The Walter and Eliza Hall Institute of Medical Research acknowledges the Wurundjeri people of the Kulin Nation as the traditional owners of the land where our campuses are located, and recognises their continuing connection to country and community.

The Institute pays respect to Elders both past and present.

Note: In this Reconciliation Action Plan we have used the collective name “Aboriginal and Torres Strait Islander Peoples” in reference to the distinct and diverse nations and peoples of the First Australians. “First Peoples” and “Indigenous” have also been used in limited instances, the latter only when used in titles or direct quotes.

At the Walter and Eliza Hall Institute we are proud of our 100-year history.

And yet, this is but a blink of the eye when compared to the 60,000+ years that the Wurundjeri people of the Kulin Nation have been connected to the land upon which the Institute stands.

We acknowledge and pay our respects to the Wurundjeri people as the traditional owners and custodians of the land. We are committed to developing a strong ‘sense of place’ amongst our Institute community so we reflect and honour the history of the land on which we work.

We pledge to ensure that our research makes a meaningful contribution to improving health outcomes for Aboriginal and Torres Strait Islander peoples. We recognise that to do this, our researchers must understand that health and well-being are not isolated from wider social, cultural and economic issues in the short or longer term. We will have failed in our vision to ‘engage and enrich society and improve health outcomes’, if our research is not inclusive of, and impactful for this country’s First Peoples.

We know that health equity for Aboriginal and Torres Strait Islander peoples, and achieving genuine and just reconciliation, will improve the well-being of the Australian society at large.

The contributions of our researchers must be within this context and in concert with the aspirations of Aboriginal and Torres Strait Islander peoples. While medical research may reveal, for example, that a child’s health is influenced and impacted by the experiences of its mother, grandmother, and even great-grandmother, optimising those experiences in the interest of child health is a goal for the whole of society.

In recognising the task, the Institute actively commits to addressing the five interrelated dimensions of reconciliation: Race Relations; Equity and Equality; Unity; Institutional Integrity and Historical Acceptance.

We also acknowledge that it is an important time in the history of reconciliation in Australia, with 2016 marking the 25th anniversary of the start of the formal reconciliation process. We are proud to have a connection to this history through our past Director Sir Gus Nossal, who was Deputy Chair of the Council for Aboriginal Recognition from 1998-2000.

I am delighted to publish our second Reconciliation Action Plan and to continue to strengthen our ongoing support for reconciliation.

Douglas J Hilton AO FAA FTSE FAHMS
Director
RAP ARTWORK

“This story is about healing hands. There are only certain people that have this gift throughout the world. My great grandfather Tommy Johnson was a traditional healer for his people the Wiradjuri. He was also a black tracker and would find people when they were lost, and knew where to find bush tucker and would use bush medicine such as certain gum leaves.

The use of smoke for cleaning out the bad spirits and fire for re-growth and food was also a common practice of our people.

The tree and roots represent our connection to country and stories which are passed on to remind us of our values and principles. The finger prints are symbolic but also represent the imprint that the Walter and Eliza Hall Institute of Medical Research have both now and into the future.

The markings represent the many language groups across Australia and their journey throughout our land. The circles are bora grounds where we hold our ceremonies which are all symbolic of the process to hold strong to our culture and connection to lore and country.

The colours remind us of the many seasons and landscapes that cover this great land of ours.” Robert Young, Artist.

ARTIST PROFILE

Robert Young is a Gunnai, Gunditjmara, Yorta Yorta and Wiradjuri man.

During his teenage years he would serve in the family art gallery in Semaphore South Australia, educating customers about Wiradjuri markings and selling his Uncle Kevin’s artwork. He would also set up art stalls for the international cruise ships and had the ability to engage tourists of all ages from all parts of the world and explain about the markings on the boomerangs and art.

Four years ago he decided to pick up the paintbrush as part of his work as an Indigenous programs coordinator in Melbourne. After years of sharing stories in words, he has only recently uncovered his ability to share his stories through paint on canvas.
Our Vision for reconciliation

In the future that we imagine Aboriginal and Torres Strait Islander peoples will have lives that are as long and as free from disease as any other person in Australia.

Aboriginal and Torres Strait Islander peoples will be engaged at the scientific frontier, making exciting discoveries and decisions about the future of health in this country.

This vision is not just about better health outcomes for Aboriginal and Torres Strait Islander peoples. It also recognises that reconciliation will improve the broader health and well-being of all our communities.

