

# Gender Equality Action Plan

2024–2028

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[treasury.nsw.gov.au](https://treasury.nsw.gov.au)





## Acknowledgement of Country

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

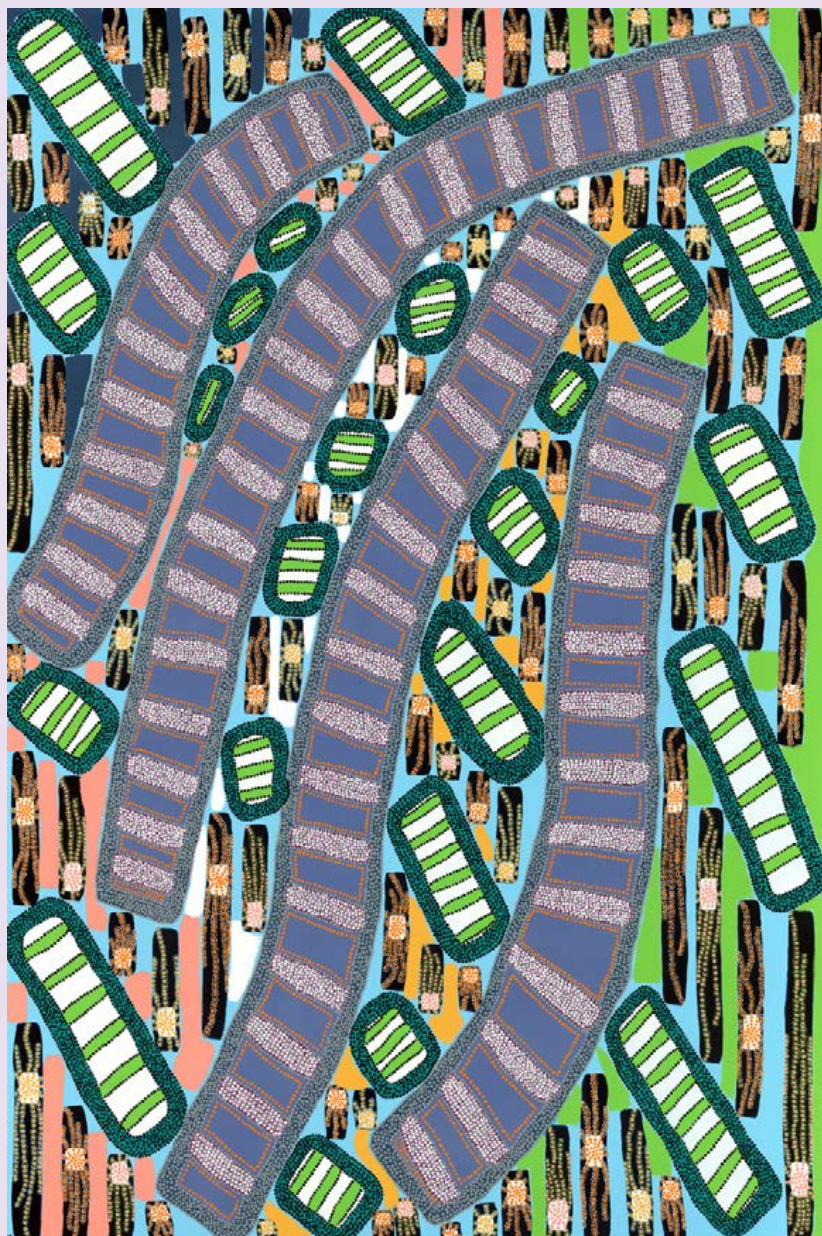
We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander 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 Aboriginal and Torres Strait Islander peoples, families and communities, towards improved economic, social and cultural outcomes.

Artwork:  
*Regeneration* by Josie Rose



## Regeneration

Josie Rose is a Gumbaynggirr woman who expresses her contemporary Gumbaynggirr cultural heritage through art. For *Regeneration* her chosen medium is acrylic paint on canvas and the design embodies both creative and cultural expression. The inspiration for her artworks comes from a deep place of spiritual connection to her family, community, culture and respect for Mother Earth. Gumbaynggirr Country is beautiful land with both freshwater and saltwater waterways which inspire her holistic connection to the Ancestors.

Josie Rose  
Artist

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**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 NSW Treasury support available or call 1800RESPECT – 1800 737 732 or NSW Mental Health Line – 1800 011 511.

## A note on gender

The NSW Treasury Gender Equality Action Plan (GEAP) 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, it refers to all people identifying as women and men, including transgender and cisgender people.

This plan is also for people who identify as non-binary. Non-binary is a term used to describe genders that sit outside of the man / woman binary, and includes people whose gender is not exclusively female or male.<sup>1</sup>

NSW Treasury is committed to ensuring 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.

## A note on data

Due to limitations in data collection, data reported generally relates to sex rather than gender. The terms female and male are used when presenting data collected on the basis of biological sex. We acknowledge that data collection based on sex can reinforce a binary understanding of gender and does not capture diverse gender identities and experiences.

# Secretary's message



1

Gender equality has never been more important within NSW Treasury and our State, as we strive to ensure the people of New South Wales can fulfill their potential regardless of gender and background.

Gender equality has never been more important within NSW Treasury and our State, as we strive to ensure the people of New South Wales can fulfill their potential regardless of gender and background.

Pursuing gender equality isn't about what we believe, it's about what we do.

The NSW Treasury Gender Equality Action Plan sets out measurable actions over four years to improve gender equality within our organisation and embed gender responsive budgeting across the NSW public sector.

Since our first Gender Equality Action Plan in 2022, we've made good progress in advancing gender equality in NSW Treasury, but there's more work to do.

This updated Gender Equality Action Plan outlines a plan for action. It is the result of a comprehensive review process, including contributions from almost 200 NSW Treasury employees through the GEAP NSW Treasury staff survey.

Our updated plan holds us accountable across five priority areas:

- Recruitment, development and leadership
- Flexibility and support
- Awareness and advocacy
- Gender responsive budgeting, policy and procurement
- Governance and accountability

Currently, women remain underrepresented in leadership positions within NSW Treasury, despite making up more than half of NSW Treasury's workforce.

By taking actions to address the barriers women face to workforce participation and career progression, we can harness the talents of women today and widen the pool of future leaders. 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 want to improve outcomes for men and people of diverse genders. Everyone deserves to reach their full potential and have a fulfilling career in an environment where they feel safe to share ideas and opinions, and where they have a strong sense of belonging.

Our goals are ambitious and will only be achieved if we all play our part.



**Michael Coutts-Trotter**  
Secretary

# Our vision statement

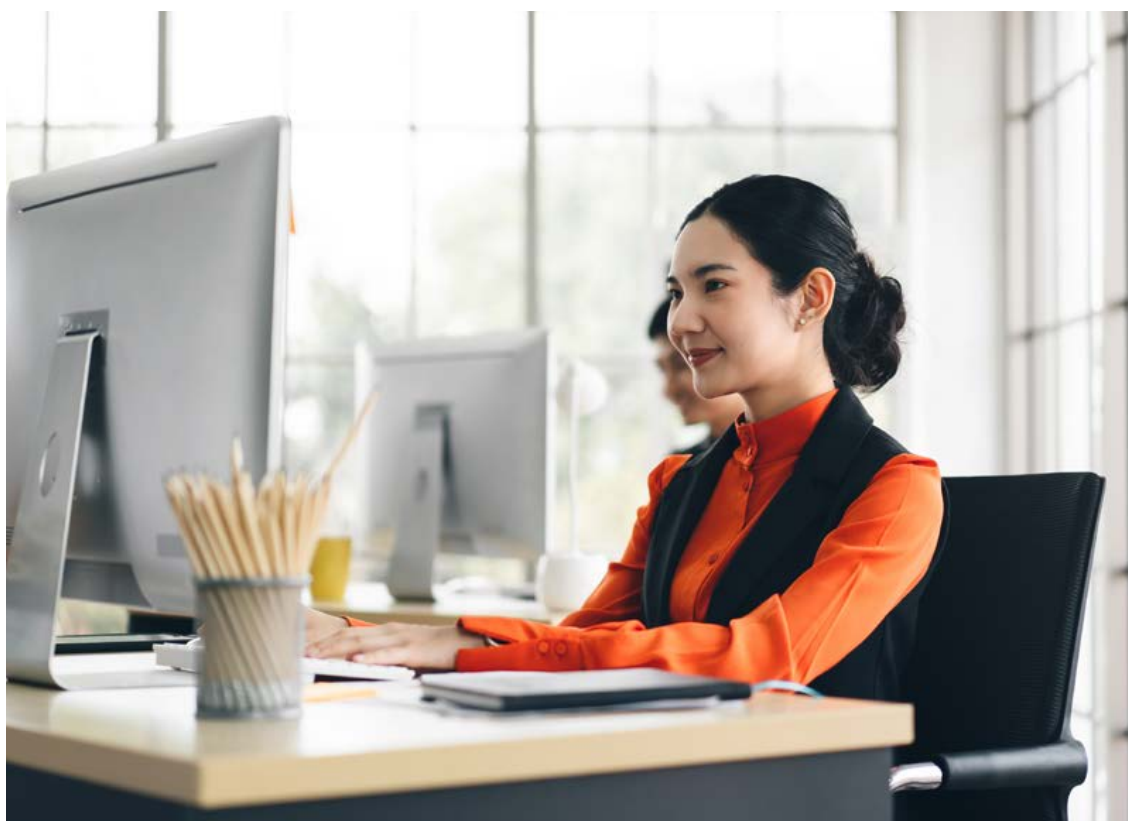
A large, bold, dark blue number '2' is positioned on the left side of the page, spanning from the bottom towards the middle. A thin vertical line is located to its right, separating it from the 'Our vision statement' header.



