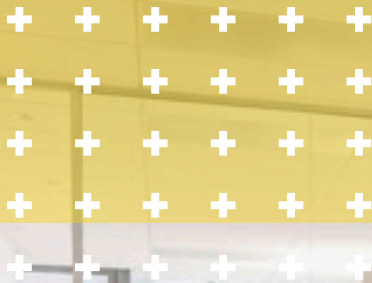
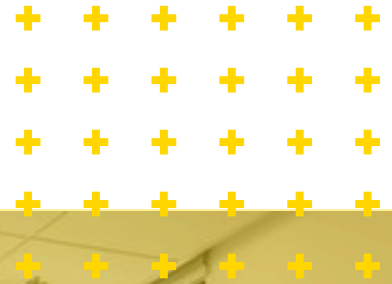


EQUITY, DIVERSITY AND INCLUSION STRATEGY AND ACTION PLAN

ARC CENTRE OF EXCELLENCE FOR SOCIETY AUTOMATED DECISION-MAKING AND SOCIETY





ADM+S Equity, Diversity, and Inclusion Strategy

INTRODUCTION

Equity, diversity, and inclusion are integral to the ADM+S Centre's mission: to create knowledge and strategies for **responsible, ethical, and inclusive** automated decision-making (ADM). The Centre recognises that racism, sexism, homophobia, transphobia, and ableism are principal obstacles to equity, diversity and inclusion, and remain primary causes of injustice and inequality. We believe that responsible, ethical, and inclusive ADM can deliver broad social benefits, including reducing inequalities for disadvantaged and vulnerable groups. This strong conviction guides our work as a Centre community and informs our equity, diversity, and inclusion (EDI) strategy.

The Centre's Equity & Diversity Committee was established in 2021 to advise the Centre's Executive Committee on equity and diversity matters. One of the first tasks of the Equity and Diversity Committee was to develop and implement an EDI strategy for the Centre through a consultative process involving all our members.

In late 2021, the Committee conducted the Centre's first EDI survey and the survey feedback was used to prioritise the Committee's action items for the year, including the development of an Accessible Events, Meetings and Presentations policy. On 9 August 2022, an EDI strategic planning workshop was held to identify key strategic objectives along with supporting policies and actions, and the strategy was then drafted and then workshopped with all attendees at the Centre's Strategic Planning Retreat in September 2022.

Throughout the development process, the EDI Committee has discussed:

- + The Centre's values and the culture that we wish to build, and strategies to meet our values and culture goals;
- + The behaviours that we want to encourage and model in the Centre, and strategies to encourage such behaviours;
- + Structural challenges that we need to acknowledge and strategies to help our Centre confront these challenges;
- + Actions that the Centre should take to promote inclusivity in the Centre;
- + The composition and size of the EDI Committee required to help the Centre Directors and Executive Committee meet our value and culture goals.



The strategy incorporates the feedback from the first survey, additional feedback from major event surveys including the 2022 Automated Societies symposium (held in July 2022), the original ARC Proposal and KPIs, the ARC Gender Equity Policy and Statement on flexibility, capacity and participation in the research workforce, the Centre's Strategic Plan, and best practice among other ARC CoEs and our host institutions. The plan is intended not to be static but to be reviewed continually. In November 2022, a second Centre-wide EDI survey was conducted, and the results will be used to inform the ongoing review of the strategy in 2023.

OUR EDI MISSION

Our EDI mission is to create an equitable, diverse, and inclusive research community . This means fostering a culture that is:

- + consistent with the expectations of an ARC Centre of Excellence;
- + reflective of our research and training mission to support the creation of responsible, ethical, and inclusive ADM; and
- + aligned with world-leading best practice through our leadership, policies, behaviours and culture.

OUR EDI VISION

Our vision is *for ADM+S to be a leader in advancing equity, diversity, and inclusion for our members, partners, and stakeholders*. By recognising that our strength, distinctiveness, and potential lie in our people, and fostering an exemplary culture of diversity and inclusion, we will be at the forefront of addressing systemic inequalities that exist in academia (both in the workplace and in research practice) and ensure the Centre is a progressive organisation where all members, regardless of background, can do their best work in a professional and compassionate environment.



