our draft GEAP strategies supported us to refine our strategies and actions to ensure they reflected the experiences of our staff. This second round of consultation included the following:

- ▶ discussion of draft strategies with our Diversity and Inclusion Working Group and Executive Management Team
- ▶ online survey open to all staff. 30 staff provided anonymous feedback via this process.

Our GEAP was presented for final executive endorsement and approved by the CEO on 24 March 2022.

<sup>4</sup> Gender Equality Act 2020 (Vic)

**Manningham Council,  
GEAP strategies for implementation  
1 July 2022 – 30 June 2026**



## Strategies on a page<sup>5</sup>

### Overarching

- 0.1 Establish an effective governance and accountability framework for progress towards workplace gender equality, within the framework of workplace equality and inclusion
- 0.2 Strengthen workplace gender equality data collection and reporting capabilities
- 0.3 Create a shared understanding of workplace gender equality, within the framework of workplace equality and inclusion

### Indicator 1: Workforce composition

- 1.1 Build leaders' confidence and capability to lead a gender equitable and inclusive workplace
- 1.2 Embed workforce diversity tracking and action planning at Service Unit level

### Indicator 2: Composition of governing body

- 2.1 Strengthen intersectional gender data collection for Councillors
- 2.2 Improve Council confidence and capability to promote workplace gender equality

### Indicator 3: Equal remuneration

- 3.1 Increase organisational literacy on pay gap analysis, driving factors and mechanisms for reducing pay gap

### Indicator 4: Sexual harassment

- 4.1 Build a culture free from sexual harassment, including sexism, racism, ableism, ageism, homophobia and transphobia
- 4.2 Strengthen reporting and response systems for employees experiencing sexual harassment

### Indicator 5: Recruitment and promotion

- 5.1 Commit to consistent application of gender equitable and inclusive attraction, recruitment and on-boarding processes.

### Indicator 6: Leave and flexibility

- 6.1 Implement gender equitable and inclusive approaches to workplace flexibility
- 6.2 Promote improved access to parental and carer's leave entitlements to people of all genders
- 6.3 Continue to strengthen practice related to disclosures of family violence for employees

### Indicator 7: Gendered segregation of the workforce

- 7.1 Develop a data-driven program of positive promotion to break down gendered stereotypes and address gender segregation in the workforce
- 7.2 Promote a safe, inclusive and respectful workplace for people of all genders and identities

<sup>5</sup> Workplace gender equality indicators | Commission for Gender Equality in the Public Sector ([genderequalitycommission.vic.gov.au](http://genderequalitycommission.vic.gov.au))



Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>0.1 Establish an effective governance and accountability framework for progress towards workplace gender equality, within the framework of workplace equality and inclusion</b>	<p>Our <b>Workforce Plan, 2021–2025</b> includes a commitment to embedding and elevating activities that drive workplace equality and inclusion.</p> <p>In line with this commitment, we are currently working to consolidate and align a range of diversity and inclusion action plans and commitments, to ensure targeted investment of resources and stronger outcomes.</p> <p>This is a progressive agenda for implementation throughout early 2022, starting with the development of the <b>GEAP</b>. Following submission of the GEAP in March 2022, our <b>Diversity and Inclusion Action Plan</b> and <b>Youth Employment Action Plan</b> will be renewed.</p> <p>Throughout 2022 all action plan commitments will then be consolidated into an overarching <b>Workplace Equality and Inclusion Action Plan</b>.</p>	1	0.1.1 Appoint an executive sponsor for Gender Equality.	CEO	<ul style="list-style-type: none"> <li>▶ An effective process for monitoring and reporting on GEAP implementation is established, within the framework of Manningham’s <i>Workplace Equality and Inclusion Action Plan</i>.</li> <li>▶ Sufficient FTE/ budget is allocated annually to ensure successful project management and implementation of GEAP initiatives.</li> <li>▶ Workplace equality and inclusion dashboard established, with continuous improvements throughout the life of the <i>GEAP/ Workplace Equality and Inclusion Action Plan</i>.</li> </ul>
		1	0.1.2 Consolidate and align GEAP commitments into overarching <i>Workplace Equality and Inclusion Action Plan</i> .	OD	
		1	0.1.3 Establish a cross-council project working group to monitor implementation of the <i>Workplace Equality and Inclusion Action Plan</i> – including the GEAP (incl. cross business representation).	DIWG	
		1	0.1.4 Develop a strategic resource plan for GEAP, within the Workplace Equality and Inclusion framework, including FTE allocation (as per 0.1.5 below) and annual budget allocations for initiative collateral, training and facilitation, consultancy support, system development and/or customisation.	OD	

