

**Allison:** Welcome to International Women's Day for 2022. I'm Allison Hornery from the Diversity and Inclusion team here at the Australian Academy of Science. This year, the theme for IWD is '*Changing Climates: Equality today for a sustainable tomorrow*'. A theme that recognises the contribution of women and girls around the world who are working to change the climate of gender equality and build a sustainable future. It's my great pleasure to speak with Professor Sue O'Reilly, Chair of the Academy's Equity and Diversity Reference Group, and Academy Chief Executive, Anna-Maria Arabia, to explore how we might all help to change the climate of gender equality. Welcome Sue.

**Sue:** Thank you. It's a real pleasure to be here for the 2022 International Women's Day.

**Allison:** Now, Sue you've had an extended career in science, in your time what's been the biggest observable shift in gender equity that you've observed at an institutional level?

**Sue:** I have indeed had an extended period of time. I counted it up and I'm not going to share that, but I think the biggest change has simply been that there has been a growing awareness and a recognition of the need to be serious about equity for women, and that certainly did not exist when I started my career. And I also think there's an awareness now that diversity and equity are not just philosophical ideals, there's a grind acknowledgement that it's a wise strategy with tangible institutional benefits and also for significant economic and social returns. And that is a huge, change. Some of the institutions that I've been involved in, or know of, began that change quite early. And when I'm saying early, I'm speaking about change happening late eighties, nineties which, really, is quite late in absolute time.

So, Dianne was a pioneer. She was the first woman VC of a university and she became the Vice Chancellor of Macquarie University in 1987. She had a very gentle way of bringing in non-discrimination processes because the environment at that time had no awareness of these issues. But of course, a lot of women in academia

and in STEM in particular were really feeling those. She had a very personal touch, but she had a gentle but firm way of encouraging women to fulfil their potential while at the same time, she elevated Macquarie University to research excellence in STEM and in the Humanities. The legendary Fay Gale then became Vice Chancellor at the University of Western Australia, and she brought a whole new attitude and environment to a very traditional establishment. At least the Macquarie had been a new university so it didn't have a long tale of tradition. Of course, in UWA at that time, men absolutely dominated all scientific academic positions and as was coming with all institutions, they uniquely populated the upper echelons of those positions and Fay instituted a policy that I think was amazing for the time, that for every advertised position the search committee had to bring to the table, at least one credible woman applicant. That strategy worked so well because once appropriate women were identified, coached in their application forms, I didn't have to be coached, but helped to put in their application forms, They were incredibly successful. And the demographic of academia at the University of Western Australia slowly started to transform. And I remember a really high-profile case, which was for the Professor of Engineering. The committee kept coming to Fay and saying, There is no woman with those credentials who could apply for it." She said, "Okay, no appointment." So, this went on, I think it was for about 12 months, and they finally found a woman brought her to the interview and the application process and she was successful. And she went on to an excellent career at UWA and then in fact into high positions in CSIRO. So that shows how the right person at the right time can affect dramatic change and dramatic change in what our entrenched concepts of the time.

Of course, today the number of women Vice Chancellors, fortunately, is growing and keeps on growing. And we've come a very long way on that journey, it's a long way to go still. And I think that the SAGE initiative that was started by the Academy has played a huge role in raising awareness and in encouraging universities to develop strategies and policies that address women's participation, as well as awareness, because it injected an element of competition to reach various goals which were known publicly, and that's a very successful strategy when universities are vying for recognition. So I think that encapsulates the changes that I've seen.

**Allison:** So reflecting at a more personal level on some of those changes that you've observed as a woman working in STEM across your career and almost being within those institutions as they're grappling with this change and trying some of these new ideas, what's been some of the changes that you've seen from when you started, to perhaps where things are now?

**Sue:** Yes, that brings back a flood of memories. Until around 1990, I was the only woman with a full-time academic staff position in GS science, in any Australian university, and that had not been the easiest of roads. But when you ask that question, it really takes me back to my physics class at Goulburn High School. In the second, last year of my high school, I chose a science major for my leaving certificate. Yes, it was the leaving certificate in those days. And I was wanted to do physics, chemistry along with math, French and English, et cetera. And one of my friends, a girl, and I walked in with a class of 20 boys and sat down and the physics teacher said, "What? I'm not teaching girls physics. Please sit on out in the veranda." Well, I was quite indignant and I, perhaps with great temerity, to the headmaster and suggested that this wasn't really appropriate, that perhaps I should be taught physics by the teacher. The headmaster who had a son in my class, looked down at me, very condescendingly and said, "Oh, girls don't need physics. Girls get married. And their husbands look after them." So, my friend and I sat up in the veranda for two years, working from the syllabus, working from textbooks, and then we beat all the boys in the actual final exam. So, it turned out alright but it was a wake up call for me. And I think it made me a little bit feisty about advocating for women rights. I've actually always done it rather gently because it's very easy to create strong reactions in people who have long held views.

