

KEY BARRIER

What is the Key Barrier addressed in this Cygnet?

Inadequacies in policy and practice to facilitate an inclusive, safe, and respectful work environment for trans and gender diverse (TGD) staff and students.

EVIDENCE OF BARRIER

How did you know this was a barrier to attraction, retention and/or progression?

When conducting the self-assessment process for our bronze award application a range of barriers were present in terms of understanding the experiences of trans and gender diverse people and providing an inclusive and safe environment for this cohort.

WEHI did not have the ability to collect data on TGD staff and students and our long-standing gender equity program was based on a binary view of gender which prioritised listening to and shaping programs on the needs of cis-women.

This created an environment where TGD people may not have been comfortable to share their experiences and their identity, and we were unable to develop evidence-based programs.

We therefore made the decision to work with advocacy organisation Transgender Victoria (TGV) to seek their guidance on creating an inclusive and safe workplace as an important first step. This helped WEHI to understand the key issues facing trans and gender diverse people in the workplace and highlighted four key barriers:

- 1) **POLICY AND PRACTICE GAPS:** Our bronze award application noted that "the Institute's GEiSC (Gender Equity in Science Committee) has been proactive in ensuring key gender equity policies are inclusive in terms of gender diversity". However, a significant policy gap was identified to support gender affirmation in the workplace including guidance for managers. At the time of the bronze award application, WEHI did not provide gender affirmation leave.
- 2) **EDUCATION and COMMUNICATION:** Inadequate awareness raising of issues faced by trans and gender diverse people in the workplace and more broadly through our communications.
- 3) **TRAINING:** Inadequate training for key groups including the GEiSC, People and Culture team and the Diversity and Inclusion Steering Committee.
- 4) **EMPLOYEE DATA:** A significant gap was noted in relation to gender identity in our employee data. The bronze award noted "The Institute's systems are not well equipped for collection of gender and diversity and inclusion data, making it difficult to extract reliable data. Improved systems



and processes would make reporting more streamlined and support evidence-based decision making.”

Although not specifically mentioned in the bronze application, workforce data system/staff surveys only captured binary gender data and our first culture survey did not capture data to understand the experiences of TGD people.

ACTIVITIES AND OUTPUTS

What did you do to remove or reduce the barrier?

A key consideration for our work has been how to ensure we can conduct meaningful analysis of the barriers faced by TGD people. The small numbers of trans and gender diverse staff at WEHI limits the analysis that can be done to shape policy and practice, but we have sought to address this by considering the LGBTQIA+ community as a single cohort. WEHI recognises there are differences in identities and experiences related to on gender and sexual orientation, but this was determined as a pragmatic way to gain some understanding of the barriers faced by TGD people.

POLICY AND PRACTICE GAPS

Bronze Action 6-3: Working with Transgender Victoria, develop a best practice policy to support gender transition in the workplace and guidelines for managers to manage the process.

In 2018, WEHI worked with TGV to develop a best practice policy to support trans and gender diverse people in the workplace which included five days paid gender transition/affirmation leave and was supported by a plan to help supervisors manage gender transition/affirmation.

In 2020, the policy was updated to provide up to ten weeks paid leave with the option for additional paid leave on a case-by-case basis. It was important for is WEHI to take a progressive and leading approach recognising the significant barriers and disadvantages that TGD people face in terms of employment (and other life outcomes) and reflects WEHI’s commitment to inclusion for this highly marginalised group.

Two employees have used the gender affirmation leave since it came into effect on 13 November 2018.

[REDACTED]									
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

The provision of up to ten weeks paid leave was considered appropriate based on evidence indicating that people undergoing gender reassignment surgery may need to take a

significant amount of time off work for the procedure/s (e.g., eight to ten weeks for surgery for transgender women). Evidence was gathered through a desk top review of leave entitlements offered by other organisations (it should be noted that at the time, the provision of gender affirmation leave was not widespread in Australia), along with as advice from TGV and the lived experience [REDACTED].