To realise this vision we will listen to and learn from Aboriginal and Torres Strait Islander peoples so that we truly understand how we can best lend our voices, knowledge and resources in the journey towards reconciliation.

“Reconciliation means actively working to reduce disadvantage, promote understanding and increase opportunity for Aboriginal and Torres Strait Islander people for the benefit of all Australians.”

Reconciliation survey response
The Walter and Eliza Hall Institute is the oldest medical research Institute in Australia and celebrated its centenary in 2015.

It has over 1000 staff and students and currently employs eight Aboriginal and Torres Strait Islander staff and students among that group.

The Institute conducts medical research in three key areas: cancers, immune disorders and infectious diseases. To complete this work it has 14 research divisions with more than 70 faculty members who lead research groups and are supported by professional service teams.

The Institute is affiliated with The Royal Melbourne Hospital to enable research outcomes to be linked with clinical practice leading to acceleration of discoveries for health and disease. The Institute also offers postgraduate training as the Department of Medical Biology of The University of Melbourne.

Operating across three locations in Parkville, Kew and Bundoora, the Institute has more than 750 researchers who work to understand, prevent and treat diseases including blood, breast and bowel cancers, diabetes, arthritis, coeliac disease and malaria; diseases that have an impact on Australian society, including Aboriginal and Torres Strait Islander peoples.

The work includes projects that will significantly and positively impact Aboriginal and Torres Strait Islander peoples’ health.

- **Acute rheumatic fever.** Aboriginal people suffer from some of the highest rates of acute rheumatic fever in the world. Acute rheumatic fever is an autoimmune disease and can lead to heart disease. In conjunction with the Menzies School of Health Research we are working to understand the immunological components of acute rheumatic fever to identify biological markers that have diagnostic or therapeutic potential.

- **Scabies mite.** A severe form of scabies caused by the scabies mite is associated with impaired immunity. In northern Australia, co-infection of scabies wounds with Group A Streptococcus is thought to cause the later complications of rheumatic heart disease and kidney disease. With collaborators at the Menzies School of Population Health and QIMR Berghofer Medical Research Institute we are working to sequence and analyse the genome, transcriptome and metagenome of the scabies mite, work that is expected to accelerate the study of this parasite and lead to new solutions for treating scabies and related conditions.

In addition to this work, there are more than 100 national and international clinical trials originating from research undertaken at the Institute. These include trials of vaccines for type 1 diabetes, coeliac disease and malaria; and trials of a new class of anti-cancer drugs, called BH3-mimetics, for treating patients with leukaemia.
Reflect RAP

In 2013, the Institute made the decision to join Reconciliation Australia’s Reconciliation Action Plan (RAP) program, in recognition of the need to make a formal commitment to reconciliation.

A key driver for this commitment was to ensure we play an active role in achieving health equity for Aboriginal and Torres Strait Islander peoples.

We published our first RAP in 2014, with the aims to:

• Create a culture of respect;
• Contribute to closing the gap in life expectancy and disease; and
• Build strong community relationships.

The Institute’s Reconciliation Committee was formed to oversee the development and implementation of the RAP. We particularly acknowledge the advice, guidance and support from our external Aboriginal and Torres Strait Islander committee members Dr Ngaree Blow, Ms Sharon Bonython Ericson and Dr Shane Bellingham.

Our Reflect RAP has enabled the Institute to build a strong foundation across the key areas of respect, relationships and opportunities, necessary to take us on the next stage of our reconciliation journey.

Some key achievements under our first RAP include:

• Establishing a partnership with the CareerTrackers Indigenous Internship program. The Institute has supported five young talented Aboriginal and Torres Strait Islander science undergraduates on multi-year internships in our laboratories.

• Building strong relationships with Aboriginal and Torres Strait Islander leaders and organisations.

• Running a series of reconciliation seminars on Aboriginal and Torres Strait Islander health.

• Capacity building with local organisations working to improve Aboriginal and Torres Strait Islander health and education outcomes.
Making reconciliation core business

It is testament to the success of the Institute’s RAP program involvement and its long-term commitment to the reconciliation agenda that Aboriginal and Torres Strait Islander people are a key focus in the Institute’s Strategic Plan 2015-2020.

The Institute has committed to increasing its work on diseases that disproportionately affect Aboriginal and Torres Strait Islander peoples. We seek to better involve Aboriginal and Torres Strait Islander peoples in broader medical and clinical research conversations, and to create meaningful and sustainable training and employment opportunities.