So, I haven't necessarily been the person out there yelling and screaming, but I feel that I have tried my hardest to change things behind the scenes. There's another interesting story that makes young girls, young women in science raise their eyebrows these days. When I went for my first academic job, a Lecturer, the Head of the selection committee came to me afterwards with a letter explaining exactly the situation. But he explained to me one-on-one that I was by far the best candidate for the job, but there was also an applicant who was a man with a family. And of course, the job had to go to that person. And I had that in writing. So, things have changed,

it doesn't mean to say haven't got a long way to go, but there has been at least some change. It would be illegal to do that these days.

**Allison:** Now, Anna-Maria, you were instrumental in leading the development of the Women in STEM Decadal Plan, in collaboration with the Australian Academy of Technology and Engineering. This plan is now entering its third year, why do you think it is still an important reference point for us all?

**Anna-Maria:** The Decadal Plan for Women in STEM remains to this day, some three years on, a really important reference document. In some ways I wish we had achieved all of its objectives. The reality is we did set ourselves 10 years, but I think it's been a particularly useful reference point because it offers a framework for anyone in the STEM sector. So, it doesn't really matter where you sit, whether you're in the education sector, you're in academia, in government, even a member of the public; it offers a framework and some guidance around the sorts of actions and things you can do to achieve gender equity by 2030. Now, some are particularly difficult and require unified responses and people to come together, and others there are some low hanging fruit; but I think what's been particularly useful with it is that it's helped people push in the same direction without saying, "You must do this and therefore, we will achieve gender equity by 2030." Because in reality, there is diversity in workplaces, there's diversity in a range of areas and types of STEM, and we do need to factor that in. So, I think one of its real benefits is that it accepts that diversity and enables people to take action within their workplaces in ways that work for them, but the structure allows us to move, push all in the same direction. And that sort of coordinated action is really what's needed for us to achieve particularly some of those more stubborn objectives that the Decadal Plan for Women in STEM aims to achieve.

**Allison:** So that, that leads me quite nicely to the next area that I'd like to just explore briefly, which is this issue of, and discussion around, the 'leaky pipeline' when it comes to women and diversity, people with diverse backgrounds more generally working in STEM, but where we particularly find women leaving the STEM workforce at various points in their career for various reasons. I'm curious to hear your thoughts about any really effective or successful interventions that you've seen or experienced that

are really good models for how we can start to address some of these pipeline issues that we hear talked about so much.

**Sue:**

Yes, I think the first thing to say is that it's really difficult to identify all the reasons for the 'leaky pipeline' and we need much more evidence and much more probing into exactly what are these reasons. I actually do not know of any comprehensive study that's taken a wide number of people and done this in depth in a real sociological study. But I think that some of the things that have been put in place to encourage women to stay in the workforce, particularly at that crucial stage of just coming out of a post-doc and into their first position, is probably the same time that they're being involved in a family life, perhaps with children coming or you're having to look after children. So, it's a very difficult time, it's a very challenging time, both in their work and sometimes in their family life.

So, one of the things that I think has really been important and that was brought in by the ARC and NHMRC, is that their track record is appropriately considered in the context of their career opportunity. So that takes into account the time they have had to spend on other matters, such as family matters, or illness, or something like that, so there is a level playing field when it comes to their assessing their achievements in relationship to those of all the other potential applicants for any position, or any grant, or their progression within the academic system. And so, I think those two things, the fact that interruptions are taken into account and in addition that their career time is measured as years since PhD minus those interruptions and not their age. Some women don't even get their PhDs until quite later on after they're finished caring for children or with family situations.

And so, the measuring career opportunity as years since PhD is much fairer than saying, looking at their age. And I'm very proud to say the Academy does that in both awards and in nominations for elections. I think the other thing is that much can be done in the workplace, for example, a very simple thing, but a very effective thing is to make the hours of meetings or discussions within the workplace, family friendly. And for example, I've had, for 25 years, I've been the Director of successive centres of excellence that have been funded by ARC and we have limited our meeting times to between ten and three, so that helps with family responsibilities

before and after and just made a good family-friendly environment that ensures good and empathetic mentoring as well. So those practical arrangements, the family-friendly hours for meetings, and also arranging childcare during conferences; it's a small outlay for a huge return.