NSW Treasury's purpose is to help shape a thriving, resilient and sustainable New South Wales through public service excellence.

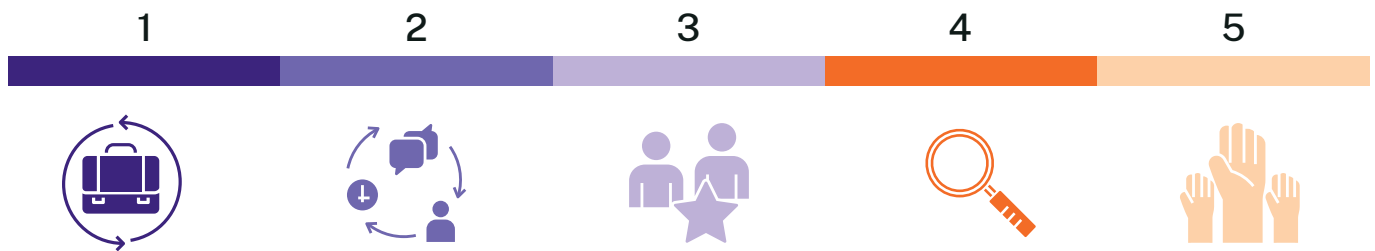
Our vision is for NSW Treasury to continue to be a leader in progressing gender equality and diversity in the workplace, the NSW public sector and communities across the State.

We create opportunities for people of all genders to feel represented, valued, respected, and empowered to achieve their potential.



# Our actions

We will deliver on our vision by implementing 15 actions included in this Gender Equality Action Plan (GEAP). These actions are summarised below. [Chapter 5](#) includes our detailed Plan.



## Pillar 1

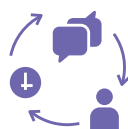


### Recruitment, development and leadership

All NSW Treasury employees are empowered and supported to progress their careers, resulting in equal opportunities and diverse representation.

- 1.1 Ensure the 'future leaders' pipeline in NSW Treasury is inclusive, diverse and gender equal.
- 1.2 Build the capability of people leaders to drive gender equality outcomes.
- 1.3 Ensure recruitment processes across NSW Treasury embed gender-inclusive principles and practices.
- 1.4 Explore options to facilitate job sharing, such as maintaining a list of potential job-share partners within NSW Treasury and creating ways to facilitate joint and independent promotion proposals, including for executive positions.

## Pillar 2



### Flexibility and support

NSW Treasury employees can thrive at work while being supported to balance family, caring and non-work life responsibilities.

- 2.1 Encourage the use of flexible and hybrid work arrangements such as job-share, part-time work, leave without pay, and compressed or varied hours.
- 2.2 Showcase male employees who job-share, work flexibly, access parental leave and have caring responsibilities, to encourage a culture that values work-life balance and supports equal caring responsibilities.



## Pillar 3



### Awareness and advocacy

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

- 
- 3.1 Champion and model gender equality, inclusion, and diversity across NSW Treasury.
  - 3.2 NSW Treasury staff increase their understanding of gender equality and gendered issues by completing gender e-learning modules.
  - 3.3 Support Women NSW to roll out GEAPs across the sector, including by sharing lessons from the development of this plan, and by building sector capability to embed a gender lens in budget proposals and procurement.

## Pillar 4



### Applying a gender lens to budget, policy, and procurement

Gender equality is progressed across the NSW Government by NSW Treasury leading the implementation of gender responsive budgeting and applying a gender lens to policy and procurement.

- 
- 4.1 Embed gender responsive budgeting in the NSW Budget process.
  - 4.2 Build capability across NSW Treasury to apply a gender lens to NSW Treasury functions, processes and/or programs, with an initial focus on budget planning, the 2026 Intergenerational Report, and cost of living analysis.
  - 4.3 Leverage the NSW Government's buying power to encourage gender equality in our supply chains, where possible.
  - 4.4 Deliver social impact investments focused on advancing the social and economic wellbeing of women and girls with experiences of disadvantage, and apply gender lens investing principles to social impact investments in other policy areas.

## Pillar 5



### Governance and accountability

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

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- 5.1 Establish metrics and targets, and leverage existing reporting, to monitor progress of the GEAP within the first year of implementation.
  - 5.2 Regularly monitor and review actions outlined in the GEAP.

# Understanding gender equality



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At the core of our GEAP lies a steadfast commitment to equality. This includes equal access to opportunities for individuals regardless of their gender – embracing the diverse experiences of women, men, transgender and gender-diverse people.

Gender roles, stereotypes and expectations affect us throughout life, constraining the opportunities people have access to. While laws enshrine equal rights regardless of gender, inequality and discrimination are still prevalent throughout society and the economy. This is demonstrated by pay inequality between men and women,<sup>2</sup> underrepresentation of women in leadership<sup>3</sup> and in some sectors of the economy,<sup>4</sup> prevalence of violence against women,<sup>5</sup> gender stereotypes perpetuated in media,<sup>6</sup> and gender disparities in unpaid work including domestic and caring work.<sup>7</sup>

Achieving gender equality is challenging due to entrenched gender norms and structural barriers, but the benefits are far-reaching and shared among everyone. Research highlights the role of gender equality in preventing violence,<sup>8</sup> fostering economic prosperity<sup>9</sup> and ensuring the collective wellbeing of society.<sup>10</sup> Support for gender equality is increasing over time, with research showing the majority of Australians support gender equality.<sup>11</sup>

Understanding the varied ways in which individuals experience gender inequality is crucial. For example, while embedded gender norms have a negative impact on women and men, they also have a significant impact on non-binary people who do not conform to gender stereotypes. This can result in non-binary people being more vulnerable to experiencing discrimination or unfair treatment.<sup>12</sup>

Achieving gender equality requires an intersectional approach that considers the influence of factors such as race, age, cultural and linguistic background, disability, sexuality and socioeconomic status. Understanding the numerous ways people may be marginalised informs our pursuit of a more gender equal future.

## Our legislative and policy context

In February 2024, the NSW Secretaries Board committed to advancing gender equality within the NSW Government and broader community through the implementation of GEAPs, ensuring that everyone, including women, men and gender diverse people, have equitable access, treatment and opportunities in the workplace and the community.

This GEAP has been developed in the context of this leadership statement, as well as legislation and government policy which seek to promote and improve gender equality.

Under the *Government Sector Employment Act 2013* (NSW) the head of each NSW government sector agency is responsible for workforce diversity. This includes ensuring workforce diversity is integrated into workforce planning within the agency.

In addition, the *Sex Discrimination Act 1984* (Cth) and *Anti-Discrimination Act 1977* (NSW) prohibit discrimination on the basis of gender and sexual harassment in the workplace. The *Sex Discrimination Act* was amended in 2022 to include a positive duty on businesses and employers to take reasonable and proportionate measures to eliminate sex-based discrimination and sexual harassment in the workplace, as far as possible.

NSW Treasury has recently introduced a policy for the prevention of sexual harassment in the workplace. This policy is in line with the sector-wide model policy introduced by the Public Service Commission.

## Case for change

There is a compelling body of evidence showing gender equality supports economic growth and wide-ranging benefits for society.<sup>13</sup> If we can remove barriers to social and workforce participation and support people to achieve their full potential, regardless of gender, people's talents can be realised across society and the economy.<sup>14</sup>

“Much more action is needed to deliver all 2030 Agenda promises to women and girls, in all their diversity. Empowering interventions that are comprehensive, well-resourced and target gender inequality as a priority can make a substantial difference.”

