



Australian Government
The Treasury

TSY/AU

Treasury

Inclusion and Diversity Strategy

2019-2021

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Message from the Secretary

I am pleased to introduce the Treasury Inclusion and Diversity Strategy 2019-2021.

This strategy brings together a suite of action plans and initiatives to improve and support inclusivity and diversity within the Treasury.

Our approach acknowledges that individuals may identify across multiple diversity groups. It recognises that research shows an inclusive and diverse workforce has a positive effect on overall productivity in shaping effective and evidence-based policy. It seeks to enhance our position as an employer of choice which builds the confidence and capability of our people.

The advice on policies and services we provide affects the lives of people across the country and beyond. To do this effectively and fairly, we must represent the modern Australian community across its many dimensions. Evidence shows that diversity – of background, of life experience – brings different insights, creates challenge and encourages change and innovation. This, in turn, produces more accountable and trusted public services and better decisions – better because they are more attuned to the needs and interests of all within our communities.

For the benefits of diversity to be felt, we must create an environment where differences of thought and outlook are not only respected but expected. I want all Treasury staff to feel they can be themselves at work, valued for the distinct perspective they bring, and able to go as far as their talents will take them – irrespective of their gender identity, ethnicity, sexual orientation, disability, faith, age or socio-economic background. Feeling included is good for us as individuals. It is good for teams and it is good for the people and communities we operate in.

The Treasury as a whole is now more diverse than at any time in its history. At the most senior levels, we are moving closer to gender equality, but we know there is still more to do if we are to become truly representative of the people in our community and a leader and role model for others in diversity and inclusion.

To create an inclusive culture takes commitment and action from all of us. This strategy relies on a commitment from each staff member to actively seek new ways of attracting the right people from a broader section of the Australian community. A culture that embraces individual differences in all its forms will enable us to do this.

Philip Gaetjens

Secretary

Inclusive Workplace Committee Chair



Vision, priorities and principles

Vision

All employees are able to develop to their full potential, feel welcome, be respected and be safe in our organisation.

Strategic Priorities

1. Create equitable and inclusive access for everyone in all aspects of the workplace.
2. Encourage and harness diversity of thought, actions and motivations in our workforce.
3. Build a culture of inclusion where all Treasury staff feel accepted in the workplace.

Principles

The following principles support our vision and priorities:

- Diversity can strengthen our organisation, making the whole greater than the sum of its parts.
- Inclusive work practices and cultures support the workforce to realise the benefits of its diversity.
- Building an inclusive and diverse workforce requires determination and effort.
- A cultural capability is needed at all levels of the organisation, and everyone is accountable for ensuring they adopt and foster inclusive workplace behaviours.

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The Business Imperative

Research shows the business case for diversity is clear and positive. Teams with diverse members are more able to contribute to an organisation's goals through enhanced creativity, innovation and improved problem-solving. Furthermore, effective business outcomes are provided if a workforce is representative of the community it serves. Inclusive workplaces make employees feel valued, respected and is associated with greater employee engagement, commitment and satisfaction.

Benefits

- Broadening pool of talent to deliver and drive future success.
- Diverse views make for better decisions and drive a high-performance culture.
- Having a safe and healthy workplace where employees can be themselves and contribute in the fullest way.
- To be an employer of choice by demonstrating Treasury is committed to diversity and inclusive work practices.

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What is Inclusion, Diversity and Cultural Competence?

Diversity

Diversity recognises the ways we differ. It is not only our different ethnicities, genders, sexualities, abilities and cultures. It also includes perspectives, social and economic backgrounds, life experiences and all other aspects that make each of us unique. Diversity can be inherent and acquired.

We already have a diverse workforce comprising people with different experiences and backgrounds. To gain the benefits of diversity, we need to acknowledge, respect and celebrate the diversity of our staff's knowledge, skills, abilities and perspectives.