And the other thing is, I think there's somewhat obvious things, is the flexibility to arrange part-time work, and a lot of universities don't have HR process is enable that to be done easily and I think that's a really important thing. And perhaps that's one of the things that COVID has brought us, that flexibility and the ability to have very effective remote working is really valuable and sometimes can produce a higher level of performance for particular tasks. So, I think those things are really important and nationally, I have family in Norway, and I think, like Scandinavian countries, we could bring in significant parental leave for partners or husbands, as well as for the woman that then that would become normalized and there would be a gradual change attitude towards, leave towards giving time off for family work, et cetera. I think it's a really important initiative that could be taken at the national level.

**Allison:** So, one of the things that's important in thinking about that sort of 10-year time horizon is also to understand what's happening now and where we might need to recalibrate. The Academy's been involved in some recent research work on the impact of COVID 19 on women working in STEM, which has found that the pandemic has exacerbated these preexisting gender equalities. What are some of the key things that you'd like to see, or you hope we can reset and rebuild as we emerge from the pandemic?

**Anna-Maria:** Yeah, you're absolutely right, Allison. I think some of the underlying issues were there and they have been exacerbated by the COVID 19 pandemic. Some of the things we saw was the higher number of women who are casuals in the STEM workforce, and they were the first jobs to go for example. It was women that were asked to take on a greater proportion of the responsibility when people were working from home, so the caring responsibility for some period of time, teaching responsibility, as well as work. And then of course there are just some areas of research that cannot be done from home and so required an even greater level of

flexibility, which was difficult if there were caring responsibilities and with women picking up that a lot more, that became a serious issue.

But the pandemic did, I think, accelerate some flexible work arrangements. It did debunk some myths around if you're working from home, you're not working when actually people were very productive from home and looking out for each other as well. So, I think there were real opportunities there moving beyond the pandemic, and I always feel a bit trepidatious saying beyond the pandemic, but you know, hopefully we continue in the direction we are going in now with Omicron showing the direction that we expect viruses to take. But beyond the pandemic, I'm hoping some of those flexible work arrangements weren't, and don't remain, only associated with the pandemic. In other words, that they outlive it and that they remain. And I think we have a reasonable chance of that happening because there is increasing awareness across workplaces of the benefits of offering individuals and opportunity to workflow a greater understanding of people bringing their whole selves to work, we aren't just kind of machines at work, and then we've got this other life that is somehow categorically separate and there's no overlap, It's just not the way life is. And I think there's a deeper understanding of some of those intersections there. I hope some of those change in workplace culture and workplace practices really do outlive the pandemic. We'll be better for it. We know diversity brings better greater profits, it brings greater productivity, it brings better decision making. It brings more publications, therefore that brings more grants. So there's a range of benefits in the STEM sector. And of course, I just referred to some of the benefits particularly associated with research in the natural sciences. But of course, there's a technological sciences and there's a range of other areas, social sciences and humanities, where the benefits are absolutely widespread as well in the research field,

**Allison:** In your role as chair of our EDGR. Can you talk a little bit about some of the key issues that you think organisational need leaders need to keep in focus?

**Sue:** That's a very difficult question to answer and I'm going to start by saying that one of the challenges with traditional institutions is just that, that they're traditional. They have longstanding traditions and actually gaining momentum in the first place, let

alone maintaining it, is the first problem. And so, the challenge is actually changing ways of thinking; for example, in a longstanding university or a body like the Academy, many of the processes and the concepts that people come with, were formed some time ago and they may not have kept pace with societal changes. So, changing long held ideas by discussion and by use of some of the excellent training tools accessible these days is really productive. It's hard to talk about leadership in that sense, in that sometimes the leaders also have to undergo that process of gradual change others, don't of course, and they very successfully can adapt and change and lead along with that.

But there's another mechanism that I, it sounds really mundane, but I have found it very effective and that is simply to change the language of documents; take the guidelines, take application forms, and make the words in those gender bias-free and bring in concepts of equity within the criteria that are used. And that's a very subtle way of changing thinking in those who have had long standing different ideas, it's a stealth way of changing attitudes, but I have found it amazingly effective. It's very boring when it's being done. And it's something that has to be looked at sequentially, perhaps every year even, to make sure that those documents are guiding people's thoughts and the way they make decisions.

