

## Institutional Context

*Outline the institution type, size and structure, including any features of relevance to its governance.*

### Background

Established in 1999, The George Institute for Global Health (TGI) is a leading not-for-profit independent medical research institute (MRI), with a mission to improve the health of millions of people worldwide. TGI conducts clinical, population and health systems research via a global network of medical and health experts to address the leading causes of death and disability worldwide, focusing on noncommunicable disease, injury, and translational research.

TGI is a global organisation with offices in Australia, India, China and the United Kingdom; globally our 900+ staff and associates work on more than 245 active projects across 50 countries. Our impact is magnified through our collaborations with civil society organisations, patients, communities, governments and academic institutions. TGI is affiliated with the University of New South Wales (UNSW), Manipal Academy of Higher Education, and Imperial College London.

Alongside our research operations, TGI has three majority-owned social enterprises under the umbrella of George Health leveraging our research and operations (see Fig 1).

### Governance and funding

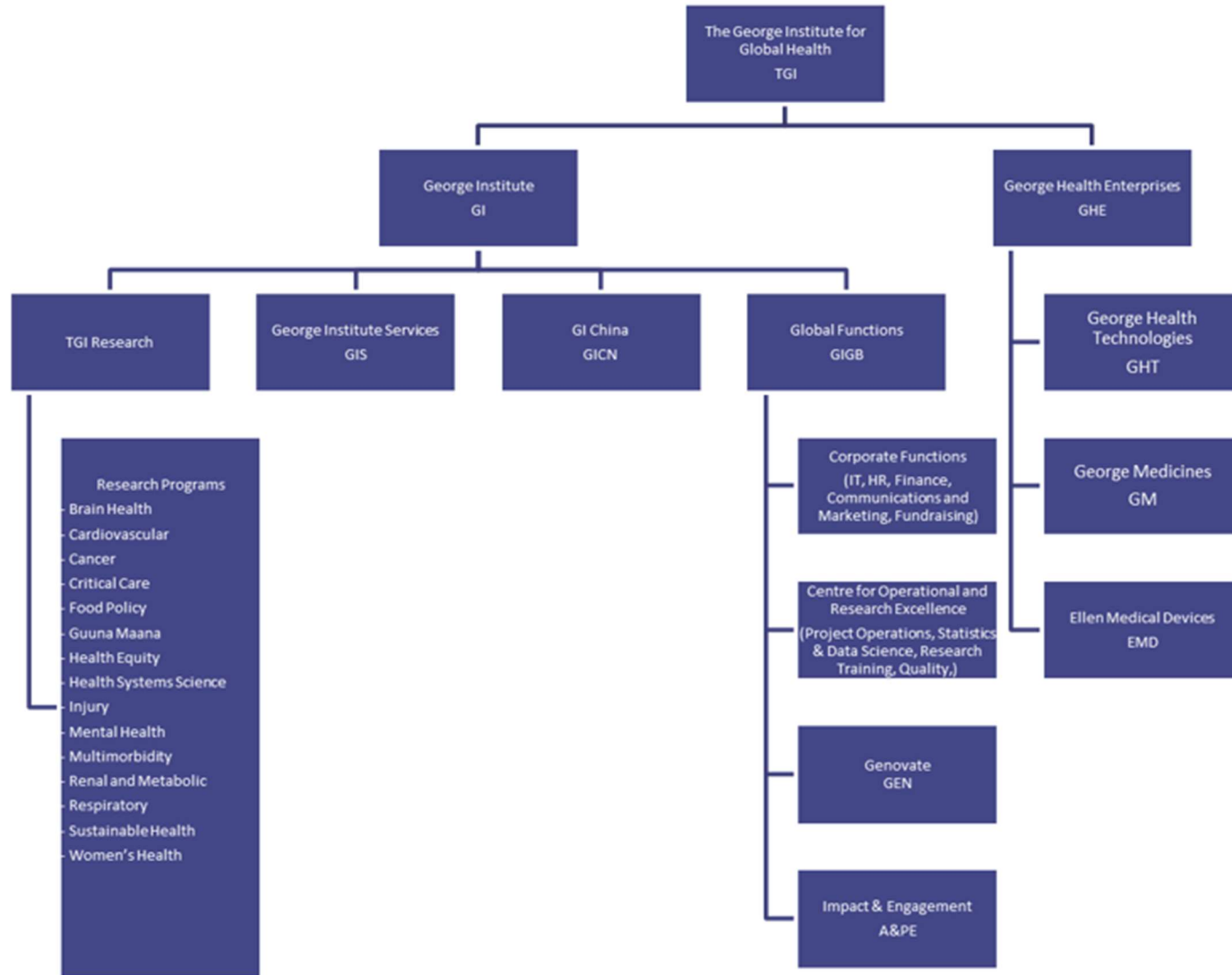
TGI is governed by a board of eleven directors, including CEO Professor Anushka Patel, with a gender split of ~60:40 (4 women and 7 men) at February 2024. TGI Australia is funded through competitive, peer-reviewed grants and commercial contracts, with additional government infrastructure support. Other funding sources include philanthropic donations and sponsorships.

