

Gender Equality Action Plan

2022 - 2025

treasury.nsw.gov.au



Acknowledgement of Country

The NSW Treasury acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of First Nations peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of First Nations peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of government policies and practices, and recognise our responsibility to work together with and for First Nations peoples, families and communities, towards improved economic, social and cultural outcomes.



Artwork: 'Regeneration' by Josie Rose

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A Note on Gender

The NSW Treasury Gender Equality Action Plan is for all people of all genders. Where it describes differences in how women and men experience employment in the workplace, or highlights the disadvantage and discrimination experienced by women in society, this is all people identifying as women, including both transgender and cisgender people.

We are committed to ensuring that gender diverse individuals feel included in the vision and actions of this plan and will work through the implementation phase to incorporate their experiences in a meaningful way.

Disclaimer

This document may contain sensitive content relating to discrimination, inequality, and domestic and family violence. If you are affected, please reach out to your Human Resources Business Partner for details of Treasury support available or call 1800RESPECT -1800 737 732 or NSW Mental Health Line -1800 011 511.

Secretary's Message



Dr Paul Grimes PSM
Secretary

Great progress has been made towards gender equality, both in NSW Treasury and society, but there is more work to be done.

The NSW Treasury Gender Equality Action Plan (GEAP) reflects our commitment to progress. It demonstrates how we will take measurable action now and considers opportunities for broader impact in the future.

We listened to a wide range of voices, with the GEAP created thanks to extensive consultation with stakeholders. Our plan holds us accountable across four key priority areas:

- Governance and accountability
- Selection, development and leadership
- Awareness and advocacy
- Flexibility and support

While over half of those working at NSW Treasury identify as female, women are underrepresented in top positions of power and influence. Without representation, women's needs across the state cannot be fully met. Our Premier's priority target is to ensure equality at all levels, with women filling 50 per cent of leadership positions.

We must take a collaborative approach to empower all women. We can widen the pool of future leaders by harnessing the talents of women today. This includes—but is not limited to—First Nations women, culturally and linguistically diverse women, LGBTIQ+ women, women with disability, and women of all ages.

Improving outcomes for women does not mean leaving anyone behind. We also want to improve outcomes for men and people who identify their gender in diverse ways, embedding equal opportunity as part of our DNA. Everyone deserves a fulfilling career in an environment where they feel comfortable sharing their innovative ideas and insights.

The GEAP is a statement of intent. It demonstrates how we seek to make a genuine difference, remaining transparent about our current limitations.

Our goals may seem ambitious, but they are long overdue. I commit to using my position to address inequalities and best represent the diverse people of NSW.

I hope you will all join me in being effective agents of change.

Dr Paul Grimes PSM

Secretary

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Our Vision Statement

Our vision is for NSW Treasury to become a leader in promoting gender equality, women's leadership and decision-making. This should be reflected in our workplace, the NSW public sector, and communities across the State.

We will create opportunities for people of all genders to feel represented, valued, respected, and empowered to drive positive gender equality outcomes and inspire change.

Three diverse young women sitting at a table working and talking.



A man and a woman both looking
at a smart device and smiling.

Understanding Gender Equality

A man with a beard and a woman with short blonde hair and glasses are smiling and looking at a tablet device. The man is wearing a grey sweater over a blue shirt, and the woman is wearing a grey sweater over a black shirt. They are both looking at the tablet, which is held by the woman. The background is blurred, showing a whiteboard and some greenery.

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Gender equality focuses on equal rights for people of all genders. This includes women and men, as well as trans and gender diverse people. Everyone deserves equal access to resources, opportunities, and rewards.

In a world of gender equality, everyone is free to achieve their potential. Everyone is treated with dignity, fairness, and respect.

We all benefit from gender equality. Research shows that this prevents violence against women and girls, helps the economy to prosper, and keeps us healthy and safe. Societies where women and girls have access to education and opportunity are more productive and more successful.

Gender roles and stereotypes affect us from birth, hurting people of every gender. This limits opportunities for women and puts unfair expectations on men.

In Australia, laws have long been in place to give women equal rights. Yet gender-based violence, disparities between unpaid domestic and caring roles, and pay inequality is still prevalent. One woman a week is killed by a current or former partner¹ and one in three women have experienced male violence since the age of 15.²

Often, inequality is more subtle. Women are more likely to be primary caregivers, and subsequently spend much more time doing unpaid labour. As a result, they are more likely to be in part-time and casual work, increasing the risk to economic security over their lifetime. This is also evident through the current and projected future changes to women's workforce participation rate, with the NSW 2021 Intergenerational Report revealing that though the participation rate for women is projected to increase over the next 40 years, it will remain below that of men.³

It is important to recognise, accept and celebrate our differences. A variety of perspectives can offer innovative and more equitable solutions to problems that affect us all.