**UN Women, Progress on the Sustainable Development Goals: The gender snapshot 2023**



## Gender equality can boost productivity and economic growth

The [2021-22 NSW Intergenerational Report \(IGR\)](#) identified achieving gender parity in workforce participation would contribute to growth and narrow the state's fiscal gap. To demonstrate the economic significance of this, if New South Wales were to close the workforce participation rate gap between women and men over the next 20 years, and sustain this, the NSW economy would be 8 per cent larger by 2060-61, and annual household income would lift by \$22,000.<sup>15</sup>

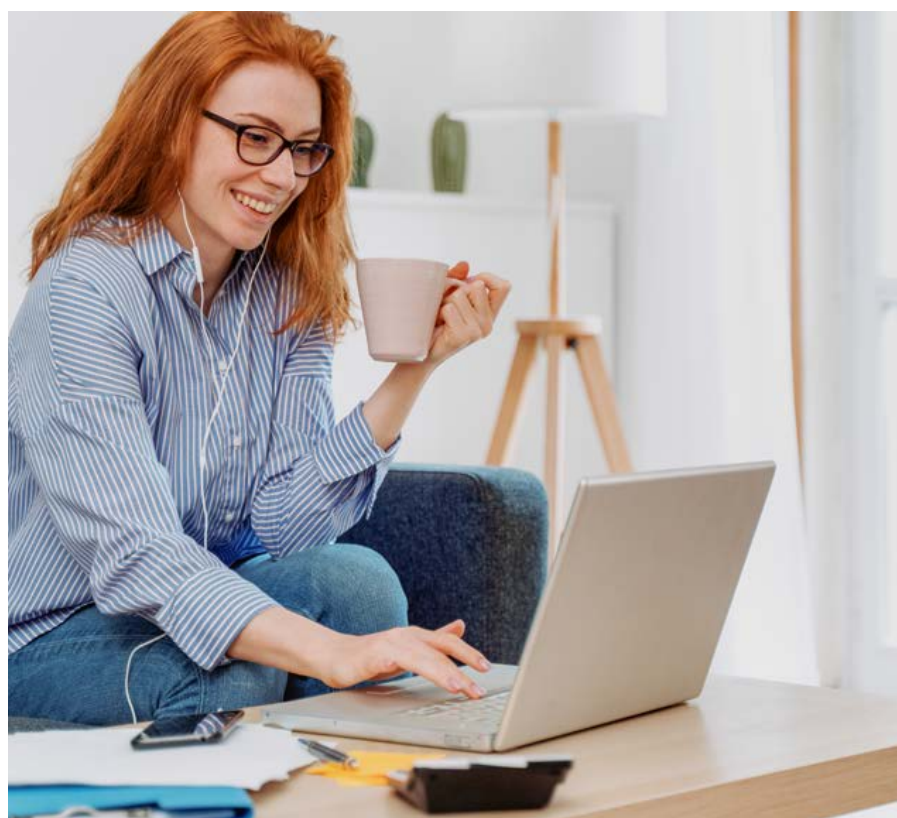
Drawing on research conducted by Deloitte, the final report of the Women's Economic Equality Taskforce to the Australian Government found removing barriers to women's economic participation could add \$128 billion a year to the Australian national economy and create over 461,000 full-time equivalent jobs each year from 2022 to 2071.<sup>16</sup>

## Increased gender diversity in the workforce can enhance organisational performance

It is well documented that increasing diversity in the workforce positively impacts organisational culture and operations, including through higher efficiency, innovation, creativity and employee engagement.<sup>17</sup>

Workplaces are increasingly pursuing gender inclusive practices and workplace culture. This includes offering flexible working arrangements and support for employees with family and caring responsibilities.<sup>18</sup> In time, this is expected to support increased participation and better retirement outcomes, particularly for women.

This enhanced organisational performance extends to government. Managers and employees in the public service recognise the importance of gender equality and a representative workforce in improving performance and productivity.<sup>19</sup>





## Where we are now

Despite progress, statistics show that more action is needed to achieve gender equality across New South Wales, the public sector and within NSW Treasury.

### Workforce participation rate (NSW)



61.9%

female (Jan 2024)<sup>20</sup>



70.4%

male (Jan 2024)<sup>21</sup>

56.0%

Aboriginal and Torres Strait Islander (2021)<sup>22</sup>

60.1%

Aboriginal and Torres Strait Islander (2021)<sup>23</sup>

55.1%

Speak a language other than English at home<sup>24</sup>

64.9%

Speak a language other than English at home<sup>25</sup>

38.8%

Aged 50 years and over (Jan 2024)<sup>26</sup>

48.7%

Aged 50 years and over (Jan 2024)<sup>27</sup>

### Gender Pay Gap

In New South Wales the gender pay gap is



11%

(full-time adult average weekly ordinary time earnings, Nov 2023)<sup>28</sup>

Females in New South Wales earn less per week than men



\$217.30

(difference between female and male full-time adult average weekly ordinary time earnings, Nov 2023)<sup>29</sup>

The median gender pay gap in the NSW Public Service, is



6.2%

(difference between median full-time base remuneration of males and females, June 2023)<sup>30</sup>

# Gender equality at NSW Treasury

824

NSW Treasury employees as at February 2024<sup>31</sup>

57%

of NSW Treasury employees are women<sup>32</sup>

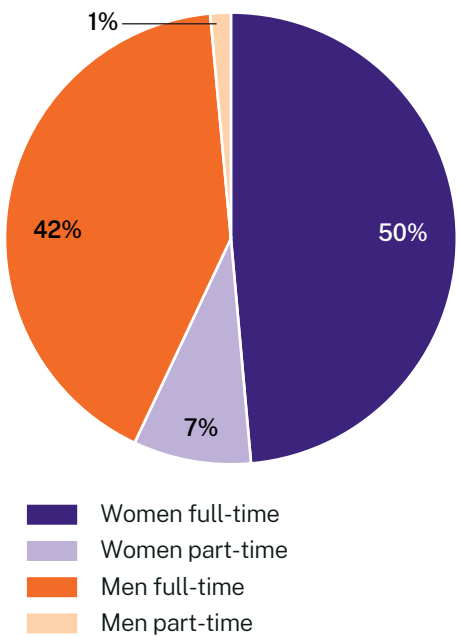
8%

of NSW Treasury employees work part-time, with women accounting for 87% of part-time employees.<sup>33</sup>

2.9%

is the median salary gap between men and women at NSW Treasury.<sup>34</sup>

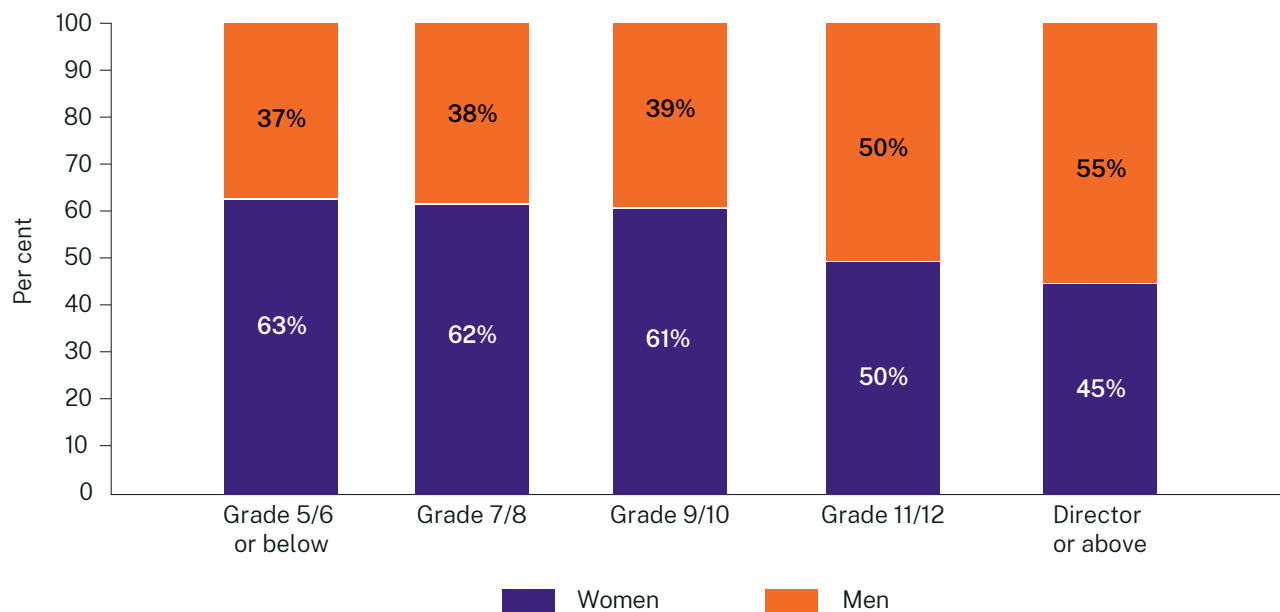
Chart 01: NSW Treasury employees by gender and working arrangement



Source: NSW Treasury Human Resources Dashboard, February 2024

Despite progress in some senior executive bands, female representation diminishes as roles become more senior. At 9/10 grade and below the proportion of women in each grade is roughly constant, before a sharp decline in more senior grades.<sup>35</sup>

Chart 02: Gender composition of NSW Treasury employees by grade



Source: NSW Treasury Human Resources Dashboard, February 2024



## People Matter Employee Survey (PMES) results 2023<sup>36</sup>

92%

of employees agreed  
“My manager supports flexible  
working in my team.”