### Strategic planning

TGI's Strategy 2025 is our framework for achieving our mission, *"to improve the health of millions of people worldwide"*. Our research strategy is grounded in health equity and inclusion, with three key research pillars: better treatments, better care and healthier societies, enabled by our disruptive entrepreneurship, advocacy and thought leadership. To achieve this, our Strategy embeds a success indicator that by 2025, we will be recognised as an outstanding and diverse employer.

Our Athena SWAN accreditation applies to our Australia Office workforce, but many policies and responses are extended globally, including our organisational diversity, inclusion and belonging (DIB) commitment. Our Global Women's Health Program focuses on gender-sensitive research approaches and building capacity for women health care workers and researchers. Our Aboriginal and Torres Strait Islander Health Program works to increase understanding, capacity and uptake of First Nations knowledges in health research and across TGI's work.

Figure 1: TGI Reporting Structure



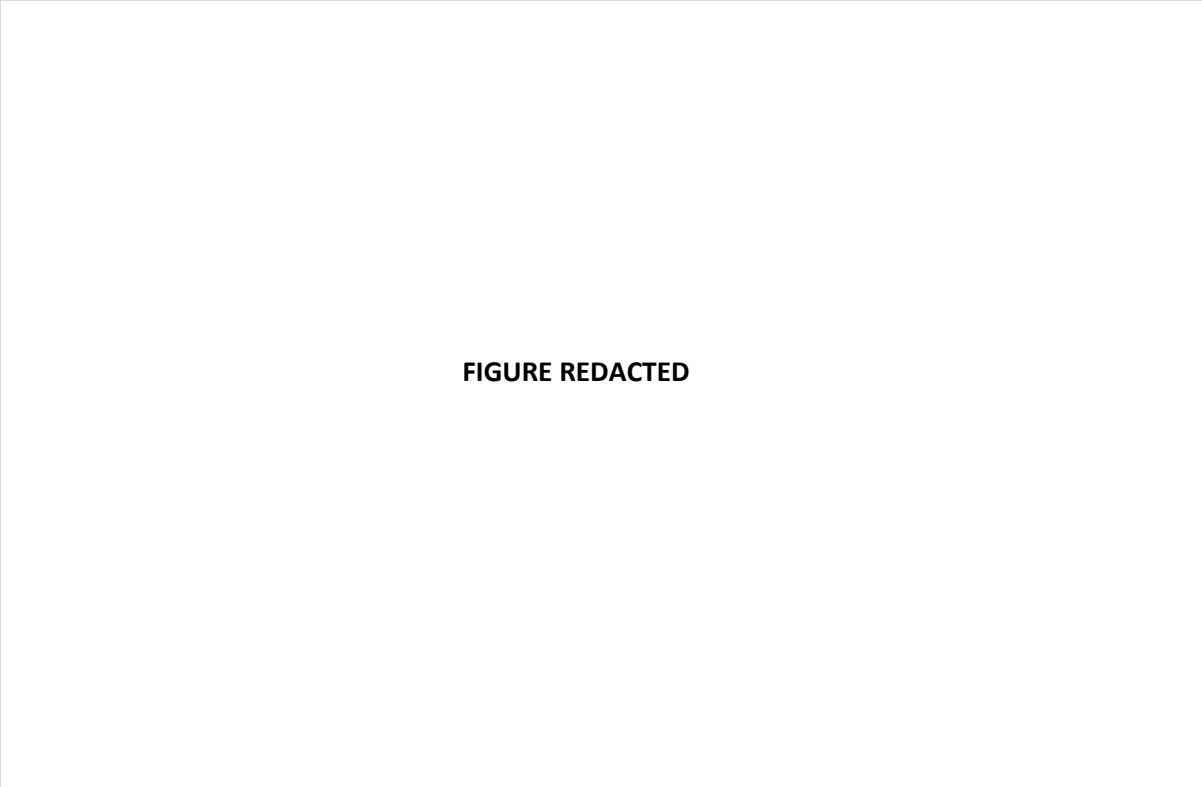
*Outline the institution’s demographic profile, including any features of relevance to attraction, retention and progression in the institution.*