To achieve our strategic aims, we will develop a nuanced understanding of how we contribute to closing the gap in key life outcomes for Aboriginal and Torres Strait Islander peoples, with a focus on health, employment and education. We will do this through continuous consultation and involvement of Aboriginal and Torres Strait Islander peoples, built on a foundation of strong relationships and mutual respect.

- Cultural awareness raising activities for staff and students including guided walks led by the Koorie Heritage Trust.
- Holding an exhibition of the Institute’s Aboriginal art collection to celebrate NAIDOC week.
- Screening the film *Murundak: Songs of Freedom* to celebrate National Reconciliation Week.
- Hosting the Parkville Community Leaders Breakfast with the theme Taking action to improve Indigenous health outcomes.
Our Director Doug Hilton champions our RAP. He provides leadership and strategic oversight of our reconciliation activities and promotes our commitment to reconciliation both internally and externally.

The Institute’s Reconciliation Committee led the development of the Innovate RAP with the advice and guidance of our external stakeholders from the Aboriginal and Torres Strait Islander community.

The Reconciliation Committee members involved in developing this RAP were:

- **Dr Alyssa Barry**
  Laboratory head
  Population Health and Immunity Division

- **Dr Shayne Bellingham**
  (Wotjobaluk)
  External member

- **Dr Ngaree Blow**
  (Bangerang, Yorta-Yorta, Noonuccal)
  External member

- **Ms Rachel Bucknall**
  Graphics officer
  Communications and Marketing

- **Dr Jason Brouwer**
  Postdoctoral fellow
  Structural Biology Division

- **Ms Lee Byrne**
  Project Management Office Manager
  Project Management Office

- **Dr Julian Clark**
  Head of Business Development
  Business Development Office

- **Mr Angus Cowan**
  PhD student
  Structural Biology Division

- **Ms Katya Gray**
  Consumer Advisory Panel Coordinator
  Clinical Translation Centre Services

- **Professor Len Harrison**
  Laboratory head
  Population Health & Immunity Division

- **Dr Robert James**
  (Top-Western Group, Torres Strait Islands and D’entrecasteaux Islands - Papua New Guinea)
  Clinician Researcher
  Population Health & Immunity Division

- **Ms Louise Johansson**
  Diversity and Inclusion Manager
  People and Culture

- **Dr Hayley Joseph**
  Postdoctoral fellow
  Population Health and Immunity Division

- **Dr Cristian Koepfli**
  Postdoctoral fellow
  Population Health and Immunity Division

- **Dr Lisa Lindqvist**
  Postdoctoral fellow
  Cell Signalling and Cell Death Division

- **Dr Willy-John Martin**
  Postdoctoral fellow
  Inflammation Division

- **Dr Ramin Mazhari**
  Postdoctoral fellow
  Population Health & Immunity Division

- **Mr Jim McDonagh**
  Shipping Officer
  Procurement & Logistics

- **Ms Kristy Meiselbach**
  (Gundijirmara)
  Honours student
  Inflammation Division

- **Dr Julie Mercer**
  Head of Grants
  Grants Management

- **Dr Emma Stuart**
  Scientific Divisional Coordinator
  Inflammation Division

- **Ms Susanne Williamson,**
  Head of Fundraising
  Fundraising

- **Ms Biheng Zhang**
  Philanthropic Grants Officer
  Fundraising
We would like to acknowledge the following people from our external RAP working group for their expert contributions and guidance:

- **Aunty Diane Kerr**
  Wurundjeri Elder

- **Professor Kerry Arabena**
  Chair of Indigenous Health
  Director of the Indigenous Health Unit
  University of Melbourne

- **Professor Ian Anderson**
  Pro Vice Chancellor (Engagement)
  Foundation Chair in Indigenous Health
  University of Melbourne

- **Mr Romlie Mokak**
  CEO
  The Lowitja Institute

- **Dr Mary Belfrage**
  Medical Director
  Victorian Aboriginal Heath Service

- **Professor Shaun Ewen**
  Foundation Director
  Melbourne Poche Centre for Indigenous Health
In developing our Innovate RAP, we wanted to ensure that we heard from, captured and represented the diverse range of voices that make up our Institute.