Types of gender affirmation procedures
Medical requirements:
GP and specialist appointments
In-patient hospital days (minimum 6 days for GRS)
Mandated post-surgery appointments and maintenance.
Non-medical health requirements:
Laser (hair removal) treatment
Voice coaching lessons.
Other requirements:
Change of name and gender markers on ID
New wardrobe shopping
Specialist fittings (e.g. binders for female-to-male trans people).

The support for trans and gender diverse people in the workplace policy has been well received but there were instances of staff questioning the validity of providing gender affirmation leave while not providing other kinds of specialised medical leave. This was addressed by leadership, who explained that the process of gender affirmation (which isn't just medical) is highly individual, distinct, critical, and often lifesaving. It was communicated it should not be compared to medical conditions or procedures which of course may still be critical. It was also important for leaders to convey that policy interventions are developed to ensure they are evidence based and an important principle of equity is to develop targeted responses that seek to address barriers a group may face to achieve equality.

Intersectionality

From a policy perspective the Diversity and Inclusion team receive input from various employee-led networks, including WE-Pride, the LGBTQIA+ network, the Disability Reference Group, and the Overseas Staff and Student Group, to provide an intersectional perspective during policy implementation and reform. As a result, internal diversity and inclusion advocacy is less one-dimensional.

WEHI is developing its second D+I strategy in 2023 which will be structured around an intersectional approach that to tackling the key barriers to attraction, retention and progression for staff and students.

Bronze Action 6-4: Facilitate the introduction of an LGBTIQ+ employee led group to inform policy and practice including trans or gender diverse people (external member/s if appropriate).

In 2018, WEHI facilitated the establishment of WE-Pride, a staff and student network for LGBTQIA+ people and allies. The Diversity and Inclusion team worked closely with LGBTQIA+ staff and students to form the group and develop its goals and objectives. The network was officially launched on the *International day for LGBTQIA+ people in STEMM*.

WE-Pride's objectives are to be a place for LGBTQIA+ people to come together to discuss lived experience, plan education opportunities, create social and celebration activities for days of significance, and help shape policy and direction for the institute.

WE-Pride has been a huge success and provided WEHI with a blueprint for setting up employee-led networks in disability and cultural diversity. However, as the network matures and evolves and expectations change, we need to review the support and access to decision making to ensure its continuing success.

To address some of these challenges, WEHI's Diversity and Inclusion Steering Committee which oversees the development and implementation of the Diversity and Inclusion program, has been expanded to include WE-Pride representatives. This provides a clearer line to the senior leadership team and formalises the activities of the group. Future actions will be implemented to continue to support the network.

Gender diversity lens on WEHI policy and practice

WEHI has applied a gender lens to policy development to ensure inclusivity in language in relation to trans and gender diverse people. Key changes to policy and practice developed in close consultation with WE-Pride include:

- WEHI's communications style guide has shifted from language of male/female to women/men/non-binary.
- WEHI's gender equity in speakers policy which requires institute sponsored events to apply the rule of 40:40:20 in terms of speakers/panellists was updated to reflect an inclusive approach for trans and non-binary people.

EDUCATION, COMMUNICATION AND ADVOCACY

Bronze Action 6-1: Celebrate trans awareness week including an event to launch the Institute's gender transition policy and manager guidelines

A Transgender Day of Awareness seminar was held in 2018 to launch WEHI's support for trans and diverse people policy, supported by a procedure for managers to develop a transition plan for trans and gender diverse employees.

The seminar was hosted by WEHI's Director, Doug Hilton and delivered by Sally Goldner AO, the CEO of Transgender Victoria (TGV). Sally's address discussed why it is important to bring your authentic self to work, the issues faced by trans people in the workplace and how colleagues can be good allies. Although attendee numbers were not collected as it



was an open session, the auditorium was close to full indicating approximately 200 attendees. Ensuring the collection of attendance data is an important consideration for future events.

