

ESG PERFORMANCE REPORT - OPERATIONS

CAMPUS | MODERN SLAVERY | GENDER EQUALITY

2021 PERFORMANCE REPORT



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The 2021-25 Environmental, Social, Governance (ESG) Statement commits the University to improving our capture and reporting of environmental, social and governance advances - folding ESG monitoring and implementation into the University's business as usual planning, implementation, monitoring and reporting processes.

This report outlines our campus operations' contribution to the ESG Statement commitments, specifically focusing on the campus, gender equality and modern slavery priorities.

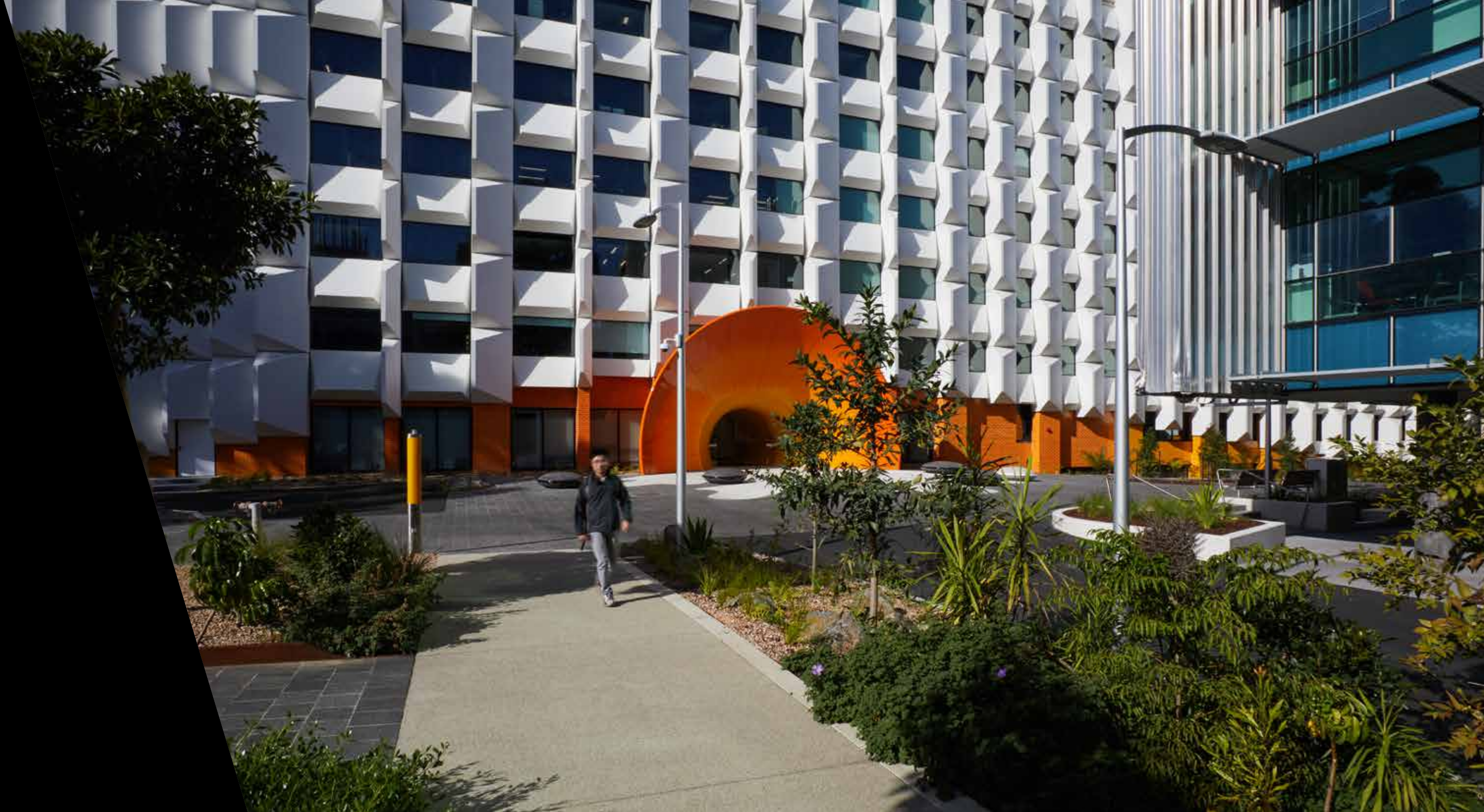
The campus section addresses our key activities and environmental sustainability issues through six pillars. Each pillar has a dedicated section in this report which sets out our commitment, key themes, targets, annual planned actions and a case study to showcase various achievements.

Modern slavery is incorporated into our campus sustainability report as part of our commitment to sustainable procurement. In collaboration with Strategic Procurement, this report will address our key activities in campus operations to address modern slavery within our operations and supply chain.

The gender equality section outlines Monash University's Workplace Gender Equity Strategy and its action plan articulating a range of proactive measures to achieve set goals. Through our Gender Equity Strategy we seek to foster an organisational culture in which staff of all genders, of a variety of cultural backgrounds, faiths and heritages participate equally at all levels.

CAMPUS

The University will continue to transition towards net zero emissions and develop a Circular Economy Framework for its campus operations.



Monash is committed to improving the sustainability of its operations and supporting the transition to a net zero emissions, zero-waste society. The University has taken first steps to integrate circular economy principles into its campus sustainability strategy, and is progressing well in its commitment to reach net zero emissions by 2030.

By applying innovative energy circular economy solutions on our campuses, Monash will set and example for others to follow.

Our campus sustainability plan is organised around six pillars, which reflect where our operations have a material impact on the environment. The initiatives we are implementing to reduce our impact are detailed in the pages that follow.



PERFORMANCE AT A GLANCE



45,000

LED lights upgraded delivering \$1.5M in annual electricity cost avoidance



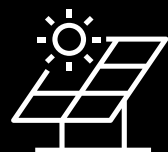
2000

gigajoule reduction in energy delivering \$185K cost savings per annum through optimisation of HVAC systems in 9 buildings



16,000

tonnes of carbon emissions avoided through energy efficiency upgrades and on-site solar PV



12,000

solar panels generating five (5) million kWh of renewable energy on campus per annum - enough to power over 2000 homes and reducing electricity costs by \$1 million per annum



\$37 MILLION

capital investment across the first 3.5 years of the Net Zero Initiative against \$135 million commitment to 2030



44 Per cent

reduction in emissions intensity (tCO2-e/m2) between 2015 - 2020



24 Per cent

reduction in energy intensity (GJ/m2) between 2015-2020



102,000

megawatt hours of renewable energy generated from 9 turbines at the Murra Warra Wind Farm providing \$1.36M in net revenue



25,000

kilolitres of harvested water in network of 60 tanks avoiding 10 Olympic sized swimming pools of potable water



25,500

drivers accessed staff- and-student rate parking for the first time and 99.7% of staff and 97.3% of students are paying less for parking since PAYU was introduced



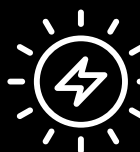
3000

shrubs and small trees planted annually and approximately 500 cubic meters of mulch from green waste reused in campus landscapes



\$3.5 MILLION

electricity cost avoidance against per annum from energy efficiency and on-site renewables investment



\$1.36 MILLION

in net reveue and 20 per cent increase in voluntary Green Power at **ZERO** cost through Murra Warra Wind Farm PPA



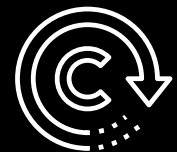
\$18.6 MILLION

in grant funding for energy efficiency electrification and energy management projects



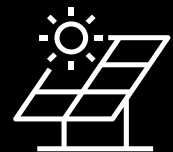
PERFORMANCE BENCHMARKS

The below information depicts Monash's campus sustainability performance against 2020 Tertiary Education Facilities Management Association (TEFMA) environmental indicators (Australian-based universities only). The operational impacts of COVID-19 will have affected each university's 2020 performance and limit the accuracy of comparisons to 2019. Additionally, not all universities provide data across all of the environmental factors.



25th

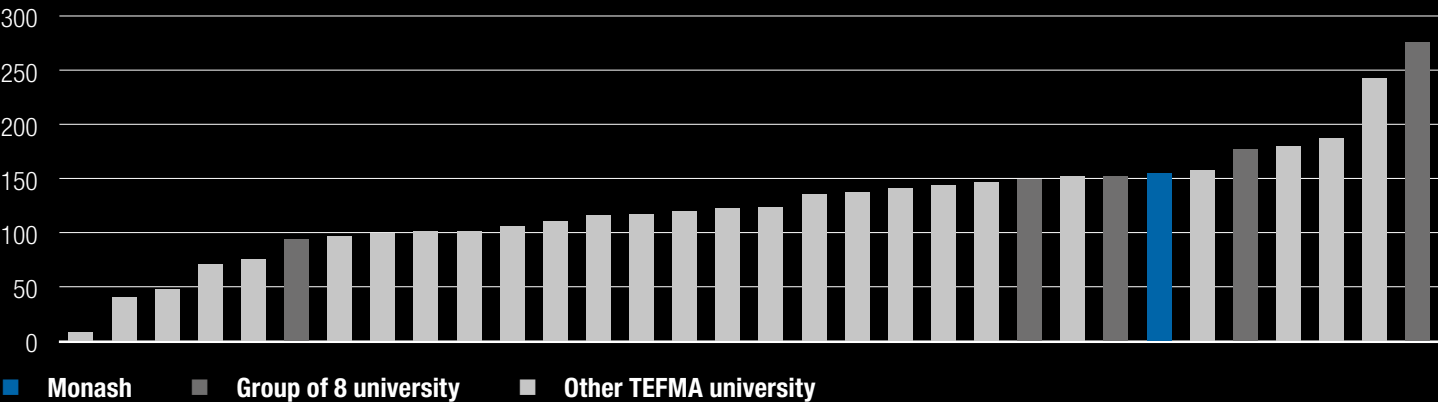
highest emissions intensity
out of 32 universities.