We gave our people the opportunity to contribute to the shape and direction of the plan by involving staff and students from all levels at the Institute, from both our academic and professional services workforce. This process included workshops, discussion groups and an online survey. The common themes that emerged from all these forums were the willingness to make a contribution and an acceptance that we have much to learn.

Common words that flowed from the consultation were respect, harmony, pride, learning, integration, acknowledgement, connecting, awareness, forgiveness and ultimately healing, well-being and prosperity, that encompasses Aboriginal and Torres Strait Islander peoples, as well as all other Australians.

You will see these words and themes woven into our plan, and these concepts brought to life in practical actions towards reconciliation across our science, employment, education and other key areas of our organisation.
Our reconciliation banner that greets staff and visitors to the Institute states:

The Institute aims to actively involve Aboriginal and Torres Strait Islander communities, organisations and stakeholders in developing our reconciliation activities and setting priorities.

In November 2015, our Director chaired an expert roundtable of our external RAP working group of Aboriginal and Torres Strait Islander leaders to understand from their perspective, how the Institute can make a difference to the lives of Aboriginal and Torres Strait Islander peoples through our research and other activities.

We gained invaluable insights through this discussion into the actions the Institute should undertake as well as the wider vision and direction of the work across a range of areas.
Health gaps are closed and disease burden is lifted
We contribute our skills, technologies and facilities to help find solutions for health conditions that impact Aboriginal and Torres Strait Islander peoples.

Employment and education gaps are closed
We take a lead role to develop, educate and nurture Aboriginal and Torres Strait Islander scientific talent. We seek to recruit a workforce that reflects and advances Aboriginal and Torres Strait Islander peoples, recognising their unique and valuable contribution to our organisation.

Connectivity to culture
We increase the cultural competency of our staff and students and develop a strong ‘sense of place’ that acknowledges and honors the Wurundjeri people and their long history and connection with this land. Many lines of evidence tell us that health is closely linked to social, economic, cultural and historic factors and this will permeate our efforts at all levels to improve the health of Aboriginal and Torres Strait Islander peoples.
Our Innovate RAP directly contributes to three of the Institute’s strategic objectives:

Develop our scientific collaborations and partnerships; attract and develop exceptional people; and do great science.

Respect and relationships have always been the keys to the quality and impact of our research and also in creating opportunities will help us to attract and develop exceptional people, which we know is crucial for us to maintain and build on our reputation as a leader in the sector.

Our RAP also provides an opportunity for the Institute to live its values:

- Pursuit of excellence
- Integrity and mutual respect
- Collaboration and teamwork
- Creativity
- Accountability
- Contribution to society
For decades, the Institute’s strength has been built on successful collaborations. Successful collaborations require strong relationships. Discoveries and improvements in human health are made by creative, insightful, hard working teams. This RAP encourages us to both solidify existing relationships with Aboriginal and Torres Strait Islander stakeholders and reach out to new partners, which will deepen our knowledge, extend our impact and strengthen our science.

