SAGE CYGNET AWARD APPLICATION FORM

SAGE Cygnet Award Application

Name of Institution	The George Institute for Global Health
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INSTITUTIONAL CONTEXT:

Prepared separately.

ACRONYMS/TERMS

DIB	Diversity, Inclusion and Belonging
G-Wiz	The George Institute staff intranet
HR	Human Resources
SAT	Athena SWAN Self-Assessment Team
UNSW	University of New South Wales
WGEA	Australian Government Workplace Gender Equity Agency

THE GEORGE INSTITUTE FOR GLOBAL HEALTH: SAGE CYGNET #2

Barrier type	✓ Current Cygnet	Barrier
[Mandatory] Institution-wide barrier		Best practice workplace support for parents and carers
[Mandatory] Sub-group barrier		
[Please select] Institution-wide/Sub-group barrier	✓	Embedding our gender pay equity approach
[Please select] Institution-wide/Sub-group barrier		
[Please select] Institution-wide/Sub-group barrier		

KEY BARRIER

This Cygnet application updates and refocuses our Athena SWAN actions relating to **embedding gender pay equity** within institutional policies and practices at The George Institute. It discusses how we:

- Created a goal in our institute's five-year strategic document ("Roadmap to 2030") to reduce gender pay gaps by at least 20% during 2024, and a further 20% in 2025
- Conducted gender equity pay audits, updated our data collection capability and created organisational dashboards for regular review and evaluation
- Reviewed our remuneration structure across all career streams and levels
- Set in place a new career framework aligning skills and responsibilities with remuneration
- Reduced our organisational gender pay gap by 20%
- Used this consultative Cygnet process to create the attached *Gender Pay Equity Action Plan* aligned with WGEA good practice to transparently communicate our commitments*.

A separate Cygnet application will highlight our actions to **improve gender diversity in organisational leadership**, a key strategy for addressing overall organisational pay equity by building gender balance in seniority.

EVIDENCE OF BARRIER

At the time we applied for a Bronze award (2018):

- Around 70% of our Australia office staff were women.
- Our pay structure was linked to performance ratings. In 2017, average recommended salary increases were higher for women (2.8%) than for men (2.6%), reflecting higher performance ratings on average for women.
- Despite this evidence of higher performance among female staff, the median gender pay gap in our Australia office was 20.9%.

Data from the 2017 Voice Survey (N=141, 75% participation rate, not available by gender or job family) showed:

- Only 31% of staff understood the process by which their pay was determined, decreasing to 21% amongst early and mid-career researchers.
- Only 48% of staff agreed that personal characteristics (including gender) did not influence performance, pay, career or development decisions.

In this environment, our 2018 DIB staff survey (150 respondents: 100 female, 27 male, 33 unspecified) showed:

- Only 53% of women were satisfied or very satisfied with their career progression, compared to 78% of men.

Through staff consultation and HR process analysis, we identified the following sub-issues.

Sub-issue	Evidence
We did not have the data capability to regularly conduct pay equity audits	- Recording staff gender was conducted manually on an ad hoc basis, leading to reporting discrepancies. - Manual gender pay gap analyses were conducted annually and presented to the board remuneration committee, but not more broadly.
Our remuneration structure was not formalised or transparent	- There was no formal career framework linking capabilities and remuneration.

	• Recruitment and remuneration decisions were often linked to project funding rather than benchmarked to a capability framework. • The majority of staff did not understand how their pay was determined.
Our recruitment practices were contributing to discrepancies in starting salaries	• We did not advertise starting salaries in recruitment, leaving pay discussions to individual negotiation. • Our Recruitment and Selection policy did not address gender bias in recruitment. • The Athena SWAN Bronze Award application indicated that there was a gendered difference in starting salaries for some research roles.
Our salary structure linked reward to performance ratings, but overall remuneration was still lower for women	• Performance ratings were provided at the discretion of people managers and there was no standardisation process for these. • Our remuneration structure was not transparent. • Average performance ratings and discretionary bonuses were higher for women. • However, our median gender pay gap remained around 20% due to gendered seniority and like-for-like discrepancies.
We had not taken steps to address pay equity as an organisational priority	• We had not set strategic organisational goals to improve gender pay equity. • Organisation-wide gender pay gap analyses were presented annually to the institute's board remuneration committee, and performance ratings were analysed to ensure there was no gender bias, but these reports were not communicated to staff and not included in our Athena SWAN Bronze application.