## Overarching strategies

Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>0.1 Establish an effective governance and accountability framework for progress towards workplace gender equality, within the framework of workplace equality and inclusion (continued)</b>		1	0.15 Allocate FTE for GEAP project management/ implementation and embed this within relevant PDs and performance management and review processes.	EPC/OD	
		1	0.16 Establish and maintain annual reporting to staff on gender equality action plan implementation progress.	OD	
		2	0.17 Embed workplace equality and inclusion reporting at Service Unit level, to better monitor progress against diversity measures, including workplace gender equality indicators.	OD	
		all	0.18 Provide regular opportunities for engagement with staff to seek feedback on progress and provide suggestions for improvement.	OD / HR / People leaders	

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>0.2 Strengthen workplace gender equality data collection and reporting capabilities</b>	There are currently significant gaps in intersectional data collection and reporting, against the requirements of workforce data collection under the workplace gender audit. Improving data collection and tracking will help improve insights on barriers experienced by disadvantaged demographic groups which will inform tailored strategies.	2	0.2.1 Document workforce data collection limitations for completion of future workplace gender audits, including systems, process and cultural limitations.	OD	<ul style="list-style-type: none"> <li>▶ Measurable progress toward meeting full requirements of next workplace gender audit.</li> <li>▶ Process document developed to guide Manningham in completion of future workplace gender audits.</li> <li>▶ Annual campaign to promote and encourage people to update personal details, including communications around privacy and data protection.</li> </ul>
		3	0.2.2 Complete a Privacy Impact Assessment and develop privacy protocols for collection of personal data.	OD/ Information Management	
	Through the GEAP consultation process, staff told us there was work to be done to understand and address the systems and cultural barriers to improving intersectional data collection and supporting people to bring their authentic self to work.	3	0.2.3 Embed gender/GE Act compliance lens across business systems needs analysis/improvement processes.	OD	
		all	0.2.4 Develop a process document to guide Manningham in completion of future workplace gender audits.	OD	
		all	0.2.5 Run an annual campaign to promote and encourage people to update their personal details, in line with audit requirements.	OD / HR / DIWG / Comms	

## Overarching strategies

Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>0.3 Create a shared understanding of workplace gender equality, within the framework of workplace equality and inclusion</b>	<p>Our <b>Workforce Plan 2021–2025</b> aims to embed a values-based culture that supports equality and inclusion for all. Central to the transformation of culture is the creation of shared understanding and language around workplace equality and inclusion, including workplace gender equality.</p> <p>This work may intersect with planned actions under our <b>Workplace Equality and Inclusion Action Plan</b> which includes developing communication strategies for diversity and inclusion, including the promotion and embedding of our inclusive language guide.</p>	1	0.3.1 Develop and implement overarching annual workplace equality and inclusion communications plan – incorporating communications to underpin GEAP roll-out, ensuring gender equality is a common topic for discussion, ensuring regular messaging from CEO and executives articulating commitment to workplace gender equality.	OD / Comms	<ul style="list-style-type: none"> <li>▶ Regular program of communications delivered to underpin GEAP implementation, as a component of Workplace Equality and Inclusion communications plan.</li> <li>▶ Inclusion of key messaging on workplace gender equality on diversity and inclusion intranet page.</li> </ul>
		1	0.3.2 Embed gender equality content in diversity and inclusion intranet landing page.	DIWG / Comms	
		2	0.3.3 Embed gender equity and inclusion messaging into corporate induction program.	OD	

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>0.3 Create a shared understanding of workplace gender equality, within the framework of workplace equality and inclusion (continued)</b>		2	0.3.4 Develop appropriate guidance on communication protocols for diversity and inclusion to enhance the application of the Manningham inclusive language guide.	DIWG / Comms	
		2	0.3.5 Review inclusive language guide to ensure incorporation of most current and respectful best practice language relevant to gender equality, gender diversity, intersectionality.	DIWG / SPCD / Comms	

...a commitment to embedding  
and elevating activities that drive  
workplace equality and inclusion





## Workplace gender audit indicator 1 – gender composition of the workforce

Women are often under-represented in leadership roles and over-represented in lower-level roles. This contributes to the gender pay gap and means that organisations may be missing out on expertise and skills of women at senior levels. By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women into senior roles.