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<th>ACTION</th>
<th>RESPONSIBILITY</th>
<th>TIMELINE</th>
<th>TARGET</th>
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<tbody>
<tr>
<td>1. The Reconciliation Committee continues to actively monitor RAP development, including implementation of actions, tracking progress and reporting.</td>
<td>Reconciliation Committee Chair</td>
<td>November 2016</td>
<td>• Oversee the development, endorsement and launch of the RAP. • Ensure Aboriginal and Torres Strait Islander peoples are represented on the Reconciliation Committee. • Establish a Terms of Reference for the Reconciliation Committee. • Meet at least quarterly to monitor and report on RAP implementation.</td>
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<td>February, May, August, November 2017, 2018</td>
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<td>2. Celebrate National Reconciliation Week.</td>
<td>Reconciliation Committee Chair</td>
<td>27 May - 3 June 2017, 2018</td>
<td>• Run at least one internal event each year. • Ensure the Reconciliation Committee participates in an external event to recognise and celebrate National Reconciliation Week. • Support an external National Reconciliation Week event. • Register our National Reconciliation Week event via Reconciliation Australia’s National Reconciliation Week website.</td>
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<td></td>
<td>Head of Communications and Marketing</td>
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<td>Internal Communications Manager</td>
<td>May 2017, 2018</td>
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<td>3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.</td>
<td>Head of Communications and Marketing</td>
<td>June 2017</td>
<td>• Implement and review a strategy to communicate our RAP to all internal and external stakeholders. • Create a video project on what reconciliation means for Institute staff and students. • Publish articles in internal communications channels such as WEHIghlights and catalyst. • Promote reconciliation through ongoing active engagement with all stakeholders. • Organise an open day/family day for the local community with support from local Aboriginal and Torres Strait Islander organisations.</td>
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<td></td>
<td>Reconciliation Committee Chair</td>
<td>December 2017</td>
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<td>December 2017, 2018</td>
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<td></td>
<td>Reconciliation Committee Chair</td>
<td>December 2018</td>
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<td></td>
<td>Head of Communications and Marketing</td>
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<tr>
<td>4. Develop mutually beneficial working relationships with key local Aboriginal and Torres Strait Islander organisations.</td>
<td>Diversity and Inclusion Manager</td>
<td>December 2017</td>
<td>• Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</td>
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<td>Reconciliation Committee Chair</td>
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### ACTION | RESPONSIBILITY | TIMELINE | TARGET
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5. Investigate how all staff and students can become actively involved in reconciliation activities. | Reconciliation Committee Chair Internal Communications Manager | December 2016 December 2016, 2017, 2018 December 2017 December 2017, 2018 | • Reconciliation representatives to be recruited from the Walter and Eliza Hall Student Association and Postdoctoral Association. • Advertise events held locally offering staff and students the opportunity to get involved in reconciliation-focused activities. • Set up a staff and student group to deliver agreed reconciliation activities. • Run a reconciliation-focused event developed and organised by staff and students. |
6. Investigate developing a formal alliance with Medical Research Institutes working on Aboriginal and Torres Strait Islander health. | Head of Business and Development | December 2018 | • Investigate running a joint symposium on Aboriginal and Torres Strait Islander health with other MRIs e.g. QIMR Berghofer, The George Institute, James Cook University, Burnet Institute, Menzies Institute and South Australian Health and Medical Research Institute. |
7. Institute staff and students to attend Aboriginal and Torres Strait Islander health conferences. | Reconciliation Committee Chair Diversity and Inclusion Manager | December 2016, 2017, 2018 | • Institute delegates to attend one key conference annually. • Provide sponsorship of one conference annually. |
8. Review Institute policies to align with the principles of reconciliation. | Deputy Director Strategy and Operations | December 2017 | • As part of the Institute-wide policy review, ensure policies do not discriminate against Aboriginal and Torres Strait Islander people and opportunities to promote equality are identified. |

“We need to keep building on our relationships with Institutes, organisations and the Aboriginal community to better understand the specific needs and problems in the Aboriginal health space.”

Reconciliation survey response
A culture of respect, for our partners, our colleagues and our supporters, has been fundamental to our past discoveries and will be vital as we leverage our research expertise to increase its impact on the health of Aboriginal and Torres Strait Islander peoples. To do great science that contributes to improving the health of Aboriginal and Torres Strait Islander peoples we must involve them at every stage of our work. This will require us to continue to build an Institute that has respect for Aboriginal and Torres Strait Islander peoples at its core.

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<tr>
<td>1. Engage employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning behind the ceremonies.</td>
<td>Scientific Co-ordinators</td>
<td>January 2017, 2018, January 2017</td>
<td>• Each division/department to identify events for which a Welcome to Country from a Traditional Owner will be done and allocate a budget for the ceremonies.</td>
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<td>Department heads</td>
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<td>• Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</td>
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<td>Internal Communications Manager</td>
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<td>• Encourage the use of an email block acknowledging the traditional owners of the land.</td>
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<td>Diversity and Inclusion Manager</td>
<td>December 2016</td>
<td>• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</td>
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<td></td>
<td>Head of Communications and Marketing</td>
<td>December 2016, 2017, 2018</td>
<td>• Invite a Traditional Owner to provide a Welcome to Country at least one significant event.</td>
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<td>• Include Acknowledgement of Country at the commencement of important internal and external meetings.</td>
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<td>2. Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions to be achieved.</td>
<td>Learning and Development Manager</td>
<td>December 2017</td>
<td>• Develop and pilot a cultural awareness training program for the Institute. This will include an analysis of the cultural training needs of Institute staff and the different training options available.</td>
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<td>• Conduct evaluation activities such as a survey or focus groups to gauge staff’s cultural learning requirements.</td>
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<td>• Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</td>
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<td>• Provide opportunities for Reconciliation Committee members, RAP champions, and other key leadership staff to participate in cultural training.</td>
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<td>• Investigate holding cultural awareness sessions for all new staff as part of the Institute induction program.</td>
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<td>• Hold one seminar/talk annually on Aboriginal and Torres Strait Islander culture and history from Elders and community leaders.</td>
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</table>