Midsumma- Victoria's LGBTQIA+ pride festival

WEHI has participated in the Midsumma Pride march since 2019 under the banner 'medical research strides with pride'. The annual march has been attended by LGBTQIA+ staff and students, their friends, and families, alongside their ally colleagues. Senior leaders have also marched with the network including the Director, Deputy Director, and other executive team members. Participation has grown each year with over 80 people marching in 2023.

Queers in Science

Queers in Science is a national organisation providing support and advocacy for LGBTQIA+ people in STEM. WEHI has acted as the auspice organisation for Queers in Science since 2019, providing the organisation with in-kind support and resources required to continue their social and community building activities across the sector.

WEHI is also one of the main donors that has enabled Queers in Science to recruit their first Project Manager to assist the organisation in building capacity and sustainability as they work to achieve Not-for-Profit status. The Project Manager is a WEHI employee and is part of WEHI's Diversity and Inclusion team.

Advocacy and visibility

In February 2022, WEHI made a statement in support of TGD people on our social media platforms, acknowledging the impact of the religious discrimination bill debate on the LGBTQIA+ community and supporters.

 **WEHI - Walter and Eliza Hall Institute of Medical Research** ...
February 10, 2022 · 🌐

Given the current debate in federal parliament and in the wider community regarding discrimination legislation, WEHI expresses its solidarity and support with the LGBTQIA+ community. This includes all people under the rainbow spectrum, particularly trans and gender diverse children and young people, their parents, loved ones and communities (including faith-based ones) that support them.

We also acknowledge that people can be part of both the LGBTQIA+ and faith communities, and that there are people of faith who want to see the rights of their LGBTQIA+ family members, friends, colleagues and community members upheld.


WEHI supports the right for people to have the freedom to practice their religion and other marginalised communities to have freedom from discrimination.



  You and 70 others 6 shares

In April 2022, WEHI and the Burnet Institute released a statement in support of TGD people in response to the public discourse around the religious discrimination bill.

WEHI continues to acknowledge key dates of significance for the TGD community via our social media platforms, intranet and the 'Illuminarium' at our Parkville site which is visible to the public.

 **WEHI - Walter and Eliza Hall Institute of Medical Research** ...
March 31 · 🌐

31 March is Transgender Day of Visibility 🏳️‍🌈


Today we celebrate the achievements, history, and resilience of the trans and gender diverse community.

WEHI sees you, values and respects you, and wants to see you thrive.

As allies, we continue to condemn language and behaviour that deliberately serves to exclude and cause serious harm to members of the trans and gender diverse community.

To read more about diversity and inclusion at WEHI, including our LGBTQIA+ network WE-Pride, visit <https://www.wehi.edu.au/.../institute-life/lgbtqia-community>

🏳️‍🌈 The transgender flag displayed proudly on the Illuminarium at WEHI Parkville. The flag was designed by Monica Helms, a transgender woman who explains the design of the flag as follows: "The stripes at the top and bottom are light blue, the traditional colour for baby boys. The stripes next to them are pink, the traditional colour for baby girls. The stripe in the middle is white, for those who are intersex, transitioning "or consider themselves having a neutral or undefined gender.



WEHI has also sought to recognise trans and gender diverse people as part of our public statements about our gender equality efforts, where appropriate, in acknowledgement TGD people are discriminated against by the same systems that disadvantage cis women. For example, below is a post on WEHI's Facebook page marking International Women's Day.

 **WEHI - Walter and Eliza Hall Institute of Medical Research** March 8 · 🌐

Happy International Women's Day!

Over 100 years ago, WEHI was established from a generous act of philanthropy from Eliza Hall. In the many decades since, women have remained central to WEHI's success.

At WEHI we are committed to advancing opportunities for women, trans and gender diverse people.. We recognise that we can only reach our full potential by engaging the whole of our talent pool.

We were joined this morning by [UNSW](#) Professor Veena Sahajwalla as she presented WEHI's International Women's Day keynote speech titled 'A smart vision for a sustainable future: SMaRT technologies and MICROfactories™ creating sustainable materials and products from waste'.