ACTIVITIES AND OUTPUTS

Table A below shows our approach to meeting the substantive goals established within our Athena SWAN Bronze Award process and **Table B** shows enabling actions taken to achieve better data capture and measurement. While our Athena SWAN Bronze application set four key actions, our approach evolved and accelerated following our Bronze award in 2019, prompted in part by new requirements to report gender pay equity progress to WGEA from 2023, and by a new goal in our Roadmap to reduce gender pay gaps by at least 20% in 2024.
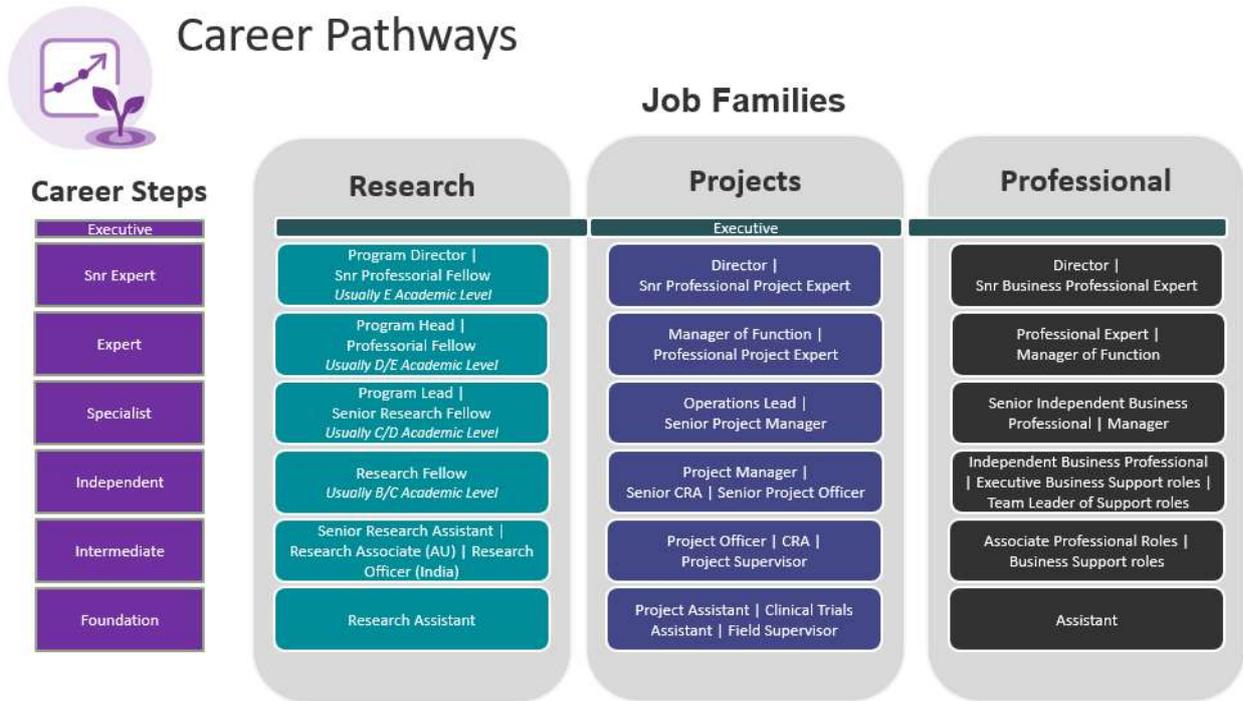
Table A: Goals for change	
Goals	**Actions**
Make remuneration fair and equitable across the organisation	• We conducted an initial remuneration restructure adjusting salary gaps in research positions, completed in 2018. • In 2022 we removed the link between salary and performance ratings. • In 2023 we conducted a second global remuneration review, benchmarking roles within job families to market indicators. • We reviewed individual salaries based on skills, knowledge and experience within the benchmarked band. • We adjusted salaries upward where they did not meet updated salary ranges or benchmarks, and did not change salaries that were over the benchmark.

