



Walter+Eliza Hall
Institute of Medical Research

DISCOVERIES FOR HUMANITY

Diversity and Inclusion strategy

From the Director

For more than 100 years, the Institute has established a reputation as a leader in scientific discovery driven by open-minded inquiry. We focus on solving complex global problems that impact a diverse cross section of our population and our most important breakthroughs have come about by generating evidence that tests new perspectives on existing thinking.

We adopt these same principles when it comes to formulating a strategy for building a diverse and inclusive workplace.

Our primary motive in building a diverse and inclusive workplace is because it is the right thing to do.

We rely on the creativity and collaboration of our scientific staff to advance the corpus of scientific knowledge by doing great science. We also rely on the talent and passion of our professional staff to support our scientific endeavours and operate a leading edge and sustainable organisation.



We recognise that talent does not sit within a single identifiable group in our society and that the Institute's ability to shape contemporary scientific thinking relies on a diversity of thought within our organisation and an environment which encourages individual differences and fosters collaboration. Having a diverse workforce and fostering a spirit of inclusiveness will produce more innovative and creative collective thinking. This in turn will increase our ability to make significant medical discoveries and continue the Institute's tradition of excellence in medical research.

Our Diversity and Inclusion strategy identifies five principles around which we focus our attention and activities.

- Articulating the ‘why’ of diversity and inclusion for the Institute
- Establishing measurement, accountability and transparency of data driven decision making
- Developing sustainable diversity and inclusion leadership
- Focusing on inclusion to capitalise on diversity
- Building diversity and inclusion into every day processes

Our approach begins by helping all of our people to understand and articulate ‘why’ this is an area of focus for the Institute. We must also understand how our diversity and inclusion agenda aligns with the Institute’s mission and vision and supports our strategic goals.

With clarity of purpose, we must also establish measures to guide our progress and incentivise the right behaviours. Transparency is important in building trust and communicating progress. Activities and interventions must be data driven and specific to the Institute’s context as opposed to being based on assumptions. We will leverage best practice and learn from others to accelerate our own progress.

The Institute has shown its commitment to areas such as gender equality for women in science and reconciliation driven by passionate people within the organisation. However, we must ensure our leadership in these areas, and others the Institute chooses to embrace, is both sustainable and shared.

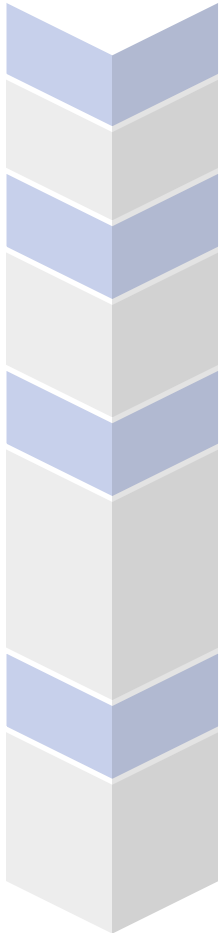
We recognise the importance of diversity in all areas and at all levels. By focusing on inclusion to capitalise on this diversity, we want to create a culture where we accentuate and celebrate our similarities as much as those things that make us different.

Finally, we imbed diversity and inclusion into the DNA of our organisation by making it a part of everything we do. This does not mean that targeted interventions and activities won’t be required from time to time to redress specific challenges but we want to make diversity and inclusion a part of who we are at the Institute so we can continue to deliver on our vision.

A handwritten signature in blue ink, appearing to read 'Doug Hilton', with a horizontal line extending to the right.

