



Australian Government
The Treasury

Treasury Inclusion and Diversity Strategy

2023–2028

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In the spirit of reconciliation, the Treasury acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Message from the Secretary



I am proud to present Treasury's *Inclusion and Diversity Strategy 2023–28* (the Strategy).

This Strategy represents our continued commitment to fostering an inclusive workplace that values and respects all employees. It builds on what we have achieved so far and seeks to advance it.

Our effectiveness in delivering strong and sustainable economic outcomes for all Australians depends on our connection to, and reflection of, the diverse community we serve.

Everyone should feel valued and safe working in Treasury. We come from different backgrounds and are all influenced by our own cultural and lived experiences. We all have our own unique perspective. To continue to grow and thrive as an institution, we have to work together to harness the value of our different perspectives, cultural backgrounds, educational and life experiences.

This Strategy is based on your views and perspectives about inclusion and diversity following consultation across the department. Informed by your feedback, it sets out where we are succeeding and where we can do better.

We all have a role to play in cultivating a more inclusive and diverse organisation. Treasury's senior leadership team will continue to lead the way and will be accountable for modelling, encouraging and rewarding inclusive behaviours and practices.

We need an environment that supports continuous improvement, in which people can raise concerns and suggest changes to our work practices.

At Treasury we value, respect and celebrate diversity. We want to ensure Treasury remains an inclusive workplace, where everyone's differences are embraced, their contributions valued and their humanity respected. Valuing our best asset – our people – is the only way we can effectively deliver on our purpose.

A handwritten signature in black ink, appearing to read 'S Kennedy', written in a cursive style.

Dr Steven Kennedy PSM
Secretary to the Treasury

At Treasury, we value and respect difference

Being a diverse and inclusive organisation provides a shared sense of connection, cohesion and belonging, with equal opportunity for everyone to contribute, participate and achieve their full potential.

Inclusion and diversity is a priority at Treasury because it supports:

Our employees	attracting and retaining great people who feel valued, connected, safe and empowered
Our organisation	leveraging diverse perspectives to enhance productivity, innovation and deliver better outcomes
Our community	providing better policy and program advice and delivery by representing the community we serve.

The Inclusion and Diversity Strategy 2023–2028 is a critical enabler for Treasury delivering on its purpose and strategic priorities outlined in our Corporate Plan. It is also a key driver in embedding our leadership behaviours of ensuring our work aligns with our purpose, creating and sustaining productive relationships, developing high performing teams, rewarding an inclusive culture, and sound governance and assurance.

Our diversity

52% are women	8% have an ongoing disability
9% LGBTIQ+	1.3% Aboriginal and/or Torres Strait Islander
20% speak a language other than English	20% were born overseas

Our organisation

1,503 employees	
44% of senior executives are women	35% have carer responsibilities
35 median workforce age	18% located outside Canberra

Staff feedback

87% of employees report their supervisor actively ensures that everyone can be included in workplace activities
83% of employees report Treasury supports and actively promotes an inclusive workplace culture

