



HUDSON
INSTITUTE OF MEDICAL RESEARCH

Reflect Reconciliation Action Plan

July 2024 - December 2025

Reflect Reconciliation Action Plan





Acknowledgment of Country

Hudson Institute of Medical Research acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of the land on which we work, and pay our respects to their Elders, past and present.

Contents

Message from our Director & CEO	4
Message from Reconciliation Australia	5
Our business	6
Our RAP	7
Our journey so far	7
Our action plan	9
Relationships	9
Respect	10
Opportunities	10
Governance	11
About the artwork	12

Message from our Director & CEO



On behalf of Hudson Institute of Medical Research, I am pleased to introduce our Reflect Reconciliation Action Plan (RAP).

At Hudson Institute, our mission is to pursue breakthrough scientific discoveries to deliver better health for people locally and globally. In achieving this purpose, it is essential that we work in a spirit of collaboration and community, so that our research is informed by the lived experiences of patients and families, for significant knowledge gain and meaningful outcomes. We recognise that our work cannot truly be comprehensive and impactful without learning from the rich cultural heritage and unique perspectives of Australia's First Nations peoples, the Aboriginal and Torres Strait Islander communities.

The development of this RAP reflects our dedication to reconciliation as a fundamental value within our organisation and our broader community. Grounded in the principles of mutual respect, cultural understanding and genuine partnership, this document outlines the steps we will be taking over the next eighteen months as we work to gain a deeper understanding of Aboriginal and Torres Strait Islander cultures, reflect on the past and present, and promote respect and reconciliation within our Institute.

As the CEO of Hudson Institute, I am immensely proud to lead an organisation committed to fostering inclusivity, respect and reconciliation in our community and look forward to moving ahead, together, on this journey.

Professor Elizabeth Hartland AM

Director & CEO, Hudson Institute of Medical Research

Message from Reconciliation Australia

Reconciliation Australia welcomes Hudson Institute of Medical Research to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Hudson Institute of Medical Research joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Hudson Institute of Medical Research to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hudson Institute of Medical Research, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer, Reconciliation Australia



Our business

Hudson Institute of Medical Research is a leading Australian medical research institute recognised internationally for discovery science and translational research. As a global medical research leader, Hudson Institute strives to improve human health through ground-breaking, collaborative, medical research discoveries and the translation of these to real world impact.

Our internationally recognised research programs deliver in five areas of medical need – inflammation, cancer, reproductive health, newborn health, and hormones and health.

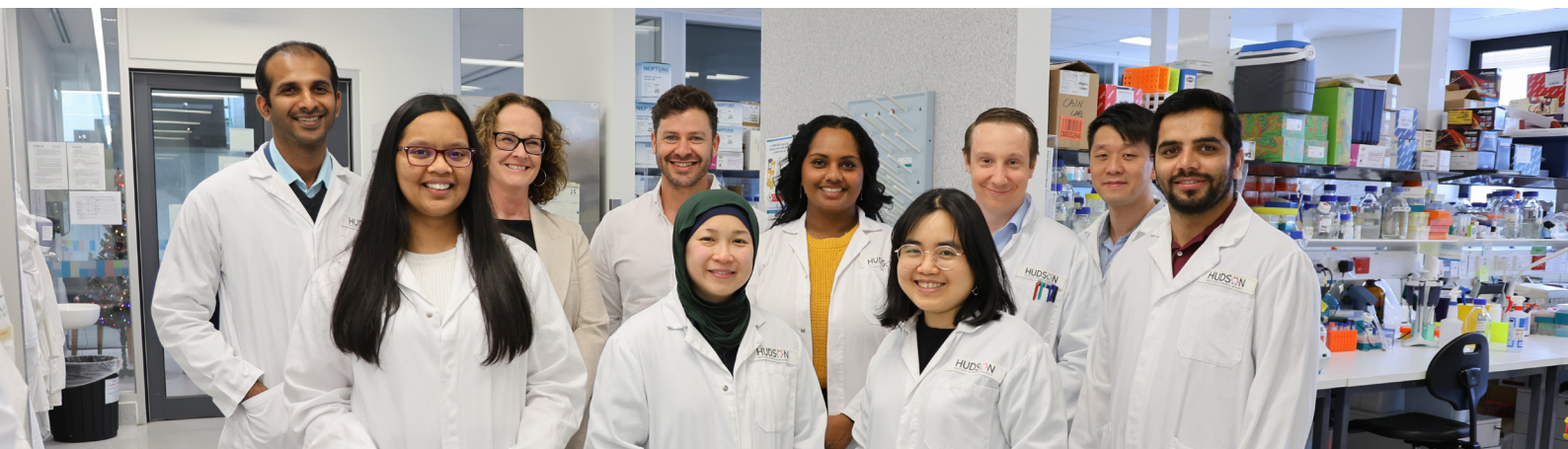
Our expertise spans the complete translation pipeline from scientific discovery to clinical testing and commercialisation of new preventative approaches, therapies and devices for patients. For more than half a century, Hudson Institute scientists have worked alongside clinicians in Melbourne hospitals. Patient needs provide the basis for our research, and our discoveries are rapidly implemented for patient benefit.