And going back to the role of SAGE, I think a competitive element is also a very useful tool because with SAGE, there are award levels to be achieved and they're publicly known and it's very effective in providing a bit of competition across participating universities. Most importantly, I think it's important to a member on all committees who has good awareness of equity and diversity issues, who can be a voice on that committee, part of the committee, not a separate voice coming in on top, but being a part of the committee and being integrated. So, I think all those are ways of directing processes and also directing leadership if necessary.

**Allison:**

So, if we think then about some of those applied lessons from the last couple of years, as well as the thinking and understanding work around the research that the Academy's been doing, we've also been deeply involved in the doing around gender equity with say, for example, the Decadal Plan Champions at that institutional level and with the STEM Women initiative at the individual level. Could you talk a little bit



about both of those initiatives and why this dual institutional-individual approach is really important?

**Anna-Maria:** Yeah, of course, and you're spot on Allison. We authored the Decadal Plan for Women in STEM, but we are part of its audience. We participate in that STEM ecosystem. And so, at the Academy of Science, we've had our own initiatives. One of them is the Decadal Plan Champions and that offers institutions, organisations, entities, private business, wherever you may sit, an opportunity to align your work in gender equity and achieving gender equity with the recommendations in the 10-year plan for women in STEM. It's part of having everyone push in the same direction and that is really important, and it also helps benchmark ourselves without having the burden of overreporting but gives people an opportunity to show where they're at, identify gaps in their practices, and as time goes on, and over the next 12 months, address those and be able to look back and say, "Oh, look we've made progress in this area, or there are some outstanding gaps that we need to continue to work on."

So that's really the philosophy behind the Decadal Plan Champions program, the academy itself is, of course, a Champion of the Decadal Plan and we have aligned our own workplace practices and programs and initiatives, to align with the recommendations of the Decadal Plan for Women in STEM. The other one you mentioned was STEM Women and that very much operates more at an individual level rather than an organisational level. And STEM Women is very much a response to one of the recommendations in the Decadal Plan that effectively says, and we've heard it all before, but I'll say it again, "You can't be, what you can't see." So it's about making us all visible and making women visible and making people, even other dimensions of diversity, visible. So, we found in our research in compiling the Decadal Plan, that a small cohort of women are always called upon to represent women in committees, on conferences, for all sorts of roles; but we know there is a plethora of wonderfully talented women out there, they're just not as visible. And so, the STEM Women platform, and it's [stemwomen.org.au](http://stemwomen.org.au), allows women to register themselves, create a profile and effectively say, these are the sorts of things I'm interested in. And therefore, other organisations, whether you're the media, whether you're someone looking for a board member, a scientist to visit your

school, a range of things, speak at a conference, you're able to find women in a particular field. So, it's completely searchable. And what we have found in creating STEM Women, which has had tremendous organic growth on its own, people have really been attracted to the idea and opportunities have arisen and connections between organisations and individual women. But what we've found is that there's an appetite for it and not only have we been able to showcase, not just in STEM, but a whole range of diversity that exists in STEM and it's beautiful; neurodiversity, LGBTQI+, disability, cultural diversity, a range of different forms of diversity.

And we hope as we go forward, we will start gaining a better understanding of the intersections, and some of the disadvantage and bias that can exist and accumulate disadvantage at the intersection of some of those forms of diversity. So, it's been a tremendous initiative, we have been able to take that beyond Australia. The model very attractive to some of our Learned Academy brothers and sisters across the world. And so, in collaboration with them, we've been able to develop STEM Women Asia, which is now making visible women in STEM, across 30 countries in Asia. And we took a bit of a deep dive too, to look at what their experience was through the pandemic and what sort of disadvantage they face and the sort of things that can be done to help assist women in different Asian countries, and they are diverse results. There are commonalities without doubt, but there are diverse experiences there that need different tools and different mechanisms to approach them. So that's been really exciting and it's lovely that it's received some global recognition, but more importantly, that the tool has been able to assist women right around the world.

**Allison:** Going back to the Academy itself as one of the centres of gravity, if you like, within the STEM ecosystem, obviously it's incumbent on us to do some work on ourselves as an organisation as well and show some leadership in that space. Did you want to touch on some of the things that the Academy is also focusing on around this area to try and push this agenda forward?