	• We have committed to greater transparency while maintaining salary privacy by providing pay ranges where more than 5 individuals in a professional group are at the same career step.
Identify and reduce our gender pay gaps	• We set a goal in our Strategic Roadmap to reduce gender pay gaps by 20% in 2023-2024. • To meet this, we incorporated gender analysis into our 2024 remuneration review process, ensuring that roles are equally remunerated on a like-for-like basis for all genders.
Improve governance and oversight of pay equity	• We created dashboards to allow leadership teams and HR to see our pay equity data, reporting on a quarterly basis • In 2023 we internally communicated our WGEA-reported gender pay gap data to all staff.
Scaffold pay equity in hiring	• We reviewed our recruitment policy to include a statement that interview panels should be gender balanced. • We mandated that all job advertisements at career steps 1-4 include a standardised salary range, addressing salary transparency and potential gender bias in salary negotiations.
Standardise our global career structure and create structured career pathways for research, project and professional staff streams, creating paygrade benchmarks for each position.	• We implemented The George Global Career Pathways framework (Figure 1). Career Steps are aligned with indicative job titles across research, projects and professional job families, setting out seven key career steps from foundation to executive for each stream. • For each stream and step, we created detailed career profiles showing expertise, technical, strategic and leadership capabilities. • This formalised clearer links between academic career step appointments (for research staff), salaries and job titles, aligning with industry standards.

Table B: Enabling actions	
Enabler	**Actions**
Better understand how staff are experiencing workplace culture, diversity and inclusion	• We conducted the 2023 Total Rewards Preference Survey (53% response rate, 157 responses, results not available by gender). • We conducted the 2023 Global Workplace Culture Survey (47% response rate/177 responses; 67% women; 25% men; 3% prefer not to say; 5% no response). • We conducted the 2023 Australia DIB survey (44% response rate/165 responses; 71% Cis woman, 18% Cis man, 8% other/no response, 3% prefer not to say). • Opt-in demographic questions for these surveys were set in consultation with staff, to understand experience by cultural background, Indigenous identification, gender, experience of disability, caring responsibilities and LGBTIQA+ identification.
Systematically gather baseline staff gender data on key areas required for	• We created an Athena Swan data dashboard in PowerBI showing point in time workforce composition by gender, job family and seniority, for use in preparing Athena Swan applications.

Athena SWAN accreditation	

Figure 1: The George Global Career Pathways

Career Pathways

Job Families

Career Steps

Executive
Snr Expert
Expert
Specialist
Independent
Intermediate
Foundation

Research

Executive

Program Director | Snr Professorial Fellow *Usually E Academic Level*
Program Head | Professorial Fellow *Usually D/E Academic Level*
Program Lead | Senior Research Fellow *Usually C/D Academic Level*
Research Fellow *Usually B/C Academic Level*
Senior Research Assistant | Research Associate (AU) | Research Officer (India)
Research Assistant

Projects

Executive

Director | Snr Professional Project Expert
Manager of Function | Professional Project Expert
Operations Lead | Senior Project Manager
Project Manager | Senior CRA | Senior Project Officer
Project Officer | CRA | Project Supervisor
Project Assistant | Clinical Trials Assistant | Field Supervisor

Professional

Director | Snr Business Professional Expert
Professional Expert | Manager of Function
Senior Independent Business Professional | Manager
Independent Business Professional | Executive Business Support roles | Team Leader of Support roles
Associate Professional Roles | Business Support roles
Assistant