**Staff and student profiles**

At January 2024 TGI Australia had 341 staff working in medical research, project management and professional service occupations and 30 postgraduate students. All research staff at TGI Australia are engaged in health-related research. TGI’s student cohort comprises postgraduate students only - the majority are undertaking study through UNSW; some also work at TGI. 41% of TGI Australia research staff hold a conjoint position with UNSW.

TGI’s Australia office is highly feminised, with women comprising around 68.5% of all TGI staff, 74% of people managers, and global CEO Professor Anushka Patel. Figures 2 and 3 show the gendered distribution of research and professional/projects staff across career levels. They show that there is a lower proportionate presence of women at career step 6 and above, comprising key senior and executive staff in Australia.

**Figure 2: TGI Australia Research Staff – gendered demographic**

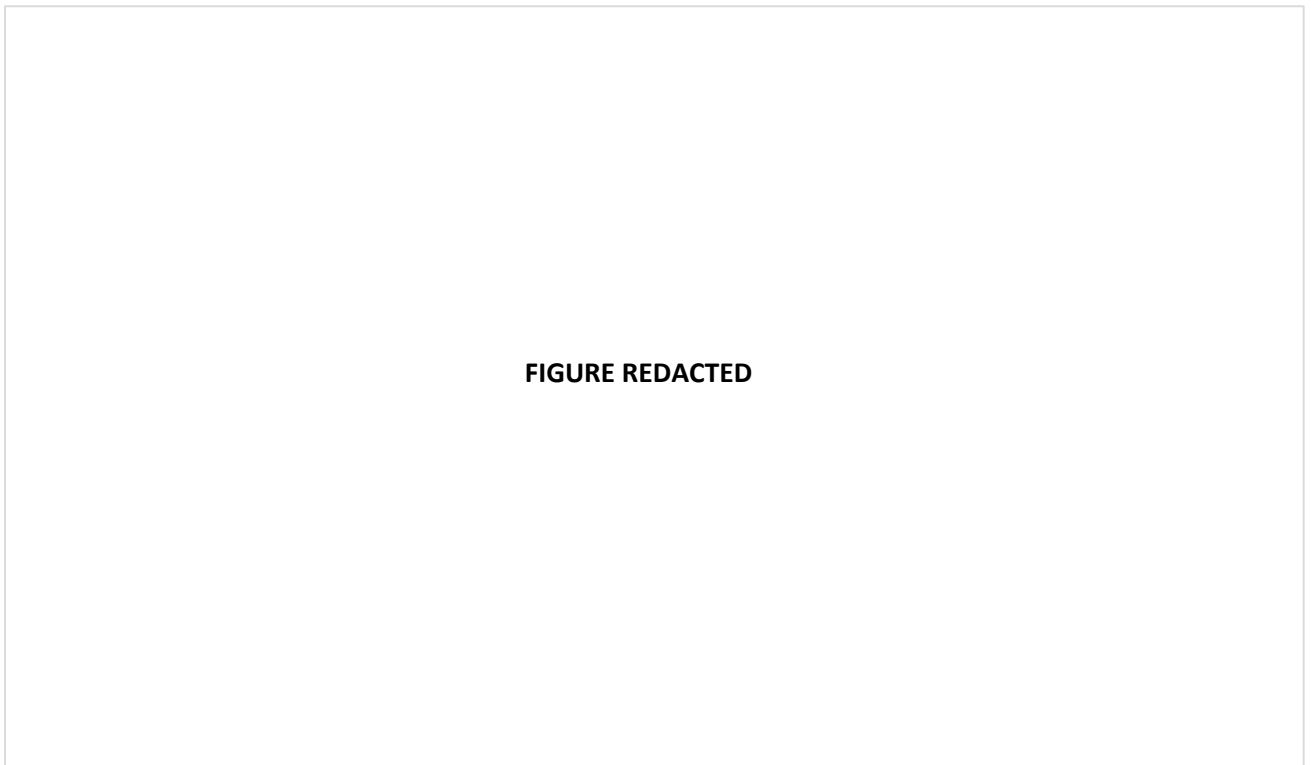


**Figure 3: TGI Australia Professional and Projects Staff – gendered demographic**

**FIGURE REDACTED**

40% of TGI staff are part-time employees, with 85% of these women. A high proportion of TGI staff in research and projects positions are on fixed-term contracts, related to the cyclical nature of research funding. Figure 4 shows that, other than in our projects area, TGI has a higher proportion of women in fixed term employment types than in permanent roles, compared to men in the same types of employment.

**Figure 4: TGI Australia staff – type of employment**

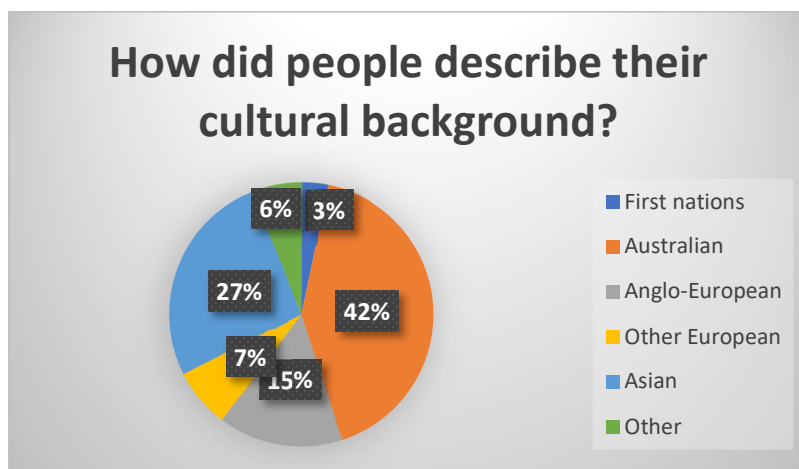


**Staff diversity and experience**

In August 2023 our Australia office staff were invited to complete a DIB survey (165 responses; 44% response rate). Demographics from this survey showed us that:

- 40% of respondents identified they had care responsibilities (31% childcare; 5% eldercare; 4% both childcare and eldercare)