This seminar reflected on the [United Nations](#) International Women's Day theme 'Cracking the Code: Innovation for a gender equal future'

Read the full story <https://www.wehi.edu.au/.../wehi-celebrates-international...>



TRAINING

Bronze Action 6-2: Conduct training for the Gender Equality Committee, People and Culture team and DISC on gender diversity in collaboration with TransGenderVictoria.

In 2019, training was facilitated by TGV for the key groups listed in the action which was attended by around 20 people including members of the Gender Equality Committee with two Faculty members, People and Culture team members and other diversity champions. A full list of participants was not retained but this has been rectified for subsequent training with the implementation of our new learning system. The training was also offered to all staff and students in 2021 and attended by 7 participants.

There have been some challenges rolling out this training, particularly over the COVID lockdowns. Another challenge is engaging senior staff in this training given competing priorities and time constraints.

Action 2: Deliver training and education activities on trans and gender diverse inclusion: Conduct annual training session delivered by external expert; Develop and roll out a Workday learning module for Supervisors on supporting gender affirmation.

EMPLOYEE DATA

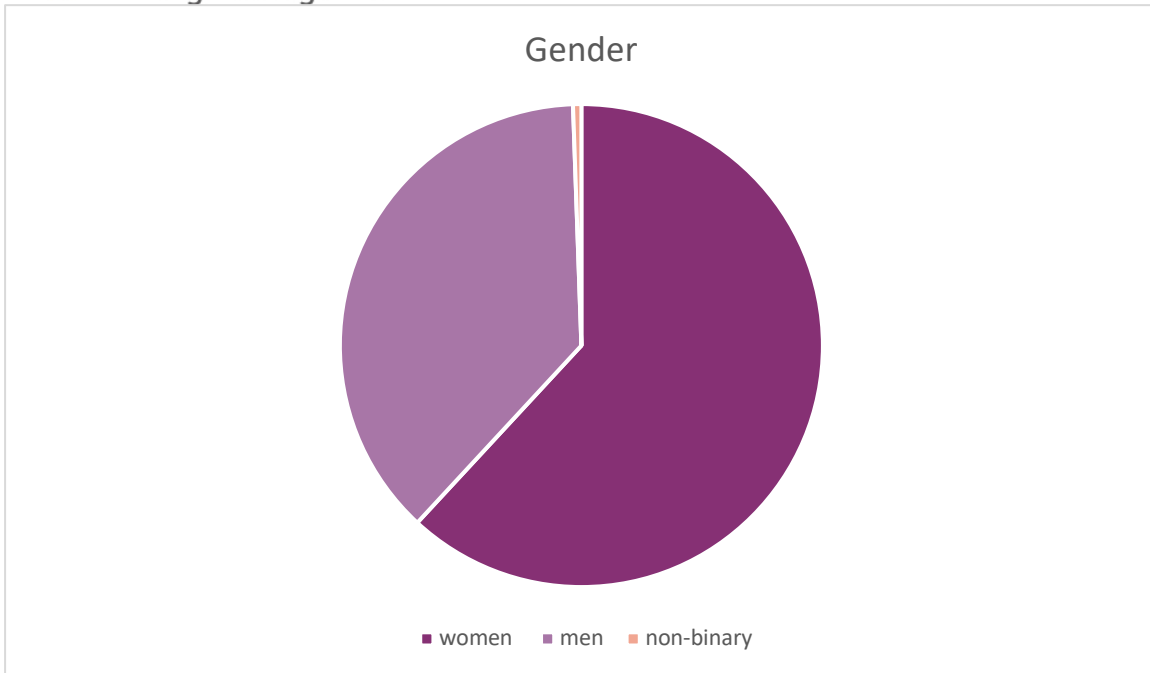
Improving data collection (link to action in GAP on data)

Bronze Action 3-1: Ensure capacity to collect gender and other forms of equity data is incorporated into the development of new business systems (ideally capturing key employee life stages such as application and exit).