**Anna-Maria:** We must always focus and always seek to improve. I feel like I've got a long list of things I'm about to share with you, but that doesn't mean we've covered everything. I'm always conscious that we need to always reflect and measure ourselves,

evaluate what we do, make sure we are doing the very best we can, that we're adopting best practice. So that kind of philosophy underlies all of our work in Diversity and Inclusion. But as I mentioned earlier, we are ourselves a Champion of the Decadal Plan, and so we've aligned our activities there; but some of the things we've adopted, and they're not just in response to the pandemic but they, in fact many, came before the pandemic, were flexible work arrangements. Within the Academy, that's always been the case. Small things that can make a big difference, not having meetings before 10:00 AM and not scheduling meetings after 4:00 PM.

We try and have low meeting days so that people actually have time to be able to do the work that they promise they'll do in meetings rather than have that mental burden on the weekend or physical burden of actually needing to complete that work. We devised and implemented a Code of Conduct for all of the Academy. That doesn't seem like it's a big deal, but actually as a Learned Academy, we are our Fellows and our Fellows are scientists right across the country, and they are volunteers of the Academy, so we don't employ them as scientists, they're employed by their institutions. So, to create a Code of Conduct that makes it very clear, the expected conduct of Fellows who are volunteers, as well as staff and anyone who participates in Academy activities, is quite an interesting development process which we took the time to do and it gained great support across our Fellowship. And so that is in place, and it's been really heartwarming and pleasing to be able to share that framework and that Code of Conduct with other institutions in the STEM sector. And they have since modelled theirs on ours. So that's been really exciting. Of course, the Academy of Science has been involved in shepherding and leading SAGE, Science in Australia Gender Equity, which is now a standalone organisation but is a single most transformative national initiative to bring about sustained change for women in the higher education research sector, and we're very proud of our foundational role in SAGE. We did that together with the Academy of Technology and Engineering as well, so that's been a terrific thing for the Academy to pursue.

Of course, a range of other internal things, we've developed our first Reflect stage Reconciliation Action Plan and are about to move to our Innovate stage RAP. There had not previously been a lot of work around how we work really effectively and

achieve Reconciliation within the Academy, both staff and Fellowship, and I'm really pleased that there is growing awareness. There are proactive initiatives and part of the discussion has really matured around how we look at Indigenous knowledge, how we bring more Indigenous scientists closer to the Academy's work and how we work together to design a path forward. So that's been really rewarding and I think all of that time and patience we've taken to do that step by step has been an important investment and I've certainly learned a lot along the way.

Small things, which perhaps aren't small, incorporating carers' grants into all of our and activities; so, allowing women to participate in a conference in a way that helps them. So, some might have caring responsibilities at home and would really like a nanny at home for them to be able to participate in a conference. Others might wish to have a babysitter at a conference venue. Others may wish to have assistance travelling with a nanny. Others may need assistance in caring for elderly people. And so, looking at individual circumstances and saying, "What do you need so you can participate" rather than pretending that we know exactly what individual circumstances are, and that everybody fits into the one mould. So that's applied across our events, I'm proud of that one. We also annually report to our Council and our leadership, on diversity data and we are trying to get better at collecting more dimensions of diversity so that we can continue to report. We know when we report there are KPIs and we can be held accountable for many of the things that we do. One of the recommendations in the Decadal Plan was having leadership aware, but also having leadership accountable and making sure that progress is accounted for. We've been able to introduce an Aboriginal and Torres Strait Islander scientist award to recognise the wonderful talent amongst Aboriginal and Torres Strait Islanders scientists.

There are many more things, but it's a multi-pronged approach. It's never perfect in that there is so much more to do, and we have much more to do, and we are always looking out for best practice and sharing that with others.

**Allison:**

So, Sue to close out our conversation today, I'd like us to get in our time machine and jump forward 12 months to International Women's Day 2023. And I'm curious to hear what's one thing you hope we will be talking about this time next year, but

also what's one thing that you hope we won't be talking or still talking about next year?

**Sue:**

Well, I hope we'll be talking about, and I think we are starting to so I'm cheating a bit. I think I would like to see if we are talking about equity across the whole range of diversity in our society. And I think we should be able to apply lessons that have been successful in increasing female participation, in example, the Academy Fellowship elections, and in STEM areas generally over the last five to 10 years, we should be able to apply those mechanisms and processes to the wider spectrum of all aspects of gender diversity, neurodiversity, cultural diversity, all diversity in the STEM sector. And that of course will naturally spread to the wider social environment.