83%

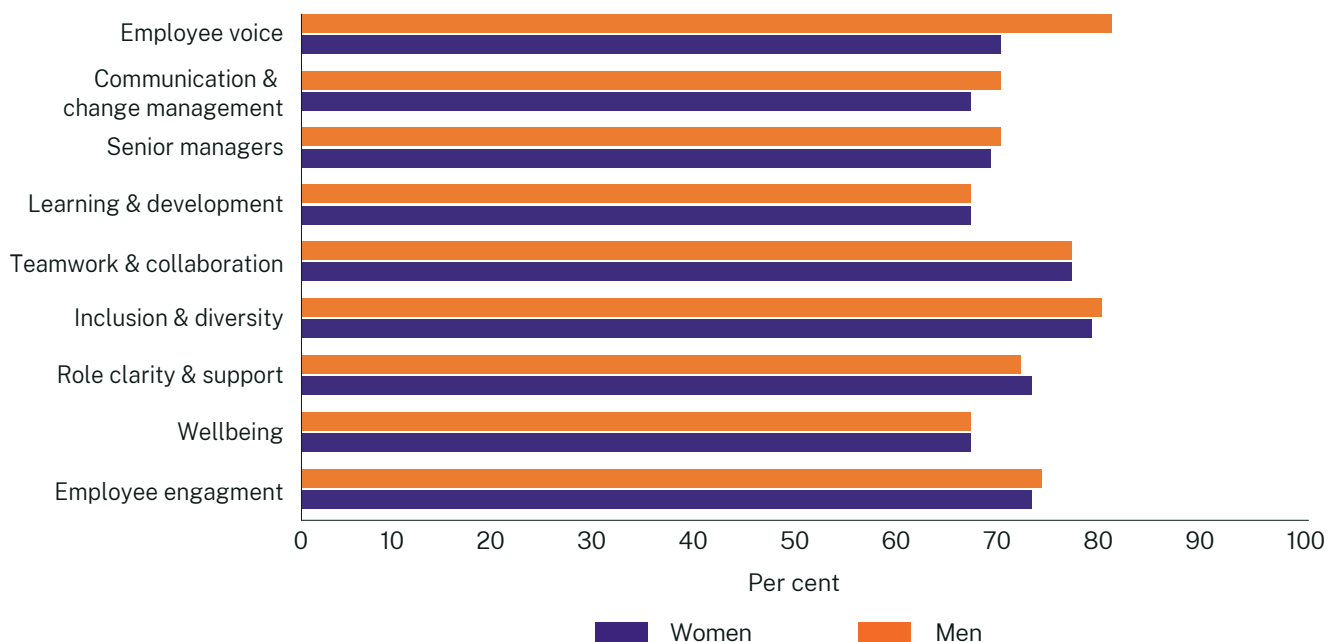
of employees agreed  
“Personal background is not  
a barrier to participation in  
my organisation.”

71%

of women agreed  
“I am fairly paid for  
the work I do.”

Across nine key topics of employee engagement and work satisfaction, men and women across NSW Treasury reported broadly similar rates of satisfaction.

**Chart 03: Employee engagement and work satisfaction by gender**



Source: Public Service Commission (2023) NSW People Matter Employee Survey (PMES) – NSW Treasury

# Our journey



4



The inaugural NSW Treasury GEAP was published in March 2022. This plan was informed by consultation and focus groups held in 2019 and 2020 and included 33 actions under 4 priority areas.

In 2023 the NSW Government committed to all NSW Government agencies developing a GEAP in line with guidelines issued by Women NSW. To meet the new requirements and continue progressing gender equality at NSW Treasury, we have updated our GEAP.

In developing this updated GEAP, we reviewed our achievements under the inaugural GEAP and assessed the state of gender equality within NSW Treasury using the Workplace Gender Equality Agency (WGEA) Diagnostic Assessment Tool.<sup>37</sup> In addition, we collected qualitative and quantitative data through:

- **Consultation with NSW Treasury Executive Directors**, which identified opportunities to incorporate a gender lens into the work of Divisions.
- **NSW Treasury staff survey**, which sought employee experiences and views on gender equality in the organisation and asked for suggestions on actions to include in the GEAP.
- Analysis of **workforce data**<sup>38</sup> to provide a snapshot of workforce participation, leadership and board representation, sexual harassment and grievance handling, access to and use of flexible working arrangements, promotion and recruitment, workforce gender segregation, remuneration and the gender pay gap.

This process enabled us to capture views on the state of gender equality at NSW Treasury, identify priority focus areas, and develop the actions to improve gender equality included in this GEAP.

## Achievements under and progress since the inaugural GEAP

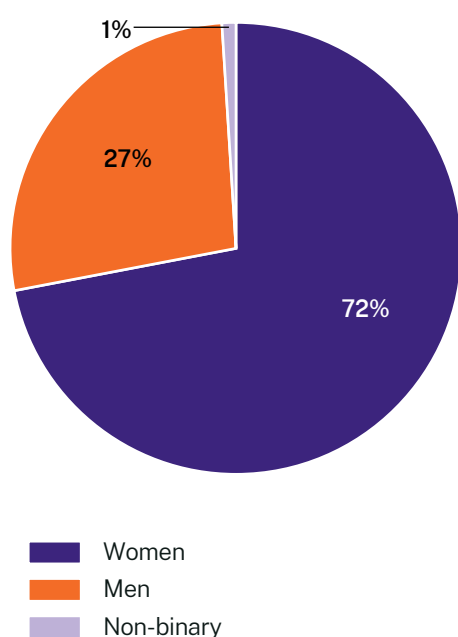
NSW Treasury's inaugural GEAP identified actions across 4 pillars:

1. governance and accountability
2. selection, development and leadership
3. awareness and advocacy
4. flexibility and support.

The 2023 GEAP NSW Treasury staff survey asked survey participants to assess our progress against the four pillars of the inaugural GEAP. The survey received 199 responses, including 143 women, 54 men and 2 non-binary people. Compared with NSW Treasury's total staff number, this sample represents 31 per cent of female staff and 15 per cent of male staff.

The staff survey confirmed that while NSW Treasury has made progress, there is still more that can be done. Sex-disaggregated responses to questions on perceived progress on the inaugural GEAP are reported on the following pages.<sup>39</sup>

**Chart 04: GEAP NSW Treasury staff survey respondents by gender**



The GEAP NSW Treasury staff survey received almost 200 responses, with 31 per cent of female staff and 15 per cent of male staff participating.

# 1

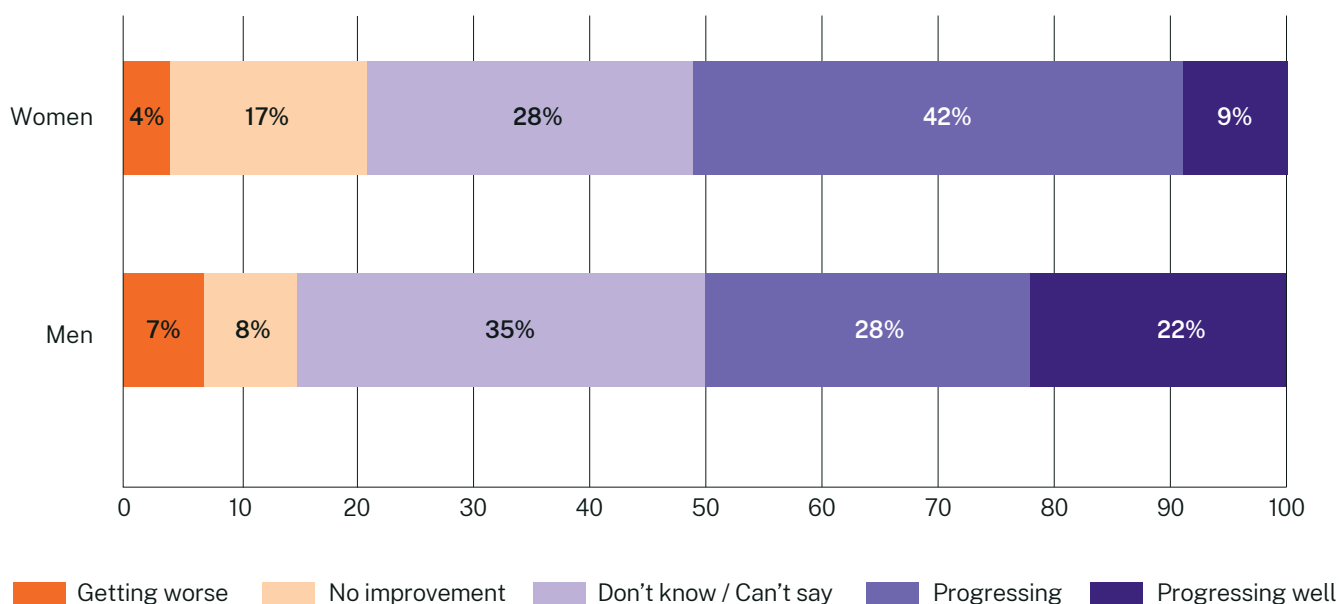
## Governance and accountability



Under the first pillar, NSW Treasury committed to enhanced reporting and measurement of NSW Treasury's gender equality indicators and a refreshed [Diversity, Inclusion and Belonging \(DIB\) strategy](#).

NSW Treasury reports internally on DIB measures to the Treasury Executive Board and relevant committees. It also publishes gender metrics on employment and participation in the NSW Treasury Annual report. In August 2022, the Treasury Executive Board endorsed a leader-led Diversity, Inclusion and Belonging Strategy.<sup>40</sup>

### GEAP NSW Treasury staff survey: How would you rate Treasury's progress on governance and accountability since the launch of the inaugural GEAP?