In 2020, WEHI implemented Workday, a new Human Resource Information System. A key consideration in the development and implementation of the system has been to improve the collection of personal demographic data. This has included ensuring the options for recording gender are inclusive and providing the ability to record a range of different pronouns.

WEHI ran its second culture survey in 2021 and this was followed by regular pulse surveys and an employee engagement survey in 2022. WEHI now collects demographic information on gender and sexual orientation as part of the survey to help shape policy and practice.

Staff and student numbers by gender 2023	
Gender	Number
Women	890
Men	540
Non-binary/gender fluid/genderqueer	8
	Total
	1455



Non-binary/gender diverse staff currently make up 0.5% of the WEHI community. However, the number of non-binary/gender diverse staff may be higher as records of gender for existing staff was transferred from the previous human resources system which only provided binary gender categories. There is a communications activity underway to encourage staff to update their gender and other diversity demographic information in Workday so we have a more complete picture of gender diversity at WEHI.

Information related to a staff member's trans identity is not recorded in employee records. This information has been collected through culture surveys but as part of the category 'trans and gender diverse' to try to maximise the opportunity for analysis of this cohort's responses given small numbers of people in both categories.

Action 4: Improve data collection on trans and gender diverse identity: Encourage staff and students to update their gender identity information in Workday; Explore how to collect information on a person's trans history in Workday; Analyse experiences of LGBTQIA+ staff and students in annual engagement surveys.

Gender inclusive bathrooms

Although we identified the lack of provision for gender inclusive bathrooms in our bronze award application, we did not feel we were able to commit to an action for addressing this in our GAP. However, this has remained a goal, but we do not yet have an all-genders bathroom, other than the accessible facilities. Progress has been impacted by the redevelopment of the Parkville hospital precinct where WEHI is located, along with a growth in the number of laboratories which has resulted in professional services staff moving to a different site to accommodate this new scientific infrastructure. The new site we sub-let from another organisation only provides single gender bathrooms with an accessible all gender bathroom.

Action 3: Introduce all gender bathroom/s at the Parkville campus.

OUTCOMES

What is the evidence that the barrier has been removed or reduced?

As noted above, there is a lack of quantitative data on numbers or experiences of TGD (and/or LGBTQIA+) people to use as a baseline to track progress on outcomes. This is compounded by TGD people making up a very small cohort of our people.

The success measure listed in the Gender Action Plan (GAP) for our actions on trans and gender diverse inclusion was to achieve an improved or maintained score to the organisational response to the culture survey question: ***I believe our institute is committed to ensuring all staff, students and visitors are treated with dignity and respect.***

This was achieved with an increase from 90% to 93% of staff responding positively to this question. 799 people responded to the survey in 2021, an overall response rate of 66% representing 56% women, 33% men with the remaining percentage suppressed and prefer not to say. The overall survey response rate in 2016 was 79% but we have not retained the gender breakdown of the responders.

Culture survey question	Score			Difference
	2016	2021	2022	
I believe our institute is committed to ensuring all staff, students and visitors are treated with dignity and respect.	90%	93%	N/A	+3%
In my work group, Lab I feel able to be myself at work (2016) I can be myself at WEHI without worrying about how I will be accepted (2021)	85%	79%	N/A	-6%
In my work group/Lab discrimination of any kind is not tolerated (2016) My manager/supervisor takes action to ensure the workplace is free from bullying discrimination and harassment (2021)	84%	72%	N/A	-8%
In my work group/Lab sex-based harassment is not tolerated (2016) WEHI gender and sex-based harassment is not tolerated (2021)	91%	87%	N/A	-4%
Our senior leaders support diversity and inclusion My manager/supervisor genuinely supports equality between genders	N/A	N/A	86%	N/A

These scores are at an institute wide level. The number of trans and gender diverse staff and students at WEHI precludes analysis of responses for this cohort. In 2021 and 2022, we were unable to collect demographic information related to sexual orientation through the surveys. This has been addressed in for the forthcoming engagement survey 2023.