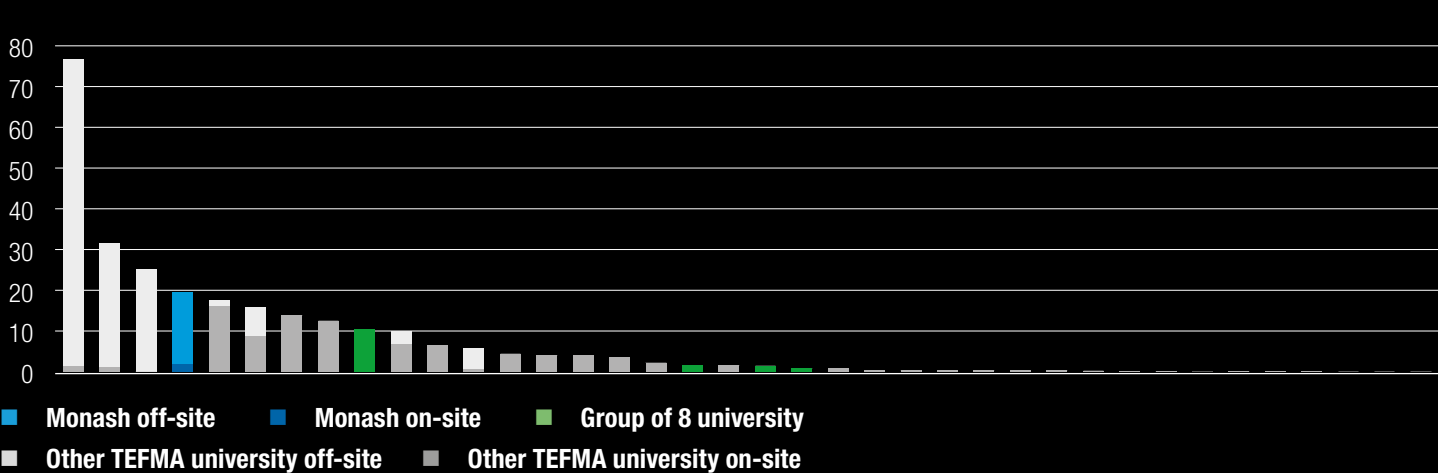
4th

highest use of renewable energy
(on-site and off-site) as a percentage of
total energy usage.

Emissions intensity (kgCO2/m2)



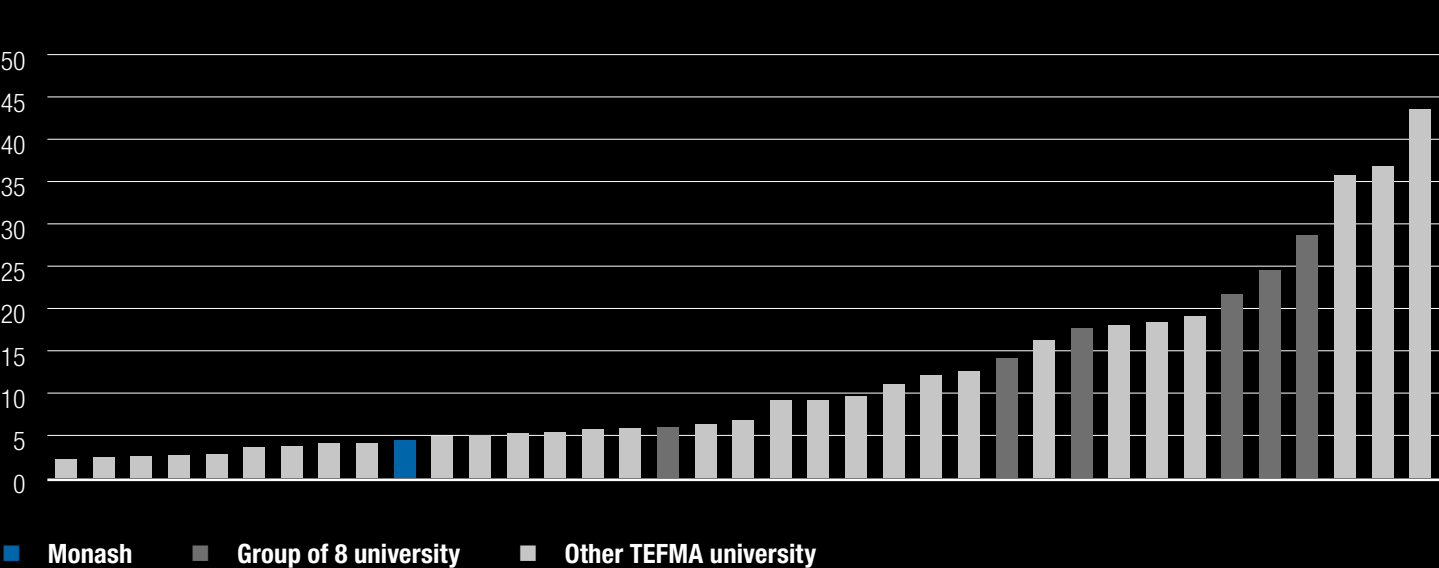
Renewable energy percentage of total energy



10th

of 37 universities for
water usage per person.

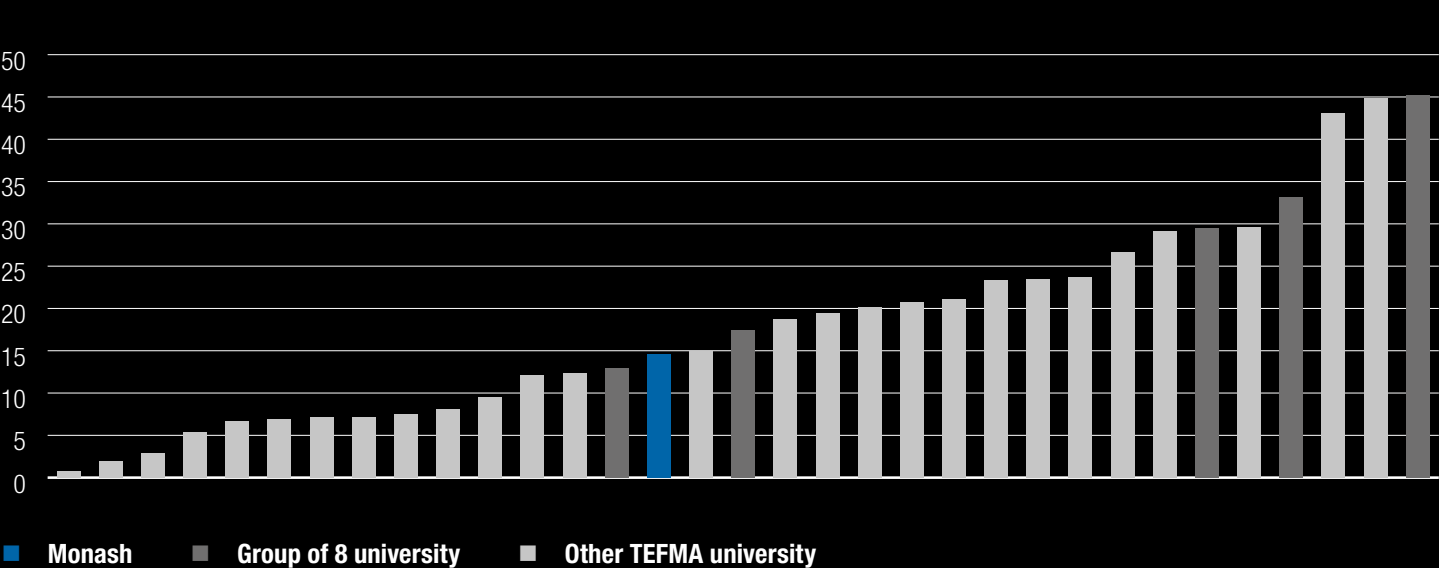
Water (KL) per person (EFTSL+FTE)



15th

of 33 in waste to landfill per person.

Waste per person (kg/EFTSL+FTE)



Monash University continues to transition towards net zero emissions and develop its Circular Economy Framework to deliver on our commitment to the UN Sustainable Development Goals (SDGs) in campus operations.

The six pillars of our campus sustainability plan and their key actions areas are outlined below. A more in-depth page and project case study for each pillar forms the the remainder of the campus report.



Net Zero Initiative

We're implementing our net zero emissions initiative by 2030, as well as creating teaching, research and engagement opportunities through a 'living lab' campus model.

- ▶ Renewable energy
- ▶ Energy efficiency
- ▶ Energy networks
- ▶ Electrification



Campus ecosystems

We're enhancing the ecosystems on all campuses to improve the natural environment, support learning, teaching and research, and contribute to an outstanding campus experience for all staff, students and visitors.