OUR EDI OBJECTIVES

1. To embrace and increase diversity in our Centre community and among our partners and networks.
2. To foster an inclusive and participatory environment where everyone is safe, welcome, valued, heard, and respected.
3. To establish an equitable culture where every person in the Centre has the opportunity and support to reach their full potential, and to acknowledge and address structural drivers of inequality, including but not limited to, racism, sexism, ableism, and colonialism.
4. To improve and sustain research, employment, and study outcomes for Aboriginal and Torres Strait Islander people.

We will achieve our EDI objectives by identifying key priorities, actions, and timeframes to organise our efforts and measure our achievements.

Our Action Plan begins with the high-level, major initiatives that we will progress to support our overall EDI mission, including our EDI committee, EDI surveys and EDI training. This is then followed by priorities and actions to support our four specific EDI objectives of equity, diversity, inclusion, and positive outcomes for Aboriginal and Torres Strait Islander people.



Action Plan

MAJOR INITIATIVES

PRIORITIES	ACTIONS	TIMEFRAME	LEAD RESPONSIBILITY	MEASUREMENT
Establish an ADM+S Equity and Diversity Committee to set the Centre's diversity and inclusion agenda and provide advice to the Executive Committee and inform the Centre's International Advisory Board on equity and diversity matters	Committee to be established with TORs and composition representative of the diversity within the Centre, including age, membership type and duration, gender, sexual orientation, ethnicity, religion, disability	By April 2021	Executive Committee	Committee established and meeting monthly (2021) Committee reporting to the Executive quarterly and IAB annually (ongoing)
	Committee's membership to be renewed throughout the life of the Centre to provide leadership opportunities for members and ensure diverse perspectives inform the shaping of our objectives	Ongoing	Equity & Diversity Committee	Committee membership rotates over time and includes members from all nodes, levels and backgrounds
	TOR to be reviewed regularly to ensure our EDI objectives reflect best practice	Ongoing	Equity & Diversity Committee	Annual TOR reviews documented in minutes
Develop and progress an ADM+S Equity, Diversity and Inclusion Strategy and Action Plan	EDI Strategy & Action Plan incorporating EDI survey feedback to be developed	By 2023	Equity & Diversity Committee	Strategy & Action Plan developed
	Publish Strategy & Action Plan on the ADM+S website and promote to key networks to ensure our goals are communicated to all stakeholders	Early 2023	Equity & Diversity Committee Communications & Engagement team	Strong awareness of the work of the Committee across all levels of the Centre evident from survey responses & training uptake
	Regular review and update of Action Plan priorities to address evolving needs	Ongoing	Equity & Diversity Committee	Annual review and updates
	Ongoing review of status of Actions at EDI meetings	Ongoing	Equity & Diversity Committee	Quarterly review of Actions



<p>Monitor Centre views and experiences</p>	<p>Annual EDI surveys of Centre members</p> <p>Other feedback mechanisms including post-event surveys</p> <p>Establish and promote feedback, complaints and reporting mechanisms</p>	<p>Survey 1 – late 2021</p> <p>Survey 2 – late 2022</p> <p>Ongoing</p>	<p>Equity & Diversity Committee</p> <p>Events staff</p> <p>Executive Committee</p>	<p>Progressively improve response rate for surveys.</p> <p>Increase awareness of mechanisms in newsletters, websites, and leadership</p>
<p>Improve understanding and capability through a comprehensive ADM+S EDI Training Program</p>	<p>Offer regular training activities complementing institutional compliance training to all ADM+S members at least twice annually (such as training courses/activities on gender equality and diversity, accessibility, unconscious bias, cultural awareness) and training participation rates to be increased throughout the life of the Centre.</p> <p>Seek input from Centres members on training priorities and opportunities</p>	<p>By early 2023 and ongoing</p>	<p>Equity & Diversity Committee</p>	<p>Regular training course calendar developed for 2023</p>



OBJECTIVE 1

To embrace and increase diversity within our Centre community and among our partners and networks.