It is also important to understand the diverse ways people experience inequality. Some people face more than one type of discrimination, and it is also possible to experience privilege and discrimination simultaneously. True gender equality requires an intersectional approach which considers the impact of factors such as race, disability, or social status. Understanding the many ways people might be marginalised helps in our mission for a more equal future.

We must work together to remove barriers to full and equal female participation and ensure equal representation in decision-making roles. We must focus on eliminating discrimination based on gender in the workplace, particularly around access to flexible work.

Our legislative and policy context

This plan has been developed within the context of the following legislations, policies, conventions, and guidelines:

- [Government Sector Employment Act 2013 \(NSW\)](#)
- [Anti-Discrimination Act 1977 \(NSW\)](#)
- [Sex Discrimination Act 1984 \(Cth\)](#)
- [Workplace Gender Equality Act 2012 \(Cth\)](#)
- [Convention on the Elimination of All Forms of Discrimination Against Women](#)
- [The Beijing Declaration and Platform for Action](#)
- [NSW Premier's Priorities – World Class Public Service](#)
- [NSW Women's Strategy 2018-2022](#)

Case for change

The business case for gender equality is strong and supported by a growing body of research.

“People and their talents are among the core drivers of sustainable, long-term economic growth. If half of these talents are underdeveloped or underutilised, growth and sustainability will be compromised”

— World Economic Forum,
Global Gender Gap Report



Illustration of two cartoon characters sharing ideas.

Improved national productivity and economic growth

The [2021-22 NSW Intergenerational Report \(IGR\)](#) has identified that as the State's fiscal gap widens, the leading response to combat this is achieving gender parity in workplace participation. To show the economic significance of this, if

NSW were to close the participation rate gap between women and men over the next 20 years, and be sustained, by 2060-61 the total participation rate would be 66.3 per cent (around 5 per cent higher than baseline projections) and the financial gap lowered by around 0.7 per cent. The NSW economy would also be 8 per cent larger by 2060-61, and annual household income would lift by \$22,000.⁴

Similarly, the [2018 KPMG report Ending workforce discrimination against women](#) revealed that halving the gender pay gap in Australia and reducing discrimination against women in the workforce could result in significant economic benefits, including an increase in annual Gross Domestic Product by \$60 billion over the next 20 years and a \$140 billion improvement in living standards by 2038.

Economic
growth in
NSW



8 per cent

by 2060-2061

Annual
household
lift



\$22K

by 2060-2061

Annual Gross
Domestic
Product growth



\$60B

over the next 20 years

Enhancing organisational performance

Increasing women's participation in the workforce has positive impacts on organisational culture and operations, including through higher efficiency, innovation, creativity, and employee engagement. Organisations are also more likely to enhance their ability to attract and retain employees by accessing a larger talent pool and having work conditions that appeal to candidates regardless of gender or gender identity.⁵

Further, the Diversity Council of Australia Inclusion@Work Index has found that working in an inclusive team will see a person:

- 10 times more likely to be highly effective than workers in non-inclusive teams
- 9 times more likely to innovate
- 5 times more likely to provide excellent customer service
- 3 times more likely to work harder

Future proofing the economy by enhancing financial security

A systemic lack of gender equality is placing increasing burdens upon the economy. Our population is ageing with too few workers to sustain our needs after we retire. Lifting

female labourforce participation in Australia will be instrumental to offsetting the effects of our ageing population.

Women also face the risk of 'accumulated poverty' – the loss of financial security across a women's lifecycle. Women are more likely to take parental leave and perform unpaid labour in both a domestic and care capacity, and often work fewer hours. Work in female-dominated industries is also typically undervalued. At retirement age, this means that women's superannuation balances are lower, or even non-existent, compared to men. In 2019, the average superannuation balance for women at retirement is 42 per cent lower than those for men.⁶ In 2018-19, 36 per cent of retired women in Australia relied on their partner's income to meet their living costs at retirement, compared with 7 per cent for men.⁷ Older women are the fastest-growing cohort of people experiencing homelessness in Australia. The shortfall in retirement income is not sustainable, putting more pressure on future health and housing government services.