- ▶ Biodiversity and soil health
- ▶ Urban forest
- ▶ Water-sensitive urban design
- ▶ Harvested water



Building sustainability

To prepare ourselves for the move to 100% renewable energy, we're rethinking the design of our new buildings and retro-fitting our old to be state-of-the-art spaces for comfort and performance.

- ▶ Materials
- ▶ All electric
- ▶ High performance
- ▶ Comfortable and healthy



Transport

We're improving sustainable transport options for students, staff and visitors at all campuses, creating greater flexibility, choice and increasing technology-enabled services to reduce environmental impact.

- ▶ Mobility as a service
- ▶ Precinct connectivity
- ▶ Travel smart
- ▶ Transport emissions



Circular economy

Our circular economy strategy aims to minimise waste to landfill and transition from co-mingled recycling to "close the loop" on valuable materials through a range of better business practices and infrastructure investment.

- ▶ Circular economy strategy
- ▶ Towards Zero Waste
- ▶ Sustainable Procurement
- ▶ Organics



Engaging Monash

By equipping the Monash community with the skills and knowledge to become change makers, we'll create an impact well beyond our campuses.

- ▶ Staff engagement
- ▶ Change-makers
- ▶ Raise awareness
- ▶ Community engagement



Our campus sustainability plan contributes to the following 12 SDGs.



PROGRESS AGAINST TARGETS

 Below expected progress
  Steady
  Well progressed
  Achieved

Target	Progress	Status
No net decrease in canopy cover	<ul style="list-style-type: none">▶ Annual tree planting program of 800 trees and 3000 shrubs in progress	↔
10% / 30% reduction in potable water intensity by 2025/2030	<ul style="list-style-type: none">▶ New plumbing contract KPI to include incentives to get maximum efficiency from water tanks for toilet flushing▶ Supported by continuous improvement in stormwater harvesting	↔
50% /100 % of stormwater licence allocation by 2025 / 2030	<ul style="list-style-type: none">▶ Stormwater continuous improvement with dedicated water manager in urban space contract▶ System maintenance in progress – once completed 85% of stormwater system harvesting capacity in proper working order	↑
New buildings including major refurbishments, all -electric, rooftop solar, high performance certification	<ul style="list-style-type: none">▶ Menzies refurbishment – high performance façade design-based, electrification of HVAC, rooftop design to accommodate future solar	↑
Establish 5 year circular economy plan	<ul style="list-style-type: none">▶ Development of “circularity” targets (for example material flows, diversion, reuse rates) in progress	↔
Eliminate single-use plastic in retail by 2023	<ul style="list-style-type: none">▶ Stakeholder engagement strategy to be commenced in Q4 2021▶ Research on alternatives to single-use plastic/development of retailer guide in progress	↔
20% / 50% diversion of organic food waste from landfill by 2025/2030	<ul style="list-style-type: none">▶ Organic food waste collection included as waste stream in current waste management contract tender▶ Implementation in staff (Peninsula, Parkville campuses) and student (Law, Learning and Teaching Building, Science) kitchens in progress▶ Assessment of infrastructure requirement to support back of house collection in Campus Centre in progress	↔

Target	Progress	Status
5.0MW on-site solar PV 2025 5.5MW on-site solar PV 2030	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></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NET ZERO INITIATIVE

We're clear on our goal – net zero carbon emissions. By 2030, our buildings and operations will only be powered by renewable energy sources. This is how we're doing it.

2021 initiatives

Renewable energy

- ▶ N1 car park solar installation project - stage 2

Energy efficiency

- ▶ Continue our installation program of LED lighting upgrades at Clayton campus
- ▶ Building optimisation - stage 2

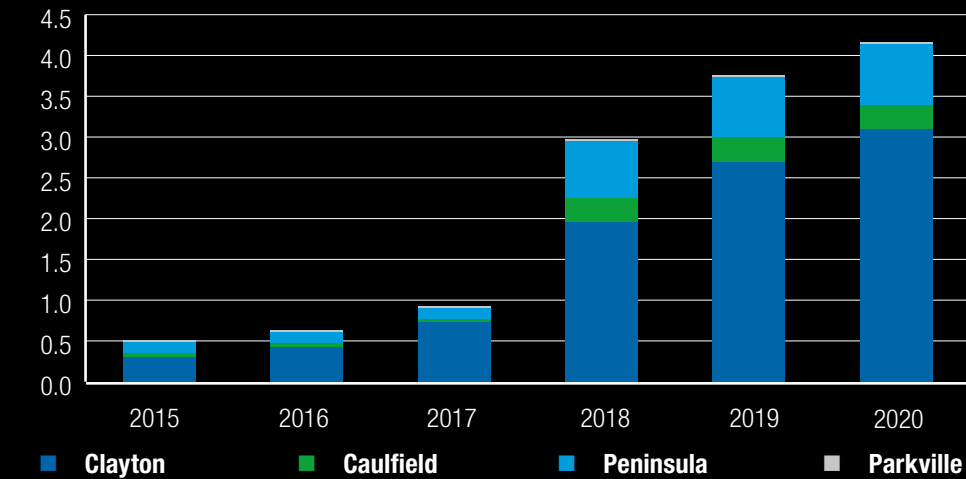
Energy networks

- ▶ Develop operating model for the Monash microgrid and commence operations
- ▶ Extend demand response capabilities to Caulfield and Parkville campuses

Electrification

- ▶ Monash ENGIE MOU projects including Clayton campus roadmap to Net Zero
- ▶ Science, engineering and medicine precinct electrification projects
- ▶ Domestic hot water electrifications

2015 - 2020 on-site solar capacity



2025 targets

75%
renewable electricity

10%
reduction in energy intensity

5.0MW
on-site solar capacity

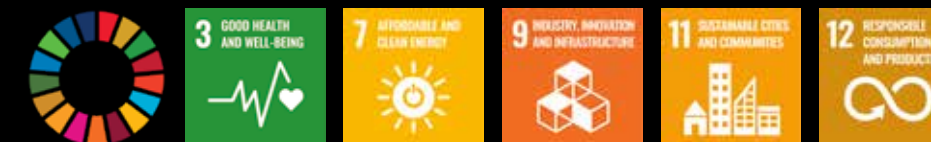
2030 targets

100%
renewable-powered

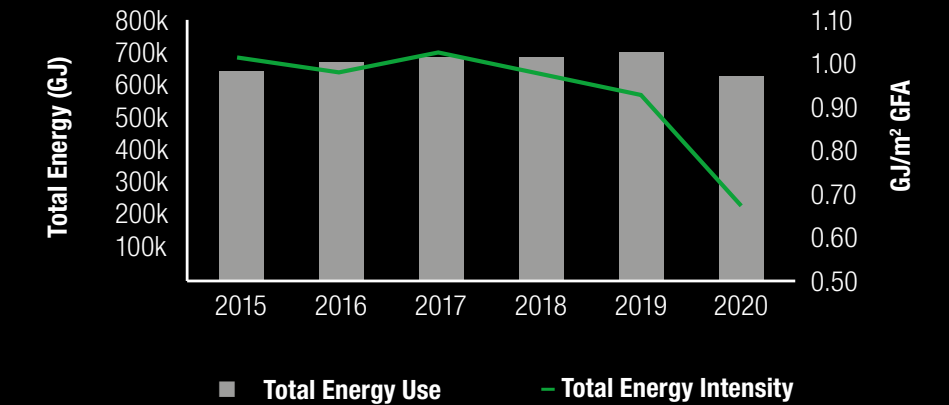
All-electric
campuses

5.5MW
on-site solar capacity

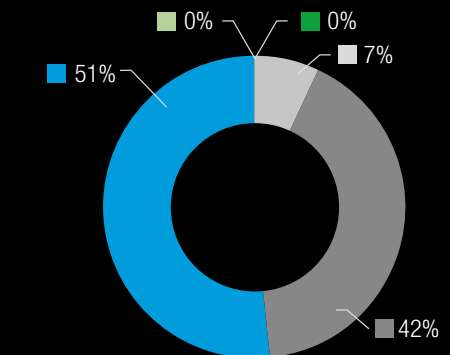
Net zero emissions



2015-2020 energy intensity 10% reduction

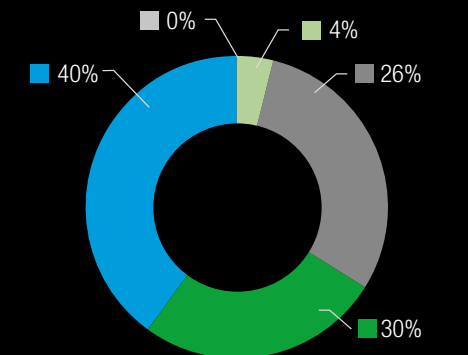


2015 energy mix



- Natural gas
- Off-site wind power
- Grid Electricity Use

2020 energy mix



- Onsite Renewable Generation/Use
- GreenPower™



NET ZERO INITIATIVE

Hot Water Electrification

The Net Zero Initiative electrification strategy identified the potential for significant natural gas reduction through the application of heat pump technology for the provision of domestic hot water (DHW). The James Gormley Bike Arrival Station was identified as an ideal site to test the feasibility of this technology.

This successful pilot also supported securing \$810,000 in grant funding from the Business Recovery Energy Efficiency Fund, administered by Department of Environment Land Water and Planning (DELWP), to upgrade a further four buildings in 2021 at the Clayton and Peninsula campuses.