STATEMENT				
The Centre is committed to diversity in all its forms and aims to ensure that diversity and inclusion are embedded in our work by creating space, opportunities, pathways, and support structures for underrepresented individuals and groups. We believe that diverse perspectives enhance the wellbeing of our community, and the Centre's success and the wellbeing of its members are interdependent and mutually reinforcing.				
Priorities	Actions	Timeframe	Lead Responsibility	Measurement
To implement Centre-wide, transparent and equitable recruitment strategies for staff and students to address structural and systemic biases and ensure the Centre community reflects the diversity of broader society	<p><u>TRAINING</u></p> <p>Ensure training on implicit bias, diversity and inclusive work practices is available to all Centre members by promoting both Centre and institutional (node) training support and increase training participation rates throughout the Centre's timeframe</p>	By mid-2023 then ongoing	Equity & Diversity Committee	Monitor training participation and satisfaction through attendance records and post-training surveys as well as the annual EDI surveys
	<p><u>SELECTION PANELS AND RECRUITMENT STRATEGIES for STAFF</u></p> <p><i>ADM+S Recruitment Policy</i> to be developed and promoted requiring all ADM+S advertised positions to ensure:</p> <p>Targeted and/or gender-neutral recruitment advertising and position descriptions to attract diverse candidates and those from other under-represented groups.</p> <p>Selection panels that are diverse and representative, i.e. the composition of selection committees complies with a '50/50 women/men and if not why not' rule and considers other forms of diversity such as non-binary gender representation, ethnicity and background, along with any other institutional requirements.</p> <p>All selection committee chairs and members have completed their institutions' selection panel training including implicit bias training before participating and proactive discussion of implicit bias is conducted prior to application review and interviews.</p>	ADM+S Recruitment Policy - early 2023	COO, Equity & Diversity Committee	Policy implemented and ongoing compliance of position descriptions and panels documented by ADM+S COO and panel chairs during recruitment processes
	<p>Proactively engage our partner institutions in recruitment activities to encourage a diverse pool of selection panel members and applicants</p> <p>Selection panels should include members from at least two nodes of the Centre.</p> <p>Every position description to reflect flexible working options, subject to hiring requirements at each of our institutions..</p>	Ongoing	Centre leaders and supervisors	Increased representation of under-represented groups evident across Centre membership categories



	Recruitment Policy should address Aboriginal and Torres Strait Islander recruitment, gender-diverse shortlisting guidelines, and Achievement Relevant to Opportunity (ARtO) statement.			
	<p><u>STUDENTS</u></p> <p>Improve access to education, employment and enterprise for diverse students by enhancing access schemes, pathways, scholarships, preparatory programs and career employability, including the funding of Indigenous Pre-Doctoral Research Fellowships at RMIT and other institutions.</p>	By 2024	COO, Director	Recruitment of Aboriginal and Torres Strait Islander Pre-Doctoral Research student/s through RMIT scheme
To diversify our leadership and ensure that staff, students, and researchers to be able to see themselves in leadership roles and as role models	All ADM+S committees' Terms of Reference requiring representation and diversity to be considered when appointing or replacing committee members.	By 2022	COO	TORs updated
	Diversity within key leadership groups such as Chief Investigators to be monitored and taken into account when appointing new positions.	Ongoing	COO, Directors, Executive Committee	Increased diversity evident among leadership groups
	Executive Committee to appoint HDR and ECR representatives to ensure their representation and participation in major decision-making at the most senior level	By June 2022	Executive Committee	Appointment of HDR and ECR representatives
	Providing leadership opportunities to members through activities such as working groups, events, project work, etc.	Ongoing	Centre leaders	Increased diversity and leadership opportunities provided for members
	Create a data framework that analyses and reports on gender equality and other diversity measurements including our KPIs	By June 2023	COO	Robust data framework in place
To ensure that diversity is reflected in our strategic plans, events and outreach activities	ADM+S Strategic Plan to be reviewed and updated to include EDI objectives and greater attention to the Centre's internal culture, people, leadership and organisation	Before mid-term review (early 2024)	Executive Committee	Revised Strategic Plan finalised
	ADM+S event panels that are diverse and representative, i.e. the composition of panels complies with a '50/50 women/men and if not why not' rule and considers other forms of diversity such as non-binary gender representation, ethnicity, background, career stage and membership type. To support this, ADM+S funding will not be invested in events, workshops, panels that don't consider representation and diversity	Ongoing	COO, Outreach and Partnerships Officer, Events staff	Representation and diversity in ADM+S events documented in Annual Reports by ADM+S Events team.