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 1.1</b> <b>Build leaders' confidence and capability to lead a gender equitable and inclusive workforce</b>	<p>Among People Matter survey respondents, 84% of women, 73% of men, 54% of other respondents agreed senior leaders actively support diversity and inclusion in the workplace.</p> <p>Through GEAP consultation process, staff noted there was a lot of great work to be done around our leadership, to support our leaders to build capability and awareness and embed gender equitable and inclusive practice within our organisation.</p> <p>In 2022, we will be resourcing the implementation of a comprehensive new leadership framework, as an ongoing action under our <b>Workforce Plan 2021–2025</b>.</p>	2	1.1.1 Integrate a gender and intersectional lens into Manningham's leadership framework.	OD	<ul style="list-style-type: none"> <li>▶ Clear articulation of gender equity and inclusion across leadership framework and programs.</li> <li>▶ Increased perception in survey responses regarding senior leaders actively supporting diversity and inclusion in the workplace.</li> <li>▶ # leaders completing training/ reporting increased understanding of workforce diversity and inclusion as it relates to their role.</li> </ul>
		3	1.1.2 Embed gender equity and inclusion content, covering what it means to be a gender equitable and inclusive leader in skills and practice, into leadership framework aligned learning opportunities and programs.	OD	
		3	1.1.3 Establish understanding of workforce diversity and inclusion as a common foundational skill set for across leadership levels.	OD	

**Overarching strategies**

Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<p><b>WGA 1.2</b></p> <p><b>Embed workforce diversity tracking and action planning at Service Unit level</b></p>	<p>Workforce composition is 62% women, 38% men. (People of self-described gender not currently captured in workforce data).</p> <p>Women comprise 30% of senior leadership roles (Service Unit Manager and above) and 57% of employees in lower-level roles (Band 1 to Band 4).</p> <p>No part-time employees in senior leadership. 4 part-time employees Band 8 and above.</p> <p>In 2021 we developed a service management framework, with each Service Unit Manager accountable for delivery of a localised service plan. Progress towards workforce diversity and inclusion is best planned and tracked through the lens of these services profiles and plans, rather than through broader organisational by-level measures classifications measured in workplace gender audit.</p>	2	1.2.1 Build Service Unit-level diversity and inclusion data profiles (applying a continuous improvement approach to profile development, starting with gender and age).	OD	<p>► # service plans with complete diversity and inclusion data profiles.</p>
		2	1.2.2 Service Unit Managers, Organisational Development, HR Business partners meet on a regular basis to discuss and review diversity profiles and related action planning processes.	EPC / OD / HR / People leaders	
		3	1.2.3 Embed KPIs for workforce diversity and inclusion in Service Unit Managers performance management and review processes.	OD / HR / EPC	
		3	1.2.4 Collate localised workforce diversity and inclusion actions for centralised monitoring and reporting.	OD	





## Workplace gender audit indicator 2 – composition of the governing body

Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table.

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 2.1</b> <b>Strengthen intersectional gender data collection for Councillors</b>	Manningham's Councillors are 56% women, 44% men.	1	2.1.1 Communicate the importance of intersectional data collection to Councillors, including related privacy commitments.	OD / Governance	▶ Increased capture of intersectional gender data for Councillors.
		1	2.1.2 Formalise process for provision of personal details (new and updated) including standard process at councillor induction (every 4 years); annual campaign aligned with employee campaign; voluntary updates (on request at any time).	OD / Governance	