Inclusion

An inclusive workplace is one where all employees feel valued and respected and are recognised for their abilities, unique qualities and perspectives. Inclusivity is about providing equal opportunity to all employees regardless of their differences. It involves removing barriers to ensure everyone can take part and access opportunities to contribute in achieving organisational outcomes. Inclusiveness allows an organisation to enjoy and leverage the diversity of its staff to achieve better results.

Cultural Competence and Confidence

The ability to respect, understand, communicate, and interact with people from diverse backgrounds is a demonstration of cultural competence and confidence. It encompasses the development of positive attitudes towards differences, gaining an understanding and knowledge about diversity and an appreciation for differences, how to manage them and how to harness them to add value.

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Treasury Workforce

Female	49%
Indigenous	1.2%
Disability	3%
Non-English Speaking Background (NESB)	17%
Born Overseas	18%
Culturally and/or Linguistically Diverse (CALD)*	24%
LGBTQI+^	4%

*This is a consolidation of NESB and Born Overseas, i.e. the proportion of total staff who have identified against one or both of these two metrics. This is not a self-identification by employees of their CALD status.

^This figure is based on responses to the 2018 APS Employee Census, the most recent available data in this space.

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The actions and outcomes necessary to implement this strategy will be reported to Treasury's Inclusive Workplace Committee (IWC) in line with its purpose of ensuring the effective implementation of policies, programs, actions and procedures relating to inclusion and diversity in Treasury.

The IWC supports diversity through its focus on women, people from culturally and/or linguistically diverse backgrounds, Indigenous Australians, people with disability and people who identify as LGBTQI+.

Our strategy's relationship with Commonwealth Strategies and Treasury Action Plans



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Inclusion and Diversity Champions

The Treasury *Inclusion and Diversity Strategy 2019-2021* is supported by Senior Executive Service inclusion and diversity Champions. Each Champion specifically supports and promotes a diversity pillar:

Diversity Pillar	Current Champion
Gender Equality	Simon Atkinson Deputy Secretary Fiscal Group
LGBTQI+	Diane Brown Division Head Financial Services Division
Aboriginal and Torres Strait Islander	Meghan Quinn Deputy Secretary Macroeconomic Group
Cultural and Linguistic Diversity	Maryanne Mrakovcic Deputy Secretary Revenue Group
Disability	Vicki Wilkinson Division Head Social Policy Division

Treasury has a number of self-managed staff networks including:

- CALD Network
- Pride@Treasury Network
- RAP Committee
- PWi Groups
- Treasury Accessibility and Disability Network

The initiative and effort undertaken by each network to play an active role in connecting people, raising awareness, celebrating diversity and promoting inclusion is to be congratulated. Representatives from each network also sit on Treasury's Inclusive Workplace Committee.

The People Organisation and Strategy Division provides ongoing strategic support and advice on all matters relating to people policies and practices including the:

- development and maintenance of people related policies and procedures to support an inclusive and diverse workforce;
- measurement of the diversity and inclusiveness of the Treasury workforce;
- development of strategies to attract and retain a diverse workforce;
- design of learning and development activities to build employee cultural capability and inclusive leadership; and
- provision of support for employee health and wellbeing at individual and group levels.