Workplaces actively pursuing an inclusive culture is better for everyone. This includes offering flexible working arrangements and support for employees with family and caring responsibilities. In time, this will contribute to increased participation and better retirement outcomes.

Steps towards a more inclusive workforce today makes better economic sense for tomorrow.

Three women walk confidently through an office space.



Where we are now

The statistics show that despite positive steps forward, there is much still to be done to achieve gender equality across NSW, the NSW public sector and within NSW Treasury itself.



Gender equality in Australia and NSW

Labour Force Participation Rate⁸



60.7%
for women



51.5%
First Nations women¹⁰



69.5%
for men⁹



58.6%
Culturally and linguistically diverse women¹¹

Gender Gap

Australia is ranked 50 in the World Economic Forum's Global Gender Gap Report 2021, down 6 places from 2020.¹²



Pay gap in Australia 13.8 per cent¹³



Women earn \$255 per week less than men.¹³

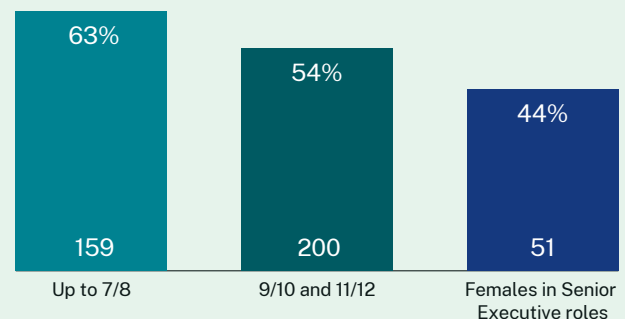


In NSW, the gender pay gap is 14.5 per cent¹⁴

Gender Equality in NSW Treasury¹⁵

755 headcount

On 30 June 2021, Treasury had 755 employees



Female representation reduces as roles become more senior. Female representation in roles 9/10 and 11/12 is 54 per cent. Of NSW Treasury executive level leaders, 44 per cent are female.¹⁶

Gender Equality in the NSW Public Service

Women are generally paid less, have fewer opportunities to progress and hold fewer senior leadership roles.



In 2021, women held 65.7 per cent of jobs in the NSW public sector, but only 42.7 per cent of senior leadership positions were held by women¹⁷



Women have lower representation than men in higher salary bands



The gap in median remuneration between men and women in the NSW public sector was 4.1 per cent (\$3,905), compared to 2.2 per cent (\$2,053) in 2020.¹⁷



A higher proportion of males than females are appointed to roles with a salary of \$165,750 or higher. Female appointments were significantly higher across lower salary ranges.



In 2021, 35.5 per cent of non-casual female employees in the NSW public sector worked part time, compared to 11.0 per cent of male non-casual employees.¹⁸

People Matter Employee Survey (PMES) results



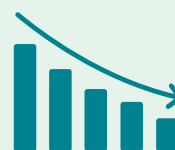
80%

of employees agreed “Personal background is not a barrier to participation in my organisation (e.g., cultural background, age, disability, sexual orientation, gender).”



90%

of employees agreed, “My manager supports flexible working in my team”. This is 22 per cent higher than the NSW public sector as a whole.



Of nine selected key topic results by demographics, women reported lower rates of satisfaction in all nine topics, ranging from -2 per cent in Wellbeing (80 per cent male, 78 per cent female) to -7 per cent in Inclusion and Diversity (88 per cent male, 81 per cent female).

A woman in a wheelchair looking at her computer, smiling and waving.

Our Journey

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Treasury holds a unique position at the heart of the NSW Government. We have an opportunity and a responsibility to model best practices around gender equality to promote systemic change.

A combination of legislation, advocacy, and raising awareness has helped to address some of the barriers to achieving gender equality – but there is still more to be done.

In preparing this plan we have consulted across Treasury, and we have listened. It is important to be aware of the past, so we can do better for the future.

Our consultation approach

Quantitative and qualitative tools were used to comprehensively assess the status of gender equality in NSW Treasury and shape our goals and actions of the Gender Equality Action Plan.