Overall, the responses to these questions compare favourably and indicate staff and students feel WEHI supports diversity and inclusion and takes discrimination and harassment seriously. However, the results indicate a decline in staff and students feeling discrimination and harassment is not tolerated WEHI. This has informed the identification of workplace behaviour as a key barrier for the institute to address and will be a future cygnet award. This has been a priority since 2021 and has led to the development of a new workplace behaviour framework following an extensive consultation process with key diversity groups including, WE-Pride. The new framework comprises of a standalone sexual misconduct policy, update acceptable workplace behaviour policy and procedure and a new Code of Conduct. This will be supported by bystander training and a new online learning module.

Given the limitations relating to quantitative data when assessing outcomes for this barrier, it is important to draw on the qualitative data collected through the consultation with the target group in concert with this data.

IMPACT

How has removing or reducing the barrier changed the lived experience of staff/students, and the organisation?

Does staff/student feedback suggest that these changes are attributable to your action(s)?

In October 2022, WEHI engaged a consultant with lived experience as a gender diverse person and expertise in LGBTQIA+ inclusion to carry out a consultation with the LGBTQIA+ community and senior leadership.

One focus group was held for LGBTQIA+ employees and students, including trans and gender diverse people. There were 7 people in attendance. One on one interviews were held with the Executive members (Director, Deputy Director, Chief People Officer, and Chief Operating Officer), the Diversity and Inclusion Manager and a former Co-chair of WE-Pride. Interviews were also offered to any trans and gender diverse employees or students who wished to participate but none were forthcoming.

In preparation for the interviews and focus groups, consultant created a set of Discussion Guides, which were referred to throughout the conversations. The guides enquired about the interviewee's awareness of policies and activities, as well as their views on the impacts

of WEHI's inclusion work. Additionally, a review of all policies and documents relevant to this Cygnet award was undertaken.

LGBTQIA+ staff and students involved in the consultation said they felt supported by the WEHI community, including senior leadership and that they felt the commitment to inclusion of the LGBTQIA+ community was authentic.

"This is what WEHI is like...they're so willing to listen and take onboard ideas from people who have an understanding of these things. They do their due diligence of course but there's a real authenticity where the institute wants to help and wants to be inclusive."

Leaders also expressed a feeling of leading by example when marching at the Midsumma Pride march and that they were signalling to other staff members the importance of taking time to support LGBTQIA+ inclusion.

The feedback received from the focus group is that this is an effective demonstration of solidarity.

"[a]lways seeing [leader name] and the higher ups at the march on the Sunday has always had a positive impact on me – like the leaders of the institute take it seriously".

Both LGBTQIA+ community members and allies alike shared the benefits of WEHI's work and reflected on ways it can continue to expand.

A staff member remarked when reflecting on allies within leadership:

"Some of those senior leaders...their lives have definitely been changed by this work. I think it's probably been some of the proudest stuff they've been involved in

"I think things have changed since then (seminar). These seminars are like therapy...you do it and you don't think it changes anything but six months later you realise what it did for you...."

"I felt like we had come so far as an organisation. To be able to have you know, to have 30% of our staff show up in the room, and then probably, I don't know, another hundred online, you know, I felt like we'd progressed as an organisation"

WE-Pride

The establishment of WE-Pride has been a huge benefit to the LGBTQIA+ community at WEHI.

“Being a part of WE-Pride has made me feel very comfortable...it’s been very empowering...”

“As a queer person, finding other queer people is amazing and fosters a sense of belonging”

Queers in Science

Queers in Science reported a positive sentiment related to WEHI’s support for the organisation.

“I really don’t think Queers in Science would exist to this scale without [“WEHI’s funding].”

It was reported that QIS Trans and Gender Diverse people in STEM panel event, was made possible through WEHI’s financial and in-kind contributions and WEHI also had a large role in helping QIS secure funding for their first paid employee, which they shared will *“help them advance to... the next level.”*

Advocacy

The work WEHI has carried out in the advocacy space has had a positive impact on the LGBTQIA+ community.