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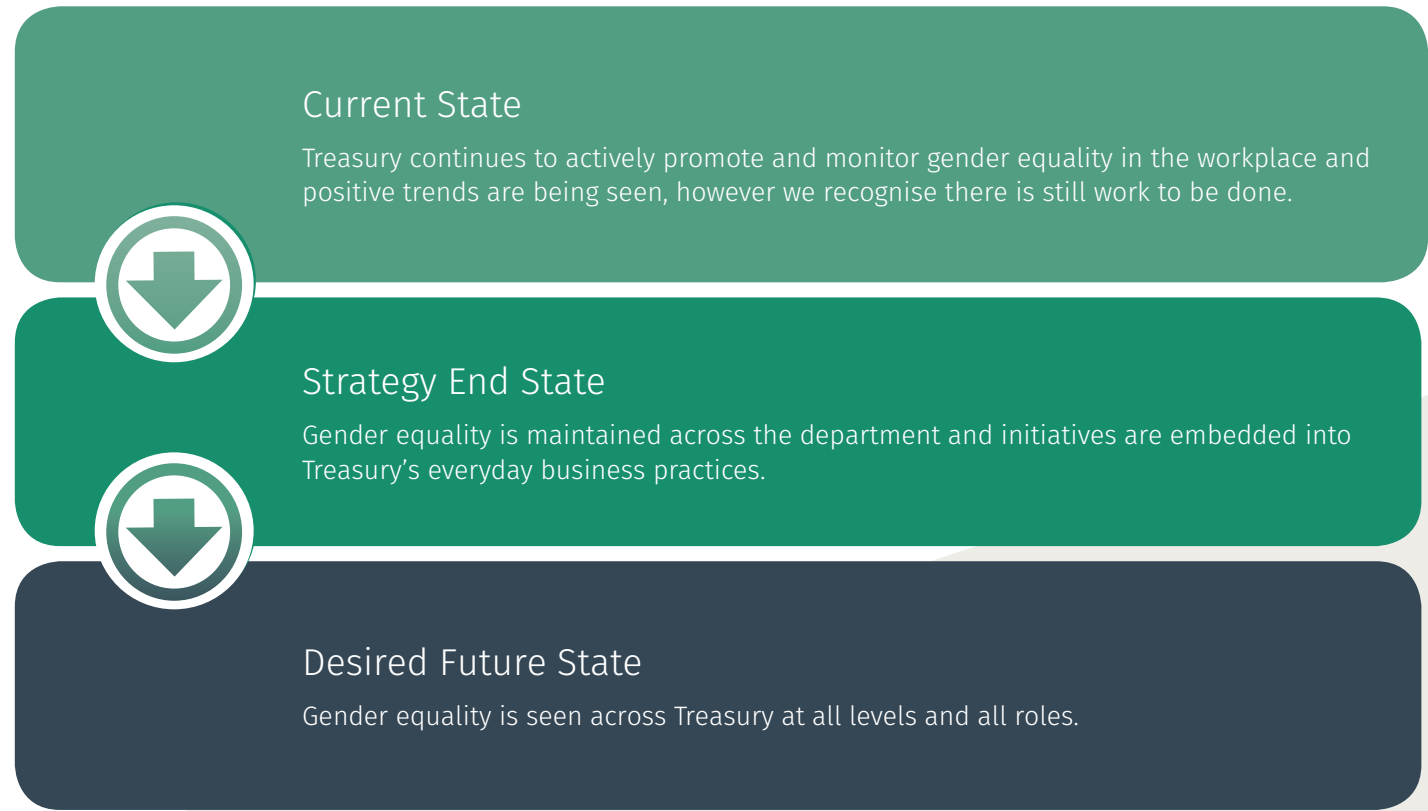
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Diversity pillars

Gender Equality

Key objective: In line with the vision outlined in the Treasury Gender Equality Action Plan 2016-2020, and Treasury's Progressing Women Initiative (PWi), we aim to ensure workplace gender equality is achieved so all employees, regardless of gender, are able to access and enjoy the same rewards, resources and opportunities.

Treasury aims to widen and deepen the pool of future leaders by harnessing the talents of women at all levels to ensure Treasury is an employer of choice for both genders. In achieving our vision, we will build an inclusive workplace, creating jobs and career pathways – at all levels and in all work areas – regardless of gender.



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Culturally and/or Linguistically Diverse backgrounds

Key objective: We aim to improve Culturally and Linguistically Diverse (CALD) representation in senior leadership positions. We embrace specialised skills, perspectives and experiences culturally and linguistically diverse people bring to Treasury and recognise the importance of building culturally appropriate services and products for the broader Australian community.

These objectives and vision will be supported by a Multicultural Action Plan.