Our staff includes researchers, clinicians, medical technology experts and educators, with essential expertise in our core research areas. Hudson Institute currently employs 281 research and support

staff. Also central to our scientific efforts are our research students, with over 180 PhD, Masters and Honours students contributing to the Institute’s medical health research impacts. While the number of Aboriginal and Torres Strait Islander staff and students is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

Hudson Institute has built strong collaborations and partnerships with leading scientists, clinicians, patients and institutions nationally and globally to create transformative solutions to our greatest health challenges. We are located on the Monash Medical Precinct, a major scientific research and medical innovation hub in the south-east corridor of Melbourne (Naarm) in Clayton, Victoria, on the lands of the Bunurong people. Our Precinct is a focal point for biomedical translation and transformative healthcare, with our on-site partners including Monash Health, Monash Children’s Hospital and Monash University.

Core to our values is the creation of a safe and welcoming environment that embraces all backgrounds, cultures, sexualities, genders and abilities. Having a rich diversity of knowledge and experience is the lifeblood of scientific discovery.



Our RAP

Hudson Institute acknowledges the strong histories of Aboriginal and Torres Strait Islander peoples, their living cultures and ways of knowing, being and doing. We also acknowledge the legacy of colonialism, the racism and discrimination that has impacted on Aboriginal and Torres Strait Islander peoples and communities. With a commitment to supporting and improving the health and wellbeing of our broader community, we have embarked on this journey of reconciliation so that we may be mindful of the importance of reconciliation, collaboration, improved awareness, education and inclusion of Aboriginal and Torres Strait Islander peoples in the work that we do.

Supported by our Equity and Diversity Committee, Hudson Institute has identified reconciliation as a key goal and developed this first Reflect Reconciliation Action Plan as our organisation's beginning steps on the reconciliation journey. This journey will involve a stepwise approach that will be implemented and overseen by a dedicated Reconciliation Working Group (RWG), to comprise members of our executive leadership, members of the Equity and Diversity Committee and stakeholders within our local community. Our RWG will report directly to the Hudson Institute CEO, emphasising the strategic importance of this journey to our Institute.

In building our first Reflect RAP, the Equity and Diversity Committee has sought advice from the William Cooper Institute, based at Monash University, who provided guidance on beginning the reconciliation journey, and fellow Medical Research Institutes that are in more advanced stages of their own reconciliation journey so that we can learn from their experiences and join them on the path to Reconciliation.

Our journey to date

In preparing this RAP we considered what activities and initiatives we have already undertaken that lead us towards reconciliation.

Hudson Institute actively promotes reconciliation awareness through Acknowledgment of Country at all major meetings and events, and through the inclusion of the Acknowledgement on our Institute website. Staff and students are also actively encouraged to include this acknowledgement in their email signatures.

We celebrate and acknowledge Reconciliation Week and NAIDOC Week by inviting Aboriginal and Torres Strait Islander community advocates and Aboriginal and Torres Strait Islander health research experts to speak to our staff and students at special seminars and in our Hudson Institute seminar series. To further build awareness and understanding within the organisation, we offer and encourage all staff and students to participate in Aboriginal and Torres Strait Islander Cultural Awareness Training.



The Institute recently commissioned an artwork from local Aboriginal and Torres Strait Islander artists, Siena and Luke Tieri, and worked with them to develop a design that represents the important engagement and connection that lies between the Institute, our collaborative partners, the patient community, and Aboriginal and Torres Strait Islander communities. The artwork will be used on reports and documents when appropriate, provides a background to our Acknowledgement of Country slides at meetings and events, and has been placed in the Institute's entry foyer for all visitors and Institute members to see, acting as a visible reminder of our Reconciliation journey.

We acknowledge that health and medical research should be conducted in a way that is ethical and respectful of Aboriginal and Torres Strait Islander cultures, knowledges, needs and aspirations. To learn from and meet the needs of local communities, we are engaging directly with marra ngarrgo, marra goorri: the Victorian Aboriginal Health, Medical and Wellbeing Research Accord, which aims to improve the ethical standards of health, medical and wellbeing research in Victoria so they align with Aboriginal and Torres Strait Islander principles of self-determination. We are doing this through representation on its Aboriginal-led Governance

Group (AGG), with our Director appointed as a Member. We are also part of the working group formed by the Victorian chapter of the Association of Australian Medical Research Institutes (AAMRI Vic) to help implement the principles of the Accord across the sector.