“WEHI have been quite brave and bold in using its voice in that advocacy space around marriage equality and that opened the door to public statements around the Religious Discrimination Bill as well and how that discourse was very harmful for trans kids. We were able to put out a really great statement in collaboration with the Burnet Institute...that’s important for us to use our voice as one of the leading [medical research institutes].”

Data collection

Implementation of Workday allowing for the capture of different pronouns and non-binary genders, something which wasn’t available via the previous system has been a positive step towards inclusion for TDG people.

“Changing the system around pronouns has been something really important and something that we had our minds on when setting up our new HR hire system. It’s really good that people are able to ensure that their gender is recorded appropriately now.”

Training

The activities held to acknowledge Transgender Awareness Week in 2018 translated into training by TGV. Leaders directly involved in the training noted it was well-attended and staff called for it to be ongoing.

Action 2: Deliver training and education activities on trans and gender diverse inclusion: Conduct annual training session delivered by external expert; Develop and roll out a Workday learning module for Supervisors on supporting gender affirmation

Impact gaps

Policy implementation and communication

The consultation indicated some gaps in awareness of the formal policy and guideline for gender affirmation amongst leadership. However, a sense of providing support and reassurance was conveyed despite being unfamiliar with the policy itself.

Focus group participants were in consensus that they were unaware of where to find any of WEHI's policies, including those specific to LGBTIQ+ inclusion.

Action 6: Review and update trans and gender diverse policy and guidelines: Update policy and guidelines aligned to current best practice; Communicate policy linked to online training on training on supporting gender affirmation in the workplace

Sustainability of WE-Pride

WE-Pride was described by members as a grassroots group, not officially governed by WEHI as a formal committee. This was seen as a strength by leaders but also a limitation by focus group participants.

Issues raised by WE-Pride members included:

- No formal budget allocation
- Time constraints for volunteer member contributions
- No compensation, formal recognition or time allocations for member's work
- Inability to enact change from their volunteer positions
- Lack of information provided during onboarding

"The man-power is purely based on whatever we can spare outside of our full-time jobs which is not necessarily a lot"

"We're like the poor cousin to other societies. We're here, we do stuff, but we're not really formalised".

"I feel like [we're] always trying to make space for [ourselves], instead of WEHI saying, 'ok, here's that space'".

"WE-Pride is an informal group. If you meet someone at an event who's Queer, you're likely to get the invite but it's not something that people know to look for."

"It was really hard to find out about the network and what it was for."

Action 1: Review the structure of WE-Pride and implement changes: Strengthen annual budget process; Appoint an Executive sponsor; Create a process for recognition and compensation for network member's time and commitment.

Action 5: Strengthen visibility of LGBTQIA+ inclusion during onboarding: Promote WEHI's activities related to LGBTQIA+ inclusion including information about WE-Pride.

Representation

One focus group participant raised concerns that they weren't aware of Queer representation on the board and saw this as an opportunity to increase representation and demonstrate commitment from WEHI to LGBTQIA+ inclusion.

One leader spoke to the lack of diversity at WEHI, particularly at the senior level, which posed a challenge for trans and gender diverse inclusion.

Middle management

Staff reported feeling support being hard to find within middle management.

"Top management...they love inclusion, they love diversity, they want to get everyone onboard. It's those middle managers who are middle aged, a bit more conservative that don't see it as part of their job, they see it as a waste of time, some of them."