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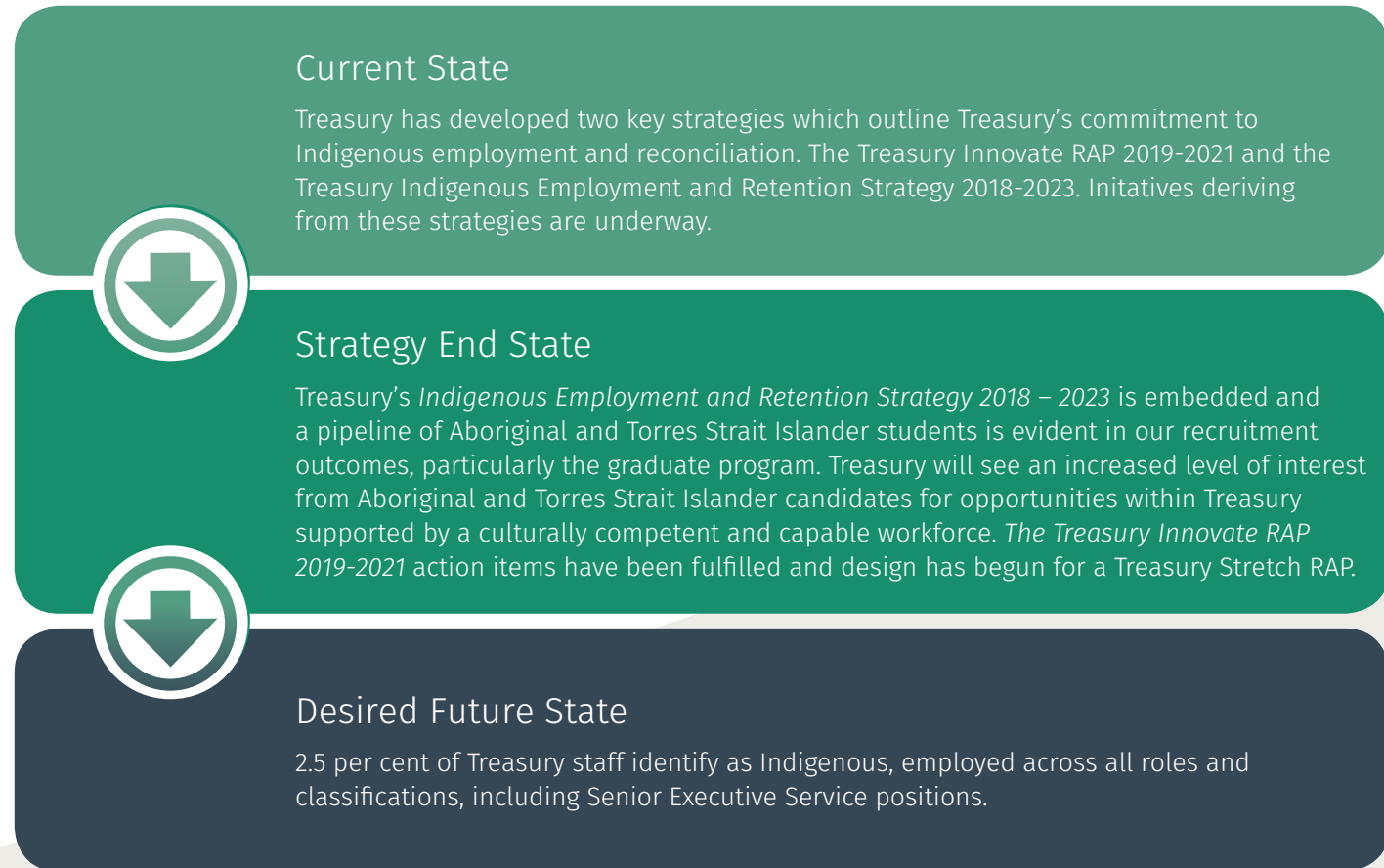
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Aboriginal and/or Torres Strait Islander peoples

Key objective: Treasury wishes to renew and grow its focus on Aboriginal and Torres Strait Islander peoples, to enhance the cultural capability of the organisation in order to successfully attract, support and retain the best talent we can. These objectives and our vision will be supported by the Treasury Innovate Reconciliation Action Plan (RAP) 2019-2021.

