

Our commitment to a positive workplace culture



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Our vision is for all of our people to feel valued, supported, respected and included. When people feel safe and respected at work, and when they enjoy equality of opportunity, they can thrive.

We are committed to taking proactive measures to eliminate inappropriate, disrespectful and/or unlawful behaviour at Centenary.

This includes sex discrimination, sexual harassment, sex-based harassment, bullying, harassment, discrimination, vilification and victimisation at work (Relevant Unlawful Conduct).

The plan details our commitment to a positive workplace culture and reflects the actions taken to date and those we are working towards. It is designed to help support best practice compliance with the Sex Discrimination Act 1984 (Cth) and address potential psychosocial hazards that may arise or be present in Centenary's workplace. Building a positive workplace culture impacts on engagement, productivity, collaboration and the ability to attract and retain talent.

In developing this plan, we have been guided by the following principles:

- undertaking consultation with our workforce, so that our plan is informed by the experiences and views of our people;
- advancing gender and diversity balance, where people of all genders and diversity have equal rights, rewards, opportunities and resources;
- acknowledging intersectionality, recognising that the risks and impacts of Relevant Unlawful Conduct are shaped and compounded by systemic issues and factors that include race, religion, gender, sexual orientation and disability; and
- ensuring our approaches are person-centred and trauma informed, so that our systems, policies and practices support the safety and dignity of our people and avoid causing further harm.

Centenary's leadership, culture, risk management, knowledge, support, reporting and transparency, monitoring, and evaluation initiatives are the core elements of the plan in line with the 'standards' set out in guidance issued by the Australian Human Rights Commission. Regular improvements future trainings and programs will be extended Centenary wide as and when appropriate.

¹ Please note this Culture Improvement Plan is not intended to comprehensively address Centenary's management of work, health and safety matters. Please refer to our [Work, Health and Safety Plan] for specific information as to Centenary's work, health and safety framework.

On behalf of the Board of Governors we want to acknowledge the extensive work that has been undertaken to produce our inaugural workplace culture improvement plan.

For nearly 40 years, the Centenary Institute has been making ground-breaking discoveries that save lives. We have a great legacy and have delivered outstanding achievements to improve our health over many decades.

Our people are passionate about solving the greatest health problems facing our community and the workplace environment we provide is critical to allow us to be our very best. It goes without saying that our workplace should be somewhere where our people feel safe, valued and respected.

This plan outlines the Board and management's strategy for improving the Institute's workplace culture by embracing greater diversity, inclusion, gender and equity. Our people can't continue to make breakthroughs unless we are constantly reviewing these areas and ensuring our work and teams reflect the diversity in our society.

Our great work is ongoing, led by our talented researchers and professional services teams who dedicate their lives to solving the greatest health problems facing our community. The Centenary Institute is a place where our best and brightest can thrive and we are committed to ensuring we have the best environment for that to happen. The Board looks forward to continuing to work with our people to implement this plan.



Joseph Carrozzi AM
Chair

We are dedicated to actively improving and embracing greater diversity, inclusion, gender and equity across the Institute.

Our scientists are key to important discoveries made here in Australia that will improve the long-term health of all Australians. Our researchers are some of the very best in their fields who are dedicated to discovering cures and treatments for humanities diseases. Our role as leaders is to provide a work environment that enables our people to thrive in their work endeavours and deliver top class results.

In developing this plan we have heard from our people about their experiences and perspectives working in our Institute. This provided valuable feedback which formed the heart of our planning, helping us to strengthen our commitment to a working environment that is inclusive, respectful and free of bullying and all forms of harassment.

We would like to particularly thank the Board of Governors, our senior leaders and the entire Centenary team for their support during the development of this plan. We will continue to work in partnership as our plan becomes reality. This move to a more integrated, inclusive and collaborative structure workplace will increase our capacity for research discovery, enabling an even greater impact on improving human health.



Professor Marc Pellegrini
Executive Director



Professor Devanshi Seth
Chair of Inclusion,
Gender Equity Program

Leadership

Our Senior Leadership Team (SLT) and Board play a critical role in overseeing our commitment to eliminating Relevant Unlawful Conduct in the workplace. This means our leaders understand Centenary's obligations and are committed to having up-to-date knowledge about Relevant Unlawful Conduct and the risk of related psychosocial hazards in the workplace.