OUTCOMES

Table C: Evidence of success	
Target outcome	**Measures of success**
Reduce the median organisational gender pay gap	**Original measure: This was not an original Bronze action item.** **New measure: Achieve our organisational goal of 20% reduction in gender pay gap between 2023-2024.** In 2018, The George Institute Australia's median gender pay gap was 20.9%. In 2023, Chart C.1 below shows that our median gender pay gap reported publicly to WGEA was 14.9% - a 29% improvement. C.1 TGI Australia Median Gender Pay Gap 2018-2024 For 2024, the Executive Leadership Team set a goal in our organisational Roadmap to reduce this gender pay gap by 20%. Table C.2 below shows that this was achieved and exceeded, during a time of increase in the number of people working at TGI Australia. • Our median gender pay gap in March 2024, as reported to WGEA, was 11.7%, a decrease of 44% since 2018. • The median pay gap was more favourable to women within our research (-9%) and projects (-15%) job families. • The median gender pay gap was driven by (i) more women representation at early career steps and (ii) more men in leadership positions (64% in March 2024) and (iii) more highly paid males in professional roles (18% median gender pay gap in the professional job family). Professional staff roles and salaries are benchmarked externally dependent on industry (legal, finance, HR, etc). • The average gender pay gap remained higher than the median, but also decreased by 33% since 2018. This smaller proportionate difference is due to outlier salaries for men in senior roles and clusters of male workers in higher-paying professional services areas.

Table C.2: TGI Australia Gender Pay Gaps, 2018-2024			
Report Year	**Headcount**	**Average Pay Gap %**	**Median Pay Gap %**
2018	318	33.3%	20.9%
2019	290	30.0%	17.6%
2020	323	28.6%	20.0%
2022	251	25.9%	14.2%
2023	293	26.0%	14.7%
2024	350	22.4%	11.7%

We are not able currently to produce intersectional pay gap data beyond gender, which therefore remains unexplored.

Further action:
In our action plan (below), Action 1 sets an organisational goal to improve the median pay gap by 20% in 2025, and to create a revised goal in 2026. Action 2 involves broadening communication and consultation with staff to increase adherence to strategies and practices informed by pay equity principles, and Action 5 sets in place pay equity principles in the recruitment policy and seeks to address potential bias in recruitment.

Action 3 commits supports intersectional pay gap analysis to understand how cultural background intersects with pay gaps and review the relationship between pay equity and job tenure.

Identify and reduce pay gaps in like-for-like roles	**Original measure: Identify like-for-like salary gaps (achieved); set or limit pay in line with 20% from midpoint for all roles (achieved).** Our 2024 global remuneration review used external market pay benchmarking to review each salary. As a result, we adjusted individual salaries to ensure gender pay equity across like-for-like roles. This benchmarking and review process was the major contributor to substantially reducing our organisational pay gap. We were unable to conduct intersectional pay gap analysis beyond gender, which we address below. **Further action:** In our action plan (below), Action 1 sets organisational goals to improve pay gaps over time, and Action 6 creates improvements to the recruitment policy to centre pay equity as a principle for recruitment, the initial site of pay discrepancies in like-for-like roles.
Standardise our global career structure and create standardised salary benchmarks	**Original measure: Implement new career framework (Achieved) improved staff satisfaction with remuneration (not yet achieved).** In 2017 the Voice Survey showed:

	- Only 31% of staff understood the process by which their pay was determined, decreasing to 21% among early and mid-career researchers. - Only 48% of staff felt that personal characteristics (including gender) did not influence performance, pay, career or development decisions at the institute. Data gaps mean we are not able to produce further data on subgroups of employees from this survey. Our 2023 Reward Preferences Survey showed: - 32% of staff overall agreed "I understand how my pay is determined", showing no change over time. - Job family breakdowns show agreement higher among professional staff (55%). Only 13% of projects and 20% of research staff agreed with this statement. - 90% overall would value more transparency about our pay ranges, rising to 97% among research staff (84% professional staff, 91% projects staff). Addressing this last point, our recent remuneration review and the pay transparency measures outlined above were conducted after this reward preferences survey. **Further action:** In our action plan (below), Action 4 sets new baseline measures to measure staff remuneration awareness with a new pulse survey and collect and present staff satisfaction data with gendered and intersectional analysis, addressing these data gaps.
Improve governance and oversight of pay equity	**Original measure: report annually to the Board (achieved and expanded). New measure: report quarterly to Executive Leadership Team and the Board.** In addition to reporting annually to the Board, we have: - Set and exceeded an organisational goal to reduce the gender pay gap by 20% in 2024. - Created a new pay equity dashboard to report quarterly data to improve organisational oversight of remuneration data. We cannot currently analyse data disaggregated by attributes other than gender. **Further action:** In our action plan (below), Action 3 supports an intersectional pay gap analysis to understand how cultural background and length of service relate to gender pay equity – items identified by staff consultations. Action 5 is an enabling action to create a standardised set of demographic questions for all future surveys, allowing us to collect the relevant data needed to conduct intersectional analyses.
New measures to address equity in hiring practices	**Original measures: Implementation of gender-balanced interview panels (partly achieved), diversity job language on all job advertisements (achieved).** Our 2023 DIB survey showed:

