

Multicultural Action Plan

2024–2027

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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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Secretary's message

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Our Multicultural Action Plan (MAP) aims to ensure Treasury reflects the diversity of the community we serve and avoids the groupthink that can diminish even the best organisation.

It's not enough to have a workforce that represents the diversity of cultural and linguistic backgrounds that are such a positive feature of the NSW community.

Our thinking, decision-making, and leadership need to more fully include and benefit from diversity of heritage, experience, and perspective.

Treasury is culturally and linguistically diverse, with 41 per cent of Treasury staff identifying as being of a cultural and linguistically diverse (CALD) background.¹

This is one of our best assets and was a source of repeated praise during consultations with staff. But we're yet to make full use of it.

For example, our diversity isn't reflected at the senior executive level, with only 16.8% being from a minority ethnic background.

I'm proud to introduce NSW Treasury's inaugural MAP for 2024 to 2027.

The MAP is one of the key steps we are taking towards increasing inclusion and belonging for people who identify as CALD.

It will further support the progress Treasury is making to create an inclusive culture where everyone can achieve their full potential and access the same opportunities.

The plan has been produced after extensive consultation with Treasury staff on how they experience the workplace.

There are three priority areas that Treasury will be held accountable for and report progress on over the next three years:

1. increasing CALD diversity in senior leadership
2. increasing senior executive engagement and training on CALD issues
3. improving psychosocial safety for CALD staff.

A massive shout-out to the project team and all the people volunteering their time through the CALD stream. It is their drive, hard work and dedication that has delivered this plan.

Our goals and actions will help address the inequalities that exist and further improve the sense of inclusion and belonging for all our staff.

I will use my authority to address these challenges and I hope you will all join me in being effective agents of change.

Michael Coutts-Trotter
Secretary

Our vision

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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 become a leader in progressing CALD diversity and inclusion in the workplace and the NSW Public Sector, such that we reflect the community that we serve.

We will create opportunities for all people, irrespective of their cultural and linguistic background to feel represented, valued, respected, and empowered to drive positive outcomes and inspire change.

Our journey

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3.1 Our people

CALD diversity in NSW

New South Wales has a rich history of cultural diversity, with one of the most diverse populations in the country. Our people are of different linguistic, religious, and ancestral backgrounds. According to the latest 2021 Census findings, more than 2 million of our citizens were born overseas. NSW residents speak more than 280 languages and practice 136 religions. Moreover, 50.3 per cent of NSW residents have at least one parent born overseas and amongst the NSW population there are more than 250 reported ancestries.

CALD diversity in NSW Treasury

The 2023 People Matter Employee Survey (PMES) data and human resources workplace statistics indicate that Treasury has a culturally and linguistically diverse workforce. During consultations, staff praised Treasury for its cultural diversity compared to other workplaces.

Forty one per cent of Treasury staff identify as being of a CALD background and 33 per cent of Treasury respondents speak a language other than English at home. However, this diversity is not reflected at the Senior Executive level, with 16.8 per cent identifying as from a minority ethnicity.

Cultural diversity is likely to be higher than self-reported statistics available since cultural and linguistic background information is collected at the point of recruitment.

The PMES asks employees about their experience and perceptions of a range of workplace issues and practices, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct. This survey is conducted on an anonymous basis.

3.1.1.1 SAP ServicePortal

The SAP ServicePortal reports data of current NSW Treasury staff who have volunteered to self-select from a range of diversity and inclusion identifiers in the Equal Employment Opportunity section of the portal. This data is typically collected at recruitment, and as a result can understate the level of disclosure by CALD staff due to perceptions that it will result in a barrier to recruitment.

The following data is as at January 2024:

Table 1: Minority racial, ethnic, or ethno-religious group and first language other than English

Inclusion identifier	Number of employees		Percentage of staff
Minority racial, ethnic, or ethno-religious group	Whole of Treasury	259 employees	31.5 per cent
	Senior Executives	19 employees	16.8 per cent
First language other than English	Whole of Treasury	259 employees	31.5 per cent
	Senior Executives	16 employees	14.2 per cent

3.2 Our legislative and policy context

3.2.1 The Multicultural Polices and Services Program (MPSP) framework

Multicultural NSW was established under the Multicultural NSW Act 2000 (the Act) as a statutory authority responsible for implementing the policy and legislative framework supporting the implementation of multicultural principles² in the State. Section 13(1) (g) of the Act states that a core part of Multicultural NSW’s function includes:

to assist and develop programs for, and assess the effectiveness of, public authorities in observing the multicultural principles in the conduct of their affairs, particularly in connection with the delivery of government services, so as to facilitate consistency across authorities on issues associated with cultural diversity.

Under the Act, key Government agencies are required to maintain the MAP and regularly report on its progress.