Source: Gender Equality Action Plan NSW Treasury staff survey, November 2023

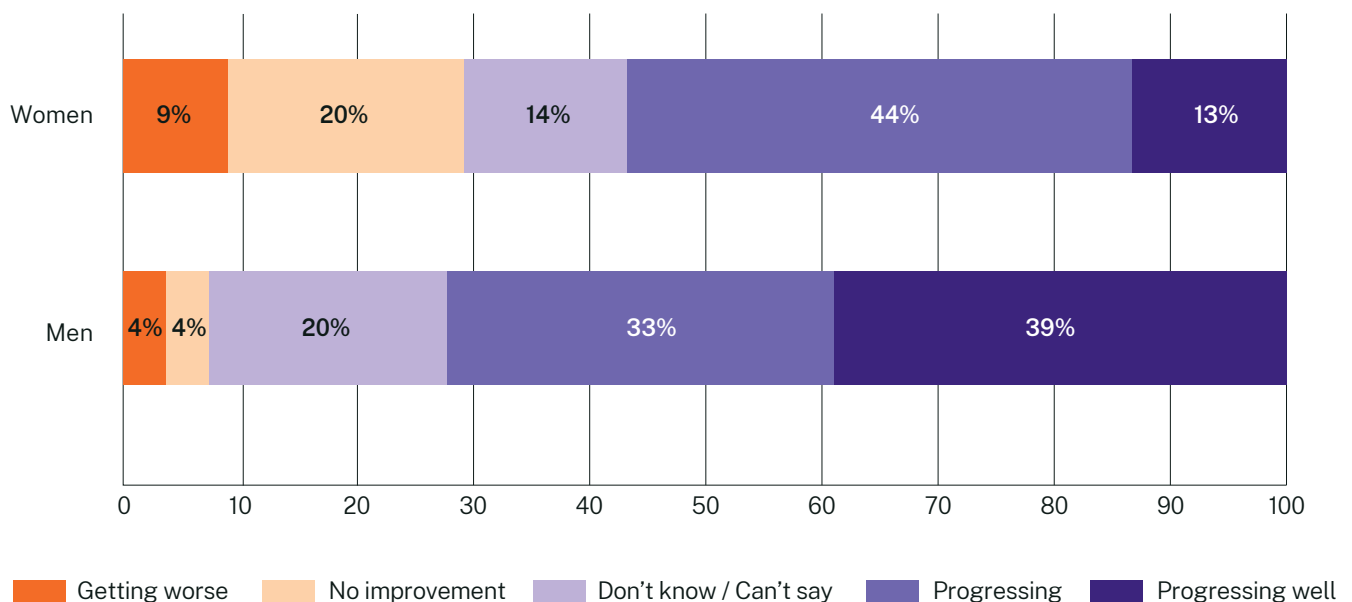
## 2

### Selection, development and leadership



To support the selection, development and leadership pillar, NSW Treasury committed to embedding gender-inclusive principles and practices into the recruitment process. NSW Treasury requires gender balance on interview panels and considers gender when shortlisting candidates for interview (including for senior executive roles).

#### GEAP NSW Treasury staff survey: How would you rate Treasury's progress on selection, development and leadership since the launch of the inaugural GEAP?



Source: Gender Equality Action Plan NSW Treasury staff survey, November 2023

### 3

#### Awareness and advocacy



Following the [2021-22 NSW Intergenerational Report](#), which highlighted the economic benefits of increasing women's workforce participation, NSW Treasury completed the Women's Economic Opportunities Review and produced the Women's Opportunity Statement.<sup>41</sup>

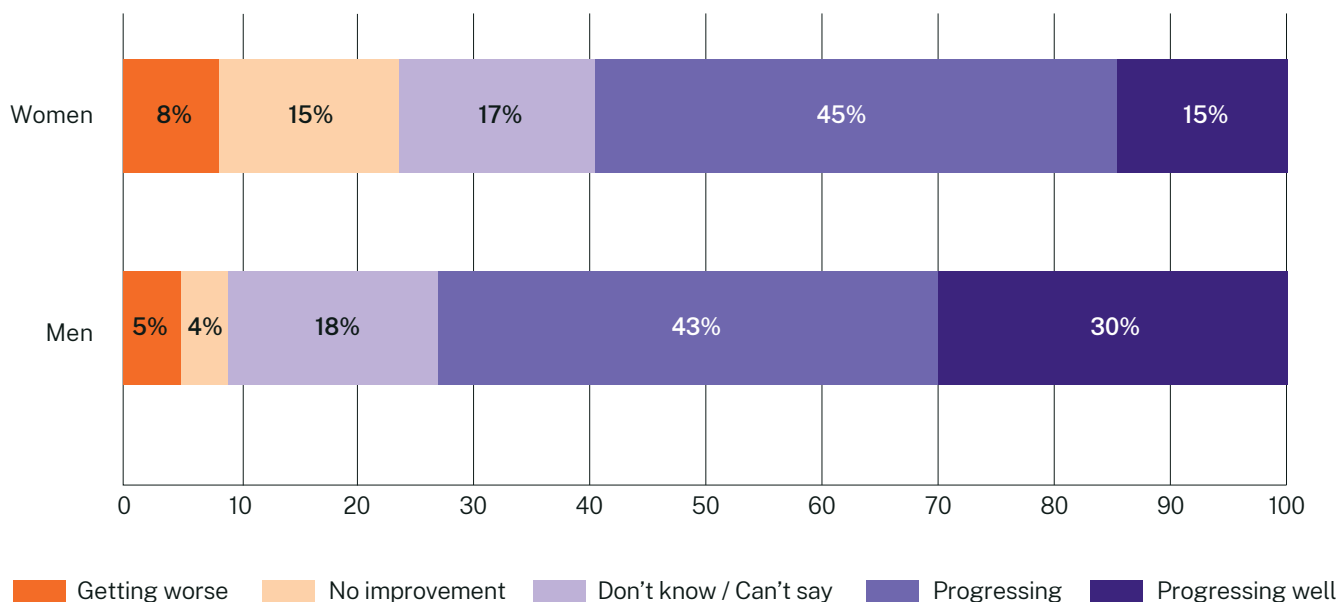
A [Gender Equality Budget Statement](#) was prepared for the 2023-24 Budget, highlighting measures to improve gender

equality and providing broader analysis on issues affecting gender equality.<sup>42</sup> Following a pilot, NSW Treasury released [TPG23-27 Gender Impact Assessment Policy](#) which will require all general government sector agencies to conduct gender impact assessments on new policy proposals over \$10 million, from October 2024, unless exempt.

Social impact investments focused on women and girls facing disadvantage are underway. The Office of Social Impact Investment (OSII) completed an internal review of its processes (tendering, development, and evaluation), implemented gender-related process improvements, and embedded a gender lens into the lifecycle of social impact investments.

NSW Procurement is working on increasing the number of gender-equitable suppliers and developing industry-based solutions to improve gender equality in government supply chains. At the national level, NSW Treasury led the establishment of the Women's Economic Outcomes Senior Officials Working Group (WEO-SOWG) reporting to the Council on Federal Financial Relations. The WEO-SOWG plays a key role in progressing issues relating to women's economic participation and economic security and identifying areas for national collaboration.

#### GEAP NSW Treasury staff survey: How would you rate Treasury's progress on awareness and advocacy since the launch of the inaugural GEAP?



Source: Gender Equality Action Plan NSW Treasury staff survey, November 2023



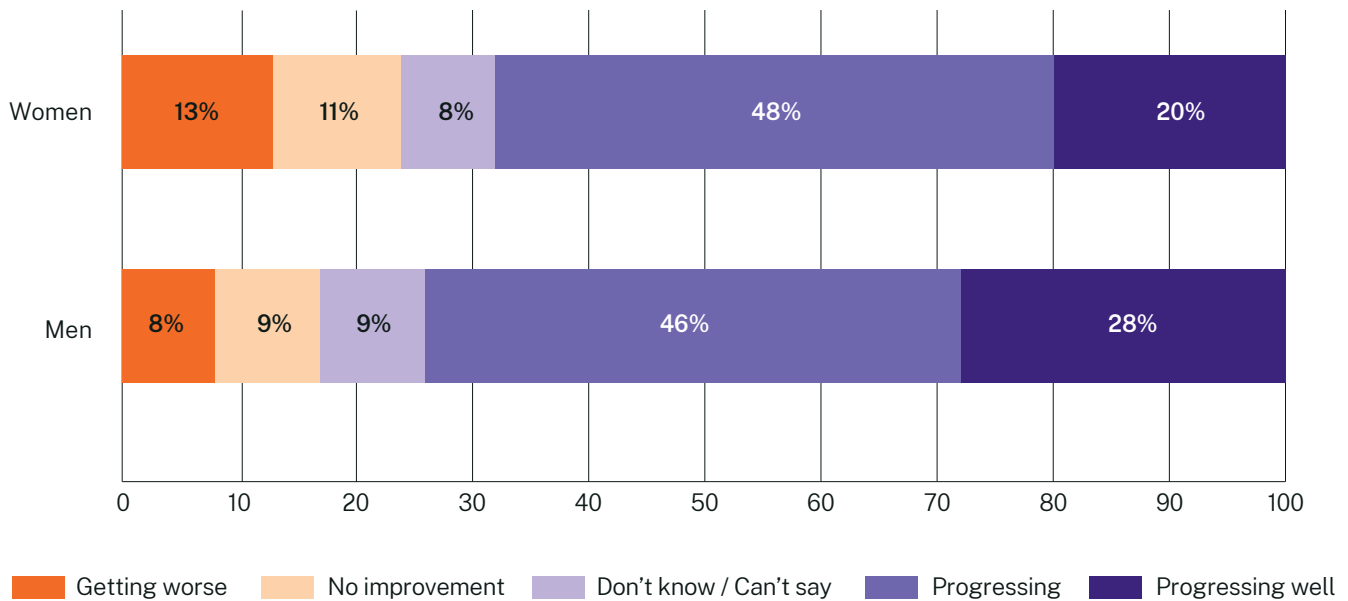
## 4

### Flexibility and support



To encourage employees to take up flexible work and other supports, NSW Treasury has appointed Grace Papers<sup>43</sup> as the primary provider of employee resources to support workplace flexibility. NSW Treasury also received accreditation from Carers + Employers. The Carers + Employers program defines best practice standards for supporting staff with caring responsibilities. A Flexible Working Hub was launched in November 2023 to provide employees and managers with digital resources to support them in using flexible working arrangements.