We aim to develop a culturally competent workforce, which has an understanding of Indigenous history and culture. Treasury also seeks to work in an inclusive manner that will make Treasury an employer of choice for Indigenous Australians across all roles and classifications over time.

This reflects our commitment to the importance we place on ensuring Indigenous Australians have a strong voice in shaping the economic policies that build Australia, as much of what Treasury does touches, directly or indirectly, on Indigenous policy.



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People with Disability

Key objective: We recognise that people with a disability make a valuable contribution to our workforce and society; disability is not a barrier to people joining or progressing their careers in our organisation. We aim to become a disability confident employer, to create an environment where people with disability receive appropriate support. We will focus on reducing the barriers to recruitment and will train disability confident managers and employees to support this aim.

In line with the Treasury Disability Action Plan, outcomes will be driven by developing a culture of acceptance and respect; providing full access to development opportunities; providing effective access to our premises and information; and seeking to attract and retain a diverse workforce which is more representative of the nation we serve.

Current State

In 2018, through focus groups hosted by the Treasury Disability Champion, we gained an increased understanding of the needs of our employees with disability. Treasury continues to provide workplace adjustments to employees. We will continue to improve the diversity of our workforce, as well as the disability confidence of our hiring managers, through advertising roles as RecruitAbility. Disability confidence continues to grow as our employees and managers participate in online and face-to-face training. Treasury has engaged a business administration services team through not-for-profit organisation Koomarri.



Strategy End State

Treasury is confident and respectful in its disability recruitment practices and training is available to all staff on building a disability confident workforce.



Desired Future State

Treasury is certified and recognised externally as a disability confident employer by the Australian Network on Disability.

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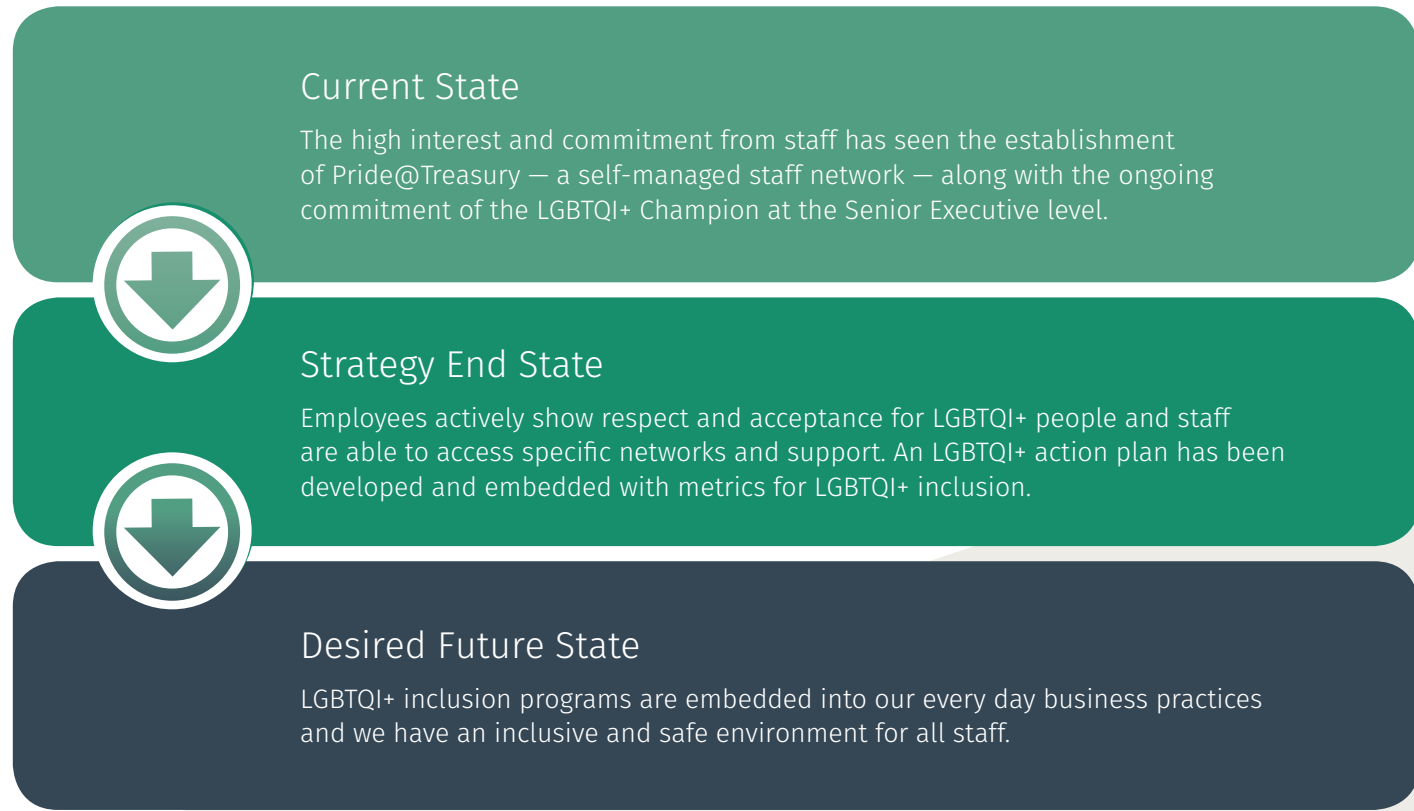
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Lesbian, Gay, Bisexual, Transgender, Queer, Intersex (LGBTQI+)