- **Listening Circles** were conducted in 2019 as part of Treasury's participation in the Male Champions of Change program. Five facilitated Listening Circles were conducted with a cross section of employees from Grade 11/12 to Band 2. The sessions focused on the barriers experienced by women in attaining leadership positions, the perceptions of men of these barriers experienced by women, conditions and culture that support women's careers and gender equality, and actions that will make a difference. Leadership Shadow Surveys were then completed by individuals nominated by the Secretary and all members of the Leadership Team, asking participants to assess the approach to gender diversity.
- **Focus Groups** and one-on-one interviews were held in 2020 with more than 50 Treasury employees participating. Seven focus groups were separated by grade and by gender, to provide a safe space and allow for honest conversations about experiences and perspectives on gender equality across Treasury.
- All consultation sessions used Human-Centred Design techniques to ensure we were solving the right problems rather than jumping straight to solutions. It also put people at the centre of the process to design solutions which have a greater chance of success.
- The feedback from the focus groups and listening circles were complemented by the **Workplace Gender Equality Agency (WGEA)¹⁹ Diagnostic Assessment Tool** to quantitatively analyse the status of gender equality in Treasury over 17 focus areas. The WGEA assessment utilised available Treasury data as well as subject matter expertise relating to procurement, recruitment, and HR practices and policies. Treasury scored well in the focus areas associated with flexible working and support for carers but an opportunity to improve was identified in how Treasury drives change beyond the workplace (full ranking of the assessment in Table 1). The assessment also highlighted that in some areas there is simply a lack of data to support a view on Treasury's current position. The GEAP includes specific actions to reassess the status the gender equality through the WGEA Diagnostic Assessment Tool and D&I Dashboard.
- A key source of data is anonymised statistics held by the Treasury HR team, as well as responses from the 2021 People Matter Employee Survey.

Table 1: Results of the assessment using the WGEA Gender Equality Diagnostic Tool

The 17 Gender Equality Focus Areas

Driving change beyond the workplace	The areas of greatest opportunity
Applying a gender lens to all policies and strategies	
Applying a gender equality lens to casual, contract, short-term, task-based employment, and independent contractors	
Applying a gender equality lens to everyday operations	
Support for employees experiencing domestic and family violence	
Professional development, networking, mentoring, sponsorship	
Preventing gender-based harassment and discrimination, sexual harassment, and bullying	
Recruitment, selection, and promotion	
Talent management and succession planning	
Leadership and accountability	
Gender composition of the workforce	
Gender pay equity	
Strategic alignment of gender equality and business priorities	
Workplace gender equality training	We are doing well!
Applying a gender equality lens to Machinery of Government changes and restructures	
Support for caring	
Mainstreaming flexible working	

Illustration of people with different pronouns



Our findings

Our consultation approach identified five key themes on gender equality issues: flexible working arrangements, differences in promotion and leadership, unconscious bias, unequal gender composition, and missed opportunities for broader impact. Our overall insights are summarised below, based on the experience of the participants of the consultation.



1 Flexible working arrangements

With the COVID-19 pandemic dramatically changing the way we live and work, flexible working arrangements have become more important than ever to Treasury employees irrespective of gender. Participants of the consultation reflected that the limited number of senior men visibly using formal flexible working arrangements establishes a culture that flexible arrangements are only expected for women. It was also the experience of some that requests from men for flexibility were more likely to be denied or questioned.



2 Differences in promotion and leadership

Consultation participants conveyed the feeling that women in some instances are evaluated differently when it came to promotion opportunities – men are promoted based on potential, while women are promoted based on their track record. Many recommended the need for targeted action to promote women in leadership and meet the Premier’s Priority targets. Part-time workers described feeling less entitled to spend time on networking or development activities, or to seek promotions. This has a significant impact on the career development of women who make up most part-time workers.



3 Unconscious bias

Participants of our focus groups identified unconscious gender bias as an ongoing workplace issue in Treasury due to the perceived lack of established activities to address it. Examples provided included inconsistencies in what is considered socially acceptable behaviour for people of different genders, as well as the experience that men regularly speak up more in meetings and quieter voices (those of women) are not made to feel invited into the conversation by leaders. Furthermore, it was acknowledged that men generally do not identify or recognise gender inequality as an issue in the workplace.



4 Unequal gender composition

Participants noted that while Treasury has a balanced gender composition in the workforce, there are specific teams that are highly imbalanced and would benefit from greater diversity. Further, certain roles continue to be dominated by one gender and require a proactive plan to move away from the status quo.



5 Missed opportunity for a broader impact

Participants felt that Treasury has an opportunity to impact whole-of-government views on gender equality through its role as a central agency. It was recommended that this opportunity for broader impact could be strengthened by embedding gender impact analysis in the government’s policy and budget decision making processes.