Professor Doug Hilton AO

Director, Walter and Eliza Hall Institute



Our mission

Mastery of disease through discovery

Our vision

To be an innovative medical research institute that enriches society through discovery and education and improves health outcomes through translation

Our values

- Pursuit of excellence
- Integrity and mutual respect
- Collaboration and teamwork
- Creativity
- Accountability
- Contribution to society

Our strategic priorities

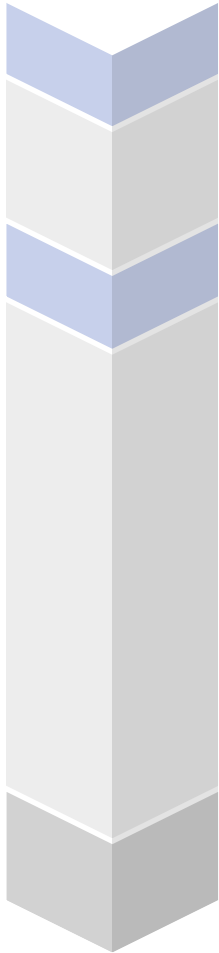
Guided by our values, we deliver on our mission and vision through our strategic priorities

**Do great
science**

**Attract and develop
exceptional people**

**Secure the
support we need**

**A sustainable
foundation**



Diversity and Inclusion framework

Our Diversity and Inclusion framework will foster a diverse and inclusive organisation to continue our innovative and creative thinking and deliver on our goals

Diversity and Inclusion strategy

Diversity and Inclusion principles

Our strategy focuses on five key principles around which we focus our activities and initiatives



Articulating the 'why' of diversity and inclusion for the Institute



Measurement, accountability and transparency



Developing sustainable, diversity and inclusion leadership



Focusing on inclusion to capitalise on diversity



Building diversity and inclusion into everyday processes

Activities and initiatives



Articulating the ‘why’
of diversity and inclusion
for the Institute



Making sure everyone at the Institute understands why we are doing this

Objectives

- The Diversity and Inclusion strategy is linked to the Institute's strategy and reflects the Institute's mission, vision and values
- Individuals and leaders are encouraged to explore what it is that convinces them:
 - the business case/innovation argument
 - the human rights case – 'it's about being a decent person'
 - recognition as an industry leader in this space
- Building confidence in staff at every level to articulate the Institute's reasons for diversity and inclusion
- Finding ways to communicate the purpose of diversity and inclusion as often as possible
- Communicating the Institute's position externally

Measures of progress

- Same or improved measures of recognition for gender equity and respect for Aboriginal and Torres Strait Islander peoples in the culture survey
- Improved recognition by male research cohort that 'gender equity is important to our Institute's performance and success in the culture survey'
- Staff being able to develop and articulate their own basis for why the Institute cares about diversity and inclusion in the context of the Institute's values

Reflecting our values...
Integrity and Mutual Respect



Measurement,
accountability
and transparency



Data and transparency must be the starting point and drive all other activities. We need accountability to make change happen

Objectives

- Collecting diversity and inclusion data
- Creating a single source bank of diversity and inclusion data which is regularly refreshed and reviewed and leveraged for multiple purposes
- Centralising and streamlining diversity and inclusion reporting to eliminate duplication and drive consistency
- Operationalise data use to drive better decision making
- Having the ability to link organisation performance to diversity measures
- Building measurable diversity and inclusion outcomes into performance criteria for leaders and holding leaders accountable
- Increasing transparency of major decision making processes such as committee appointments and division and lab head vacancies
- Using data to validate hypotheses about perceived barriers or challenges and test assumptions

Measures of progress

- Improved response rate in the next culture survey for the question 'The selection and promotion processes are fair and transparent'
- Improved response rate in the next culture survey for the questions: 'I feel our Institute provides me with clear career opportunities'; 'Our senior leaders are held accountable for gender equity outcomes'; and 'Our senior leader's actions and decisions are open to review'
- Having data and being able to track movement over time for measures like recruitment, retention, turnover, promotions and pay
- Meeting targets for women in leadership and recruitment of Aboriginal and Torres Strait Islander peoples

Reflecting our values...