- 4% of respondents identified as living with a disability, and 8.5% identified that they had a health or other condition requiring a workplace adjustment.
- We have a culturally diverse workforce (Figure 2).

**Figure 2: Self-described cultural background of Australia office respondents, 2023 DIB survey**



## Diversity, Inclusion and Belonging (DIB)

TGI is committed to ensuring our workplace is aligned to the diverse needs of our workforce, both in Australia and globally. To support us as we embed DIB in our operations, policies and processes, TGI adopted its Global DIB Commitment in 2019. The DIB commitment outlines TGI's values and principles and commits us to work toward:

- The establishment of DIB working groups
- The creation of a global DIB policy, supporting diversity, inclusion and belonging commitments
- Dedicating resources to promote, analyse and advance DIB at TGI
- A gender diverse board (50:50 female to male representation)
- Remuneration review and strategy that takes gender equity and diversity into account
- Proactive participation in local external government-led programs
- Compliance with policies and activities required by external funders

In 2024 an external consultant review will support TGI to identify and address intersectional structural inequities in our operations, commissioned by the staff-led Justice, Equity and Dignity Initiative.

*Outline the institution's SAGE journey to date, including how SAGE Athena Swan is embedded in both the institution's governance structures and the institutional community more broadly.*

After receiving our Bronze Award in 2019, an Australia DIB committee progressed the implementation of Athena SWAN commitments between 2019-2023. The Athena SWAN Self-Assessment Team (SAT) was reconvened in Q3 2022, chaired by Dr Anna Palagyi (a mid-career researcher from TGI's Centre for Health Systems Science). It has met quarterly to plan and review progress towards our Cygnet awards.