Our journey

2008	2009	2010	2011	2012	2013	2014	2015
Treasury's first Reconciliation Action Plan is released	Treasury's Workplace Diversity Program 2009–2012 is released	Treasury Secretary Ken Henry commissions a paper on gender equality at Treasury	The Progressing Women initiative (PW<i>i</i>) commences and the PW <i>i</i> Network is established	The Inclusive Workplace Committee (IWC) is established to implement and monitor PW <i>i</i> strategies Treasury's first female Deputy Secretary and Executive Board member is appointed	The Treasury Agency Multicultural Plan 2013–2015 is released	The Disability Action Plan 2014–2018 is released The Reconciliation Action Plan 2014–2016 is launched An Inclusive Workplace – The Treasury's Inclusivity and Diversity Strategy is released The flexible work policy is launched to support employees in balancing work and their lives.	The Sydney office is established to attract specialist skills The Integrated Leadership System is incorporated into the Performance Management System Treasury begins participating in the Jawun Secondment Program (four Treasury employees selected to work with Indigenous communities)
2016	2017	2018	2019	2020	2021	2022–23	Towards 2028
The Gender Equality Action Plan 2016–2020 is launched The APS Multicultural Access and Equity Action Plan 2016–2017 is released The Melbourne office is established to attract specialist skills	New Performance Development System is introduced to address unconscious bias	The Treasury Indigenous Employment and Retention Strategy 2018–2023 is released The IWC scope widens to include more diversity pillars Employee Diversity Networks are established: Access & Inclusion, CALD Network, Pride@TSY, RAP Committee 'Additional maternity leave' is changed to 'primary carer leave' to be more inclusive of diverse family situations The Koomarri Disability Employment initiative commences	The Inclusion and Diversity Strategy 2019–2021 is released The Innovate Reconciliation Action Plan 2019–2021 is launched	Treasury increases the use of inclusive work practices in response to the COVID-19 pandemic Four out of six Executive Board members are now women	The second Innovate Reconciliation Action Plan 2021–2023 is launched The Gender Equality Committee is established The People and Inclusion Committee (PIC) takes responsibility for inclusion and diversity governance The Gender Action Plan 2021 is endorsed by the PIC	44% of Senior Executives are women Release of Treasury's Supporting Gender Affirmation and Gender Diversity Guidelines This Inclusion and Diversity Strategy 2023–2028 is released	We leverage diverse perspectives from a range of people to improve policy and program advice and delivery Inclusion is embedded in our day-to-day practices and decisions We cultivate diversity within our workforce and focus on our people's career development Our leaders at all levels advocate and take accountability for inclusion and diversity We work together to promote inclusion and diversity, with clear roles and governance

Our goals

Our focus towards 2028 is to build on our progress, embedding inclusion and cultivating diversity across Treasury as we continue to value, respect and celebrate difference.

Underpinning our efforts are our leadership behaviours – ensuring our work aligns with our purpose, creating and sustaining productive relationships, developing high performance teams, rewarding an inclusive culture, and sound governance and assurance.

An inclusive culture is generated by everyone demonstrating inclusive behaviours, such as cooperation, collaboration, openness and curiosity, which foster a sense of belonging, connection, equity and safety.

To achieve our Strategy, we will focus on five goals:



Better outcomes

We leverage diverse perspectives from a range of people to improve policy and program advice and delivery



Inclusion everyday

Inclusion is embedded in our day-to-day practices and decisions



Diverse workforce

We cultivate diversity within our workforce and focus on our people's career development



Strong leadership

Our leaders at all levels advocate and take accountability for inclusion and diversity



Good governance

We work together to promote inclusion and diversity, with clear roles and governance

Better outcomes

We leverage diverse perspectives from a range of people to improve policy and program advice and delivery



Our objectives

Diverse perspectives are valued in the development of policy and programs and in how we deliver our business.

Our staff are equipped to engage with our diverse community of stakeholders.

Our key actions

- Seek diverse perspectives to improve Treasury policy and program advice and delivery
- Review our ways of working to ensure they are inclusive and enable diversity of thought
- Implement practices that embed diversity of thought in leadership groups and decision-making forums

Success measures

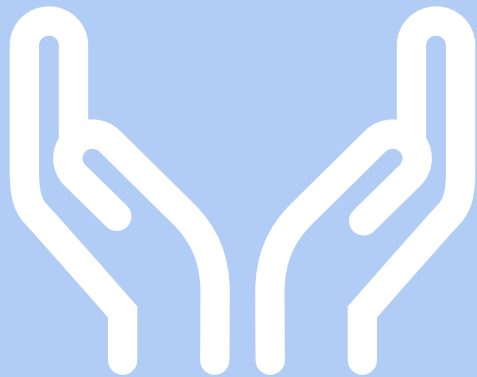
Employees feel comfortable to contribute their perspectives at work, as measured annually in the APS Census.