- Scientific Co-ordinators
- Department heads
- Internal Communications Manager
- Diversity and Inclusion Manager
- Head of Communications and Marketing
- Learning and Development Manager
- Reconciliation Committee Chair
- Diversity and Inclusion Manager
“...I would be happy if I could contribute through my scientific work i.e. working on diseases that affect these populations, implementation strategies and development of tools that can be applied rather than basic biology.”

Reconciliation survey response
By providing early career opportunities to Aboriginal and Torres Strait Islander peoples with an interest in science, we will access an innovative pool of talent. Our internship program has shown us the importance of nurturing the next generation of Aboriginal and Torres Strait Islander leaders and how vital it is to bring cultural insight, new ideas and passionate commitment to our organisation. We strive to replicate this across our entire workforce, bringing in the best and brightest scientists, students and professional services staff to help the Institute achieve its goals.

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<tbody>
<tr>
<td>1. Investigate opportunities to increase Aboriginal and Torres Strait Islander employment opportunities.</td>
<td>Head of People and Culture</td>
<td>December 2016</td>
<td>• Advertise all vacancies in Aboriginal and Torres Strait Islander media.</td>
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<td>June 2017</td>
<td>• Review People and Culture procedures and policies to eliminate any barriers and identify opportunities to actively promote equality for Aboriginal and Torres Strait Islander people, including targeting recruitment/advertisements.</td>
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<td></td>
<td>December 2017</td>
<td>• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</td>
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<td>June 2018</td>
<td>• Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</td>
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<td>November 2016, 2017</td>
<td>• Continue the partnership with the CareerTrackers Indigenous Internship Program and offer a minimum of two new multi-year internships for Aboriginal and Torres Strait Islander under-graduate science students annually.</td>
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<td>June 2017</td>
<td>• Investigate widening the CareerTrackers program to professional services.</td>
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<td>2. Investigate opportunities to increase Aboriginal and Torres Strait Islander supplier diversity.</td>
<td>Head of Procurement</td>
<td>June 2017</td>
<td>• Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</td>
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<td>December 2017</td>
<td>• Review and reform procurement strategy, policy and processes to incorporate supplier diversity principles.</td>
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<td>January 2017, 2018</td>
<td>• Maintain Supply Nation membership.</td>
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<td>December 2017, 2018</td>
<td>• Educate staff about using Aboriginal and Torres Strait Islander businesses.</td>
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<td>December 2018</td>
<td>• Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business.</td>
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<td>December 2016, 2017, 2018</td>
<td>• Provide opportunities for the procurement team to support Aboriginal and Torres Strait Islander businesses to develop the knowledge and capabilities required to effectively tender for contracts.</td>
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</tbody>
</table>
We will also seek to increase opportunities in other key areas such as opening up our supply chain to Aboriginal and Torres Strait Islander owned and run businesses, supporting local organisations working to improve outcomes for Aboriginal and Torres Strait Islander peoples and crucially, understanding how best to use our research skills, technologies and facilities to contribute to improving the health outcomes of Aboriginal and Torres Strait Islander peoples.