#### GEAP NSW Treasury staff survey: How would you rate Treasury's progress on flexibility and support since the launch of the inaugural GEAP?



Source: Gender Equality Action Plan NSW Treasury staff survey, November 2023

### WGEA diagnostic assessment tool

Progress has also been reviewed using the WGEA gender equality diagnostic assessment.

The diagnostic assessment tool involves answering 'yes'/'no' questions in 17 gender equality focus areas and accumulating an overall score which indicates where NSW Treasury falls between 'meeting minimum requirements' and 'leading practice' in addressing gender equality. NSW Treasury's results currently sit at the 'strategic level' which demonstrates organisation-wide alignment between gender equality and business priorities.

Compared to results from the inaugural GEAP, NSW Treasury has made progress in the areas of driving change beyond the workplace, applying a gender lens to all policies and strategies, and gender pay equity. Supporting carers and mainstreaming flexible work also remain strengths for NSW Treasury.

# Themes emerging from consultation

Consultation undertaken to develop this GEAP, including the GEAP NSW Treasury staff survey and targeted consultation with NSW Treasury Executive Directors, identified 6 key themes related to gender equality at NSW Treasury. These themes include: diverse gender experiences, promotion and career progression, gender imbalance, flexible working arrangements, respectful workplace culture, and embedding a gender lens and gender responsive budgeting.

Our overall insights are summarised below.



1

## Diverse gender experiences

Consultation participants emphasised that gender intersects with other personal characteristics such as age, cultural background, and sexual orientation and that this intersection impacts an individual's experience in the workplace. For example, some participants felt there were barriers to promotion for older women and that issues associated with ageing, including menopause, could be given more prominence in gender equality initiatives. Non-binary people reported a lack of gender inclusive spaces in the workplace and a reluctance to disclose their gender identity due to fear of discrimination.



2

## Promotion and career progression

Consultation participants conveyed a perception that women in some instances are evaluated differently than men and suffer unconscious bias when it comes to promotion opportunities. There was a feeling that men are promoted based on potential, while women are promoted based on their track record. Part-time workers, who are disproportionately women, described feeling less supported in their day-to-day work, and gave examples of non-inclusive meeting times and in-person only networking and training events. There were also concerns about the potential impact of part-time working arrangements on career progression.



3

## Gender imbalance

Workforce data shows gender segregation across different grades and divisions within NSW Treasury. Although women make up more than half of NSW Treasury's workforce, women are over-represented in lower grade positions and under-represented in some senior executive bands, with women comprising less than half of positions at director-level and above. Some also noted that across the organisation, some teams are highly gender imbalanced and would benefit from greater diversity. There was also a perception that gender equality initiatives are more of a 'female issue'.



## 4

### **Flexible working arrangements**

While consultation participants welcomed the availability of flexible working arrangements offered by NSW Treasury, some expressed concerns that taking up flexible work arrangements would impact their career progression, as they may be perceived as less visible or less committed by their managers. Consultation participants also reported that the limited number of senior men visibly using formal flexible working arrangements reinforces a perception that flexible arrangements are largely for women.



## 5

### **Respectful workplace culture**

Some consultation participants highlighted instances of disrespectful behaviour and poor workplace culture. Participants noted the importance of a workplace culture that avoids gendered dynamics in team meetings and other instances of gender-based disrespect against both women and men. Participants asked for clear guidelines on what constitutes gender-based bullying, harassment, and discrimination, and how to deal with such incidents. Participants also emphasised the importance of ensuring complaints are handled confidentially and that staff do not suffer professionally from reporting incidents.



## 6

### **Embedding a gender lens and gender responsive budgeting**

Consultation participants felt that NSW Treasury has an opportunity to progress gender equality across the public sector through its role as a central agency. Participants largely supported efforts to embed a gender lens in government policy and decision-making processes. Participants also supported building capability to apply a gender lens to NSW Treasury functions, processes and programs.

# Our plan



5








Our updated GEAP 2024–28 builds on our inaugural GEAP and draws upon findings from the GEAP NSW Treasury staff survey and broader consultation.

The actions in our GEAP support our vision for NSW Treasury to continue to be a leader in progressing gender equality and diversity in the workplace, the NSW public sector, and communities across the State.

NSW Treasury also has a Reconciliation Action Plan and a Disability Inclusion Action Plan in place, and a forthcoming Multicultural Action Plan. Delivery of these plans, along with this GEAP, will support a more inclusive and diverse NSW Treasury. The actions in the GEAP are designed to align with and complement other action plans. This alignment is critical to delivering the aims of each plan, but also to understanding and addressing the impacts of intersectionality.

## Our actions and commitments are split across 5 pillars

Pillar		Outcomes
	<b>Recruitment, development and leadership</b>	All NSW Treasury employees are empowered and supported to progress their careers, resulting in equal opportunities and diverse representation.
	<b>Flexibility and support</b>	NSW Treasury employees can thrive at work while being supported to balance family, caring and non-work life responsibilities.
	<b>Awareness and advocacy</b>	NSW Treasury is a role model for gender equality and champions awareness-raising and advocacy.
	<b>Applying a gender lens to budget, policy, and procurement</b>	Gender equality is progressed across the NSW Government by NSW Treasury leading the implementation of gender responsive budgeting and applying a gender lens to policy and procurement.
	<b>Governance and accountability</b>	Effective leadership and governance arrangements support the implementation and transparent monitoring of gender equality outcomes for NSW Treasury.



## Pillar 1

### Recruitment, development and leadership

#### Outcome

All NSW Treasury employees are empowered and supported to progress their careers, resulting in equal opportunities and diverse representation.

#### Why recruitment, development and leadership is a priority

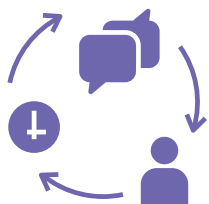
Qualitative and quantitative data reviewed in the development of this GEAP clearly communicated that recruitment, development and leadership should be prioritised. 'Career Advancement' was identified as the top priority to improve gender equality by respondents to the GEAP NSW Treasury staff survey, with 'leadership' and 'recruitment' also being frequently identified. Survey responses also conveyed that despite some positive actions, many employees, particularly women, felt their career progression at NSW Treasury has been negatively impacted by their gender. This sentiment is reflected in NSW Treasury workforce data which shows women are underrepresented within some senior executive bands. Workforce data also highlighted that some NSW Treasury Divisions are highly gender imbalanced.

#### What we have achieved so far

Ensuring our recruitment processes are gender-inclusive and promote gender equality is a focus for NSW Treasury. It is expected that all interview panels are gender balanced, and where possible, gender equity is considered in applicant shortlisting, including for senior executive appointments. To support consistent application of gender-inclusive principles, all interview panel members are strongly encouraged to complete inclusive recruitment training. We have also recently established a pool of panel members ready to be deployed to support recruitment, with the intent that all will complete the inclusive recruitment e-learning module before participating as a panel member.