Multicultural NSW developed the MPSP framework to assist agencies in embedding multicultural planning into core business operations. The MPSP framework consists of four focus areas (service delivery, planning, leadership, and engagement) and nine outcomes, which agencies are to develop targets against. The full details of the focus areas and outcomes can be found in **Appendix A**.

Our MAP has been developed in line with the MPSP Framework. NSW Treasury is a central agency that delivers key policies and outcomes for the people of New South Wales. It is important that we demonstrate the positive steps that the agency takes to reflect the diverse community it serves. Significant work and engagement continue to take place through Treasury’s internal CALD staff network under the organisation’s Diversity, Inclusion and Belonging community.

3.2.2 Work Health and Safety legislation

Work Health and Safety (WHS) legislation was amended in October 2022 to include psychosocial risk as a new requirement. Under the amended regulation, ‘a person conducting a business or undertaking (PCBU) must eliminate psychosocial risks, or if that is not reasonably practicable, minimise them so far as is reasonably practicable.’

These new provisions complement the existing Code of Practice – managing psychosocial hazards at work which already provides practical guidance to identify and manage psychosocial hazards at work. They clarify existing obligations to manage risks to the health and safety of workers, including their psychological health.

Psychosocial hazards include low job control, intense job demands, poor support, poor organisational change management, inadequate recognition, lack of role clarity, harrasment (racism³) and bullying among various other factors.

The MAP has been developed in accordance with the new provisions. Focus area three pertains to improving staff's psychosocial safety at Treasury which includes actions to strengthen our anti-discrimination and grievance procedures. Treasury's anti-discrimination policy is under development and will help to educate and drive adherence to WHS obligations.

3.2.3 Diversity, Inclusion and Belonging (DIB) strategy

In 2020-21, NSW Treasury launched its first DIB strategy. The strategy aims to create a workplace where everyone feels welcome, safe, and free to bring their whole selves to work. An inclusive environment that embraces diversity of thought and creates a sense of belonging for all is vital to ensuring we represent and deliver for the communities we serve across NSW. The strategy embraces a leader-led model such that everyone across Treasury is empowered to foster a culture of diversity, inclusion and belonging.

As part of the DIB strategy, the CALD stream was established. This stream promotes the inclusion of culturally and linguistically diverse people and perspectives in Treasury's culture, systems and leadership. The CALD stream has undertaken a Treasury-wide consultation process to inform the priorities for the MAP.

The MAP was based on the five pillars of the DIB strategy and the findings of the internal consultations. Table 2 outlines how the DIB strategy pillars align with the MAP's objectives.

Diversity, Inclusion and Belonging Strategy Actions		Leadership and Accountability
		Strategy and Commitment
		Governance, Resources and Reporting
		Continuous learning across employee lifecycle
		Policies and Programs

Table 2: DIB strategy and MAP objectives

No.	DIB strategy actions	DIB strategy objectives	MAP objectives
1	Leadership and accountability	DIB is leader-led. Organisational leaders are accountable for a safe, equitable, accessible, and inclusive workplace and customer service where diversity thrives. Leaders are visible and vocal in demonstrating the DIB mission and values.	<p>Leaders collaborate with CALD communities and staff.</p> <p>Leaders are held accountable for building a culture that promotes and values cultural and linguistic diversity.</p>
2	Strategy and commitment	DIB is a visible institutional commitment that is integral to Treasury's vision and corporate plan. Treasury pursues a cohesive, cross-functional, strategic approach to DIB.	<p>CALD people's inclusion is a visible institutional commitment that is integral to Treasury's vision and corporate plan.</p> <p>Treasury becomes a sector leader for cultural and linguistic diversity, inclusion and belonging.</p>
3	Governance, resources and reporting	DIB processes and outcome goals are assessed and evaluated. DIB is integrated into core business functions with robust governance. Cross-functional collaboration is enabled at all levels.	<p>DIB processes and outcome goals are assessed and evaluated for impact on CALD people.</p> <p>NSW Treasury plans effectively for the needs and aspirations of CALD people.</p> <p>Improved data capture for CALD people.</p>
4	Continuous learning across employee lifecycle	DIB is part of Treasury's culture and identity. DIB is integrated into the end-to-end employee experience with a commitment to conscious inclusion from recruitment through to exit.	CALD perspectives and people are considered and included throughout the end-to-end employee experience.
5	Policies and programs	DIB is part of daily work. Treasury is capable of measuring the impact of policies that affect the sector and community to inform future planning.	<p>CALD perspectives and people are considered in Treasury's culture, projects, plans, policies, programs and actions.</p> <p>CALD people are effectively involved in service, system, and policy design.</p> <p>Targeted programs are established to fill the gaps.</p>

3.3 What we have achieved so far

NSW Treasury has a vibrant and active DIB community which is committed to the vision of building a culture of respect, accountability, inclusion and mutual understanding. The CALD stream was created in February 2021. It was born of an appreciation that NSW Treasury has a social imperative to reflect the community it serves.