Our senior leaders are responsible for ensuring that appropriate measures to minimise any psychosocial hazards and for preventing and responding to Relevant Unlawful Conduct are developed, documented, implemented and effectively communicated.

Overall, our leaders will seek to be visible in their commitment to cultivating safe, respectful, and inclusive workplaces that value diversity and gender balance.

Action	When	Who
Centenary will communicate its strategic direction and annual plan to the workforce	Q2 2025	Executive Director
Up to date training is provided for the Board and SLT	Q2 2025	Head, People & Culture
Centenary's leaders are given responsibility for overseeing our commitment to eliminating Relevant Unlawful Conduct and psychosocial hazards	Q1 2025	Executive Director Head, People & Culture
Centenary's leaders are visible in their commitment to safe, inclusive, and respectful workplaces – internally, publicly and to third parties.	Q2 2025	Head, People & Culture Executive Director Chief Operating Officer
Leaders at all levels will lead with accountability to support a culture of trust and high performance	Q2 2026	Senior Leaders
Positive workplace culture is factored into expectations of individuals at all levels including senior leadership	Q4 2025	Head, People & Culture All leaders
Gender and diversity balance in Centenary leadership	Q4 2025	Inclusion and Gender Equity Program (IGEP) Executive Director

Culture

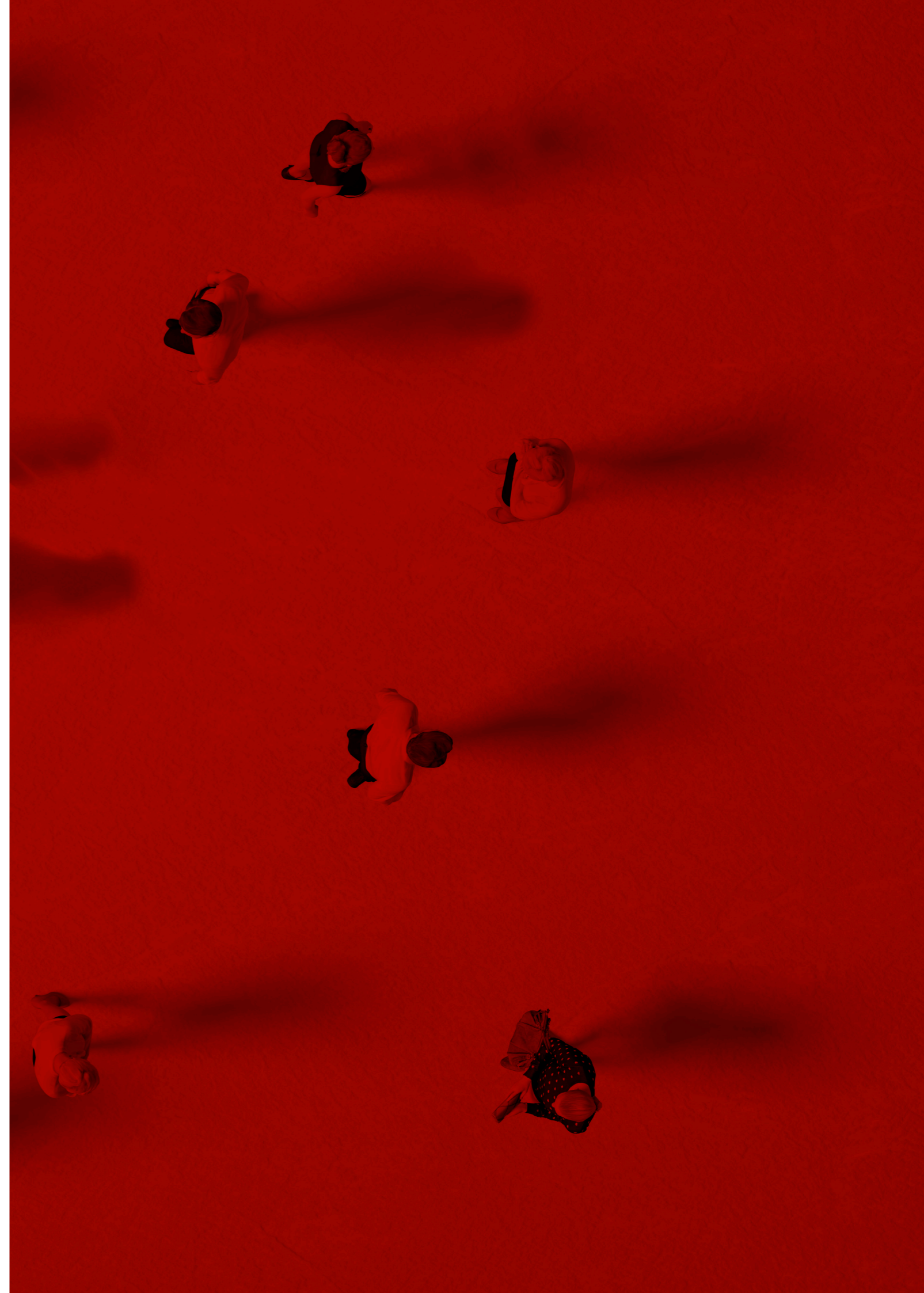
Workplace culture is one of the most crucial factors that can impact on the risk of Relevant Unlawful Conduct occurring. Workplace culture signals the norms and values lived in an organisation, what is tolerated and not tolerated. Fostering a culture that is safe, respectful, and inclusive is critical to building trust and confidence that people's experiences will be heard and appropriate actions taken as required.