#	Action	Why this is important	Responsible area
1.1	Ensure the 'future leaders' pipeline in NSW Treasury is inclusive, diverse and gender equal by: <ul style="list-style-type: none"><li>embedding gender equality and diversity considerations into the talent review process and existing localised sponsor and mentoring initiatives</li><li>continuing to encourage mobility between groups and divisions to create broader internal opportunities for career progression.</li></ul>	Analysis of workforce data confirmed the need for further action to achieve gender parity across NSW Treasury. Female representation declines markedly from the 9/10 band (61 per cent women) to Director-level and above (45 per cent women). Embedding gender equality and diversity considerations in the talent review process will create a more diverse and representative 'future leaders' pipeline.	All people leaders

#	Action	Why this is important	Responsible area
1.2	<p>Build the capability of people leaders to drive gender equality outcomes by:</p> <ul style="list-style-type: none"> <li>delivering people leader training and resources on diverse and inclusive leadership</li> <li>delivering training on complaints and grievance procedures to ensure people leaders are confident handling these matters.</li> </ul>	<p>Equipping people leaders to drive gender equality, and to lead diverse and inclusive teams, will help ensure all employees feel empowered and able to progress their careers, regardless of their gender or other characteristics. People leader training that applies a gender lens to managerial responsibilities such as developing a PDP, having career conversations, and managing talent, will enhance practice across the organisation.</p> <p>Training will also support people leaders to better manage complaints and grievances, and will reiterate our zero tolerance to sexual harassment and bullying, to build staff confidence in existing processes.</p>	Human Resources with support from all people leaders
1.3	<p>Ensure recruitment processes across NSW Treasury embed gender-inclusive principles and practices by:</p> <ul style="list-style-type: none"> <li>maintaining a commitment to gender-balanced shortlisting of applicants (where possible)</li> <li>maintaining a commitment to diverse and gender equal representation on interview panels</li> <li>updating the constructive feedback guide to incorporate gender considerations</li> <li>continuing to ensure recruitment processes, including time allowances for written tasks, are considerate of maintaining work-life balance</li> <li>continuing to utilise the expertise and lived experience of the DIB network to support inclusive recruitment.</li> </ul>	<p>Inclusive recruitment practices are fundamental to establishing a diverse workforce. Building on the gender-inclusive recruitment principles and practices already in place will help to eliminate unconscious bias and facilitate more consistent, and inclusive recruitment across the organisation.</p> <p>Constructive feedback can play an important role in establishing more gender-inclusive recruitment. Research conducted by the NSW Government Behavioural Insights Unit found that implementing two behaviourally informed interventions, a personalised email and phone call, increased the likelihood of women reapplying for a senior role and significantly reduced the gender gap between men and women reapplying for senior roles.<sup>44</sup></p>	Human Resources with support from all people leaders, and the DIB network
1.4	<p>Explore options to facilitate job sharing, such as maintaining a list of potential job-share partners within NSW Treasury and creating ways to facilitate joint and independent promotion proposals, including for executive positions.</p>	<p>Job sharing and part-time work arrangements enable people to remain engaged and productive in the workforce. This is particularly critical for women who often take on a disproportionate share of caring responsibilities. The GEAP NSW Treasury staff survey highlighted that some women feel their career progression at NSW Treasury has been limited by accessing part-time work arrangements.</p>	Human Resources with support from all people leaders



## Pillar 2

### Flexibility and support



#### Outcome

NSW Treasury employees can thrive at work while being supported to balance family, caring and non-work life responsibilities.

#### Why flexibility and support is a priority

Flexible, hybrid and other work options, along with leave entitlements, can enable greater workforce participation. While most respondents to the GEAP NSW Treasury staff survey had not experienced barriers to accessing flexible arrangements and other supports, some had, with 'limited/lack of available information' and 'not feeling comfortable to discuss the issue with my manager' identified as barriers. Responses also conveyed caring responsibilities beyond parenting were not adequately recognised, leave entitlements were not always adequate for issues such as menopause, and concerns about career progression being limited by utilising flexible, hybrid and other work options. NSW Treasury workforce data highlights that women access arrangements, such as parental leave and part-time work, at a much higher rate than their male colleagues. Addressing these barriers and shifting gender norms is a priority for this GEAP to ensure all NSW Treasury employees can utilise available supports to meet their needs without negatively impacting their career.

#### What we have achieved so far

Responses to the GEAP NSW Treasury staff survey conveyed that flexibility and support is improving, with over 67 per cent of respondents agreeing this was progressing or progressing well. This is also reflected in the results of the PMES 2023 with 90 per cent of NSW Treasury scoring flexible work favourably. Actions that have contributed to this progress include NSW Treasury becoming an accredited organisation with Carers + Employers and the launch of the Flexible Working Hub in November 2023. NSW Treasury's DIB network has hosted lunch and learn events to profile staff across different levels who work flexibly and share information on available supports. Further, in October 2022, a new parental leave policy for NSW public sector employees expanded parental leave to support more equal sharing of parental responsibilities.

#	Action	Why this is important	Responsible area
2.1	<p>Encourage the use of flexible and hybrid work arrangements such as job-share, part-time work, leave without pay, and compressed or varied hours, by:</p> <ul style="list-style-type: none"> <li>ensuring available information is relevant and accessible, including encouraging staff to access Flexible Working Hub resources</li> <li>promoting the use of Grace Papers to support employees with caring responsibilities to progress their career at NSW Treasury</li> <li>encouraging all people leaders to undertake relevant training via the MyCareer online platform</li> <li>encouraging senior leaders to utilise and promote flexible work arrangements.</li> </ul>	<p>Flexible and hybrid work options, entitlements and other work arrangements, support individual needs and circumstances of employees. These can be particularly important for individuals with caring responsibilities. Accessible, up-to-date, and comprehensive information ensures all staff are well informed, empowers individuals to request these arrangements and guides managers to have productive conversations.</p>	<p>All people leaders with support from Human Resources</p>
2.2	<p>Showcasing male employees who job-share, work flexibly, access parental leave and/or have caring responsibilities, to encourage a culture that values work-life balance and supports equal caring responsibilities.</p>	<p>More men accessing flexible work arrangements, parental leave and part-time work will normalise this practice across the organisation and challenge gender norms and expectations around caring, parenting and work-life balance, which undermine gender equality.</p>	<p>DIB network – Gender Equality Stream with support from Communications</p>







## Pillar 3

### Awareness and advocacy



#### Outcome

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

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#### Why awareness and advocacy is a priority

NSW Treasury's DIB strategy, along with our inaugural GEAP, explicitly recognise that embedding gender equality and inclusion into the way we work improves the wellbeing of NSW Treasury employees and contributes to better outcomes for the people of New South Wales. Successful awareness raising and advocacy by the DIB network – Gender Equality Stream has contributed to high engagement with gender equality across NSW Treasury. However, ongoing action is still needed to eliminate negative workplace behaviours and cultures that undermine inclusion and belonging. More than 50 per cent of respondents to the GEAP NSW Treasury staff survey identified “workforce culture” as a priority area for action.

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#### What we have achieved so far

In line with the actions of NSW Treasury's inaugural GEAP plan, the DIB network has hosted a number of events and promoted gender equality through various channels. The GEAP NSW Treasury staff survey confirmed the success of previous actions with over 62 per cent of respondents agreeing that awareness and advocacy for gender equality in NSW Treasury is progressing or progressing well.



#	Action	Why this is important	Responsible area
3.1	<p>Champion and model gender equality, inclusion, and diversity across NSW Treasury by:</p> <ul style="list-style-type: none"> <li>celebrating and delivering gender equality events and networking initiatives</li> <li>partnering across DIB streams to highlight gender equality and intersectionality</li> <li>the DIB network reviewing workplace policies and procedures, including bullying, sexual harassment, and flexible work policies</li> <li>upholding principles of gender equality and striving for gender balance in governance bodies and in event planning (internal and external, speakers and panellists)</li> <li>using gender inclusive language and imagery in all NSW Treasury publications.</li> </ul>	<p>Events and networking initiatives raise awareness and educate employees on gendered issues and the importance of gender equality. These events involve sharing diverse stories, including of men championing gender equality. Separately, upholding gender equality and promoting inclusivity in governance boards, publications, and events, will establish NSW Treasury as a role model for gender equality across the government sector.</p>	<p>DIB network – Gender Equality Stream with support from Communications</p>
3.2	<p>NSW Treasury staff increase their understanding of gender equality and gendered issues by completing gender e-learning modules, including modules on sexual harassment and domestic and family violence.</p>	<p>Building a foundational awareness and understanding of gender equality and gendered issues will support employees to recognise the importance of gender equality, to exhibit and encourage inclusive behaviours, and to apply a gender lens to their work.</p>	<p>All NSW Treasury</p>
3.3	<p>Support Women NSW to roll out GEAPs across the sector, including by sharing lessons from the development of this plan, and by building sector capability to embed a gender lens in budget proposals and procurement.</p>	<p>NSW Treasury was a leader in establishing its inaugural GEAP in 2022. Since then, NSW Treasury has been part of a pilot led by Women NSW ahead of a requirement for all NSW Government agencies to develop a GEAP. Being a central agency and having an established GEAP means NSW Treasury is uniquely placed to support agencies to meet this new requirement. NSW Treasury could, for example, support agencies to embed gender responsive budgeting and procurement practices within their GEAP.</p>	<p>Women's Economic Outcomes Team</p>



## Pillar 4

### Applying a gender lens to budget, policy and procurement



#### Outcome

Gender equality is progressed across the NSW Government by NSW Treasury leading the implementation of gender responsive budgeting and applying a gender lens to policy and procurement.

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#### Why gender responsive budgeting and procurement is a priority

Advising on NSW Government resource allocation and publishing the NSW Budget is at the core of NSW Treasury's work. Embedding gender equality considerations in the Budget cycle is a powerful way to progress gender equality in New South Wales. Through gender responsive budgeting practices, the needs and experiences of all people are better understood and addressed in policy design, ultimately leading to better outcomes. Across NSW Treasury there is an interest and willingness to apply a gender lens to NSW Treasury's functions, however, as highlighted through our consultation with Executive Directors, there are gaps in our capability.