**Overarching strategies**

Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<p><b>WGA 2.2</b>  <b>Improve Council confidence and capability to promote workplace gender equality</b></p>	<p>Our Watch training has been successfully delivered to Councillors in the past and is planned for regular delivery as part of our <b><i>Diversity and Inclusion Action Plan</i></b>.</p>	3	<p>2.2.1 Apply an intersectional gender lens to Council induction program (review existing content and update as required to ensure most current and respectful best practice language and framing relevant to gender equality, gender diversity and intersectionality).</p>	OD / Governance	<ul style="list-style-type: none"> <li>▶ Delivery of 2 councillor training sessions per Council term.</li> <li>▶ Refreshed gender equality content and commitment reflected in Councillor Code of Conduct.</li> </ul>
		3	<p>2.2.2 Continue to deliver Our Watch training to Councillors as part of scheduled development and refresh training program.</p>	DIWG / Governance	
		3	<p>2.2.3 Review Councillor Code of Conduct, to ensure it reflects gender equality commitments.</p>	Governance	



### Workplace gender audit indicator 3 – equal remuneration

The gender pay gap is persistent in Victoria and as at November 2019 stands at 9.6%. In the Victorian Public Sector it is 10%. The gender gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 3.1</b> <b>Increase organisational literacy on pay gap analysis, driving factors and mechanisms for reducing pay gaps</b>	Our 2021 workplace gender audit suggests we have an organisation wide <i>total remuneration</i> pay gap of 9.2%, favouring men.  63% of employees earning over \$150k are men in roles such as ICT, Finance, General Managers, Corporate Managers and CEO.	2	3.1.1 Incorporate pay equity concepts, driving factors and mechanisms for reducing pay gaps into leadership development/ learning program.	OD / HR	► Measurable progress made towards closing pay gaps.
		3	3.1.2 Review workforce reporting program and consider incorporating remuneration data into existing scheduled reports. Minimum commitment for annual reporting.	OD / HR	
		3	3.1.3 Embed pay gap reporting as informing factor to Senior Officer Remuneration review process.	HR	

**Overarching strategies**

Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<p><b>WGA 3.1</b>  <b>Increase organisational literacy on pay gap analysis, driving factors and mechanisms for reducing pay gaps (continued)</b></p>		4	3.1.4 Investigate drivers behind pay gap to inform/determine most appropriate strategies to redress gaps.	HR / EPC	

| ...determine most appropriate strategies to redress gaps





## Workplace gender audit indicator 4 – sexual harassment

Sexual Harassment in the workplace is common in Australia. It causes financial, psychological and physical harm to victim survivors. It also has a significant economic cost to organisations and the community. Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is. By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community. This will build confidence to report experiences of sexual harassment.

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 4.1</b> <b>Build a culture free from sexual harassment, including sexism, racism, ableism, ageism, homophobia and transphobia</b>	Among People Matter respondents: 89% men, 86% women (-3% diff), 77% other (-12% diff) agree Manningham encourages respectful workplace behaviours. 78% women, 73% men (-5% difference), 54% other (-24% diff) feel safe to challenge inappropriate behaviour at work. 77% women, 76% men (-1% difference), 23% other (-54% diff) agree Manningham takes steps to eliminate bullying, harassment and discrimination.	1	4.1.1 Deliver expanded sexual harassment training program in line with VAGO report recommendation 6.	OD	<ul style="list-style-type: none"> <li>▶ % employees/ leaders complete Gender Equity and Bystander training.</li> <li>▶ Diversity and Inclusion training e-learning module incorporates relevant references to intersectional gender equality.</li> <li>▶ Annual program of sexual harassment messaging delivered.</li> </ul>
		2	4.1.2 Incorporate delivery of Gender Equity and Bystander training into the corporate development and learning program.	OD	
		3	4.1.3 Review Diversity and Inclusion training (e-learning module in corporate induction program) with a gender and intersectional lens and incorporate improvements where necessary.	OD / DIWG	

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 4.1</b> <b>Build a culture free from sexual harassment, including sexism, racism, ableism, ageism, homophobia and transphobia (continued)</b>	Through the GEAP consultation process, staff emphasised the need to ensure there are more regular opportunities for conversation about sexual harassment issues, not just covered in one-off training sessions; and to make sure we find better ways to centre everyday language as a key focus for changing in building a safe and respectful workplace.	3 / 4	4.1.4 Incorporate messaging on respectful workplace behaviours and a culture free from sexual harassment, sexism, racism, ableism, ageism, homophobia and transphobia across leadership framework/ expected leadership skills, values and behaviours.	OD / HR / Comms	
		all	4.1.5 Integrate messaging on sexual harassment as a targeted element of overarching annual equality and inclusion communications plan.	OD / HR / Comms	