Key research and functional areas of the organisation are represented by members of the SAT, including the TGI Australia Executive Director. SAT members have led staff consultations to inform Cygnet impact assessments, including conducting focus groups, consulting on survey design and engaging with their areas and networks to encourage participation and interest.

This work is supported by the DIB Consultant (initially 0.2FTE, now 0.4FTE), with the responsible senior leader the Chief People Officer. Supporting the SAT to achieve accreditation along the Athena SWAN pathway is embedded in the global HR 5 year planning to strengthen justice, equity and dignity and enhance our inclusive culture. This planning aligns to deliver our TGI 2025 Strategy goals.

**Table 2: Athena SWAN SAT Members**

<b>Member</b>	<b>Title/Role</b>
<b>Anna Palagyi</b>	SAT Chair, Program Lead - Ageing and Health Systems
<b>Agnivo Sengupta</b>	PhD Student, Food Policy
<b>Alicia Pearce</b>	DIB Consultant
<b>Anna Campaign</b>	Senior Biostatistician, Biostatistics and Data Science Division
<b>Bruce Neal</b>	Executive Director, George Institute Australia
<b>Clare Arnott</b>	Program Director, Cardiovascular Program
<b>Djilah Mounगतonga</b>	Impact and Engagement Support Officer
<b>Emily Atkins</b>	Senior Research Fellow, Health Systems Science
<b>Helen Monaghan</b>	Head, Clinical Trial Partnerships

<b>Isabella Schoeler</b>	Program Support Officer, Consumer and Community Involvement
<b>Jacek Anderst</b>	Research Associate & PhD Candidate, Guunu-maana (Heal) Aboriginal & Torres Strait Islander Health
<b>Jie Yu</b>	Research Fellow, Cardiovascular Program
<b>Kathleen Redenbach</b>	HR Business Partner
<b>Keziah Bennet-Brook</b>	Program Head, Guunu-maana (Heal) Aboriginal & Torres Strait Islander Health
<b>Kousthoubha Madhusudan</b>	Project Officer, Academic Project Operations
<b>Leanne Tea</b>	Head of HR, TGI Australia
<b>Parisa Glass</b>	Director of Innovation and Enterprise
<b>Peter Dolnik</b>	Director, Centre for Operational and Research Excellence
<b>Tina Wall</b>	Head of Media, Communications

*Outline the key findings from the Bronze Award self-assessment process, and reflect on the relationship between these key findings and the Key Barriers being addressed for the SAGE Cygnet Awards.*

The Bronze Award process identified that TGI Australia was not at a mature stage with DIB, structurally or in implementation. Key findings included:

- Intersectional gender equity measures were not structurally embedded in the organisation’s processes, operations or governance in a sustainable way.
- We identified a lack of capacity in HR data and consultation mechanisms required to understand intersectional workforce gender equity.
- While TGI had a female-dominated workforce, the proportion of men at senior levels was much higher and we did not have a systematic approach to facilitate women’s leadership.
- We identified that career recruitment and promotions processes and structures required review to address transparency and promote equity.
- We identified opportunities to better support promotions, professional and career development for female researchers.
- Existing policies were not necessarily well understood, and carers reported a need for flexible work and competitive leave structures, and better workplace and career support on return to work.

The focus of our Cygnet Award applications is to bring TGI Australia toward organisational maturity on gender equity and inclusion measures by taking targeted approaches that support us to: embed DIB in our operations and governance; enable career advancement for women and carers; enhance our employment experience for staff at all stages of the career lifecycle; contribute to broader intersectional research equity across the sector through targeted career supports; and ensure we are able to track our progress and measure our success.

Our Cygnets identify key barriers affecting our success in one or more of these interlinked areas. For instance, our first Cygnet application reports on our actions to create a best practice workplace for carers, including changes to policies to embed DIB and enhance employment experience, and changes to processes to enable enabling actions to better measure and track success.

Our Bronze Action plan clustered actions across areas into these five priority themes for TGI (and most actions under multiple themes). Table 2 shows these themes and broadly describes the actions we planned for success.