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#### What we have achieved so far

The Women's Opportunity Statement released alongside the 2022-23 NSW Budget laid the foundation for gender responsive budgeting and procurement in New South Wales. This included commitments to require gender impact assessments for new policy proposals, and procurement actions to leverage the buying power of the NSW Government to progress gender equality in the supplier market. Since then, the NSW Government has released the Gender Equality Budget Statement 2023-24 and is committed to publishing a gender equality budget statement with each NSW Budget. Further, following the release of [TPG23-27 Gender Impact Assessment Policy](#), gender impact assessments will soon be required for all new policy proposals over \$10 million, unless exempt. Through OSII, NSW Treasury has also completed an internal review to identify gender-related improvements to the social impact investment development process and, as a result, is embedding a gender lens into the lifecycle of social impact investments.

#	Action	Why this is important	Responsible area
4.1	<p>Embed gender responsive budgeting in the NSW Budget process by:</p> <ul style="list-style-type: none"> <li>requiring gender impact assessments on all new policy proposals and supporting NSW Government agencies to apply a gender lens</li> <li>delivering the Gender Equality Budget Statement with each NSW Budget</li> <li>exploring additional ways to apply gender responsive budgeting across the NSW Government.</li> </ul>	As the central budget agency within the NSW Government, NSW Treasury has a unique opportunity to embed gender considerations in resource allocation decision-making. This will ensure the needs of men, women and gender diverse people are considered, and improve outcomes for people of all genders.	Women's Economic Outcomes Team
4.2	Build capability to apply a gender lens to NSW Treasury functions, processes and/or programs, with an initial focus on budget planning, the 2026 Intergenerational Report, and cost of living analysis.	To be a leader across the sector and successfully embed gender responsive budgeting, NSW Treasury must build its own capability to apply a gender lens. This will be achieved by applying a gender lens to a range of functions, processes and/or programs across different NSW Treasury Divisions.	Women's Economic Outcomes Team
4.3	Leverage the NSW Government's buying power to encourage gender equality in our supply chains, where possible.	The NSW Government has significant influence as a buyer of goods and services. Utilising this power to promote gender equality could positively impact businesses and the community more broadly.	NSW Procurement
4.4	Deliver social impact investments focused on advancing the social and economic wellbeing of women and girls with experiences of disadvantage, and apply gender lens investing principles to social impact investments in other policy areas.	Social impact investment allows government to work in partnership with for-purpose (not-for-profit, social enterprises, philanthropy) and for-profit sectors (private investors) to develop innovative programs that target specific cohorts of women and girls, addressing their specific needs and improving long term outcomes.	OSII



## Pillar 5

### Governance and accountability

#### Outcome

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

#### Why governance and accountability is a priority

Establishing effective leadership and governance arrangements is a priority of this GEAP because it will increase accountability, enhance engagement with gender equality across NSW Treasury, and provide a foundation for us to transparently monitor, report and evaluate our success across the 4 years of this Plan.

#### What we have achieved so far

NSW Treasury has an established DIB network, which includes a Gender Equality Stream. The network operates in line with a DIB strategy, which has been endorsed by the Treasury Executive Board, and is supported by a senior executive sponsor.

# Action	Why this is important	Responsible area
5.1 Establish metrics and targets, and leverage existing reporting, to monitor progress of the GEAP within the first year of implementation.	Metrics and targets will provide clear benchmarks for performance evaluation and facilitate accountability. Clear and measurable goals will also facilitate engagement with the GEAP across NSW Treasury.	Women's Economic Outcomes team with support from Human Resources
5.2 Regularly monitor and review actions outlined in the GEAP including by: <ul style="list-style-type: none"><li>publishing annual progress reports on the NSW Treasury intranet</li><li>publishing workforce profile data on the NSW Treasury intranet as part of the Diversity and Inclusion dashboard</li><li>publishing gender workforce metrics in the NSW Treasury Annual Report</li><li>the DIB network collaborating across streams to ensure actions are complementary and address intersectional perspectives.</li></ul>	Transparent monitoring and reporting of the GEAP will enhance accountability for delivery of actions. Accessible, high-quality data is also essential for evaluating the progress and success of the GEAP and developing new initiatives to further progress gender equality.	GEAP working group with support from Human Resources and Communications

# Governance and reporting



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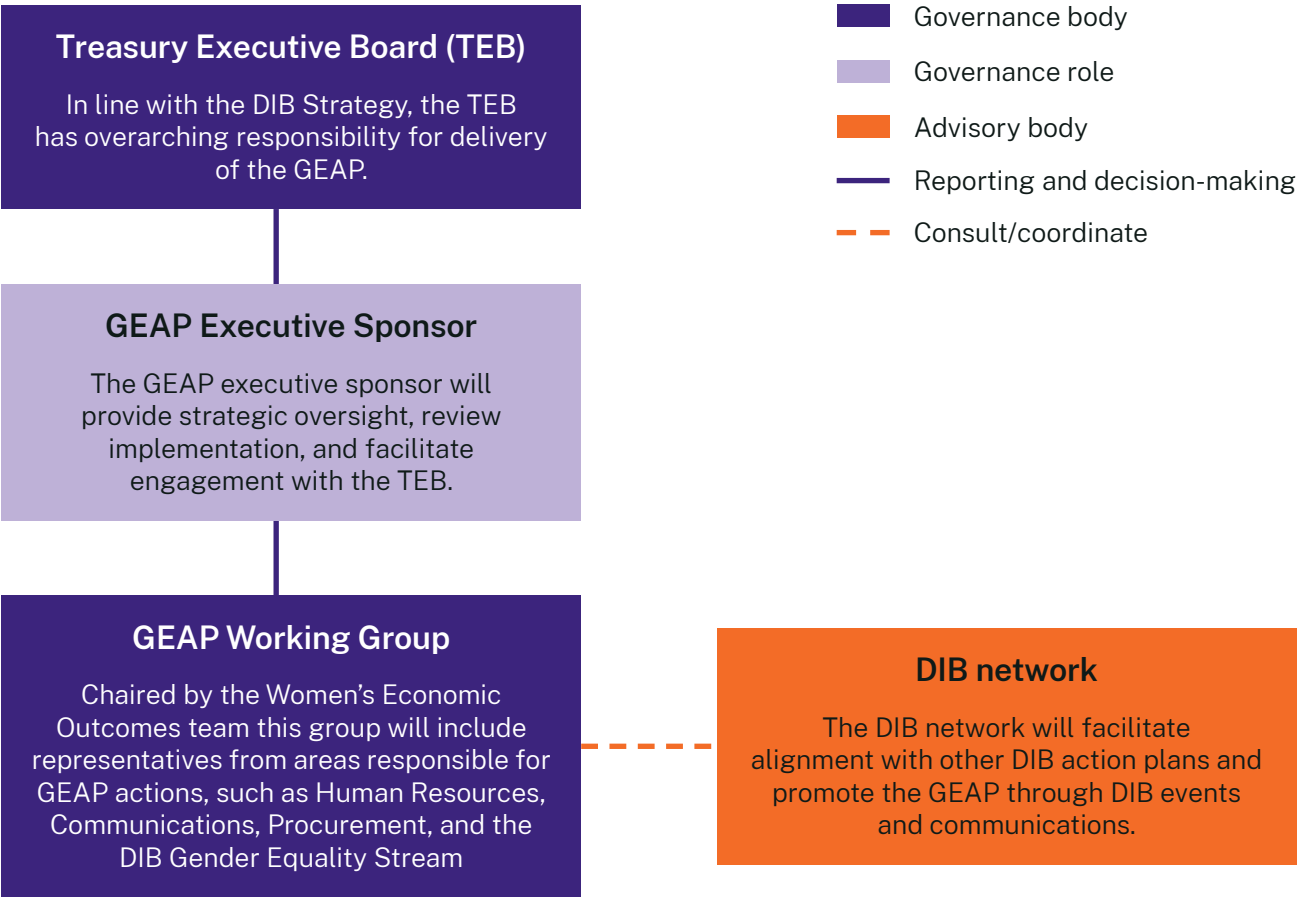
Governance

As reflected in NSW Treasury’s DIB strategy we are committed to DIB actions and initiatives being leader-led. In line with this commitment, progress towards the GEAP will be monitored and reviewed by the Treasury Executive Board.

To monitor and report on our progress, we will establish a GEAP working group comprised of representatives from all areas that are responsible for actions under the GEAP. The working group will be led by the Women’s Economic Outcomes team, and will be advised by the DIB network.

Close collaboration with the DIB network is essential to incorporating diverse perspectives, addressing intersectionality, and facilitating alignment between this GEAP and the Reconciliation Action Plan, Disability Inclusion Action Plan and a forthcoming multicultural action plan.

GEAP Governance Structure



Annual Reporting

The GEAP Guidelines issued by the Premier’s Department require agencies to submit an annual progress report over the 4 years of this GEAP. In line with this requirement and Action 5.2 NSW Treasury is committed to regularly monitoring and reviewing our progress and publishing an annual progress report on the NSW Treasury intranet.

To support this process, within the first year of implementation we will develop metrics and targets (where appropriate) for each action outlined in the GEAP. Reporting against these metrics will form part of our annual progress report.





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52 Martin Place  
Sydney NSW 2000

GPO Box 5469  
Sydney NSW 2001

**W:** [treasury.nsw.gov.au](https://treasury.nsw.gov.au)

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