Two women sitting at a table and looking at a computer



Our action and commitments are split across four pillars.

Priority area	Outcome
Governance and Accountability	Effective leadership and governance arrangements support the implementation and transparent monitoring of gender equality outcomes for NSW Treasury
Selection, Development and Leadership	Women are empowered and supported by NSW Treasury to progress with their careers, resulting in equal representation and opportunities
Awareness and Advocacy	NSW Treasury is a role model for gender equality and champions awareness-raising and advocacy
Flexibility and Support	All NSW Treasury staff increase their knowledge and encourage the adoption of flexible work practices and other support services available

Governance and accountability

Outcome: Effective leadership and governance arrangements support the implementation and transparent monitoring of gender equality outcomes for NSW Treasury

Action	Delivery Action
1. Leadership sponsorship and advocacy of the Gender Equality Action Plan	1.1 Launch Gender Equality Action Plan by March 2022
	1.2 Develop governance and implementation plan
2. Enhance data collection and reporting for Treasury gender equality outcomes	2.1 Expand current dashboard reporting to include appropriate trends for leading and lagging indicators across recruitment, development, promotion, exit as well as PMES, flexible working arrangements and career progression
	2.2 Publish D&I gender metrics around employment and participation in the Treasury Annual Report
	2.3 Reassess the status of gender equality through the WGEA Gender Equality Diagnostic Tool

Timeframes: S:<6months, M:1-2 years, L:2-3 years

Timeframe

Responsible Area	S	M	L	How we will measure success
Diversity & Inclusion Network: Gender Equality Stream				<ul style="list-style-type: none"> Audit undertaken annually on four priority areas of the Gender Equality Action Plan Gender Equality Action Plan progress updates spotlighted in communications and at events (such as International Women's Day) by NSW Treasury Leadership Team members
Human Resources				<ul style="list-style-type: none"> D&I Dashboard launched for quarterly publication
Diversity & Inclusion Network: Gender Equality Stream				<ul style="list-style-type: none"> Gender metrics incorporated into the Treasury Annual Report
Human Resources				<ul style="list-style-type: none"> Audit of status of gender quality undertaken through the WGEA Gender Equality Diagnostic Tool

Selection, development and leadership

Outcome: Women are empowered and supported by NSW Treasury to progress with their careers, resulting in equal representation and opportunities

Action	Delivery Action
1. Develop and implement a comprehensive talent acquisition strategy that focuses on achieving 50 per cent of leadership roles being held by women	1.1 Advocate for career progression by allocating NSW Treasury Extended Leadership Team sponsor to all women identified as benefitting from a sponsor through the talent process, Grade 7/8 and above
	1.2 Conduct a needs analysis for additional training to existing Treasury leadership programs for pipeline of female leaders
	1.3 Ensure the pipeline of female talent is included in talent reviews, and that those in the 'future leader' category have documented talent plans that are actioned and assessed annually
2. Develop and embed inclusive recruitment practices	2.1 Monitor existing baselines and KPIs for gender-balanced teams
	2.2 Develop gender-inclusive principles and practices into recruitment process (equity in shortlists and panels, representation on interview panels, feedback given to all shortlisted candidates)
	2.3 Deliver training sessions and resources dedicated to drive gender pipeline outcomes internally to Treasury
3. Identify any gaps in performance development for women employees to improve current practices	3.1 Promote targeted networking events and development opportunities. Guided by the Treasury D&I calendar of events and individual Performance Development Plans (PDPs)
	3.2 Build leader capability to drive gender pipeline outcomes (how to create a PDP, have career conversations and manage talent)
4. Advocate for gender parity on Treasury-led governance forums	4.1 Establish a baseline of Treasury governance bodies
	4.2 Develop and uphold principles of gender balance in the creation and running of all Treasury governance bodies

Timeframes: S:<6months, M:1-2 years, L:2-3 years

Timeframe

Responsible Area	S	M	L	How we will measure success
Human Resources				<ul style="list-style-type: none"> 50 per cent of senior leadership roles (in all Bands and Groups) are held by women
Human Resources				
Human Resources				
Human Resources				<ul style="list-style-type: none"> Change on baseline is measured and reported on the Gender Equality Action Plan Audit and D&I Dashboard
Human Resources				<ul style="list-style-type: none"> Gender-inclusive recruitment practices are consistently incorporated by all Hiring Managers
Human Resources				<ul style="list-style-type: none"> All people managers access gender-inclusive recruitment training Gender balance across teams/divisions reported on in D&I Dashboard
Human Resources				<ul style="list-style-type: none"> Engagement and satisfaction rates of women in Treasury measured through PMES (identified by role levels and by team)
Human Resources				
Human Resources				<ul style="list-style-type: none"> Improvement on baseline is measured and reported on the Gender Equality Action Plan Audit and D&I Dashboard
NSW Treasury Leadership Team				<ul style="list-style-type: none"> Treasury governance bodies meet a 50 per cent gender split