Encourage members to examine and challenge diversity imbalance at national and international conferences, workshops and events to which Centre personnel are invited

Ongoing

All members

This action will be promoted by Centre leaders but not formally measured.



OBJECTIVE 2

To foster an inclusive and participatory environment where everyone is safe, welcome, valued, heard, and respected.

STATEMENT				
<p>The Centre recognises that increasing the diversity of the Centre for its own sake is ineffective if individuals are not included in the decision-making process and provided with opportunities to participate and contribute. We commit to creating an inclusive and participatory environment where our leaders and members ‘walk the talk’ and where members of all identities and backgrounds feel safe, welcome, valued, heard, and respected.</p>				
Priorities	Actions	Timeframe	Lead Responsibility	Measurement
To ensure EDI values are embedded in our high-level Centre strategy , and celebrated as part of the Centre’s core values and culture, image and reputation	ADM+S Strategic Plan to be reviewed and updated to include EDI objectives and greater attention to the Centre’s internal culture, people, leadership and organisation	2023	Executive Committee	Revised Strategic Plan finalised
To ensure our leaders champion inclusion and diversity	<p>Leaders demonstrate their commitment to our EDI objectives by:</p> <ul style="list-style-type: none"> + being credible, trustworthy supporters of an inclusive and diverse Centre; + delivering well-articulated and congruent messages about inclusivity and diversity, and their commitment to it; + holding themselves and each other accountable to the EDI values and objectives of the Centre; + supporting and resourcing node activities, initiatives and research that advance the priorities of this strategy. 	Ongoing	Centre leaders and supervisors	>90% survey responses indicating Centre leaders and direct supervisors are being seen to demonstrate commitment to EDI objectives
To ensure that representation, participation, and inclusivity is reflected in our internal and external work and research	Establish working group to promote research design and practice that is inclusive, consultative, and participatory	By June 2023	EDI Committee	Research design and practice working group established and materials promoted to all members
	Establish Reference Group comprised of diverse Centre members to advise EDI Committee on specific matters as needed	By June 2023	EDI Committee	Reference Group established



	<p>All ADM+S projects should aim to reduce risk in the development and implementation of ADM and result in outcomes or benefits that increase representation, participation and diversity in society, eg. reduced inequalities for disadvantaged or vulnerable groups, improved public understanding of ADM, better informed public debate, increased public participation in system design, policy and practice, etc.</p>	<p>By mid-term review (early 2024)</p>	<p>Program and Project Leads</p>	<p>All ADM+S Project Agreements demonstrate research design and methodologies that are inclusive, consultative and consider diverse perspectives</p>
		<p>Annual Reports each year</p> <p>Final Report in 2027</p>	<p>Program and Project Leads</p>	<p>ADM+S research outcomes demonstrating benefits documented in Annual and Final Reports to the ARC</p>
<p>To acknowledge the importance of significant cultural events (e.g. Lunar New Year, Ramadan, Diwali) and other days of inclusion</p>	<p>Messages from Centre leadership celebrating cultural diversity and holidays.</p> <p>Events or other communication relating to public events, e.g. International Women’s Day, IDAHOT, NAIDOC week</p>	<p>Ongoing</p>	<p>Centre leaders</p>	<p>Update communication strategy to include these events in social media, newsletters, and other centre posts</p>



OBJECTIVE 3

To establish an equitable culture where every person in the Centre has the opportunity and support to reach their full potential, and to acknowledge and address structural drivers of inequality, including but not limited to, racism, sexism, ableism, and colonialism.