Highly efficient heat pump technology using carbon dioxide refrigerant, was combined with stainless steel hot water storage tanks to provide a customised all-electric hot water heating solution. Providing an efficient and reliable supply of hot water for the 10 showers, as well as the hydronic heating system. Additionally, the carbon dioxide refrigerant does not deplete the ozone layer, having a global warming potential (GWP) value of only one, making it a better environmental choice than other refrigerants.

100%

net zero-ready

80% ↓

in energy usage 690GJ/annum

\$810k

grant funding for four additional systems

50% ↓

reduction in maintenance costs

CO₂ heat pump

eliminates ozone depleting refrigerants

Improved

hot water service capacity for users



CAMPUS ECOSYSTEMS

We're enhancing the ecosystems on all campuses to improve the natural environment, support learning, teaching and research, and contribute to an outstanding campus experience for all staff, students and visitors.

2021 initiatives

Biodiversity and soil health

- ▶ Collaborate with Monash experts on soil health, testing and irrigation optimisation
- ▶ Utilise mulch generated from our green waste in our landscapes

Urban forest

- ▶ Annual tree planting program - 800 trees, 3000 shrubs
- ▶ Yarra Valley Nursery (not-for-profit) identified as a potential partner for a 2021 planting program

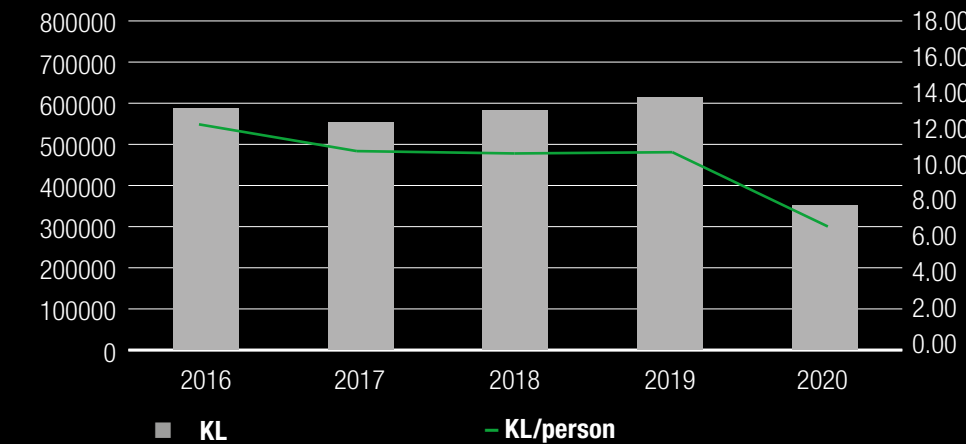
Water Sensitive Urban Design Strategy

- ▶ Climate Adaptation Assessment
- ▶ Establish a Water Sensitive Urban Design Strategy
- ▶ Undertake a Climate Adaptation Assessment to identify future flooding risks due to climate change

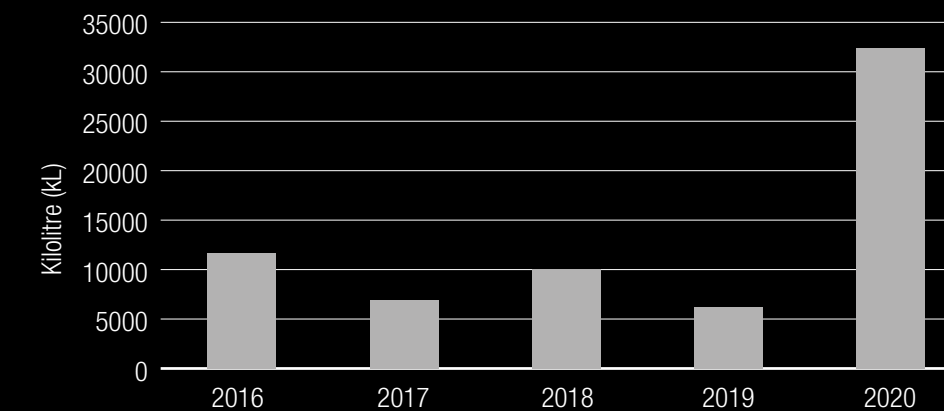
Harvested water

- ▶ Maintenance and minor works on existing water tank infrastructure
- ▶ Complete roll out of water metering and reporting dashboard
- ▶ Optimisation of water harvesting network to maximise non-potable water usage

2016 - 2020 potable water consumption



2016 - 2020 Clayton campus harvested water usage



2025 targets

No net decrease
in canopy cover (2015 baseline)

10%
reduction in potable water intensity
(2020 baseline)

50%
stormwater licence allocation harvested

2030 targets

No net decrease
in canopy cover (2015 baseline)

30%
reduction in potable water intensity
(2020 baseline)

100%
of stormwater licence allocation harvested



CAMPUS ECOSYSTEMS

Clayton Campus Stormwater Harvesting

Constructed over multiple years, an extensive underground water ring main to collect and circulate harvested water began operating at the Clayton campus in 2020. Connecting a network of more than 60 water tanks across the campus with a total capacity of 3.91 megalitres (ML), it will significantly reduce our potable water usage for irrigation and toilet flushing. Besides rainwater, the system extracts stormwater from a Melbourne Water storm drain that runs under the north end of campus. Before entering the system the stormwater is first treated through a bio-filter garden to remove sediment and pollutants, then treated through a UV filtration system (pictured on the left).

Monash holds a license to extract 163 ML from the stormwater drain annually, which will offset approximately 30% of our potable water usage. In its first year of operation (2020) 25 ML of stormwater was harvested and used across the campus. This equates to 10 Olympic sized swimming pools of avoided potable water use.

60

tanks connected to ring main

163ML

stormwater extraction license
from Melbourne Water

25ML

of stormwater harvested in 2020

10

Olympic-sized pools of
avoided potable water usage

5%

avoided potable water usage
on Clayton campus





BUILDING SUSTAINABILITY

To prepare ourselves for the move to 100% renewable energy, we're rethinking the design of our new buildings and retro-fitting our old to be state-of-the-art spaces for comfort and performance

2021 initiatives

Materials

- Update Monash design and construction standards to embed circular economy principles

All electric

- Science and engineering thermal precincts

High performance

- Menzies refurbishment
- Project handover, commissioning process and improvement strategy

Comfortable and healthy

- Health and wellbeing strategy

2025 targets

All new buildings

are all electric, with roof top solar

All new buildings

achieve high performance building certification

All campuses

are electrified by 2030

Circular economy

principles in building design and construction (reuse, repurpose etc)



BUILDING SUSTAINABILITY

Woodside Building for Technology and Design

Net Zero ready building

The Woodside Building for Technology and Design is the largest educational building in the world – and the largest building in the southern hemisphere – to achieve Passive House certification.

Its all-electric design delivers exceptional occupant comfort, and with insulation around the building envelope does so with significantly less energy (more than 50% below) than a standard code-compliant building. Structural steelwork and exposed piles include sensors that show how stresses and vibrations on structural elements change in various load conditions and temperatures.

It also takes the title of the first carbon-neutral construction service, certified by the federal government's Climate Active program. The emissions footprint of the construction process was minimised by using project site sheds with passive design features to reduce heating and cooling, site master switches for greater control of reducing out-of-hours energy use, as well as signs encouraging builders to turn off equipment not in use.

A living laboratory

Visual access to the workings of the building enables students and researchers to learn from its physical design and building services. Visual access to plant rooms through glazed windows provide insights into the role of plant equipment components, and some areas of the raised floor feature laminated glass with LED backlighting, allowing students to view the mechanical, electrical and hydraulic services function.

Largest

Passive House education building

100%

net zero ready

65% ↓

less energy than standard code-compliant buildings





TRANSPORT

Enhance sustainable transport options to customers at all campuses, creating greater flexibility and choice by increasing technology-enabled services to reduce the environmental impact.

2021 initiatives

Mobility as a service

- ▶ Shuttle bus and car share procurement
- ▶ Shuttle bus app
- ▶ PAYU parking

Precinct connectivity

- ▶ Suburban Rail Loop
- ▶ Engage with Public Transport Victoria on public transport network linkages with Monash campuses

Travel smart

- ▶ Micro mobility strategy

Transport emissions

- ▶ Electric vehicle charging strategy
- ▶ Zero emissions vehicle trial

Customer insights from PAYU parking data

1. The average driver parks at a single campus and attends part-time



Staff = 1.56 days per week



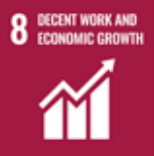
Students = 0.99 days per week

2. Most drivers vary their behaviour – they use multiple CelloPark codes, and change their attendance pattern week-to-week as illustrated by one user’s data below.

Monday	Tuesday	Wednesday	Thursday	Friday
		1 st	2 nd	3 rd
6 th	7 th	8 th	9 th	10 th
13 th	14 th	15 th	16 th	17 th
20 th	21 st	22 nd	23 rd	24 th
27 th	28 th	29 th	30 th	

■ Blue CelloPark code used

■ Red CelloPark code used



3. Enabling more efficient utilisation of on campus car park infrastructure.

17,500

additional staff and students have been able to access Blue and Red parking from the start of semester.