Accountability



Developing sustainable
diversity and inclusion
leadership



Leadership at all levels. Sharing the burden and taking individual responsibility for driving change

Objectives

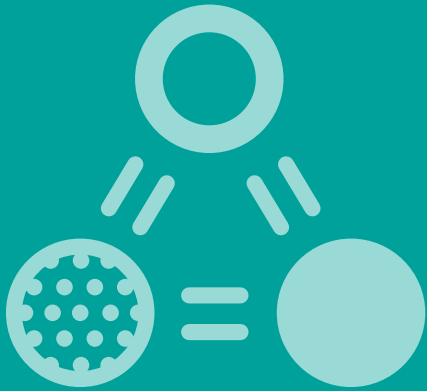
- Recognising many leaders at all levels – formal and informal
- Sharing the burden; avoiding burn-out of visible diversity and inclusion champions
- Leading by example at every level in the Institute
- Being part of the solution, having personal responsibility or buy in, individual responsibility or ownership
- Finding personal passion and being able to channel that
- Recognising and valuing diversity and inclusion leadership efforts
- Advocating for systemic sector change
- Understanding ownership and governance

Measures of progress

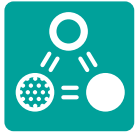
- Identification of a wider range of diversity and inclusion leaders, both formally and informally, within the Institute
- Membership of the Diversity and Inclusion Steering Committee is widely known and sought after
- Recognition for work done on diversity and inclusion activities like the Diversity and Inclusion Steering Committee and other committees is taken into account in performance assessment
- Employees feel empowered to lead employee-led initiatives
- Gender equity and the reconciliation process still rate highly in the culture surveys
- People at all levels of the Institute step up to take ownership or get involved in diversity and inclusion activities, especially any employee-led network
- Increased participation in the Athena Swan advocate program

Reflecting our values...

Contribution to society



Focusing on inclusion
to capitalise on
diversity



Creating a culture of inclusion. Making heads count rather than counting heads

Objectives

- Allow space or frameworks for employee-led diversity groups to develop based on employee interests and needs
- Create an inclusive physical environment by addressing any everyday facilities issues
- Broaden focus to whole of the Institute, wherever possible, incorporating both scientific and professional staff and break down the structural barriers between staff categories
- Create a great place to work for everyone, to attract and retain talent, locally and internationally

Measures of progress

- Increased response rate to the next culture survey – employees feeling more empowered to respond
- Improved response rate to culture survey question 'I believe our Institute is committed to ensuring all staff, students and visitors are treated with dignity and respect'
- Decrease in percentage of respondents to culture survey who preferred not to disclose their sexual orientation (currently 9.24%), disability (currently 2.81%), religion or belief (17.36%) or if they are an Aboriginal or Torres Strait Islander person (2.92%)
- Tracking interim pulse survey results as well as annual and biannual culture survey results on inclusion measures

Reflecting our values...

Collaboration and teamwork, Creativity



Building diversity and
inclusion into everyday
processes



Making diversity and inclusion part of business as usual, until it no longer needs to be separately considered

Objectives

- Embed the 'why' as much as possible, along with values and diversity and inclusion awareness at every opportunity
- Standardise processes to minimise bias from recruitment through to promotion, pay, work allocation, any significant decision affecting an employee during their lifecycle
- Build inclusive leadership skills into the curriculum for management training
- Incorporate assessment of cultural fit and agility into hiring decisions
- Expand scrutiny of recruitment decisions beyond the Faculty Recruitment and Appointment Committee
- Make it very difficult not to be inclusive and diverse
- Minimise ability for 'captain's picks' and discretionary decision making by division heads

Measures of progress

- Improved response rate on questions of bullying, harassment and discrimination in the next culture survey
- Improved response rate on employees knowing how to report bullying and harassment and feeling safe to do so in the next culture survey
- Representative recruitment and promotion rates compared to underlying candidate pools
- Increased number of staff working flexibly in both scientific and professional roles
- Increased diversity of lead researchers on grant applications

Reflecting our values...

Pursuit of excellence



People and Culture

Brought to you by Professional Services

diversity@wehi.edu.au

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