STATEMENT				
The Centre recognises that advantages, barriers, and systemic inequalities exist in academia, both in the workplace and in research practice. We commit to addressing and correcting these imbalances and providing all members with equitable opportunities to develop, contribute, and reach their full potential. We will ensure that the support and pathways we provide to our members are fair and equitable, and that our activities and communications are transparent and accessible.				
Priorities	Actions	Timeframe	Lead Responsibility	Measurement
Establish an effective Code of Conduct to provide guidance to members on the Centre’s expectations of behaviours, practices and processes and a process for reporting and managing grievances and breaches.	<ul style="list-style-type: none"> Establish Code of Conduct Providing training and resources to ensure all Centre staff, students and researchers understand appropriate behaviour Establish processes for reporting and managing grievances and breaches. 	By 2022	Executive Committee	Code of Conduct established (late 2020) and updated with clearer reporting procedure (August 2022)
Ensure the equitable management of Centre memberships	Establish a transparent, comprehensive and equitable Membership Policy, approval process, and onboarding and offboarding	By 2021	Executive Committee/COO	Policy and procedures developed and implemented
Provide annual funding support for EDI strategic initiatives and establish clear guidelines and purpose of fund	Funding for strategic EDI initiatives to be included in annual Centre budget	2020-2027	COO & Executive Committee	Funding allocated
	Clear guidelines for EDI funding established	By June 2022	EDI Committee	Guidelines developed
Provide equitable access to support and opportunities	Transparent internal grant guidelines and assessment processes for research training grants developed and promoted to ECRs and HDRs	Ongoing	RTCD leaders	Guidelines developed and promoted to all ECRs and HDRs
	Training, professional development support and continuous learning opportunities provided to Centre professional staff	Ongoing	COO, Centre Leaders	Professional development scheme for professional staff established Oct 2022



	Create a range of inclusive development opportunities enabling broad participation. For example, visitor/exchange opportunities are currently limited in number and may present equity issues for members with carer's responsibilities or who are unable to secure visas to countries such as the US to conduct field work, placements, or exchanges with partner organisations.	Ongoing	COO, RTCD leaders	Increased number of more inclusive development opportunities for members
	Highlighting opportunities offered by our institutions and initiatives such as SAGE that assist in career building and retention, especially for women and under-represented groups.	Ongoing	EDI Committee, Node Leaders	Promotion of opportunities
To ensure our website, communications, materials, meetings and events are accessible	<p>Develop and implement an ADM+S Policy on Accessible & Inclusive Events, Meetings and Presentations to include items such as:</p> <ul style="list-style-type: none"> + Ensuring meeting lengths are reasonable (where possible, no longer than 60 minutes) to limit time spent in meetings. + Ensuring invitation recipients understand the importance of meeting participation: meeting requests (or calendar invitations) should specify who the target audience is for the meeting, (or event, workshop, webinar), and whether attendance or participation is compulsory, encouraged, or voluntary. This will enable recipients to weight up participation in accordance with their existing workload and priorities. + Ensuring all Centre online meetings, events, webinars, workshops, panels enable Live Captions (Zoom and Teams) at the beginning of the session to enable audience members to follow captions on their devices. + Leaders setting an example in switching off outside of work hours: We ask our leaders to set an example to junior staff in ways such as discouraging after hours or weekend work or avoiding late night or weekend email exchanges. 	Accessible Events, Meetings and Presentations policy implemented in September 2022, promoted regularly in Centre communications	EDI & Centre leaders, supervisors and members	High ratings on key policy action items on annual ADM+S EDI surveys
		Policy to be reviewed by June 2023	COO with EDI Committee input	Revised policy including re-organised sections and more accurate title
	Implement COVID-safety protocols for in-person meetings, presentations and events	By July 2022	EDI & Centre leaders, supervisors and members	COVID-safety protocols established and prompted for all major events
	Continually review website and platforms to ensure accessibility and that the Centre meets the Web Content Accessibility Guidelines (WCAG).	Ongoing	COO, Communications & Engagement Manager	Website is compliant with current WCAG guidelines and continually reviewed to ensure it is up-to-date with evolving WCAG