4. The majority of drivers have paid less than half the cost of a 2020 Annual Student Clayton Blue Permit

- ▶ 51 per cent of staff and 85 per cent of students have paid less than ½ cost of 2020 Annual Student Blue Permit
- ▶ 99.7 per cent of staff and 97.3 per cent of students are paying less for parking since PAYU was introduced
- ▶ Eliminates transport mode (single-use vehicle) lock-in effect, enabling staff and students to vary transport choices on a daily basis

2025 targets

Enhance

sustainable transport options at all campuses, creating greater flexibility and choice by increasing technology-enabled services

On-demand

bus technology

Energy efficient

shuttle bus fleet

Carshare

Deeper understanding

of our customers



TRANSPORT

N1 multi-storey car park

The Clayton campus N1 car park has a number of elements of the sustainable transport strategy at Monash



Solar

This solar installation is the largest on site at any Monash campus. It's a 741kWp system that generates ~894,120kWh per year, and provides weather protection for 180 vehicles. It generates enough energy to power ~130 Victoria homes.

PAYU

Pay As You Use (PAYU) parking has been introduced across all campuses to make parking on campus fairer, flexible, and easier for staff and students. By using the CellioPark app, you only pay for the time you park on campus – not by the hour, but by the minute. This model has created greater flexibility in allowing staff, students and visitors to make daily transport choices. Users can now more freely drive to campus one day, and cycle or use public transport the next.

Bike arrival

To support our growing bike-riding community, the James Gormley Bike Arrival Station provides secure bike parking, showers, bathrooms, change rooms, and bike repair facilities. It's recently been expanded to include a new boutique bike shop, Biker Co., which provides servicing, parts and products for every kind of rider.

Car sharing

Car-sharing is a cost-effective and simple alternative to owning a vehicle, especially if you drive infrequently. We have Flexicar and GoGet carshare vehicles located across our Caulfield, Parkville and Clayton campuses.

EV charging

To encourage and support the use of electric vehicles (EV), two EV stations are installed. The Tritium Veefill is a "Level 3" DC rapid charger able to charge either full EVs or compatible plug-in hybrids. It provides EV drivers with the ability to quickly top up their battery in under an hour. The Schneider EV Link is a three-phase AC "Level 2" charger. It charges at a slower rate than the Veefill unit, which makes it suitable for charging during the day, and is compatible with all vehicles, including plug-in hybrids. It can accommodate two vehicles at the same time.



CIRCULAR ECONOMY

Our circular economy strategy aims to minimise waste to landfill and transition from co-mingled recycling to “close the loop” on valuable materials through a range of better business practices and infrastructure investment.

2021 initiatives

Circular economy

- ▶ Develop ‘circularity’ targets (for example material flows, diversion, reuse rates)/refine waste targets
- ▶ Update design and construction standards for grounds and landscaping

Towards zero waste

- ▶ Lab waste reuse program
- ▶ Commercialise Monash reuse store
- ▶ Ditch disposables campaign/ re-activate reusable schemes

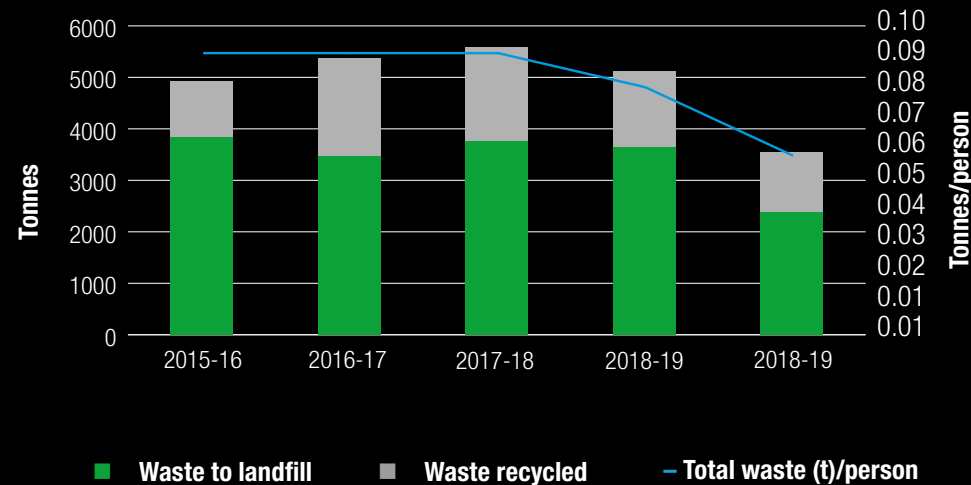
Sustainable Procurement

- ▶ Tender waste contract with expanded scope to improve resource recovery/recycling and collection of organics
- ▶ Net Zero supply chain strategy (in collaboration with Strategic Procurement)

Organics

- ▶ Organics collection – staff (Peninsula, Parkville); student (Law, Learning and Teaching Building, Science); retail (Clayton Campus Centre)
- ▶ Infrastructure planning – container deposit scheme (CDS) (2023); Organics (retail back of house)

Waste



2023 target

Eliminate single-use retail plastics across all its Australian campuses by 2023.



2025 target

In support of the state government's circular economy policy and action plan, Monash will develop a campus plan to reduce waste, increase recycling and create more value from our resources. Monash will establish it's plan by the commencement of 2022.

Monash BorrowCup

Simone Pianko – budding entrepreneur and Monash engineering student – is challenging norms. Simone is the founder of the Monash startup BorrowCup, a social impact venture aiming to reduce waste at Monash, and make the campus more sustainable. Buildings and Property provides the financial support for the program.

BorrowCup offers an alternative to disposable coffee cups on campus, enabling staff and students to borrow a reusable cup rather than wasting a disposable. About 1400 BorrowCups are used each week on the Clayton campus, and the system has a 95% return rate; the team is on a mission to reach a 100% return rate. Simone is inspiring other students through this project, encouraging them to use the University as a living laboratory, and to test their ideas to make the campus and our communities more sustainable.

You can view a profile on Simone by visiting:

monash.edu/engineering/change-makers/simone

1400

BorrowCups used per week

95%

return rate

9 retailers

used BorrowCup
(prior to COVID-19-
affecting operations)

SUSTAINABLE PROCUREMENT

Ensuring our procurement practices take into account social, environmental and economic factors.

2021 initiatives

Modern Slavery Act Report

- ▶ Modern slavery Act Report expanded to include onshore and offshore entities, research and education

Indigenous communities

- ▶ Drive spend with Indigenous suppliers. Work with the William Cooper Institute to assess the feasibility of a program to grow employment opportunities

Supplier Code of Conduct

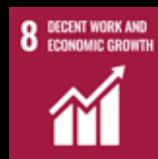
- ▶ Issue the Supplier Code of Conduct setting clear expectations about health and safety, labour and human rights, environmental management and ethical practices

Sustainable Procurement Framework

- ▶ Further expand our Sustainable Procurement framework to include additional areas for supporting and driving sustainability

2025 target

- ▶ Issue first Modern Slavery Report. Commence targeted supplier assessments, engage offshore entities, Australia-based staff training modules created.
- ▶ Support the William Cooper Institute in the development of an initiative for the employment of indigenous cadets.
- ▶ Supplier Code of Conduct available to all suppliers and their subcontractors working directly with Monash.
- ▶ Further build out the Sustainable Procurement Framework and website.



MODERN SLAVERY

Modern slavery includes human trafficking, slavery, forced labour, debt bondage and the worst forms of child labour.

With significant spend, investment and operations globally, Monash has a complex and dynamic environment to assess, and, if needed, address, the risks of modern slavery.

Monash University, in conjunction with the Australian University Procurement Network, identified an instance of modern slavery within its supply chain for latex gloves. This was deep in the supply chain – a recruiting company that was a third party providing labour supply services to an offshore subcontractor to a Monash supplier.

Migrant workers were likely being subjected to deceptive recruiting practices, high recruitment fees, passport withholding, forced salary deductions, forced overtime and substandard living conditions.

Steps were taken by the subcontractor to provide financial reparation to the affected workers, passports were ensured to be accessible, the recruitment company was terminated by the subcontractor, and Monash's supplier ceased using the subcontractor in question.



Monash has suppliers in more than 140 countries within scope for our modern slavery program of work.



GREEN IMPACT WINNERS



ENGAGING MONASH

By equipping the Monash community with the skills and knowledge to become change makers, we'll create an impact well beyond our campuses.

2021 initiatives

Staff engagement

- ▶ Green Impact Program
- ▶ Ride to Work Day

Change-makers

- ▶ Support student projects and initiatives
- ▶ Monash Recovery Challenge
- ▶ GreenSteps Program

Awareness

- ▶ Net Zero Me student induction program
- ▶ Guest lectures, student tours, campus information sessions

Community engagement

- ▶ Net Zero Initiative knowledge translation activities including professional development courses, virtual campus tours and how to guides
- ▶ Net Zero Precincts program in collaboration with ENGIE

Green Impact 2021

Green Impact is a positive staff engagement program developed over the past 10 years, through Students Organising for Sustainability (UK). To date, the program has been delivered to more than 400 organisations and has reached more than 100,000 people, 20,000 of whom have actively taken part in the program. Green Impact is a continually improving, collaborative and meaningful program that embeds sustainable practices and healthy behaviours into the workplace, and will help ensure Monash achieves its sustainability goals.