Treasury receives positive feedback through Treasury's stakeholder engagement survey on providing policy and program advice that represents the community.

Treasury is recognised as an inclusive organisation, consulting widely in undertaking our role.

Inclusion everyday

Inclusion is embedded in our day-to-day practices and decisions



Our objectives

Every staff member of Treasury demonstrates inclusive behaviours so that everyone can contribute to their full potential.

Our key actions

- Develop guidance on inclusive day-to-day behaviours
- Create opportunities to educate and raise awareness of inclusion and diversity for all employees
- Review and update corporate policies to ensure they reflect inclusive language and lived experiences
- Review our facilities to enhance access and inclusion
- Provide swift responses to inappropriate behaviours
- Review the design of our systems, tools, processes, and the ways we work together to ensure they are inclusive and considerate

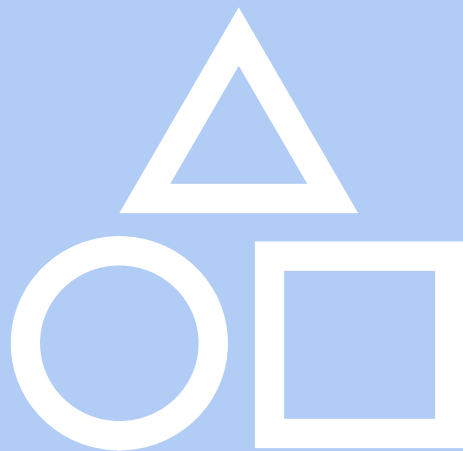
Success measures

Inclusion sentiment improve across all areas of diversity, as measured annually in the APS Census.

All staff undertake mandatory inclusion and diversity training.

Diverse workforce

We cultivate diversity within our workforce and focus on our people's career development



Our objectives

Treasury is an employer of choice for candidates and employees with a diversity of skills and backgrounds.

Our key actions

- Ensure attraction practices actively encourage applications from people with a diversity of backgrounds
- Ensure recruitment practices incorporate active consideration of diversity
- Establish a mentoring program to connect employees to senior leaders
- Identify opportunities to support diversity throughout all levels of the workforce to ensure a pipeline of talent

Success measures

The workforce at all levels more closely represents the diversity of the Australian community, as measured annually in the APS Census.

Treasury is viewed as an employer of choice, measured via participation in external benchmarking and awards.

Strong leadership

Our leaders at all levels advocate and take accountability for inclusion and diversity



Our objectives

Senior Leaders set the standard from the top, modelling inclusive behaviour and harnessing inclusive practices.

All leaders are effective champions of diverse and inclusive cultures.

Our key actions

- Ensure leadership capability training includes training on inclusive leadership practices
- Embed diversity and inclusion in the performance system for leaders
- Leaders are visible and active participants in inclusion and diversity initiatives
- Leaders actively encourage staff participation in inclusion and diversity activities

Success measures

Leaders actively support and prioritise inclusion and diversity, measured annually in the APS Census.

Senior Executive and Executive level leaders are trained in and held accountable for inclusive leadership practices.

Good governance

We work together to promote inclusion and diversity, with clear roles and governance



Our objectives

Understanding and clarity of role, responsibilities and accountabilities enables effective implementation of the Strategy.

Decisions are informed by best practice and are evidence-based.

Our key actions

- The Executive Board, supported by the People and Inclusion Committee, will set, champion, and implement the strategic direction for inclusion and diversity within Treasury
- People and Organisational Strategy Branch will deliver on the key actions of the Strategy and report progress to the Executive committees annually
- The employee-led networks will work collaboratively and in alignment with strategic direction to deliver actions to enhance inclusion and diversity
- Implement an annual Treasury Diversity and Inclusion Survey that informs/supports organisational and network action plans
- Regularly analyse and report on diversity and inclusion data in a consistent manner

Success measures

Senior Executive leaders have meaningful data to inform decision making through regular dashboard reporting of key metrics.