<p>To deliver meetings and events that are inclusive and family friendly</p>	<p>Childcare is offered at major events such as symposia and retreats</p> <p>Core meetings (such as Node and all-of-Centre meetings) are not scheduled prior to 10am or after 4pm and whenever possible, are not held in school holidays</p> <p>Centre events are organised with respect to school and public holidays</p> <p>Meetings are planned with due consideration of cultural sensitivities and with consideration to staff in different time zones</p> <p>Centre-run workshops and conferences are held in venues that provide a prayer/meditation room, wherever possible</p> <p>Ensure that a range of social activities are offered at each node and at meetings/retreats to help team-building and the creation of support networks</p>	<p>Ongoing</p>	<p>EDI / Centre leaders, supervisors and members / Node leaders</p>	
	<p>An annual budget provision of carer's and childcare support to be offered by all nodes</p>	<p>By 2023</p>	<p>Node Leaders</p>	<p>Carer's support budgeted in node annual budgets</p>



OBJECTIVE 4

To improve and sustain research, employment, and study outcomes for Aboriginal and Torres Strait Islander people.

STATEMENT

The Centre acknowledges that Australia’s First Peoples are among the oldest living continuous culture on earth. We acknowledge and respect the deep spiritual connection and the relationship that Aboriginal and Torres Strait Islander people have to Country. Through reconciliation, connecting and building on a new way of knowing, understanding and working, this can help strengthen what will be a better relationship with Indigenous and non-Indigenous peoples.

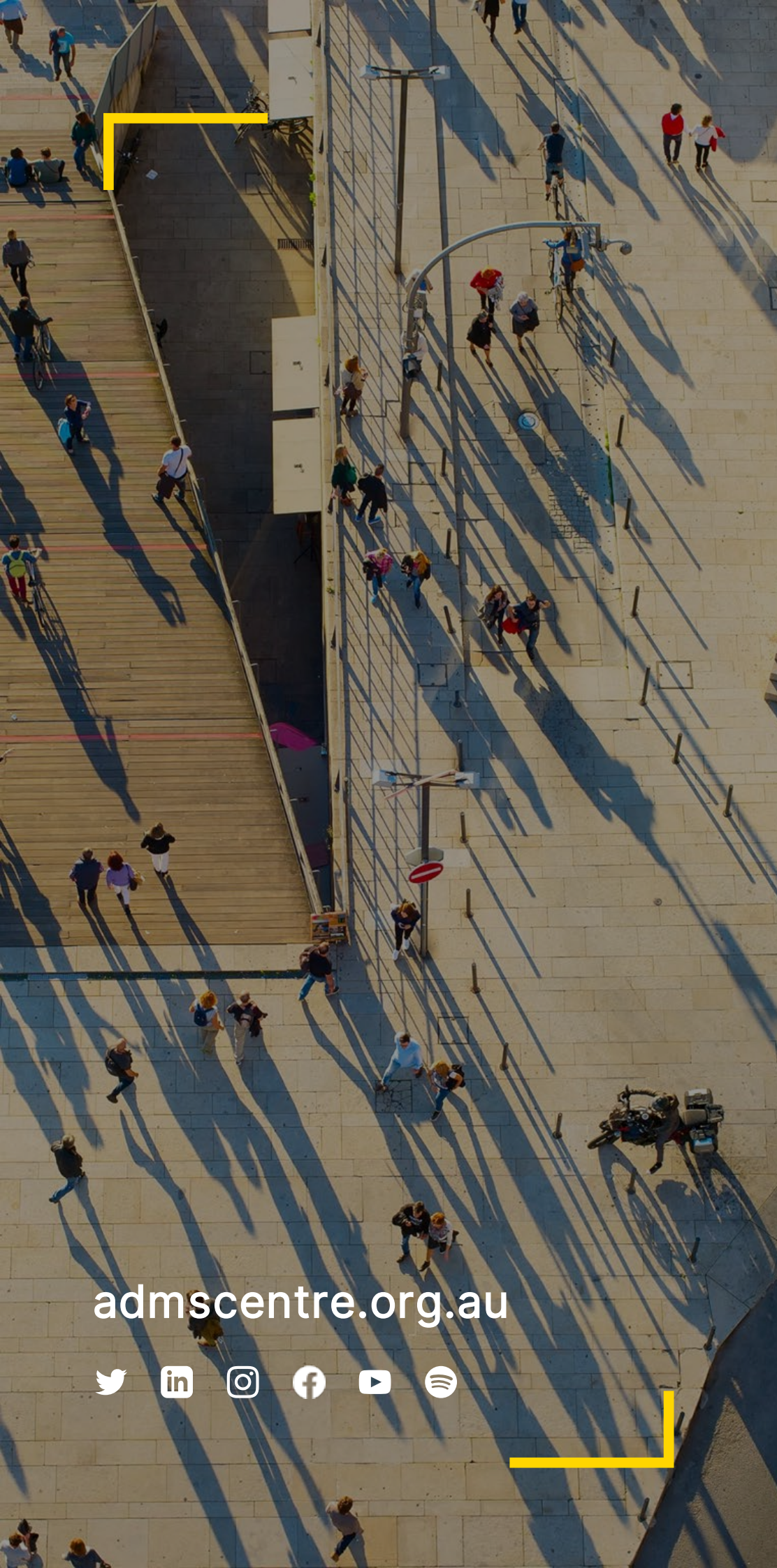
The ADM+S Centre is committed to improving and sustaining research, employment and study outcomes for Aboriginal and Torres Strait Islander people.