- ▶ Expanding program to MRS and MSA clubs and societies
- ▶ Actions for home, office and labs
- ▶ Expanded to connect with the health and wellbeing strategy

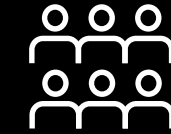
2020 results



40 active teams were created



223 active team members



Average team size of 6



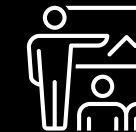
Engaged with 4159 colleagues



Teams collectively completed 2068 actions



1647 actions as a result of Green Impact



Trained 28 student auditors



Months the toolkit was open



Achieved 2 WTB (working towards Bronze) Awards



Achieved 7 Bronze Awards



Achieved 6 Silver Awards



Achieved 21 Gold Awards

GENDER EQUALITY

The University fosters an inclusive organisational culture in which staff of all genders, of diverse cultural backgrounds, faiths and heritages participate equally and are recognised equally at all levels, notably senior levels. The University will intensify focus to eliminate the systemic barriers to professional advancement in order to achieve parity in senior professorial, senior academic and senior professional roles, as well as salary parity across the University.



We recognise that people are our most valuable asset and that fostering a culture of inclusion is crucial in order to utilise the talents of our diverse staff. Monash University's Workplace Gender Equity Strategy and its action plan articulate a range of proactive measures to achieve set goals. Through our Gender Equity Strategy we seek to foster an organisational culture in which staff of all genders, of a variety of cultural backgrounds, faiths and heritages participate equally at all levels.



Women in senior roles

We aspire to achieve gender parity in senior professorial, senior academic and senior professional roles. Gender-balanced leadership means a greater diversity of thought, better decision-making, as well as higher employee satisfaction.

Diverse and inclusive leadership is better-equipped to lead Monash's diverse community.



Women in STEM

Advancing women's careers in science, technology, engineering, mathematics and medicine (STEMM) is at the forefront of our gender equity strategy. We're committed to achieving gender balance in scientific research, and removing barriers to women's career advancement and success.



Support for parents and carers

We recognise the benefits of inclusive workplaces as critical to the University's success and are committed to supporting staff with family responsibilities.



Flexible workplace

We recognise workplace flexibility as a key enabler of gender equality, and a foundation in the attraction and retention of talent.

We're committed to fostering a workplace culture of flexibility where staff of all genders, are supported to successfully combine their work commitments and personal priorities.



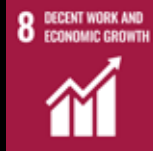
Pay equity

We are committed to closing the University's organisation-wide gender pay gap. Our Vice-Chancellor is a Pay Equity Ambassador and a visible champion of pay equity and gender equality.



Support for career development

We provide a broad range of career development opportunities to all staff. We also offer a number of University-wide gender equity programs specifically designed to support women's career progression.





WOMEN IN SENIOR ROLES

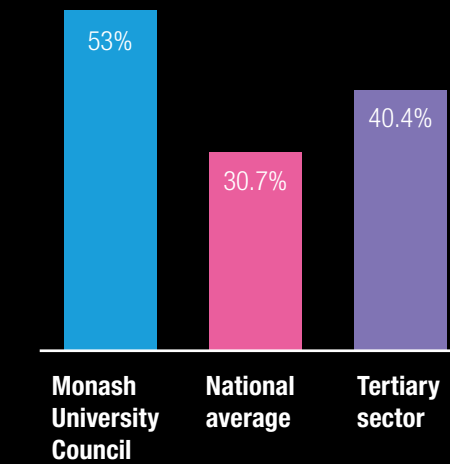
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Diverse and inclusive leadership is better-equipped to lead Monash's diverse community.

2021 performance

- ▶ Women's representation in senior professional roles reached parity.
- ▶ Women's representation on Monash University Council exceeded parity.
- ▶ Women's representation on VCEC grew exponentially from 28.6% to 41.7% over the past 6 years (up by 13.1%).
- ▶ Women in leadership academic roles* reached 38.7%, which is above their representation in senior academic roles (36.4%), highlighting concerted efforts to redress gender imbalance in academic leadership roles

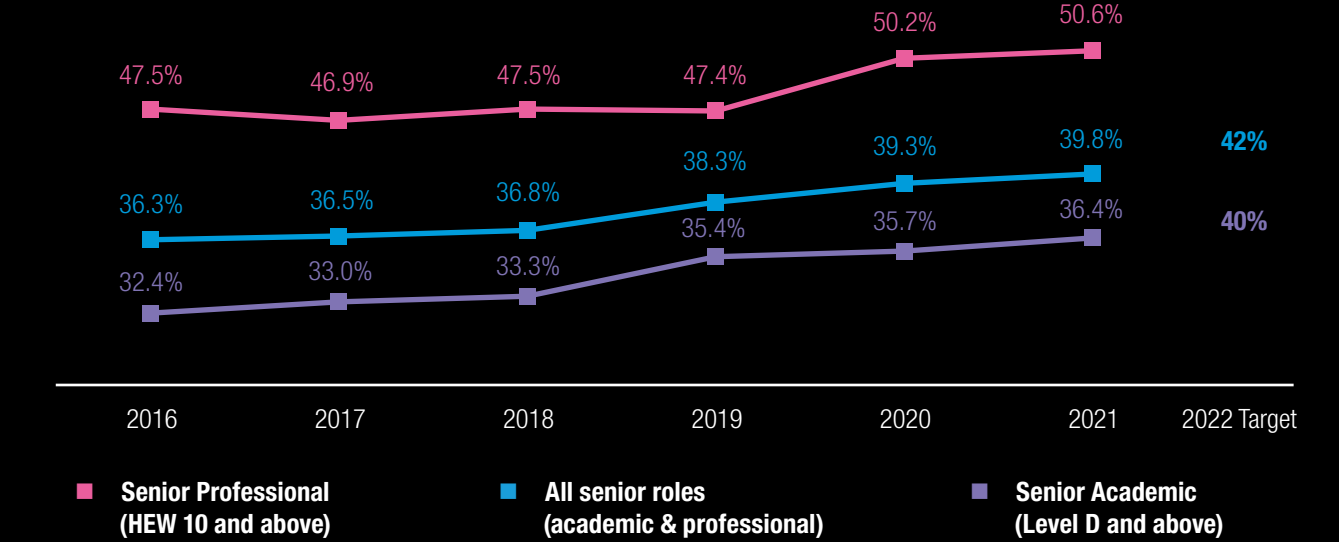
Women on governing bodies



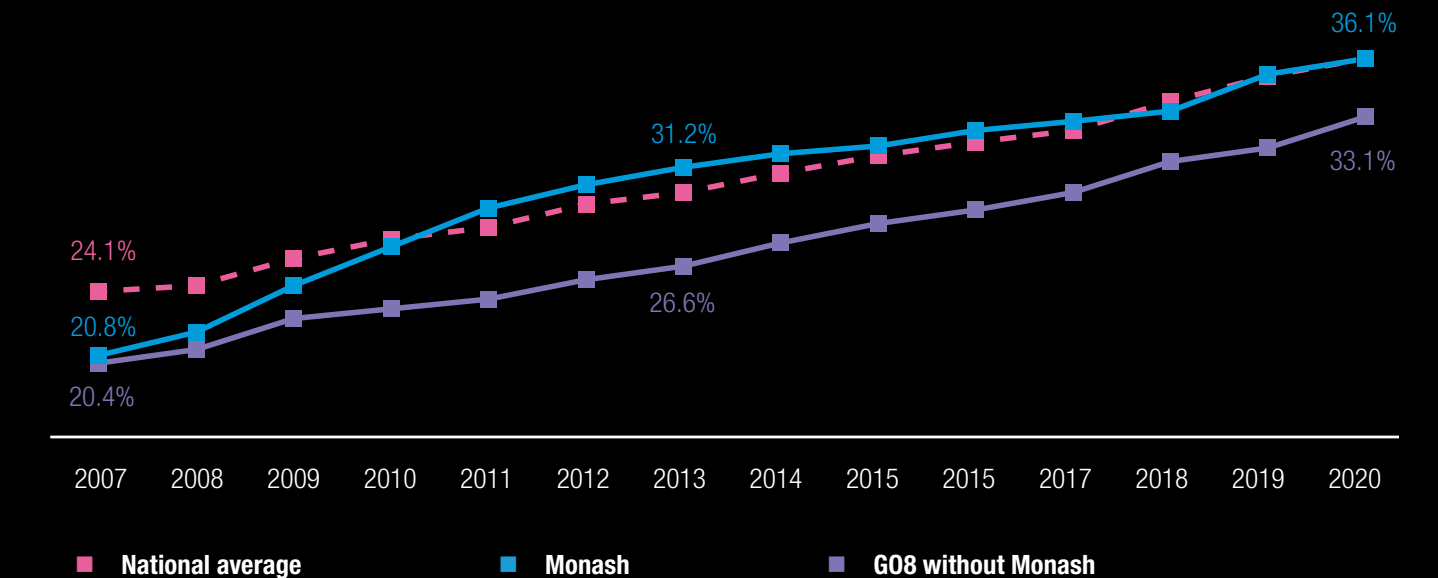
519

women (39.8%) hold senior positions at Monash. Our current target is 42% by 2022, with accelerated improvements expected thereafter.

Women in senior roles



Women in academic senior roles





WOMEN IN STEMM

Advancing women's careers in science, technology, engineering, mathematics and medicine (STEMM) is at the forefront of our gender equity strategy. We're committed to achieving gender balance in scientific research, and removing barriers to women's career advancement and success.