	- 75% overall agreed that our recruitment process is fair, equitable and non-discriminatory (74% women, 78% men). - Perceptions of fairness in recruitment were lower among female projects staff (60%) and male research staff (70%) and higher among male professional staff (100%) and female research staff (80%). - Comments from people of First Nations, Pacific Islander, Other European, South American, Asian, African, and Middle Eastern cultural backgrounds were less positive than those of Australian, New Zealand, Anglo-European and North American backgrounds and suggested an impression of recruitment bias. **Further action:** In our action plan (below), Action 6 reviews the recruitment policy and hiring practices to align pay on appointment in accordance with gender pay equity principles. Interview panellists will undertake unconscious bias and cultural competency training. Action 2 provides support for us to engage staff to ensure uptake and support for the strategies we have put in place.

HOW DID WE EVALUATE?

CONSULTATIONS

Three focus groups and two interviews conducted in November 2024 to understand the impact of our pay equity actions. Participants were research (N=9), projects (N=7) and professional (N=6) staff. Gender split was 75% women, 25% men.

REMUNERATION REVIEW

Our 2023 Reward Preferences Survey asked questions about staff understanding and experience of reward and benefits at TGI.

PULSE SURVEYS

The Culture Survey (May 2023) and the Diversity, Inclusion and Belonging Survey (August 2023) used opt-in demographic data to understand intersectional experience.

Improving Gender Pay Gaps

- Staff were generally unaware that the institute had set a strategic 2024 goal to improve the overall gender pay gap by 20% in 2024, but believed it was important to have KPIs in this area.
- Staff were aware that a process was being undertaken to improve gender pay equity but not clear on the strategy or outcomes.
- Staff raised that gender pay equity was also about tenure and promotions – they were keen to understand if there were differences in progression rates between genders.

OUR PEOPLE SAID:

- "I didn't realise there was a KPI". *[Woman, Projects]*
- "I don't exactly know what the strategy is to reduce the gap." *[Man, Research]*
- "It probably indicates that somebody needs to provide an update on our goals and our progress... a traffic light system to indicate whether it's completed or not started or in progress. So I think that would be helpful." *[Woman, Research]*
- "Love to know more" *[Woman, Professional]*

ACTIONS:

- ✓ **Set a new organisational goal for 2025 to reduce the median gender pay gap by 20%. (Action 1)**
- ✓ **Targeted internal communications about our organisational pay equity goals, and consultations with staff committees on how to best enact our Action Plan (Action 2)**
- ✓ **Expand our data capacity to better understand staff attitudes with intersectional analysis. (Action 3, Action 4, Action 5)**

Improving equity in recruitment

- Staff were keen to understand progress on pay equity and connect it to ongoing recruitment strategies.
- Staff wanted to better understand the processes HR undertakes to ensure diversity in the applicant screening process, and in the long- and short-listed candidate pool.
- There was mixed understanding of the existing recruitment policy and staff were not clear how gender balanced recruitment panels were being operationalised (with evidence of variation in operationalisation across different areas).
- Recruitment guidelines supporting Aboriginal and Torres Strait Islander recruitment were seen as good practice that could be relevant to other areas and support program work involving diverse and vulnerable populations.