Table 2: Bronze Award themes and actions	
Embed DIB	<ul style="list-style-type: none"> <li>• Create a DIB commitment, strategy and committees</li> <li>• Fund a project worker to progress Athena SWAN</li> <li>• Set gender balance targets for board and senior leadership, and for panels</li> <li>• Embed equity in facilities – breastfeeding and pumping facilities, gender neutral bathrooms</li> <li>• Embed equity in operations – recruitment, promotions</li> <li>• Create policies that support LGBTQIA+ people</li> <li>• Regularly communicate policies and survey staff</li> </ul>
Enable Career Advancement	<ul style="list-style-type: none"> <li>• Embed enabling policies and practices to support life cycle career engagement</li> <li>• Create a new career framework and a conduct gender equity career reviews</li> </ul>



	<ul style="list-style-type: none"> <li>• Academic promotions support</li> <li>• Embed measures to support ECRs</li> <li>• Review project operations</li> <li>• Create new senior part-time appointments</li> </ul>
Enhance employment experience	<ul style="list-style-type: none"> <li>• Embed measures that support carers</li> <li>• Embed flexible working practices</li> <li>• New formal and informal engagement and consultation measures, mentoring and career planning</li> <li>• Funding professional development</li> <li>• Embed workplace experiences raising women’s organisational profile</li> </ul>
Measure, track and improve	<ul style="list-style-type: none"> <li>• Create better enabling data sources within HR and elsewhere</li> <li>• Regularly survey staff on DIB matters</li> <li>• Tracking publications, funding applications to support inclusion</li> </ul>
Lead equity in research	<ul style="list-style-type: none"> <li>• Creating a gender equitable career framework</li> <li>• Embedding capacity in Aboriginal and Torres Strait Islander knowledges, programs and staff</li> <li>• Academic promotion support</li> <li>• Support for female CIAs</li> <li>• Seed funding and travel funding to support female researchers</li> <li>• Engagement with broader research equity through targeted Global Women’s Health Program funding</li> </ul>

***Outline any contextual factors that have substantially impacted the activities, implementation and/or desired outcomes of the Bronze action plan (e.g. restructures, budget deficits, hiring freezes, natural disasters etc) that need to be taken into consideration.***

Since our Athena SWAN Bronze accreditation in 2019, TGI has moved further to embed flexible and remote working to accommodate our global team structure. This coincided with and was accelerated by the COVID-19 pandemic period, requiring us to re-examine ways of working flexibly, accommodate and include team members in different geographical locations, and re-evaluate our approach to managing teams. There have also been regulatory changes that have prompted refreshed approaches to preventing and addressing sexual and sex-based harassment, reporting publicly on organisational gender equity, and proactively managing psychosocial health and safety.

While our Athena SWAN goals have not changed, some action items have expanded and others have been replaced out of necessity to meet our organisational requirements. The tools we have at our disposal to measure impact and outcomes have also improved, resulting in new success measures. We have noted and justified these changes to approach where relevant in each Cygnet application. Importantly, the broader research sector’s international switch to remote and global work during COVID-19 has had a complicated, possibly long-term impact on women researchers and evidence suggests it has exacerbated gender inequality in career outcomes and care burden<sup>1</sup>. Our approach is

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<sup>1</sup> See, for instance, Minello, A. (2020). The Pandemic and the Female Academic. *Nature* 28 (4), doi:10.1038/d41586-020-01135-9; Power, K. (2020). The COVID-19 Pandemic Has Increased the Care Burden of Women and Families. *Sustainability: Sci. Pract. Pol.* 16 (1), 67–73. doi:10.1080/15487733.2020.1776561; Viglione, G. (2020). Are women publishing less during the pandemic? Here’s what the data say. *Nature* 581, 365–366. doi:10.1038/d41586-020-01294-9

to treat the Athena SWAN Cygnets and Silver application as a timely opportunity to evaluate new actions we have taken to create flexible work arrangements, support women's workplace and workforce participation and enhance employee experience with an intersectional gender lens. Leveraging the award pathway this way will ensure that our activities remain fit for purpose to meet our operational and workforce needs and engage and build broader workplace equality in our sector.