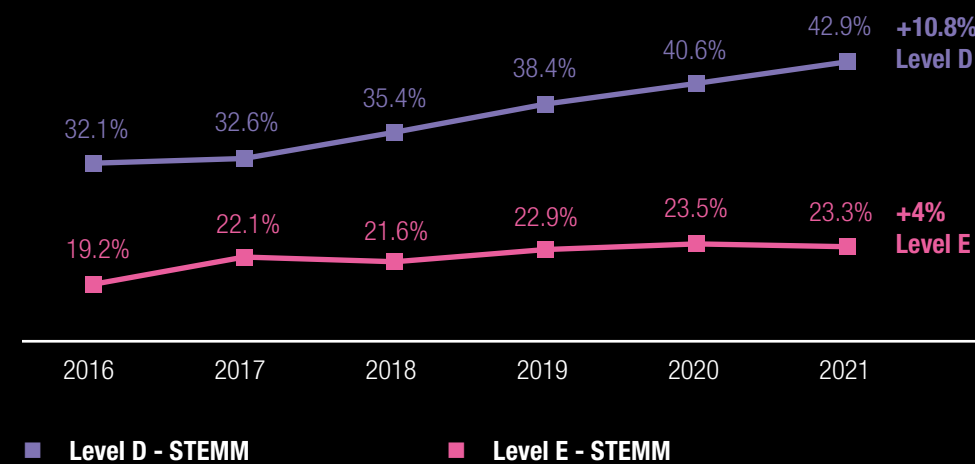
Our initiatives

- ▶ Deliver activities and targeted interventions through the STEMM Women Academic Network
- ▶ Facilitate Peer-to-peer mentoring for promotion
- ▶ Encourage Inclusive Leadership training to reduce unconscious bias
- ▶ Seek to establish gender targets in STEMM
- ▶ Develop training on assessing achievement relative to opportunity
- ▶ Offer targeted support for parents and women from linguistically diverse backgrounds.
- ▶ Continue Panel Pledge Campaign to challenge gender disparity on panels.

STEMM performance

Since joining Athena SWAN in 2016, we've seen substantial improvements in gender equality in STEMM (refer to graph below):

- ▶ The number of women professors in STEMM grew from 50 to 72 (up by 44%). Due to the low turnover of staff at Level E, this equated in real terms to an increase of four per cent.
- ▶ The proportion of women among associate professors (Level D) increased by 10.8%. This represents a highly accelerated rate. In contrast, improvements at Level D between 2011-2015 were only 0.6%.
- ▶ The number of women among associate professors and professors (Levels D and E) in STEMM increased by 54% from 112 in 2016 to 172 in 2021. This is significant growth that reflects targeted efforts to advance gender equality in STEMM. In contrast, the number of men at D and E levels increased by 10% (from 571 to 630 in 2021).



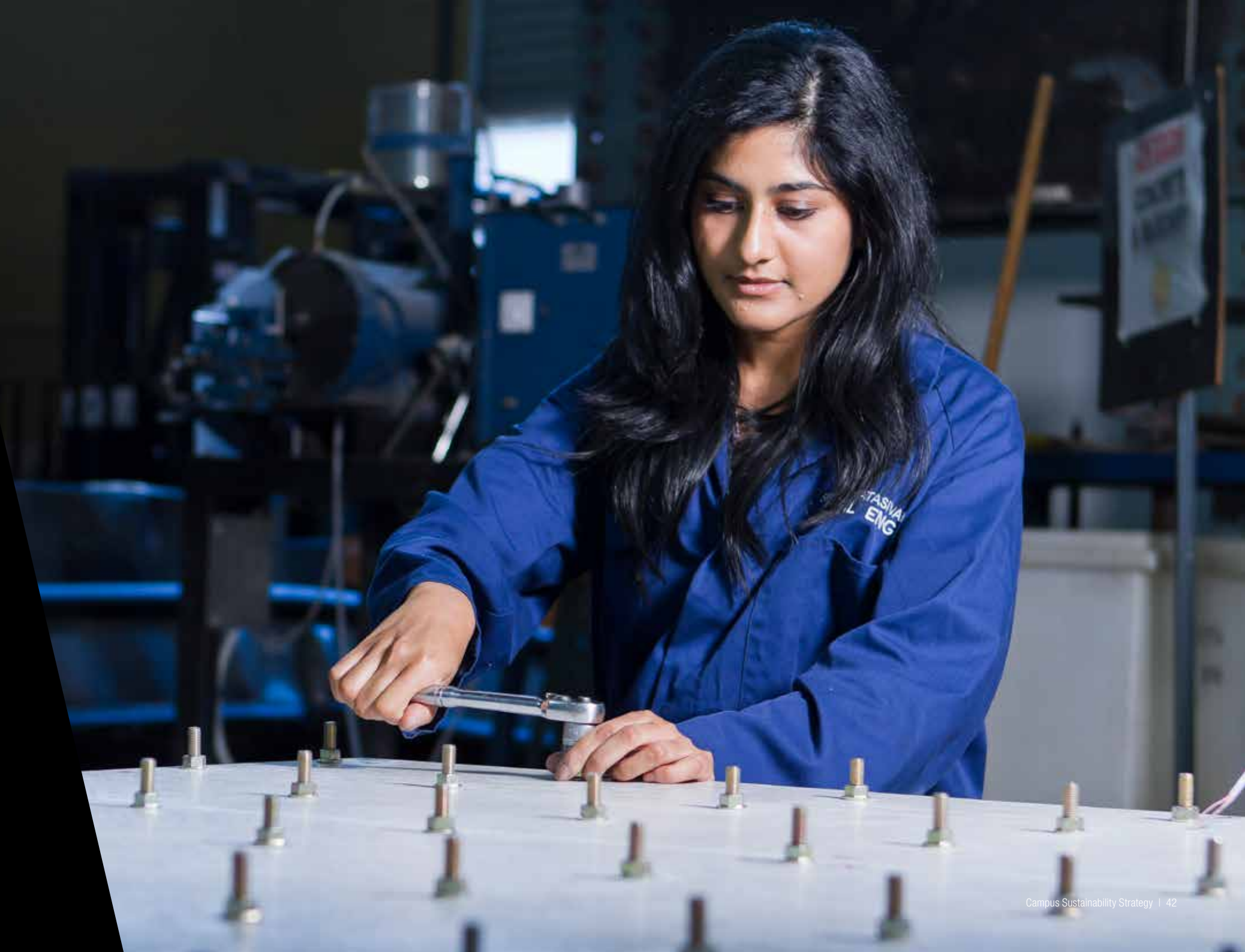
878

women in STEMM (42.7%)

72

women professors in STEMM (23.2%)

*Academic leadership roles include deans, deputy/associate deans, heads of school/departments, directors etc.





SUPPORT FOR PARENTS AND CARERS

We recognise the benefits of inclusive workplaces as critical to the University's success. We are committed to supporting staff with caregiving responsibilities and building an environment where parents and carers thrive.

Our initiatives

- ▶ Facilitate tailored workshops and coaching sessions for staff before and after parental leave:
 - » The Parents' and Carers' Resilience Program
 - » Managing transition from parental leave to work
 - » Supporting new fathers in the workplace
 - » Parental transition coaching
- ▶ Provide Advancing Women's Success Grant program for academic staff with primary caregiving responsibilities
- ▶ Review primary caregiver leave, benchmarked against the sector and leading practice
- ▶ Communicate available support and leave entitlements through a guide for new and expectant parents.
- ▶ Ensure availability of parenting facilities across Monash workplace locations and promote the mobile mother's kit

Our focus

- ▶ Support staff who are parents, have caregiving responsibilities, including those who continue to work while pregnant or trying to become pregnant.
- ▶ Promote workplace culture free from discrimination on the basis of gender identity, pregnancy, breastfeeding, relationship status, carer and parental status.

291

on average of Monash staff* utilise parental leave each year and more than

43%

of Monash staff are parents with dependent children.**

2021 performance

82.1%

Meetings in my work area are held at a time that make it easy to attend

78%

My work area responds inclusively towards parents and carers

77%

My work area responds inclusively towards staff who are pregnant

2021 performance is based on results from the 2021 Staff Equity and Diversity Survey. *Based on 2016-2021 data on staff who utilised a paid component of parental leave (this includes maternity leave, adoption leave and primary caregiver leave). **Demographic profile of Monash staff derived from 2021 Staff Equity and Diversity Survey.



FLEXIBLE WORKPLACE

We recognise workplace flexibility as a key enabler of gender equality, and a foundation in the attraction and retention of talent.

We're committed to fostering a workplace culture of flexibility where staff, irrespective of gender, are supported to successfully combine their work commitments and personal priorities.

2021 performance

82.4%

I have the flexibility I need to manage work and other commitments

85.4%

I know how to formally apply for flexible work

Our focus

- ▶ Flexible work is promoted throughout the organisation
- ▶ Leaders and supervisors support flexible work
- ▶ Staff have the flexibility they need to manage work and other commitments
- ▶ Staff know how to formally apply for flexible work (that is, reduced hours)

1700

staff work part-time

21.6%

staff work part-time

74.5%

of staff who work part-time are women





PAY EQUITY

We are committed to closing the University's organisation-wide gender pay gap. Our Vice-Chancellor is a Pay Equity Ambassador and a visible champion of pay equity and gender equality. Our pay equity target: To halve our organisation-wide gender pay gap by 2022.