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 4.2</b> <b>Strengthen reporting and response systems for employees experiencing sexual harassment</b>	<p>No formal complaints of sexual harassment in FY21.</p> <p>Among 2021 <i>People Matter</i> respondents, 6% women, 5% men, 10% other respondents report experiencing sexual harassment in the workplace in the past 12 months.</p> <p>Through the GEAP consultation process, staff emphasised the need to continue to update, simplify and communicate policies and process guidance documentation for sexual harassment reporting, to make sure they reflected current and practices.</p>	1	4.2.1 Deliver mandatory training (face-to-face and e-learning) for leaders on responding to sexual harassment, as a component of diversity and inclusion training package.	OD / HR	<ul style="list-style-type: none"> <li>▶ Complaints handling policy and procedure updated following review.</li> <li>▶ # leaders completing training on responding to sexual harassment.</li> <li>▶ # employees completing in-training on responding to sexual harassment.</li> <li>▶ Exit interview process includes safe exploration of experience of negative behaviours.</li> </ul>
		1	4.2.2 Deliver targeted training for employees receiving/ investigating reports of Sexual Harassment to build necessary skills to respond in a trauma informed way.	OD / HR	
		2	4.2.3 Review sexual harassment policies, procedures and related guidance materials with a gender and intersectional lens and make necessary improvements.	HR / DIWG	
		2	4.2.4 Review and streamline/ simplify reporting processes.	HR / DIWG	



Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 4.2</b> <b>Strengthen reporting and response systems for employees experiencing sexual harassment (continued)</b>		2	4.2.5 Integrate discussions regarding experience of negative behaviours into exit interview processes, to identify and understand trends that may emerge.	OD / HR	
		3	4.2.6 Utilise Qualtrics platform to assess complainant satisfaction with sexual harassment reporting process.	OD / HR	
		all	4.2.7 Establish regular and consistent key messaging to build awareness of the reporting process.	HR / DIWG	



## Workplace gender audit indicator 5 – recruitment and promotion

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.

### Overarching strategies

Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 5.1</b> <b>Commit to consistent application of gender equitable and inclusive attraction, recruitment and on-boarding processes</b>	Limited consolidated workforce data on recruitment and promotion is available for analysis. Through the GEAP consultation process staff emphasised the need to review position descriptions and job requirements with a gender and intersectional lens.  Among People Matter respondents: <ul style="list-style-type: none"> <li>▶ 73% men, 60% women (-13% difference), 15% other (-58% difference) agree Manningham makes fair recruitment and promotion decisions, based on merit.</li> </ul>	2	5.1.1 Develop actions/ improvements directly connected to GIA recommended outcomes relating to recruitment policy and practices.	HR	<ul style="list-style-type: none"> <li>▶ A resource (FTE/ budget) is allocated to complete this work.</li> <li>▶ Recruitment policies and processes updated following review.</li> <li>▶ Unconscious bias training delivered, incorporating communication of Council attraction and recruitment processes.</li> </ul>
		2	5.1.2 Document and communicate standards for gender equitable and inclusive attraction, recruitment and on-boarding processes (in line with work under <i>Workforce Plan</i> ).	HR	
		2	5.1.3 Develop a guide for hiring managers to roll out gender equitable and inclusive attraction, recruitment and on-boarding processes.	HR	

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<p><b>WGA 5.1</b></p> <p><b>Commit to consistent application of gender equitable and inclusive attraction, recruitment and on-boarding processes (continued)</b></p>	<ul style="list-style-type: none"> <li>▶ 51% of men, 47% women (-4% difference), 31% other (-23% difference) feel they have an equal chance at promotion in the organisation.</li> <li>▶ 78% of men, 78% women (no difference), 69% other (9% difference) agree that gender is not a barrier to success at Manningham.</li> <li>▶ Men and women are similarly like to perceive Aboriginality, age, disability, cultural identity, sexual orientation are a barrier to success at Manningham.</li> </ul> <p>All respondents most likely to believe <i>being Aboriginal and/or Torres Strait Islander</i> and age are a barrier to success at Manningham.</p> <p>Currently a series of new and existing action plans at Manningham focus on improving elements of the attraction, recruitment and on boarding processes.</p>	3	5.1.4 Deliver unconscious bias training for leaders, tailored to the City of Manningham attraction and recruitment processes, across key cohorts.	HR / OD	

...gender is not a barrier to  
success at Manningham





## Workplace gender audit indicator 6 – leave and flexibility

Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave. On average women do nearly twice as much unpaid work as men. It's important that defined entities collect clear data on who is accessing flexible work so they can see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work.