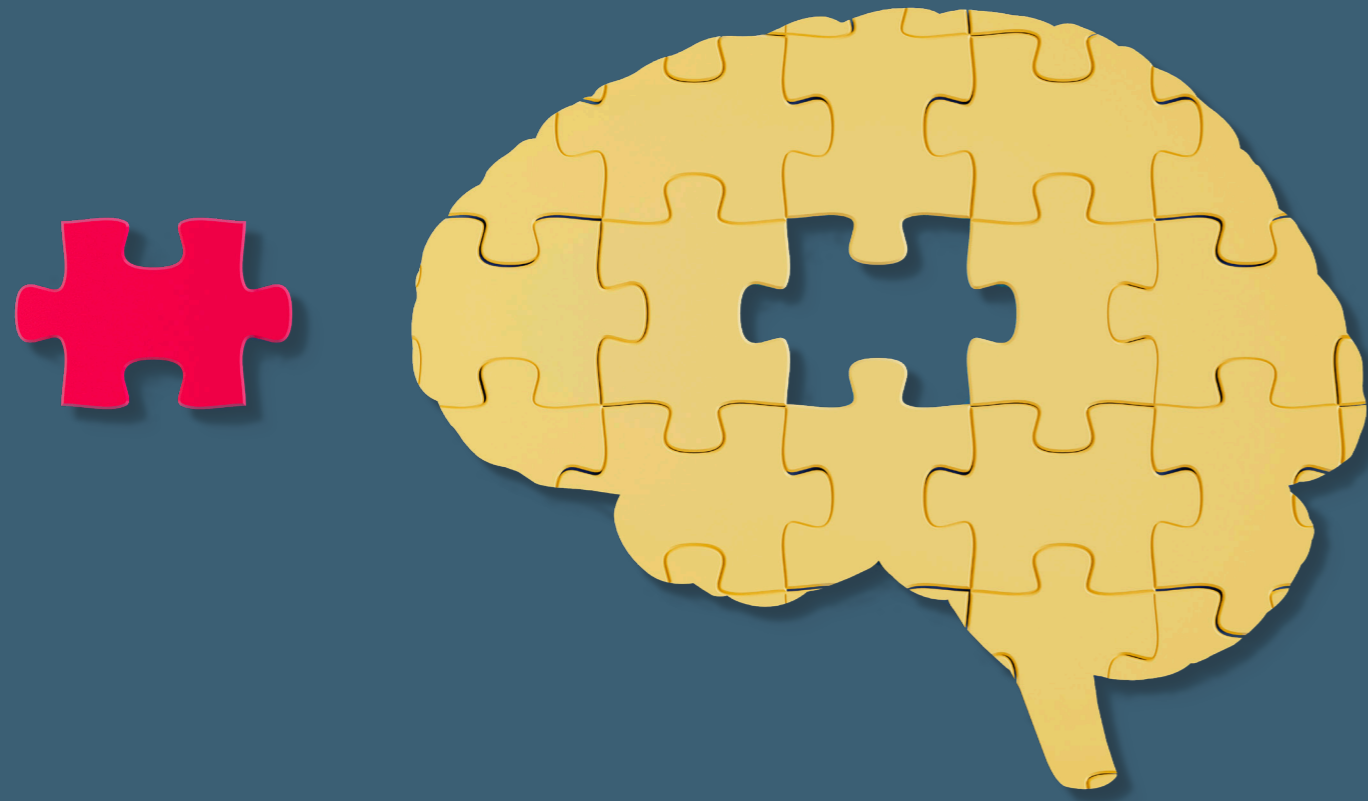
Encouraging a 'speak up' culture empowers our people to report Relevant Unlawful Conduct which in turn supports our ambition to minimise harm and hold people accountable for their actions, no matter how senior they are.