How can we do this? I've thought about this a lot because it's something that I feel strongly about. We can do it by identifying those pathways that have been successful, that have been successful in getting women into STEM. So, we should be able to apply that across the rest of diversity and with the same processes I was talking about, some of them being very simple, the right people in the right position is very important and that enables increasing awareness of the advantage of diversity in the workforce. And I'll just have to get on my hobby horse here cause the world of the future is going to be really complex and demanding and we have to get a lot of things right. We've got to get the environment, social issues, health and welfare, sustainable energy sources, and true equality of opportunity right. They're critical. And women and diverse people must be able to contribute to the full and they must be able to make use of their talents and capabilities for all of our society because that's the only way to shape the future that Australia deserves and that the world needs. The Chinese have a very interesting and wise proverb as they commonly do, it says, "Women hold up half the sky". I'd like to add in women and diverse people hold up at least half the sky.

And I think you said, what do I hope we won't be talking about? That was a tricky one. One year is a very short time scale because all of these changes have been incremental and I started talking about changes that happened in the late eighties and we are still undergoing that process. I really look forward to the time when

women and diverse people are really routinely appointed to high positions and important roles. And when there are reports of this, they do not emphasise that they are women. And ultimately, I hope for the same for gender, neuro and culturally diverse appointments.

**Anna-Maria:** I do hope that the, as I said earlier, the practices triggered by the pandemic become embedded and that we don't fall into old, old habits, particularly the bad habits. I hope as we move forward, and we often speak about how will assist in solving problems like climate change and reducing global warming, I hope that in that pathway forward we are able to make those solutions as inclusive and diverse as possible because they will be the best solutions. I would hate for the solutions to the biggest problems to not embed diversity and inclusion in them, I think it's really important that we do that. Things like AI and coding, disadvantage into AI is something that concerns me and I hope we're learning and that isn't the case going forward.

I hope that we won't be talking about the gender pay gap, I know that's overly ambitious. If we could solve that in 12 months, we will have achieved great things. But I'm reminded, Allison, the Decadal Plan for Women in STEM, on page 17, and I love this page and I often cite it, that's why I'm encouraging everyone to have a look at it. It looks forward, so it's 2030, it's 10 years on what have we done? What have we look like? And it's really worth having a read of that. It talks about a range of things, it talks about the STEM graduates who, a couple of years ago were nine or ten year olds, so they'll be the STEM graduates in 2030 and we hope that they'll work in workplaces that are free of discrimination and value diversity, that we've systematically eliminated harassment and sexism and racism in the workplace. But systematically, you know, it's just now embedded in all that we do. That women from diverse backgrounds are in leadership positions across the board, whether that's chairs of boards, whether that's CEOs, senior management in whatever form of organisation, that we all recognise and we see how creative and profitable and successful we can be when we embrace diversity. It's got a range of other things. I really like it. That men across the country are routinely taking up parental leave and things like that in equal measure as women; that staff and their employees are

realising benefits; that KPIs and accountability is built into all of our practices , and I think it concludes, and I'll quote from this, if that's okay.

And it says,

*“The health of our society, our environment, and our global interactions will be stronger globally. We will have drawn on the available talent and resources to achieve the sustainable development goals. And as a nation, we'll be proud, we'll be prosperous.”*

And I think they are some of the benefits that we can look forward to if we do embrace all of those things that the Decadal Plan outlines and gives us a pathway and a framework to follow. So, when I think about next year, I'm hoping there steps in that direction. So, we get to 2030, and we say, “Well, of course, we're here.” Was it any different? That might be my way to look back then and say, “Oh, you know, well, we've got it right.” We heeded our own advice. We took the necessary steps and we better for it as a nation.

**Allison:** Well, it's a tremendously energising way to finish actually, Anna Maria, thank you so much for spending a bit of time with us today and sharing some of the work that that you've been spearheading, but also highlighting some of the things that are happening around the sector to kind of give all of us that impetus to keep moving forward. Thank you so much.

**Anna-Maria:** Thanks, Allison and it's great to speak with you.

**Allison:** It's critical that we hear and include a diverse range of voices, particularly when it comes to our shared challenges around climate change and sustainability, we invite you to visit the Academy's new climate [hub@science.org.au](mailto:hub@science.org.au) for advice, information, and news, and a reminder that today and every day, you can find women working in sustainability climate change or any of more than 4,000 other areas of expertise on the STEM Women platform at [stemwomen.org.au](http://stemwomen.org.au). We celebrate their passion and dedication today and the change they are bringing to our world. Thanks so much for tuning in and until next time, bye for now.