Our initiatives

- ▶ Conduct a senior remuneration pay equality audit, noting that the most recent audit was conducted in 2019
- ▶ Identify leading causes of the gender pay gap and take actions to reduce them
- ▶ Review recruitment guidelines for inclusive and equitable hiring practices
- ▶ Implement strategies designed to increase women's participation in senior leadership roles and to reduce biases in decision-making
- ▶ Profile senior executive women on Women in Leadership on Monash website

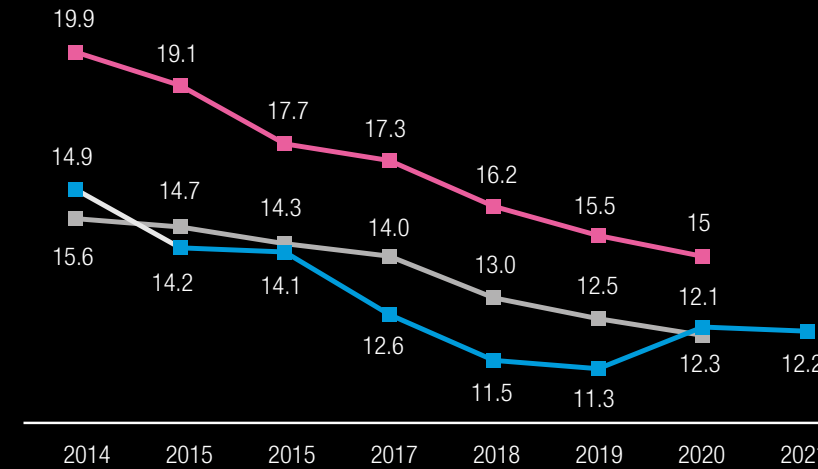
Our focus

Closing the gender pay gap goes beyond ensuring equal pay. It requires cultural change to remove the barriers to women's equal participation in the workforce, including:

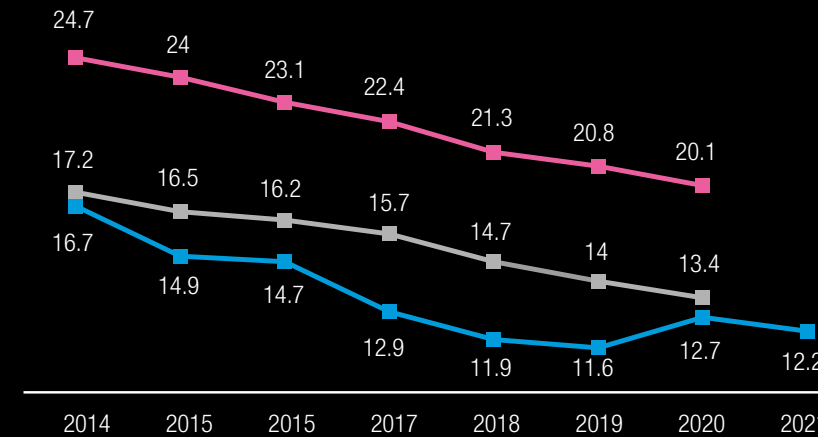
- ▶ Addressing women's underrepresentation in senior leadership roles
- ▶ Tackling bias in hiring and pay decisions
- ▶ Ensuring flexible work and parental policies are based on leading practice
- ▶ Promoting an inclusive workplace culture that recognises staff diversity as an asset, including people with disabilities, different ages, career histories as well as cultural and linguistic diversity
- ▶ Building a culture of respect and promoting zero tolerance of bullying and sexual harassment in the workplace

2021 performance

Organisation-wide gender pay gap: Base salary of full-time employees



Organisation-wide pay gap: Total remuneration of full-time employees



■ Australia ■ Monash University ■ Tertiary sector (5000+ employees)

15%

National full-time base salary gender pay gap*

12.1%

Tertiary sector** gender pay gap

12.2%

Monash's organisation-wide base salary gender pay gap

0.4%

gender pay gap among senior executives (in favour of men)***

-3.1%

gender pay gap among senior management staff (in favour of women)***

*The presented pay gap is the difference between women's and men's average weekly full-time equivalent earnings, expressed as a percentage of men's earnings.

**18 Australian tertiary sector organisations with more than 5000 employees.

***September 2019 remuneration analysis where senior executives include senior vice-presidents, deputy vice-chancellors, deans, pro vice-chancellors, vice-provosts, vice-presidents and chief officers/executive directors, and where senior management team is defined as members of the Vice-Chancellor's Executive Committee and/or the Vice-Chancellor's Executive Implementation and Oversight Committee. The President and Vice-Chancellor is excluded from both.





SUPPORT FOR CAREER DEVELOPMENT

We provide a broad range of career development opportunities to all staff. We also offer a number of University-wide gender equity programs specifically designed to support women's career progression.

Developing future leaders

Goal: To achieve gender parity in leadership roles at Monash.

Current: 37.8% of academic leadership roles are held by women.* 41.7% of the Vice-Chancellor's Executive Committee (VCEC) members are women.

Examples of programs:

- ▶ Embracing your personal power (women)
- ▶ Springboard Women's Development program
- ▶ The Art of Influence
- ▶ Impact through Influence (women B and C).
- ▶ Are You Being Heard?
- ▶ The Strategic Leader
- ▶ Creating High-Performing Teams (for senior staff)
- ▶ Leadership coaching

Supporting women's career advancement

Goal: To achieve gender parity in senior academic roles (target 40% by 2022).

Current: 39.8% of associate professors and professors (combined) are women. Despite women comprising 56.1% of lecturers and 49.1% of senior lecturers, fewer than one in three (29%) professors at Monash are women.

Interventions:

- ▶ Advancing Women's Research Success Grant program
- ▶ Academic promotion information sessions for women
- ▶ Grant writing for women
- ▶ Achievement relative to opportunity training
- ▶ Inclusive leadership (unconscious bias) training.

Building culture of respect and inclusion

Goal: To continue building a workforce that supports true gender equality, values diversity and fosters inclusive workplace culture.

Current: 78% of staff agree that their department promotes culture of inclusion for all staff irrespective of their gender**.

Interventions:

- ▶ Ethical conduct webinars.
- ▶ Respect Now Always training for staff, focused on promoting a safe and respectful environment for everyone in the Monash community.
- ▶ Biennial Staff Equity and Diversity Survey to pulse check on where we are, what needs to be improved.

*Academic leadership roles include deans, deputy/associate deans, heads of school/ departments, directors etc.

** Results of 2021 Staff Equity and Diversity Survey.





EXTERNAL RECOGNITION

We aspire to become a destination of choice for women, for people with disabilities and those from marginalised groups.

Proactively enhancing our branding as an inclusive employer that places emphasis on diversity is viewed as key to the attraction and retention of talented staff as well as our gender equality goals.

Tenth in the world in gender equality

In 2021, Monash ranked 10th in the world on gender equality, climbing 14 places from 24th position in 2020.

Monash is the top-ranked Group of Eight university on gender equality by the Times Higher Education Impact Rankings

The Times Higher Education Impact Rankings on SDG 5 – Gender Equality measure universities' research on the study of gender equality, their policies on gender equality, and their commitment to recruiting and promoting women.



ATHENA Swan Bronze Award

In 2018, Monash received an inaugural Athena SWAN Bronze Award through the Science in Australia Gender Equity (SAGE) initiative in recognition for developing proactive strategies to advance gender equality in STEM.

This award recognises our commitment to advancing gender equality in STEM disciplines and beyond.



Women in STEM Decadal Plan Champion

In 2019, the Australian Academy of Science in collaboration with the Australian Academy of Technology and Engineering recognised Monash University as a "Women in STEM Decadal Plan Champion" for publicly aligning our gender equity journey with the Decadal Plan.

The Decadal plan is a 10-year roadmap for achieving sustained increases in girls and women's STEM participation and retention from school through to careers.

Hear from our staff

Advancing Women's Research Success Grant

Maintaining collaborative research while taking parental leave is challenging for

all female academics who are working in multidisciplinary fields. With the support of the Advancing Women's Research Success Grant, I recruited a research intern who continued our neonatal respiratory health assessment research in collaboration with Monash Children's Hospital while I was on maternity leave.

Dr Faezeh Marzbanrad, Department of Electrical and Computer Systems.

Women's Mentoring Program

"Participating in the Women's Mentoring program was a transformative experience for me. As a mentee I felt nurtured and supported, found my voice, and boosted my self-esteem. My mentor was encouraging and helped me achieve the goals I had set out for myself."

Dr Melissa Petrakis, Department of Social Work.

Support for flexible work

"The range of flexible work options available to me supported the integration of my academic career aspirations with the time I wanted to care for my young family. For me, the ability to work flexibly has been a vital element to my research success at Monash."

Associate Professor Caroline Gurvich, Monash Alfred Psychiatry research centre.

Staff experience

How likely would you be to recommend your faculty or division as an inclusive place to work for women?

Average score out of 10 where 10 is the highest

7.5 Score by all staff

7.2 Score by women

7.1 Score by women who are parents

7.6 Score by women (english is not first language)

5.2 Score by women with a disability

7.0 Score by women within LGBTQ community

71.2%

of staff agree: "At Monash there are senior leaders who are visible advocates of equity and diversity."

The University's biennial Staff Equity and Diversity Survey was administered between May-June 2021 and achieved a 12% response rate from staff in ongoing and fixed-term employment.





Monash University

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Monash University reserves the right to alter this information should the need arise.