Our mission is to build trust and confidence in the systems that we have in place and for people who work at Centenary to feel proud to be part of Centenary.

Action	When	Who
Gender balance and diversity targets are in place, and performance is assessed against those targets	Q1 2025	IGEP Executive Director
Actively reviewing the workforce to identify and eliminate sex discrimination	Q4 2025	Executive Director
We will consult with our people on key matters	Q2 2025	Head, People & Culture Risk & Compliance Manager IGEP, WHS Committee Centre and Lab Heads
Effective use of employee surveys and other methods of seeking input from workforce	Q4 2025	Head, People & Culture
Encouraging and rewarding positive behaviour	Q4 2024	Head, People & Culture Recruiting Head Faculty Recruitment & Appointment Committee (FRAC)
We will take ongoing steps to foster a 'speak up' culture	Q4 2025	Leaders and Managers Risk & Compliance Manager Head, People & Culture
Appropriate and consistent consequence and disciplinary outcomes for Relevant Unlawful Conduct and other workplace issues	Q1 2025	Head, People & Culture Executive Director

Action	When	Who
We will acknowledge, reward and recognise those who demonstrate and engage in good practice and positively contribute to Centenary	Q1 2026	Head, People & Culture Executive Director Senior Leaders
We will communicate and embed our values	Q1 2026	Senior Managers Head, People & Culture
Ensure there is a robust Health and Wellbeing Program in place	Q3 2025	Head of Communications & Marketing Head, People & Culture Social Committee Associations
Flexible working arrangements	Q1 2026	Managers Head, People & Culture
Career, Performance and Professional Development Framework	Q3 2025	Head, People & Culture Managers FRAC
We will communicate remuneration across our organisation	Q3 2025	Head, People & Culture
We support good change management processes	Q1 2025	Head, People & Culture Executive Director