OUR PEOPLE SAID:

- "How do they make the KPI actionable, without actively recruiting certain genders to fill certain gaps?" *[Woman, Projects]*
- "Where there is a gender balance in your candidate pool, you really should be looking at gender balance in your panel as well" *[Woman, Professional]*
- "If we know it and we know the strategies, then when we are doing recruiting and salary discussions, we can have that in our mind when … making decisions as well." *[Woman, Projects]*
- "Who got screened out and why?... I appreciate that's a massive job for HR, but I think maybe if there is that diversity focus, maybe there needs to be a bit of transparency around who's being screened out" *[Woman, Research]*
- "I was on a panel recently and it definitely wasn't a 50/50 gender split, and it actually wasn't even mentioned, I pushed to get a male on the panel." *[Woman, Research]*
- "We talk a lot about gender diversity and the inclusion in that way… we need to be talking about diversity in other forms as well. People who come from other backgrounds in terms of languages that they speak or countries that they're born in, you know, the life experience that they bring as well to the job is important, which you don't sometimes take into account." *[Woman, Projects]*

ACTIONS:

- ✓ **Mandate cultural competency and unconscious bias training for all panel members, and set in place a "checkbox" process to remind and measure gender balance on panels (Action 6)**
- ✓ **Review HR approaches to ensuring diversity in long- and short-listing, with focus on the role of position descriptions in creating space for diverse experiences. (Action 6)**
- ✓ **Put in place strategies to ensure that pay on appointment is set in accordance with pay equity principles. (Action 6)**

Aligning career steps and remuneration

- Projects staff were positive about the careers framework. They had used it both as team members and people managers, and in recruitment, to understand how to foster, develop and recruit for particular capabilities.
- Research staff considered the career framework as too rigid for academic careers where a range of skills and experience were valuable for career success. Staff expressed that the career framework did not capture differences between fields and provide ways to weight impact appropriately.
- Staff indicated that a lack of understanding about pay and promotion decisions, as well as a lack of understanding about our strategy to achieve gender pay equity, was leading to lower trust in the organisational approach.

OUR PEOPLE SAID:

- "I think there's … a feeling from many people that the data isn't always being presented in a way that makes us truly understand if there is gender parity in roles where people have the same KPIs." *[Woman, Research]*
- "How it's still assessed in those pay reviews is… so subjective as well still. And it's all down to the line manager who makes the decision on behalf of HR" *[Woman, Projects]*
- "There are people are using it in different ways: some as a guide, but some as an absolute - you cannot move unless you've achieved all of these things. So I think perhaps the wording does need to be updated and amended, but maybe it's more around …how are we using it - could we use it more effectively in a different way?" *[Woman, Research]*
- "One of the issues that I've found with the career framework is for people who don't neatly fit boxes. They haven't followed a traditional academic career path and have purposefully sought out a kind of broader mix of skills … it's taken a lot of self-advocacy or support from other from others who value diverse skill sets to be able to progress and I think the rigidity of it is quite constricting." *[Woman, Research]*

ACTIONS:

- ✓ **Review the careers framework to ensure it is able to benchmark and reward diverse career experiences. (Action 7)**
- ✓ **Re-focus internal communication of pay gaps on the way that like-for-like gender pay gaps are being addressed. (Action 2)**
- ✓ **Examine how our pay equity dashboard can reflect length of time in a position. (Action 3)**
- ✓ **Survey staff to understand the impact of actions we have taken (Action 4)**

FURTHER ACTION: Our 2025-2026 Gender Pay Equity Action Plan

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	We must continue to set and communicate organisational goals toward gender pay equity.	New goal to reduce the median gender pay gap by a further 20% in 2025, set into our Strategic Plan. This goal will be reviewed for 2026.	This goal is included in our 2025 planning.	Chief People Officer	Global CEO	Our next WGEA report shows a 20% improvement in the median gender pay gap.
Action 2	Staff reported that they were not aware of the 2023-2024 goal to reduce the gender pay gap. They also reported that confusion between the like-for-like pay gap, and the overall median pay gap, was leading to distrust.	Deliver internal communications on: • Our 2025 strategic goal to reduce the median pay gap by 20% • Information about our overall gender pay gap, job-family specific gender pay gaps, and pay equity in like-for-like roles. Develop plan to engage staff in strategies to address gender pay gaps, including recruitment strategies at Action 6, to boost awareness of organisational goals and strategies	Communications annually, at the time the WGEA data is made public. Engage with staff committees to improve staff awareness of strategies, commencing at meetings in Q2 2025. Organisational pay equity goal is set for the 2026 calendar year as part of BAU planning.	Head of HR, Australia	Chief People Officer	For our next DIB survey, our targets are: • More than 90% of staff indicate awareness of TGI's strategy to address the gender pay gap. • We collect information to allow intersectional analysis (see Action 5).