Key objective: We aim to create a workplace, which is fair, safe, and inclusive of all people regardless of their sexual orientation, gender identity or intersex status. This is achieved by developing an inclusive workplace, where employees are supportive and accepting of their colleagues and diversity is celebrated.

We aim to foster a workplace environment and culture where the LGBTQI+ community is visible and all employees can bring their whole self to work without the need to edit behaviour and without fear of bias or intimidation.

This will support Treasury being an inclusive workplace and to gain the greatest benefit from the skills and talents of all its employees, including those who identify as LGBTQI+.



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March

8 March	Gender	<u>International Women's Day</u> First observed in 1911 in Germany, it has now become a major global celebration honouring women's economic, political, and social achievements.
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21 March	Culture	<u>Harmony Day</u> Celebrating our cohesive and inclusive nation and the benefits of cultural diversity; promoting the Universal Declaration of Human Rights that "all human beings are born free and equal in dignity and rights".
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April

25 April	Culture	<u>ANZAC Day</u> One of Australia's most important dates of national commemoration, marking the anniversary of the first major military action fought by ANZAC forces during the First World War at Gallipoli.
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May

17 May	LGBTQI+	<u>International Day Against Homophobia, Biphobia, Interphobia and Transphobia</u> International Day Against Homophobia, Biphobia, Interphobia and Transphobia aims to coordinate international events that raise awareness of LGBTQI+ rights violations and stimulate interest in LGBTQI+ rights work worldwide.
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July

From the first Sunday in July	Indigenous	<u>NAIDOC WEEK</u> National Aborigines and Islanders Day Observance Committee (NAIDOC) week celebrates Aboriginal and Torres Strait Islander history, culture and achievements and recognises the contributions Indigenous Australians make to our country and society.
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September

Second Thursday in September	Disability	<u>R U OK? Day</u> This day is to remind people to ask family, friends and colleagues the question, "R U OK?", because connecting regularly and meaningfully is one thing everyone can do to make a difference to anyone who might be struggling.
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November

The Friday before 25 November	Gender	<u>International Day of the Elimination of Violence Against Women</u> The United Nations has designated 25 November as a day for governments, international organisations and NGOs to organise activities designed to raise public awareness of violence and discrimination against women, and the persisting inequalities between men and women.
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December

3 December	Disability	<u>International Day of People with Disability</u> This is a United Nations sanctioned day that aims to increase public awareness, understanding and acceptance of people with disability and celebrates the achievements and contributions of people with disability.
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