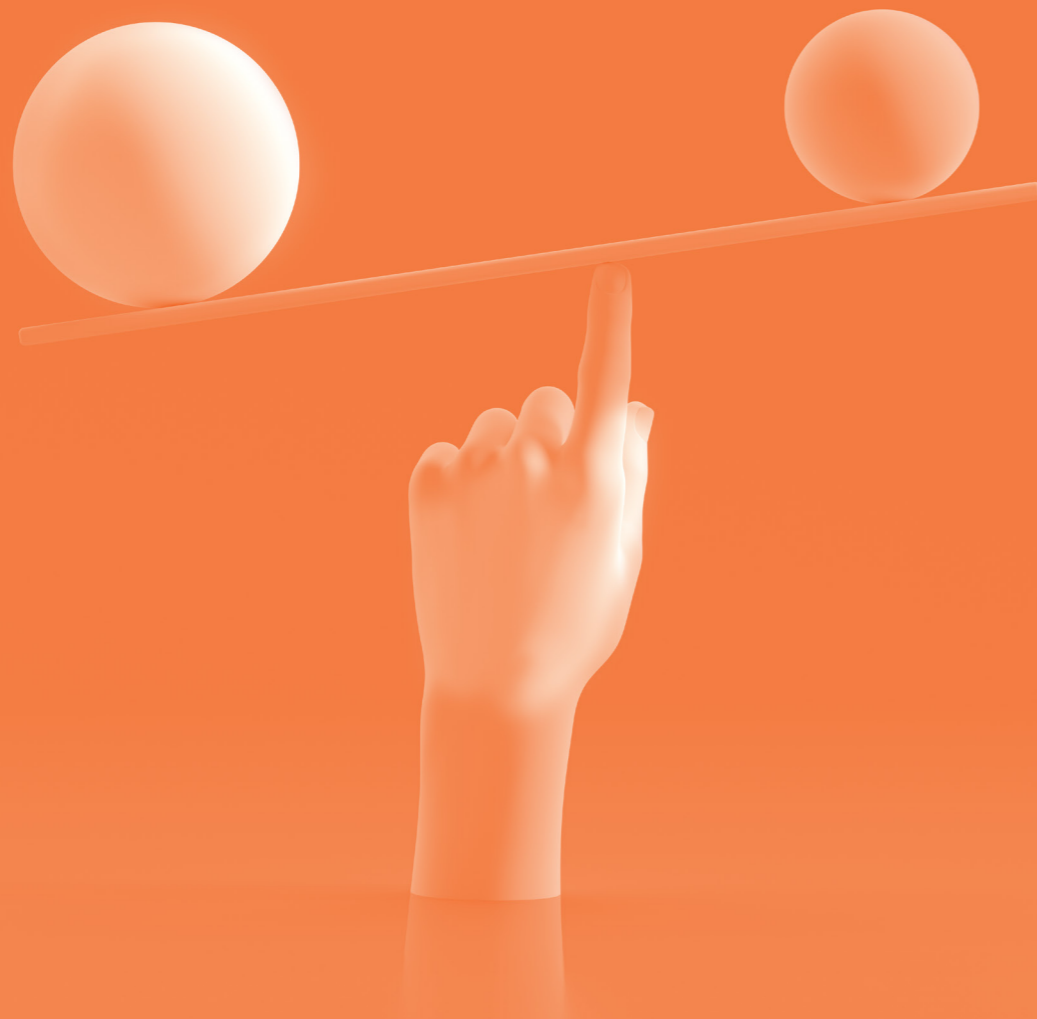


Knowledge

Effective education is essential to our commitment to eliminating disrespectful behaviour, including Relevant Unlawful Conduct, in our workplaces. We are committed to building knowledge about respectful behaviour, the nature of Relevant Unlawful Conduct, what causes it, the extent to which it occurs, and the harm that it creates.

Education is also vital to supporting workers to identify and appropriately respond to Relevant Unlawful Conduct if it occurs. For these reasons, our education is and will continue to be ongoing, and aim to embed equality, respect, safety, and inclusion as core attributes of our workplaces.

Action	When	Who
Ensure training is tailored to the workforce and to those in managerial roles, and that specialist training is provided for roles responsible for receiving and handling reports	Q3 2025	Senior Leaders
Information regarding the plan is communicated to the workforce	Q4 2024	Head of Communications & Marketing



Risk management

At Centenary we recognise that Relevant Unlawful Conduct represents a risk to an inclusive workplace culture, and to the health and safety of our people. This is why we aim to take a risk-based approach to prevention and response.

Relevant Unlawful Conduct can pose significant risks to the psychological and physical health and safety of our people. We're therefore committed to ensuring a greater focus on identifying and assessing risk, and learning from experience, to mitigate the risks associated with Relevant Unlawful Conduct.

A risk-based approach also informs how we will develop, implement and assess the effectiveness of the control measures we put in place to minimise Relevant Unlawful Conduct.