Family violence causes significant trauma to a victim survivor, which can affect their ability to work. Victim survivors may worry about consequences if they try to remove themselves from the violent situation. This may include the perpetrator attending the workplace, or missing work to attend to housing and legal matters. Family violence leave supports victim survivors to manage the impacts of their experience. It also promotes an organisational culture that does not accept family violence.

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 6.1</b> <b>Implement a strategic, gender equitable and inclusive approach to workforce flexibility</b>	<p>Currently no consolidated workforce data is available on formal flexible working arrangements.</p> <p>Among People Matter respondents, 84% women, 84% men, 46% other respondents agreed they were confident that if they requested a flexible work arrangement, it would be given due consideration.</p>	1	6.1.1 Build awareness and understanding of full suite of available flexible work arrangements, for potential employees (through attraction, recruitment and onboarding stages) and existing employees (through regular discussions and annual performance and development review processes).	HR / Comms	<ul style="list-style-type: none"> <li>▶ # utilisation of flexibility arrangements.</li> <li>▶ Intersectional gender lens to flexibility applied to development of next Enterprise Agreement.</li> </ul>

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 6.1</b> <b>Implement a strategic, gender equitable and inclusive approach to workforce flexibility (continued)</b>	<p>Through the GEAP consultation process, staff told us they needed better guidance for implementing flexibility across levels and work areas – defining flexibility not just in policy but also in practice examples and conversation guidance for employees and leaders. They also suggested we proactively offer part-time, flexible work at recruitment stage.</p> <p>Staff also emphasised how important to review return to work policies and processes with a gender lens – to understand and hold on to the benefits of the past two years.</p>	2	6.1.2 Refresh support for people leaders on building and sustaining productive flexible/hybrid team working practices.	HR / OD	
		2	6.1.3 Develop a reliable mechanism for tracking and reporting on uptake of flexibility options.	HR / OD	
		2	6.1.4 Apply an intersectional gender lens to flexibility provisions within the Enterprise Agreement to remove systemic barriers within industrial agreement.	HR / DIWG	
<b>WGA 6.2</b> <b>Promote improved access to parental and carers' leave entitlements for people of all genders</b>	<p>60% of employees taking paid carer's leave in FY2021 were women.</p> <p>Women take an average of 16 weeks' paid and 24 weeks unpaid parental leave.</p> <p>Men take an average of 2.71 weeks' paid parental leave and no unpaid parental leave.</p>	2	6.2.1 Apply an intersectional gender lens to parental and carer's leave provisions within the Enterprise agreement to remove systemic barriers within the industrial agreement.	HR	<p>► Intersectional gender lens to leave applied to development of next Enterprise Agreement.</p>

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 6.2</b> <b>Promote improved access to parental and carers' leave entitlements for people of all genders (continued)</b>		2	6.2.2 Benchmark parental leave entitlements to inform recommendations in future EA negotiations.	HR	▶ Intersectional gender lens to leave applied to development of next Enterprise Agreement.
		3	6.2.3 Develop a process to assess staff satisfaction with parental leave supports.	HR / OD	
<b>WGA 6.3</b> <b>Continue to strengthen practice related to disclosures of family violence for employees</b>	84% women, 84% men (no difference), 77% other (-7% difference) agree that Manningham would support them if they needed to take family violence leave.	2	6.3.1 Family violence support communicated during onboarding/corporate induction program.	HR	▶ # leaders completing training.
		2	6.3.2 Incorporate training on responding to disclosures to family violence into leadership development/learning program.	HR / OD	



## Workplace gender audit indicator 7 – gender segregation of the workplace

Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women. Organisations can use data on their workforce composition to see which roles and areas have more women or more men and consider how to achieve better gender diversity.