The CALD stream promotes the inclusion of culturally and linguistically diverse people and perspectives in our organisation's culture, systems and leadership. The team thrives on creating opportunities for connection, sharing and learning to enable all staff to benefit from our rich and diverse community within Treasury. The stream consists of three sub-streams – Educate, Advocate, and Celebrate.

While Treasury has not previously had a MAP in place to drive CALD-specific initiatives, progress has been made to promote diversity and inclusion. Over the past 12 months, the CALD stream has delivered a range of programs and initiatives including:

- Launching a pilot sponsorship program for CALD staff members
- Hosting four Treasury-wide events celebrating different cultures and facilitating thought-provoking panel discussions:
 - Lunar New Year
 - International Day for the Elimination of Racial Discrimination
 - Eid al-Fitr
 - World Refugee Day

- Publishing 10 educational articles
- Hosting four educational sessions
- Completing a Treasury-wide consultation for the inaugural MAP
- Increasing the CALD Stream's membership from six to more than 60

Other Treasury facilities and initiatives supporting CALD staff and the wider organisation include:

- Access to a multifaith room
- Flexible working including remote working and carer's support
- Understanding our WHS – Psychosocial Risks Focus Groups
- Achievement of Treasury Carer's Accreditation to Activate Level

Treasury continues to prepare online resources, events, and planning activities through which we can identify further diversity, inclusion and belonging opportunities. Treasury aims to encompass not only cultural celebration and awareness, but also deeper conversations and meaningful action, in Treasury's DIB journey.



Our journey

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4.1 Consultation approach

The consultation process consisted of two phases conducted Treasury-wide: an online consultation survey and focus groups. The project undertook a human-centered design approach and focused on the experiences of CALD staff within Treasury to understand their sentiments regarding their workplace and their sense of wellbeing and belonging.

The process was undertaken between 14 September to 12 October 2023 with 110 respondents from across Treasury. The consultation survey and focus groups enabled us to map key themes and identify ways to address the gaps.

Online consultation survey

The survey questions were drafted based on research from both private and public organisation horizons and culture statements. The questions were aligned to Treasury's organisational development goals, Public Sector Commission and PMES survey questions and comparative data points. The key findings from the consultation are summarised below:

1. Senior Executive leadership does not yet reflect the diverse organisational workforce.

The survey found that 68 per cent of respondents displayed sentiments that our Senior Executive leadership does not reflect its workforce. Data supports this finding with about 16.8 per cent of Senior Executives identifying as being from a racial, ethnic or ethno-religious minority compared to approximately 48 per cent of the workforce (see section 3.1)

2. Experience of racism at Treasury.

The survey revealed that 20 per cent of respondents had seen or experienced racism at Treasury (which equates to approximately 2.8 per cent of the total Treasury workforce). The PMES consistently found over the last two years, 3 per cent of respondents had experienced racism and 5 per cent had experienced discrimination, demonstrating that we have an opportunity to work together to reduce this to zero.

3. Disadvantage at work due to race, culture or religion.

Over 20 per cent of respondents (approximately 2.8 per cent of the Treasury workforce) identified as being disadvantaged at work due to their race, culture or religion and all of these identified themselves as CALD.

Focus groups

Following the online survey, the MAP project team sought to have frank and open discussions with volunteer participants regarding their experiences of diversity and inclusion. This was conducted with 48 participants across six focus groups held from 25 September 2023 to 20 October 2023, and were open to all staff members.

The focus groups were an hour and half hybrid sessions with two facilitators, two notetakers, an independent observer, and participants. The sessions were structured around four topics related to key themes that emerged from the survey results.

Facilitators asked participants to discuss and share key issues relating to:

1. opportunities and barriers to Senior Executive (SE) positions, including current CALD representation at senior levels
2. racism, discrimination, and bias
3. opportunities and equity in performance discussions, recruitment, and everyday work and
4. MAP priorities and any support CALD staff can provide to support growth and progression.

4.2 Alignment with NSW Public Service Commission work

The NSW Public Service Commission (PSC) plays a leading role in driving diversity and inclusion across the sector. In February 2022 the PSC launched its belonging and inclusion strategy, which provides an overarching and intersectional approach to diversity and inclusion. The strategy identifies four key actions that NSW Government sector agencies can undertake to embed belonging, diversity and inclusion:

- welcoming diversity
- designing equity
- championing inclusion and
- creating belonging.