We will invest in research that aims to improve outcomes for Aboriginal and Torres Strait Islander communities, develop targeted recruitment strategies to create opportunities for Aboriginal and Torres Strait Islander people to work and study in the Centre’s institutions, and work to raise awareness of and support our institutions’ Reconciliation Action Plans through Centre-specific initiatives.

Priorities	Actions	Timeframe	Lead Responsibility	Measurement
To support research that aims to improve outcomes for indigenous people	<p>ADM+S recognises the importance of Aboriginal and Torres Strait Islander-led research and research promoting Indigenous knowledge, Indigenous justice, and other activities that support the goal of sovereignty. We will invest significant human, financial and physical resources into ADM+S research projects that aim to improve outcomes for Indigenous Australian communities and involve Aboriginal and Torres Strait Islander people in project design and research activities.</p> <p>Promote awareness of indigenous communities and digital inclusion gaps in our Centre communications and outreach activities</p> <p>To encourage and support research that centres Indigenous justice.</p>	Ongoing	Executive Committee, Directors, COO, Program Leaders	ADM+S projects that demonstrate improved outcomes for indigenous people
To support our institutions’ and partners’ Reconciliation Action Plans	<p>Work to raise awareness of our institutional Indigenous Reconciliation Action Plans</p> <p>Improve and embed the understanding of Aboriginal and Torres Strait Islander culture in the workplace to support the development of culturally-safe work spaces and services, and create a more inclusive research community.</p> <p>Promote a learning and research environment that engages in working partnerships with Aboriginal and Torres Strait Islander organisations and values indigenous knowledges, cultures and diversity.</p>	Ongoing	Equity and Diversity Committee All members	



	To encourage a research and professional culture that supports initiatives in truth-telling – activities that bring to light the impacts of colonialism and dispossession while also acknowledging the strength and resilience of Aboriginal and Torres Strait Islander peoples and cultures.			
Create career pathways for Aboriginal and Torres Strait Islander people to work and study in the Centre	Investigate and develop opportunities for indigenous pre-doctoral scholarships appointments at ADM+S nodes	By 2024	COO, Director	Recruitment of Indigenous Pre-Doctoral Research student/s
	Include indigenous statement in ADM+S Recruitment Policy	by June 2023	COO, Equity and Diversity Committee	ADM+S Recruitment Policy established and promoted across the Centre
Support Aboriginal and Torres Strait Islander suppliers, industries and communities	Procurement - prioritising Aboriginal and Torres Strait Islander suppliers and service providers	Ongoing	Centre leaders	



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