FURTHER ACTION

Reference	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired Outcomes/ Targets/ Success Indicators
Action 1	<p>Issues raised in consultation:</p> <ul style="list-style-type: none"> -No formal budget allocation -Limitations to time members could commit to WE-Pride -No compensation or time allocations for members -Inability to enact change from their volunteer positions -Lack of information provided during onboarding 	<p>Review the structure of WE-Pride and implement changes:</p> <ul style="list-style-type: none"> ➤ Strengthen annual budget process ➤ Appoint an Executive sponsor ➤ Create a process for recognition and compensation for network member's time and commitment 	June 2023- March 2024	<p>Diversity and Inclusion Manager</p> <p>Learning and Organisational Development Manager</p>	Chief People Officer	<p>WE-Pride network is sustainable and membership continues to grow.</p> <p>LGBTQIA+ staff and students response to Voice survey questions is 80% or higher:</p> <p>I feel a sense of belonging at WEHI.</p> <p>At WEHI, people of all backgrounds are accepted for who they are.</p> <p>I'm satisfied with WEHI's efforts to support diversity and inclusion</p>

<p>Action 2</p>	<p>Training undersubscribed and lack of engagement by senior leaders/managers</p>	<p>Deliver training and education activities on trans and gender diverse inclusion:</p> <ul style="list-style-type: none"> -Conduct annual training session delivered by external expert. -Develop and roll out a Workday learning module for Supervisors on supporting gender affirmation 	<p>December 2024 then annually</p> <p>January 2024 to June 2024</p>	<p>Diversity and Inclusion Manager</p> <p>Learning and Organisational development Manager</p>	<p>Chief People Officer</p>	<p>Annual raining session is fully subscribed</p> <p>Learning module delivered and completed by 70% of supervisors</p>
<p>Action 3</p>	<p>Gender inclusive bathroom not available on campus</p>	<p>Introduce all gender bathroom/s at the Parkville campus</p>	<p>June 2025</p>	<p>Head of Facilities</p>	<p>Chief Operating Officer</p>	<p>All gender bathroom is available at the Parkville campus</p> <p>LGBTQIA+ staff and students response to Voice survey question is I'm satisfied with WEHI's efforts to support diversity and inclusion 80% or higher</p>
<p>Action 4</p>	<p>Personal data on trans and gender diverse staff incomplete</p> <p>Inconsistent collection of demographic data on</p>	<p>Improve data collection on trans and gender diverse identity:</p> <ul style="list-style-type: none"> -Encourage staff and students to update their gender identity information in Workday 	<p>June 2023 then annually</p>	<p>Learning and Organisational Development Manager</p>	<p>Chief People Officer</p>	<p>85% of staff and students have updated their gender identity in Workday</p>

	LGBTQIA+ cohort in culture/engagement surveys	<p>-Explore how to collect information on a person's trans history in Workday</p> <p>-Analyse experiences of LGBTQIA+ staff and students in annual engagement surveys</p>	<p>June 2023-December 2023</p> <p>August 2023 then annually</p>	<p>Remuneration and Benefits Manager</p> <p>Diversity and Inclusion Manager</p>		<p>Method for collecting details of a person's trans history is implemented in Workday.</p> <p>LGBTQIA+ staff and students demographic data is collected and analysed in annual engagement survey.</p>
Action 5	Consultation revealed gaps in onboarding process related to LGBTQIA+ inclusion.	<p>Strengthen visibility of LGBTQIA+ inclusion during staff onboarding:</p> <p>-Promote WEHI's activities relating to LGBTQIA+ inclusion including WE-Pride.</p>	June 2023-December 2023	Learning and Organisational Development Manager	Chief People Officer	Onboarding program as incorporated details of relevant information on LGBTQIA+ inclusion.
Action 6	Consultation revealed lack of knowledge of policy and procedure amongst WEHI staff	<p>Review and update trans and gender diverse policy and guidelines:</p> <p>-Update policy and guidelines aligned to current best practice</p>	January 2024-June 2024	<p>Diversity and Inclusion Manager</p> <p>Internal Communications Manager</p>	<p>Chief People Officer</p> <p>Head of Communications and Marketing</p>	<p>Policy and guideline updated to reflect best practice</p> <p>Policy promoted via internal</p>

		-Communicate policy linked to online training on supporting gender affirmation in the workplace				communications channels.
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