Awareness and advocacy

Outcome: NSW Treasury is a role model for gender equality and champions awareness-raising and advocacy

Action	Delivery Action
1. Improve capability, celebrate wins and challenge norms to improve Treasury's organisational culture	1.1 Develop guidelines and promote the use of inclusive language and imagery
	1.2 Incorporate gender parity into event planning (internal and external, speakers and panellists), initiated through a parity pledge
	1.3 Increase completion rates of Gender eLearning modules
	1.4 Partner with other D&I streams to highlight and address the intersection of gender and other aspects of D&I
	1.5 Celebrate International Women's Day and other dates of significance
	1.6 Improve meeting culture and eliminate detracting behaviours through an Inclusivity Policy and a Treasury L&D Policy
2. Identify ways for Treasury to implement a gender lens on policy, programs and analysis.	2.1 Establish a baseline of Treasury's participation in external working groups to increase participation in those with gender-focused outcomes
	2.2 Embed gender equality considerations throughout the lifecycle of social impact investments
	2.3 Deliver multiple social impact investments over four years, targeted towards advancing the social and economic wellbeing of women with experiences of disadvantage, as well as Indigenous girls
	2.4 Investigate how NSW Government procurement can be used as a lever to further support women's economic participation
	2.5 Explore new and embed greater application of tools or frameworks to assess the gendered impacts of policy proposals and the NSW Budget
	2.6 Conduct analysis of economic and labour market trends and the challenges and benefits of increasing women's economic participation, to inform the NSW Government's Women's Economic Opportunities Review and related policy development

Timeframes: S:<6months, M:1-2 years, L:2-3 years

Timeframe

Responsible Area	S	M	L	How we will measure success
Communications Team				<ul style="list-style-type: none"> All Treasury communications templates and publicly released reports and events meet gender-inclusive language guidelines by the end of FY22
Communications Team				<ul style="list-style-type: none"> All Treasury events, where possible, will have equal gender representation across the whole events program. While some events where there are odd number of panellists may have majority male speakers, Treasury will ensure that representation is equal across the year
Human Resources				<ul style="list-style-type: none"> SBS Inclusion targets for completion are cascaded to ELT (Extended Leadership Team) level and reported at that level to drive accountability, target completion rate of 90 per cent by 30 June 2022
Diversity & Inclusion Network: Gender Equality Stream				<ul style="list-style-type: none"> Quarterly gender-focused events hosted by D&I and Women with Impact groups. Positive feedback on Treasury's events
Diversity & Inclusion Network: Gender Equality Stream				
Human Resources				<ul style="list-style-type: none"> Leaders inclusive and accessible attitudes and behavioural improvement from PMES results
Human Resources				<ul style="list-style-type: none"> Treasury increases representation in external working groups to drive the strategic outcomes of Women NSW and other sector networks to ensure gender initiatives and policies are aligned to best practice and sector priorities
Office of Social Impact Investment				<ul style="list-style-type: none"> An Office of Social Impact (OSII) internal review of social impact investment processes (tendering, development, and evaluation) to identify gender-related improvements
				<ul style="list-style-type: none"> Process improvements identified in the OSII internal review are implemented and gender lens considerations are embedded throughout the lifecycle of social impact investments, including tendering, development, and evaluation
				<ul style="list-style-type: none"> Social Impact Investments developed and implemented under the NSW Social Impact Outcomes Fund with a focus on women and girls
NSW Procurement				<ul style="list-style-type: none"> Consideration has been given to how procurement policy measures can better support women's economic participation
Economic Strategy and Productivity and Policy and Budget				<ul style="list-style-type: none"> Options developed for assessing gendered impacts and outcomes of policy proposals and the NSW Budget Improved application of cost benefit, stakeholder and distributional analysis supporting proposals (as per ERC (Expenditure Review Committee) Evidence Bank requirements)
Economic Strategy and Productivity and Policy and Budget				<ul style="list-style-type: none"> Reviews into women's economic participation published