ACTION	When	Who
Our senior leaders are involved in risk management – leaders are provided with information regarding risks, actions taken, responses, outcomes of reports, consequences, trends, patterns and lessons learned	Q4 2024	Chief Operating Officer Risk and Compliance Manager Head, People & Culture
We will review relevant WH&S guidance and sexual harassment is documented and dealt with as a WH&S risk	Q1 2025	Chief Operating Officer Head, People & Culture Risk and Compliance Manager
Control measures to prevent sexual harassment and related unlawful conduct are in place	Q1 2026	Head, People & Culture Chief Operating Officer
Consultation with workers on risk management	Q3 2025	Risk and Compliance Manager Head, People & Culture
We will establish processes to enable effective consultation between Centenary and its affiliated organisations	Q2 2025	Chief Operating Officer Head, People & Culture



Support

Support is essential to reduce the short-term and long-term harm of Relevant Unlawful Conduct. It also empowers our people to make decisions about their options if they experience or see disrespectful behaviour in the workplace.

We are committed to ensuring that appropriate support is available to our people (including our senior leaders) who experience or witness Relevant Unlawful Conduct. We recognise the importance of our people and want to ensure the support available at Centenary is accessible and beneficial, regardless of whether they report the conduct. We understand that providing appropriate support before, during and after an incident of Relevant Unlawful Conduct assists in fostering a safe, respectful, and inclusive workplace culture.

Our approach aspires to be 'person-centred'. This means we aim to place our people at the centre of our response to Relevant Unlawful Conduct and other inappropriate behaviour and will seek to ensure that we listen to, empower and support those who may be affected by it.

Action	When	Who
Internal and external support options are available, including an employee assistance program	Q4 2024	Head, People & Culture
	Q3 2024	Head, People & Culture
The safety and welfare of the worker is considered first when addressing complaints of Relevant Unlawful Conduct	Q4 2024	Head, People & Culture
	Q3 2025	Head, People & Culture
A range of practical strategies are provided to support workers raising concerns	Q1 2026	Head, People & Culture Leaders
A nominated contact person is provided to a person who has made the complaint or been subject to conduct under investigation	Q1 2026	Head, People & Culture

Reporting and response

Ensuring there are effective processes for reporting and responding to Relevant Unlawful Conduct is essential to our Respect@Work Action Plan. Our objective is to ensure that appropriate options for reporting and responding to unlawful conduct are regularly communicated to our people.

We are committed to providing consistent and timely responses to reports of Relevant Unlawful Conduct. We aim to ensure our framework builds trust in the reporting process which, in turn, can help to prevent Relevant Unlawful Conduct from happening in the first place.

Action	When	Who
Multiple reporting options are available (including informal reporting) and how concerns may be raised is communicated	Q2 2025	Head of Communications & Marketing Head, People & Culture
There is worker choice and agency in reporting options	Q2 2025	Head, People & Culture
We identify and act on opportunities for improvement	Q1 2025	Head, People & Culture Chief Operating Officer
Response to reports is timely and minimises worker harm, is trauma-informed and person-centric	Q4 2025	Head, People & Culture People & Culture Advisor
Consistent and proportionate consequences are applied	Q1 2025	Head, People & Culture
Data is retained regarding reports and outcomes	Q1 2026	Head, People & Culture

Monitoring, evaluation and transparency

Understanding the nature and extent of disrespectful conduct in our workplace is a critical step to eliminating it. As part of this, we are working towards collecting better and more meaningful data to understand the nature and extent of all forms of Relevant Unlawful Conduct. In doing so, we will aim to carefully balance transparency with considerations of employee privacy and wellbeing.

We will seek to use the data to regularly assess and improve, as well as to develop further measures for preventing and responding to Relevant Unlawful Conduct. We aim to increase the level of transparency with our leaders and our people about the nature and extent of reported behaviours that could constitute Relevant Unlawful Conduct at Centenary, and actions we take to address it.

Action	When	Who
Record keeping of complaints or matters of concern is improved	Q4 2024	Head, People & Culture
All parties are aware of how complaints or matters of concern are documented	Q1 2025	Head, People & Culture
Data is used to review the effectiveness of our control measures	Q1 2025	Head, People & Culture
Data is shared with leaders and workers, as appropriate	Q1 2026	Head, People & Culture Executive Director

Any questions?

email hr@centenary.org.au