Action 3 **ENABLING ACTION**	We have gaps in our capacity to analyse data disaggregated by intersectional attributes. We need to better understand intersectional pay equity.	Expand the gender pay dashboard to understand • Pay equity by gender and cultural background • Length of tenure by gender Scope what other staff data we have access to, to create intersectional pay equity data.	Project timeline is scoped by the end of 2025, for inclusion in 2026 projects.	Global Lead, Reward and People Analytics	Chief People Officer	The pay equity dashboard is expanded with new capabilities and operational to support goal setting for 2026-2027.
Action 4 **ENABLING ACTION**	We need to better understand the impact of the actions we took in 2024 to make remuneration fairer, and ensure we have the capacity to undertake gender and intersectional analysis of relevant staff satisfaction indicators.	Measure staff understanding of remuneration with a pulse survey to update the 2023 survey figures. Include demographic questions to allow gender and intersectional analysis of staff satisfaction (See Action 5).	Pulse Survey to be conducted in Q1/2026.	Global Head of Organisational Development and Reward	Chief People Officer	Baseline measurements are set to understand differences in how staff answer pulse survey questions by: • Gender • Aboriginal and Torres Strait Islander identification • Cultural background • Other relevant demographic and intersectional factors (see Action 5). We are able to measure and show that: • A greater proportion of staff understand how their pay is determined, compared with the previous pulse survey, and understand gendered and intersectional differences. We are able to set a baseline of gendered and intersectional data to understand how staff perceive fairness and equity in remuneration, supporting evaluation of remuneration strategy.
Action 5 **ENABLING ACTION**	We need to build our data capacity by ensuring that our surveys allow us to undertake intersectional analysis as a standard.	Create a template of demographic questions, using best practice indicators, to be included in all future staff surveys.	Project is undertaken in Q2 2025 with support from the DIB specialist.	Human Resource Business Partner with support from AU DIB Specialist	Chief People Officer	Template is created and implemented by June 2025 and used for all future staff surveys.

| Action 6 | Staff feedback shows that equitable hiring practices should be expanded. | Review the recruitment policy to:
• Include statement that recruitment is conducted in accordance with gender pay equity principles
• Require staff on panels to undertake unconscious bias and cultural competency training
• Include a "checkbox" process for panel leads to indicate their panel is gender-balance compliant, and measure how this is being implemented.

Circulate and consult this update as part of Action 2 (above).

Review our hiring processes to ensure:
• Position descriptions and capabilities are clear, supporting HR long listing and short-listing processes
• Pay offers support and align with organisational pay equity principles. | Recruitment policy is reviewed in Q3-4 2025.

Hiring process review is scoped in Q4 2025 for action in 2026, alongside careers framework review (Action 7). | Global HR team with support from AU DIB Specialist | Chief People Officer | 100% compliance with requirements to undertake unconscious bias and cultural competency training.

We are able to set a baseline measure for gender-balanced panel compliance, to understand how this requirement is being implemented and where it requires additional support or adjustment.

Recruitment policy is updated for 2026.

Review of hiring processes is conducted in 2026.

For our next DIB survey, our targets are:
• More than 90% of staff believe the recruitment process is fair, equitable and non-discriminatory
• We are able to set baseline measures to allow intersectional analysis and collect this data (see Action 5). |
| Action 7 | Staff raised that the careers framework may create barriers for recognition of non-standard careers and experience, both in seeking academic promotions and in benchmarking where roles sit across two or more job families. | Review the careers framework for the research job family to address this issue.

Finalise 'career progression framework' for the projects job family in Australia. | Review is scoped by Q4 2025, for inclusion in 2026 project planning.

'Career progression framework' due to be finalised by Q2/25. | Global Head, Organisational Development and Reward | Chief People Officer and Research and Impact Committee | Review of careers framework for research staff is conducted in 2025

'Career progression framework' for projects job family is finalised in 2025. |