Flexibility and support

Outcome: All Treasury staff increase their knowledge and encourage the take up of flexible work practices and other support services available

Action	Delivery Action
1. Expand support for working parents and carers including Flexible work	1.1 Educate NSW Treasury staff on the flexible work and related HR policies that promote and support gender needs and positive results as well as parental leave e.g., job share, flex hours and part-time work, leave without pay, compressed hours
	1.2 Continue Grace Papers ²⁰ parental leave tool access for all employees to ensure a successful parental journey for employees and managers
	1.3 Host 'Keeping in Touch' for staff on parental leave
2. Embedding hybrid ways of working	2.1 Ensure most Treasury events are accessible by those who work flexibly
	2.2 Provide guidance to managers and Leadership Team on the hybrid working model to ensure conversations and messaging are appropriate and flexible to the individual needs of employees
3. Increase knowledge of broader workplace support services available to Treasury employees	3.1 Educate all NSW Treasury staff on domestic and family violence support

Timeframes: S:<6months, M:1-2 years, L:2-3 years

Timeframe

Responsible Area	S	M	L	How we will measure success
Human Resources				<ul style="list-style-type: none"> Updated flexibility policy published
Human Resources				<ul style="list-style-type: none"> Increase in uptake of Grace Papers parental leave tools
Human Resources				<ul style="list-style-type: none"> Keep in touch program finalised for each calendar year
Human Resources; Communications Team and Diversity & Inclusion Network				<ul style="list-style-type: none"> Satisfaction with flexible working arrangements and workplace supports improved as identified in PMES results
Human Resources				
Human Resources				<ul style="list-style-type: none"> Satisfaction with flexible working arrangements and workplace supports improved as identified in PMES results

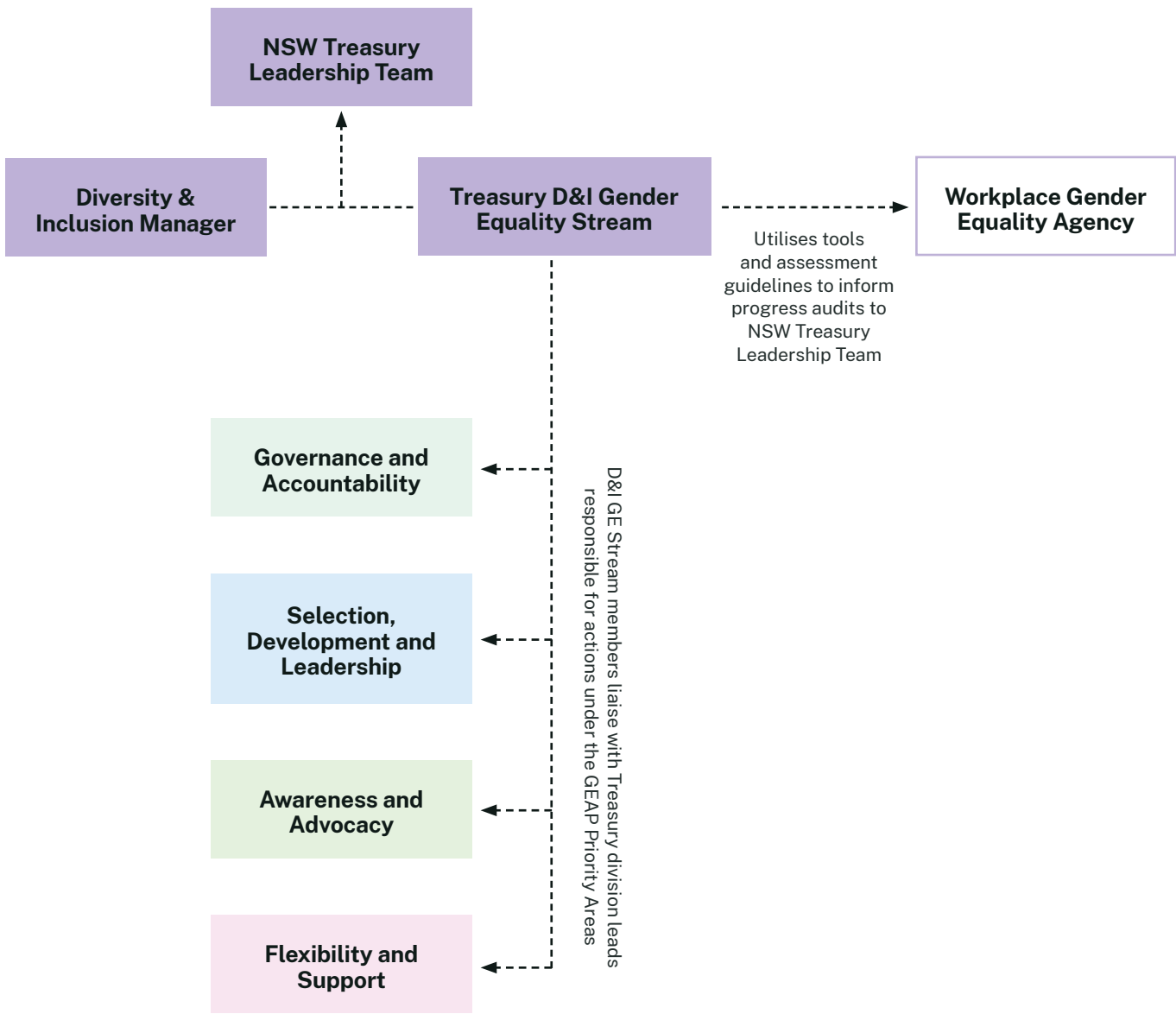
A man and a woman sitting
at a table, smiling and looking
at a computer