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<tr>
<td>3. Investigate how the Institute can best use its research skills, technologies and facilities to contribute to improving the health outcomes of Aboriginal and Torres Strait Islander peoples.</td>
<td>Indigenous Health Research Group (IHRG)</td>
<td>December 2016</td>
<td>• Establish an Indigenous Health Research Group of Institute scientists to foster knowledge of, and solutions to, Aboriginal and Torres Strait Islander health issues.</td>
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<td>February, May, August and November 2017, 2018</td>
<td>IHRG to meet quarterly promote and monitor research related RAP commitments.</td>
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<td>December 2017</td>
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<td>Chair Consumer Advisory panel</td>
<td>June 2018</td>
<td>• Investigate potential areas of research by understanding where there is alignment between the major areas of disease burden for Aboriginal and Torres Strait Islander peoples and the Institute’s core research strengths.</td>
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<td>January 2017</td>
<td>• Develop an Institute wide Aboriginal and Torres Strait Islander research strategy.</td>
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<td>4. Investigate opportunities to address the under-representation of Aboriginal and Torres Strait Islander science students.</td>
<td>Reconciliation Committee Chair</td>
<td>June 2018</td>
<td>• Investigate participation in a science based education program for Aboriginal and Torres Strait Islander students run by local universities.</td>
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<td></td>
<td>Diversity and Inclusion Manager</td>
<td></td>
<td>• Build relationships with on-campus cultural centres to promote science careers.</td>
</tr>
<tr>
<td></td>
<td>Events Manager</td>
<td>June 2017, 2018</td>
<td>• Hold discovery tours for Aboriginal and Torres Strait Islander students.</td>
</tr>
<tr>
<td></td>
<td>Diversity and Inclusion Manager</td>
<td>December 2018</td>
<td>• Investigate a science based work experience program for Aboriginal and Torres Strait Islander students.</td>
</tr>
<tr>
<td></td>
<td>Head of Fundraising</td>
<td>December 2016, 2017, 2018</td>
<td>• Investigate opportunities for funding for Aboriginal and Torres Strait Islander staff and student scholarships and fellowships.</td>
</tr>
<tr>
<td>ACTION</td>
<td>RESPONSIBILITY</td>
<td>TIMELINE</td>
<td>TARGET</td>
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<tr>
<td>5. Raise awareness and promote inclusive discourse about Aboriginal and Torres Strait Islander health.</td>
<td>Reconciliation Committee Chair</td>
<td>December 2016, 2017, 2018</td>
<td>• Invite Aboriginal and Torres Strait Islander researchers to participate in an annual reconciliation seminar series.</td>
</tr>
<tr>
<td></td>
<td>Head of Communications and Marketing</td>
<td></td>
<td>• Promote the seminars and research presented to Institute staff and students and external partners.</td>
</tr>
<tr>
<td>6. Provide support for organisations working to improve health and other key outcomes for Aboriginal and Torres Strait Islander peoples.</td>
<td>Diversity and Inclusion Manager</td>
<td>December 2016, 2017, 2018, December 2017</td>
<td>• Provide support to the Teachabout School Holiday Learning Program.</td>
</tr>
<tr>
<td></td>
<td>IHRG Chair</td>
<td></td>
<td>• Scope opportunities to develop new working relationships with peak health bodies committed to Aboriginal and Torres Strait Islander health.</td>
</tr>
<tr>
<td>7. Investigate mutually beneficial volunteering opportunities for staff and students with Aboriginal and Torres Strait Islander organisations.</td>
<td>Head of People and Culture</td>
<td>June 2017</td>
<td>• Review leave policy related to volunteering to incentivise staff involvement.</td>
</tr>
<tr>
<td></td>
<td>Reconciliation Committee Chair</td>
<td>December 2017</td>
<td>• Explore the potential for creating mutually beneficial volunteering opportunities for staff and students with relevant organisations.</td>
</tr>
</tbody>
</table>
## Tracking progress and reporting

<table>
<thead>
<tr>
<th>ACTION</th>
<th>RESPONSIBILITY</th>
<th>TIMELINE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review, refresh and update RAP.</td>
<td>Reconciliation Committee Chair</td>
<td>June 2018, October 2018</td>
<td>• Liaise with Reconciliation Australia to develop new RAP based on learnings, challenges and achievements. • Send draft RAP to Reconciliation Australia for formal feedback and endorsement.</td>
</tr>
<tr>
<td>3. Oversee the budget process for the reconciliation program, including budget planning, submission and management.</td>
<td>Diversity and Inclusion Manager, Reconciliation Committee Chair</td>
<td>September 2017, 2018, December 2016, 2017, 2018</td>
<td>• Budget submission made annually. • Annual planning of the initiatives/items to be included in the budget submission. • Budget managed effectively.</td>
</tr>
<tr>
<td>4. Provide updates on progress for the implementation of the RAP.</td>
<td>Diversity and Inclusion Manager</td>
<td>December 2016, 2017, 2018, May 2017, 2018</td>
<td>• Provide updates on progress to the Board and key committees. • Publicly report our RAP achievements, challenges and learnings on our website. • Provide an update on activities for the Institute’s Annual Report.</td>
</tr>
</tbody>
</table>
For more information about the Walter and Eliza Hall Institute's Reconciliation Action Plan please contact Ms Louise Johansson Diversity and Inclusion Manager on 03 9345 2970 or johansson.l@wehi.edu.au