The Inclusion and Diversity Strategy is delivered through collaboration based on clarity of roles and responsibilities.

Progress of the Strategy is reviewed by the Executive Committees annually.

Our inclusion and diversity pillars

There is considerable commitment and engagement at all levels in Treasury about inclusion and diversity.

The employee-led diversity networks have a key role in delivering Treasury's diversity and inclusion agenda. Our networks are vital in driving Treasury's success in making meaningful change and improvements to our organisation. In addition to providing safe and supportive spaces for employees from diverse groups to connect and discuss issues, they actively

identify and contribute to work that increases diversity awareness, understanding and capability and are key consultation points.

In addition to our goals, we will focus on prioritised initiatives to better support employees who experience specific barriers to inclusion and continue to acknowledge and celebrate the most significant days of each diversity group.

Some key priorities for each of our pillars are:

Aboriginal and/or Torres Strait Islander peoples

- Create a supportive and welcoming environment that enables Aboriginal and Torres Strait Islander employees to develop and contribute while maintaining identity.
- Enhance cultural knowledge, understanding and awareness and integrate this into the work of Treasury.
- Identify and implement initiatives to improve the participation, progression and retention of Aboriginal and Torres Strait Islander employees in the Treasury workforce.

Cultural and Linguistic Diversity

- Improve the visibility and representation of cultural diversity within the senior leadership of Treasury.
- Align data collection and information gathering about cultural diversity with emerging good practice methods.
- Address barriers to recruitment and career advancement for employees who identify as culturally and linguistically diverse.

Diversity of Experience and Working Style

- Encourage and reward people for visibly demonstrating Treasury's leadership behaviours of teamwork, collaboration and contributing in different or inclusive ways.
- Strengthen connections across different Treasury divisions, groups and Canberra and State Office locations through initiatives that support internal networking and collaboration.
- Continue to recruit and retain diverse set of skills, capabilities and experience to ensure Treasury effectively fulfils its functions and enhance stakeholder engagement.
- Create a conducive work environment that supports the inclusion of neurodiverse employees and embraces different working styles.

Our inclusion and diversity pillars

(continued)

Some key priorities for each of our pillars are:

Gender Equality

- Ensure women are equally represented, progressed, valued and rewarded across Treasury through improved tools and processes, and mentoring, sponsorship and coaching programs.
- Continue to support the career progression of women to sustain a leadership pipeline.
- Embed a gender inclusive culture through training, awareness-raising and promoting flexible work for everybody.

Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, and other sexuality, gender, and bodily diverse people (LGBTIQ+)

- Promote a culture in which the LGBTIQ+ community feel valued at work by participating in the AWEI and driving sustained improvement.
- Produce educational and awareness raising resources to support LGBTIQ+ inclusive practices and active allyship.
- Develop Gender Affirmation Guidelines and other resources to support the inclusion of transgender and gender diverse employees.

People Living with Disability

- Improve access to reasonable adjustments and flexible ways of working to enable full participation at work.
- Improve the visibility and representation of people who are living with disability, have disability related caring arrangements and increase the participation of neurodiverse people in the workforce.
- Reduce stigma and reinforce inclusive practices to support employee mental health and wellbeing through training, resources and story-telling.

How you can help implement the strategy



All Treasury employees

What employees can do

- Actively seek and consider a diverse range of perspectives to inform day-to-day work
- Actively practice inclusive behaviours and report, or constructively challenge, non-inclusive behaviour
- Get involved in a diversity network and participate in inclusion and diversity initiatives and events
- Participate in learning opportunities to build your awareness and understanding of inclusion and diversity issues
- Take time to understand the experience of others and engage with empathy and respect
- Update your equity and diversity details in Treasury's HR system, Aurion ESS, to enable a better understanding of our workforce and tailor services and support
- Share stories and experiences to contribute to inclusion and diversity in Treasury

How employees are supported

- Training and resources to equip you to work in inclusive ways
- Access and opportunities for you to participate in employee networks
- People policies, accommodation and IT that reflects and supports a more diverse range of needs