Engagement with the Accord will also build awareness within the Institute of how our research may impact on Aboriginal and Torres Strait Islander People, and where we may work together to create positive health outcomes. Some of our groups are taking these steps now, such as our Endocrine Hypertension Group, which is working in collaboration with the Aboriginal Birth Cohort Study team to examine the burden of a common but underdiagnosed endocrine cause of hypertension in First Nation peoples. From this work, further collaborations have been established with the Endocrinology Department of the Royal Darwin Hospital, and a funding commitment has been made to support a Darwin-based PhD student, to increase research and clinical management capacity. We look forward to expanding our opportunities for collaboration and learning, as we reflect on how we can respectfully include the perspectives and needs of Aboriginal and Torres Strait Islander peoples into our research.



Our action plan

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2024	Chair, Equity & Diversity (E&D) Committee with support from Manager, Human Resources (HR)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Chair, E&D Committee
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Head, Fundraising & Communications (F&C)
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	Chair, E&D Committee
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	Chief Executive Officer (CEO) with support from Head, F&C
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	September 2024	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2024	Chair, E&D Committee
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2024	Chair, RWG
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	May 2025	Manager, HR
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2025	Manager, HR with support from Chair, E&D Committee

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop an action plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	November 2024	Chair, RWG with support from Manager, HR
	Conduct a review of cultural learning needs within our organisation.	December 2024	Manager, HR with support from Chair, RWG
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2024	Chair, E&D Committee and Chair, RWG
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2024	Chair, RWG with support from Head, F&C
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Head, F&C with support from Chair, RWG
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Head, F&C
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RWG

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop an action plan for Aboriginal and Torres Strait Islander recruitment and employment within our organisation.	March 2025	Chief Financial Officer, with support from Manager, HR
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Manager, HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a supplier listing of goods and services from Aboriginal and Torres Strait Islander owned businesses for promotion.	July 2025	Chief Operating Officer (COO)
	Investigate Supply Nation membership.	July 2025	COO with support from Chair, RWG

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Aided by our Equity and Diversity Committee, form a RWG to govern RAP implementation.	October 2024	Executive Officer and Chair, E&D Committee
	Draft a Terms of Reference for the RWG.	October 2024	Chair, E&D Committee and Executive Officer
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2024	CEO and Chair, E&D Committee
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2024	Executive Officer
	Engage senior leaders in the delivery of RAP commitments.	November 2024	CEO
	Appoint a senior leader to champion our RAP internally.	November 2024	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2024	Chair, RWG and Executive Officer
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Chair, RWG
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Survey.	1 August annually	Chair, RWG
	Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	30 September, annually	Chair, RWG
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	Chair, RWG



About the artwork

Title: *Ya-yanha Daborra* - To go along a pathway

By: Siena and Luke Tieri,
Bayadherra

The artwork featured in our Reconciliation Action Plan represents the ways Hudson Institute is engaging with colleagues and community, and building relationships with Aboriginal and Torres Strait Islander peoples. This engagement and connection inform our research processes, promotes and encourages cultural understanding, and fosters the development of community relationships into the future. It was commissioned to celebrate the beginning of our reconciliation journey, and was created by Yorta Yorta brother and sister team Luke and Siena Tieri.





Elements of the artwork, described by Luke and Siena Tieri

Three large pink and orange yarning circles depict the development of respectful and meaningful relationships between the three communities and are linked by purple learning pathways.

These pathways are strengthened through the sharing of cultural knowledge, understanding and demonstrate Hudson’s commitment to advance reconciliation through cross-culture collaboration.

The four smaller yarning circles linking to the larger yarning circle have multiple interpretations:

- The four stages of Hudson’s reconciliation journey: Reflect, Innovate, Stretch and Elevate.
- Hudson’s core business values: excellence, innovation, collaboration and community.
- Hudson’s ongoing company growth in their main research areas, emphasised by the expansion of purple and orange dots.

Pink and orange lines depict a patient’s healthcare journey towards healing. Along this journey line are purple U shapes that depict people. This represents support from Hudson, industry colleagues and community to deliver positive health outcomes for Aboriginal and Torres Strait Islander communities, transforming lives.

The orange circles surrounded by light purple dots reflect the communities and colleagues Hudson is yet to engage with. The dashed orange line symbolises Hudson’s reconciliation journey. Both these elements promote the idea of fostering future connections with community symbolising Hudson’s commitment to reconciliation.

The surrounding elements of the artwork represent Country. Blue dots depict water, green dots depict the land, pink dots depict bush tucker and the blended circles represent native plants. These elements acknowledge the lands of Traditional Custodians and bush medicines that were traditionally derived from Country.



Contact



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