Governance and Delivery

6

We have executive commitment in place to monitor, review and report on our progress.

The Outcome and Performance Framework



A person with short, curly brown hair wearing makeup, a gold earring and a blue collared shirt with white cats on. They are sitting side on, looking into the distance.



Footnotes

- 1 Australia's National Research Organisation for Women's Safety, 2018, Violence against women: Accurate use of key statistics
- 2 ABS Personal Safety Survey, Australia, 2016.
- 3 NSW 2021 Intergenerational Report
- 4 In real 2019-20 dollars
- 5 Workplace Gender Equality Agency 2018, Workplace gender equality: the business case, <https://www.wgea.gov.au/publications/gender-equality-business-case>
- 6 Workplace Gender Equality Agency 2020, Women's Economic Security in Retirement, https://www.wgea.gov.au/sites/default/files/documents/Women%27s_economic_security_in_retirement.pdf
- 7 ABS Retirement and Retirement Intentions, Australia, 2018-19, Cat. No. 6238.0
- 8 For any group, the labour force expressed as a percentage of the civilian population aged 15 years and over in the same group.
- 9 Labour Force, Australia, ABS Cat No 6202.0 (December 2021)
- 10 ABS, National Aboriginal and Torres Strait Islander Social Survey, 2014-15, cat. no. 4714.0, persons 15 years and over
- 11 ABS, Characteristics of recent migrants, Australia, November 2019 cat. no. 6250.0.
- 12 The World Economic Forum, Global Gender Gap Report 2021, March 2021, <https://www.weforum.org/reports/global-gender-gap-report-2021>
- 13 WGEA, Australia's Gender Pay Gap Statistics, 24 February 2022.
- 14 WGEA, Australia's Gender Pay Gap Statistics, August 2021, <https://www.wgea.gov.au/publications/australias-gender-pay-gap-statistics>
- 15 NSW Treasury 2020-21 Annual Report
- 16 NSW Public Service non-executive employees are employed in Grades starting from 1 to 12 (with 12 being the most senior of the grades). The executive structure is comprised of the following four broad bands: Department Secretaries Band 4 – Department Secretaries; Senior Executive Band 3 – Deputy Secretaries and Agency Heads; Senior Executive Band 2 – Executive Directors and Agency Heads; Senior Executive Band 1 – Directors.
- 17 State of New South Wales (Public Service Commission), State of the NSW Public Sector Report 2021
- 18 State of New South Wales (Public Service Commission), Workforce Profile Report 2021
- 19 The Workplace Gender Equality Agency (WGEA) is an Australian Government statutory agency created by the Workplace Gender Equality Act 2012. The Agency is charged with promoting and improving gender equality in Australian workplaces. NSW Treasury collaborates with WGEA seeking advice, tools, and education to help improve our gender performance.
- 20 Grace Papers is a resource tool and digital platform which may be used to assist new parents to navigate their pregnancy journey. NSW Treasury has partnered with Grace Papers to enable better support for all our employees. For more information, visit the Grace Papers website (www.gracepapers.com.au) where you may register to take advantage of their resources.

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