How managers can help implement the strategy



Managers

What managers can do

- Set a positive example for your team by demonstrating inclusive behaviours
- Encourage and support your team members to actively contribute to inclusion activities and initiatives, by participating in events, surveys or employee networks
- Provide reasonable adjustments for your staff so they can contribute effectively
- Cultivate an environment where employees can share ideas and speak up when they have differing views
- Recognise your employees who demonstrate inclusive behaviours
- Take appropriate action to address behaviours not in line with APS Values and Code of Conduct

How managers are supported

- Training and resources to support you to lead in inclusive ways
- People policies and processes that cultivate inclusion and drive diversity within the workforce

How senior leaders can help implement the strategy



Senior leaders

What senior leaders can do

- Set the standard from the top, modelling inclusive behaviour and harnessing inclusive practices
- Mentor staff to help secure a diverse pipeline for future managers and SES
- Share relevant information to foster cross-departmental collaboration
- Pursue opportunities to increase diversity and inclusion in decision-making processes
- Hold leaders and peers to account
- Act as a diversity champion, and take responsibility for advocating and driving inclusion and diversity in Treasury

How senior leaders are supported

- Access to workforce data and insights on inclusion and diversity within the workforce
- Ongoing support to integrate inclusion and diversity into organisational practices

Delivering the strategy – accountability

Delivery of the Strategy requires cohesive and sustained efforts, with clear oversight. Senior leaders are responsible for championing the Strategy, and all staff have a role to play in supporting the goals of the Strategy.

The People and Inclusion Committee is accountable for overseeing the delivery of the Strategy. The Strategy will be reviewed annually and progress will be reported to the People and Inclusion Committee and the Executive Board.

Progress will be measured through:

- an annual Treasury Inclusion and Diversity survey
- the APS Census
- workforce composition
- participation in relevant training and events
- external recognition of achievements in benchmarking and awards

Roles and responsibilities

Executive Board

- Oversee and set the strategic direction and priorities for inclusion and diversity in Treasury
- Assess the enterprise risks and allocate appropriate resourcing to implement the Strategy
- Monitor and oversee the performance of the Strategy

People and inclusion committee

- Oversee the implementation of the Strategy
- Advise the Executive Board on relevant resourcing required to implement the Strategy
- Monitor the implementation of the Strategy
- Advise on the progress of the Strategy to the Executive Board

Senior Leaders

- Champion the goals of the Strategy
- Implement strategies in their areas of responsibility
- Engage in leadership conversations on inclusion and diversity

Diversity Champions

- Actively lead and visibly champion relevant employee-led network initiatives, action plans, and events
- Drive senior leadership conversation on inclusion and diversity

Delivering the strategy – implementation

Delivery of the strategy is guided by a detailed implementation plan.

People and Organisational Strategy Branch is responsible for the delivery of the key actions of the Strategy. Delivery will be supported by network-specific action plans, delivered by employee-led networks.

Roles and responsibilities

People and Organisational Strategy Branch

- Plan, lead and implement key inclusion and diversity initiatives
- Ensure people policy, processes and systems are inclusive
- Address barriers to access and inclusion
- Implement recruitment and workforce strategies to sustain pipeline of diverse talent
- Provide resources and learning programs that build inclusion capability
- Regularly analyse employee data to understand risks and opportunities
- Implement talent management practices that build a diverse pipeline and foster inclusion
- Seek and respond to employee feedback on matters of inclusion
- Assist the employee-led networks to develop and implement network-specific action plans

Employee Network Committees

- Develop and implement network-specific action plans that are aligned with the Strategy
- Conduct events on nominated celebration/commemoration days to foster belonging, connection and raise awareness
- Provide a safe and supportive environment/space for all employees to connect
- Provide lived experience insights to POSB to support inclusive people policy, processes and systems
- Foster cross-network collaboration and consideration of intersectionality