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 7.1</b> <b>Develop a data-driven program of positive promotion to breakdown gendered stereotypes and address gender</b>	Gender segregated workforces are clearly identified across City of Manningham. Based on 2021 audit data, size and gender composition of ANZSCO major groups is as follows: <ul style="list-style-type: none"> <li>▶ <i>Managers</i> (32%, 719 employees), 66% M.</li> <li>▶ <i>Clerical and Administrative Workers</i> (15%, 352 employees), 64% W.</li> <li>▶ <i>Technicians and Trade Workers</i> (10%, 226 employees), 72% M.</li> <li>▶ <i>Professionals</i> (43% of workforce, 985 employees), 46% W: 54% M.</li> </ul>	2	7.1.1 Embed the ANZSCO classification into master position data (incorporating classification review from service plans).	OD / HR	<ul style="list-style-type: none"> <li>▶ Master position database updated to incorporate ANZSCO classification data.</li> <li>▶ Established strategies developed to adjust gender balance in heavily gender segregated areas.</li> </ul>
		2	7.1.2 Partner with leaders/ service unit managers in heavily gender-segregated areas to build awareness of workforce diversity profiles and steps to take to drive change.	HR / EPC / People Leaders	



**Overarching strategies**

Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<p><b>WGA 7.1</b>  <b>Develop a data-driven program of positive promotion to breakdown gendered stereotypes and address gender (continued)</b></p>	<p>Through GEAP consultation process, staff noted that gender stereotypes and norms are prevalent. They also spoke about different perceptions of gender-segregated work areas and perceptions of required skillsets or 'value' of the work carried out in different areas.</p>	2	<p>7.1.3 Utilise case studies, profiles, careers at council messaging to build employer brand across diverse recruitment channels (also <b>Action 1.5 in Workforce Plan</b>).</p>	HR / DIWG / Comms	
		3	<p>7.1.4 Develop 'careers at council' advertising campaigns specifically designed with intersectional imagery and messaging that intentionally breaks down or challenges stereotypes.</p>	HR / DIWG / Comms	
		4	<p>7.1.5 Incorporate case studies, staff profiles illustrating breaking down gender stereotypes in leadership forums and training, to encourage practice of building workforce diversity.</p>	HR / DIWG / Comms	

Overarching strategies					
Strategy	Baseline data / organisational context	Year	Actions	Responsibility	Suggested measures of success
<b>WGA 7.2</b> <b>Promote a safe, inclusive and respectful workplace for people of all genders and identities</b>	<ul style="list-style-type: none"> <li>▶ 86% women, 78% men (-8% difference), 54% other (-32% difference) disagree that people in their workgroup often reject others for being different.</li> <li>▶ 92% other, 80% women (-12% difference), 78% of men, (-14% difference) agree the organisation uses inclusive and respectful images and language.</li> <li>▶ 81% of men, 80% women (-1% difference), 54% other (-27% difference) agree in my workgroup work is allocated fairly, regardless of gender.</li> </ul>	1	7.2.1 Celebrate diversity and provide a platform to share DIWG staff profiles and voices.	DIWG / Comms	<ul style="list-style-type: none"> <li>▶ % training completion.</li> <li>▶ Increased organisational awareness of DIWG membership and purpose.</li> </ul>
		all	7.2.2 Integrate messaging on bullying and harassment as a targeted element of overarching annual equality and inclusion communications plan.	HR / OD / DIWG / Comms	
		all	7.1.6 Deliver bullying and harassment related compliance e-learning, including refresher training every 2 years.	OD	

# Annex A

## Workplace gender audit – summary findings



## Indicator

Gender composition of the workforce

### Gender audit results

#### Workforce data:

Overall gender composition of the workforce:

NB: Workforce data currently only includes binary gender

#### Overall

	Number	Percentage
Men	253	38%
Women	411	62%
Total	664	100%

#### By employment basis (full time, part time and casual)

	Full-time	Part-time	Casual	Total
Men	195	46	12	253
Women	161	222	28	411
Total	356	268	40	664

## 1 Indicator

Gender composition of the workforce

### Employee experience data:

Percentage of survey respondents (by gender) who agreed with the statement:

### Organisational climate – diversity and inclusion (% agreeing with statements, by gender)

There is a positive culture within my organisation in relation to employees of different sexes



NB: Other includes non-binary, use a different term, or prefer not to say

## 2 Indicator

Gender composition of governing body

### Gender audit results

#### Workforce data:

Gender composition of the governing body.

	Percentage
Men	44%
Women	56%
Total	100%

# 3

## Indicator

Pay equity

### Gender audit results

#### Workforce data:

NB: Further investigation is required to better understand and contextualise our organisation-wide and by-level pay gap data. The mean annualised base salary pay gap is 6.5% and mean total remuneration pay gap is 9.2%.

Overall organisational gender pay gaps:

- ▶ Median base salary gap
  - -1.3%
- ▶ Median total remuneration gap
  - 0%

# 4

## Indicator

Sexual harassment

### Gender audit results

#### Workforce data:

Number of formal sexual harassment complaints made:

- ▶ 0

#### Employee experience data:

Percentage of survey respondents (by gender) who:

#### Experience of sexual harassment (*% agreeing with statements, by gender*)

Percentage of survey respondents



NB: Other includes non-binary, use a different term, or prefer not to say

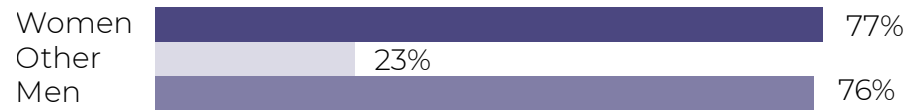
# 4

## Organisational climate – safety (% agreeing with statements, by gender)

I feel safe to challenge inappropriate behaviour at work



My organisation takes steps to eliminate bullying, harassment and discrimination



My organisation encourages respectful workplace behaviours



NB: Other includes non-binary, use a different term, or prefer not to say

# 5

## Indicator

Recruitment and promotion

### Gender audit results

#### Employee experience data:

Percentage of survey respondents (by gender) who agreed with the statements:

#### Recruitment, promotion, learning and development (% agreement with statements, by gender)

My organisation makes fair recruitment and promotion decisions, based on merit



I feel I have an equal chance at promotion in my organisation



NB: Other includes non-binary, use a different term, or prefer not to say



# 5

## Equal employment opportunity (% agreement with statements, by gender)

Gender is not a barrier to success in my organisation



Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation



Cultural background is not a barrier to success in my organisation



Sexual orientation is not a barrier to success in my organisation



Disability is not a barrier to success in my organisation



Age is not a barrier to success in my organisation



NB: Other includes non-binary, use a different term, or prefer not to say

# 6

## Indicator

Leave and flexibility

### Gender audit results

#### Workforce data:

Proportion of the workforce using formal flexible working arrangements:

- ▶ Overall
  - 45%
- ▶ by gender

	Number	As a proportion of total workforce
Men	154	61% of men at Manningham
Women	148	36% of women at Manningham
Total	302	

Gender composition of people in the organisation who have taken parental leave.

	Number
Men	7
Women	6
Total	13

Number of people who exited the organisation during parental leave (by gender):

- ▶ 1 person exited the organisation during parental leave. Further analysis is limited due to privacy thresholds.

# 6

## Employee experience data:

Percentage of survey respondents (by gender) who agreed with the statements:

### Family violence leave (% agreeing with statements, by gender)

My organisation would support me if I needed to take family violence leave



I am confident that if I requested a flexible arrangement, it would be given due consideration



My organisation supports employees with family or other caring responsibilities, regardless of gender



# 7

## Indicator

Gendered segregation

### Gender audit results

#### Workforce data:

Gender composition of ANZSCO code major groups in the organisation:

- ▶ 1 – Managers
- ▶ 2 – Professionals
- ▶ 3 – Technicians and trades workers
- ▶ 4 – Community and personal service workers
- ▶ 5 – Clerical and administrative workers
- ▶ 6 – Sales workers
- ▶ 7 – Machinery operators and drivers
- ▶ 8 – Labourers

	Women	Men
Managers (3% of workforce)	67%	33%
Professionals (33% of workforce)	71%	29%
Technicians and trades workers (4% of workforce)	5%	95%
Community and personal service workers (22% of workforce)	82%	18%
Clerical and administrative workers (18% of workforce)	78%	22%
Sales workers (no employees)	0%	0%
Machinery operators and drivers (2% of workforce)	0%	100%
Labourers (18% of workforce)	40%	60%

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