The MAP key priority areas align with the actions that the PSC has identified. Increasing diversity in leadership is a way of designing equity into the workplace profile through the support and advocacy of senior managers. Increasing Senior Executive engagement and cultural capability through training is a way of creating belonging and making leaders in NSW Treasury champions of inclusion of people from CALD backgrounds. Providing more psychosocial support for CALD staff is a way of creating an environment where staff feel more of a sense of belonging within the organisation.

The PSC has also specifically considered the MAP priority area of increasing diversity in leadership in its 2023 report on increasing cultural diversity in the NSW government sector senior executive cohort.⁴ The themes identified in the report are consistent with the findings from the consultations undertaken to develop the MAP.

4.3 Progress in other jurisdictions

Government agencies across Australia are at different stages in their journey towards adopting and implementing MAPs or similar plans to advance cultural and linguistic diversity in their organisations. While the stage that other agencies are at in promoting multiculturalism does not in itself provide an argument in support of having a MAP, it does give an indication of where NSW Treasury is currently positioned relative to the other jurisdictions.

The table below provides a brief description of what stage each jurisdiction is at in progressing a MAP or similar plan and the key priorities that the plan is focussed on progressing. Progress of note includes the Department of Prime Minister and Cabinet and the Australian Competition and Consumer Commission's newly introduced targets of 20 per cent CALD representation at senior executive levels.



Table 3: MAP or similar plans in other Australian jurisdictions

Jurisdiction	Status of MAP or similar plan
Commonwealth	<p>The Australian Government Treasury includes Cultural and Linguistic Diversity as a pillar in its Inclusion and Diversity Strategy 2023–2028.⁵ The strategy has three priority areas:</p> <ol style="list-style-type: none"> 1. Improve the visibility and representation of cultural diversity within the senior leadership of Treasury. 2. Align data collection and information gathering about cultural diversity with emerging good practice methods. 3. Address barriers to recruitment and career advancement for employees who identify as culturally and linguistically diverse. <hr/> <p>Department of Prime Minister and Cabinet has established an internal 20 per cent CALD target to increase CALD representation at the Executive Level 2 and Senior Executive Service (SES) levels by 2029.⁶</p> <hr/> <p>The Australian Competition and Consumer Commission has a CALD representation target of 20 per cent CALD employees at the EL2 level and SES by 2025.⁷</p>
Victoria	The Victorian Department of Treasury and Finance does not have a MAP or similar plan. It does have an Advancing Self-Determination Plan and a Gender Equality Action Plan. ⁸
South Australia	The South Australian Department of Treasury and Finance had an Equity, Diversity and Inclusion Strategy that ran from 2020-2023. ⁹ It included four actions to support CALD staff and clients.
Western Australia	<p>Treasury WA has a MAP that runs from 2022-2024.¹⁰ The plan has been developed in line with WA Treasury's Strategic Plan 2021-2024 and the <i>WA Public Service Commission's Workforce Diversification and Inclusion Strategy the WA Public Sector Employment 2020-2025</i>. The Strategy has the twin goals of:</p> <ul style="list-style-type: none"> • creating a collaborative effort across the public sector to increase representation of people from different backgrounds at all levels across the sector, and • to ensure people experience an inclusive and positive work environment. <p>To support these goals WA Treasury has committed to a number of policy outcomes in its MAP that focus on public facing policies and programs being inclusive. The MAP includes the following two policy outcomes that are more internally focussed:</p> <ul style="list-style-type: none"> • a workforce that is culturally competent and representative of its community, and business and client needs. • West Australians from CALD backgrounds are equitably represented in employment and on boards, committees and other decision-making bodies.
Queensland	The <i>Multicultural Recognition Act (Queensland) 2016</i> requires all Queensland government agencies to report publicly on their actions in the Queensland Multicultural Action Plan and to provide a summary of their progress every year. Queensland Treasury's 2022-2023 report under the Queensland Multicultural Action Plan is not available. ¹¹
Tasmania	The Tasmanian Department of Treasury and Finance has a Diversity and Inclusion Strategy and Plan 2021-2024. ¹² It identifies as a guiding principle of an inclusive workplace: cultural intelligence and openness towards others –demonstrating a receptive mindset, ability to listen without judgement and being attentive to other cultures and backgrounds.
ACT	As part of its 2015 Final Report on the review of its Respect, Equity and Diversity Framework ¹³ the ACT Government committed to reviewing the content of its cultural awareness training.
Northern Territory	No information found.

Our plan

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5.1 Increasing diversity in leadership

A significant theme that emerged from the consultations was that Treasury's Senior Executive team does not yet reflect Treasury's diverse workforce. Participants requested that this be included as the highest priority for the MAP, because they consider it essential to supporting CALD progression to Senior Executive roles and negating bias in policy making. Increased diversity will also lead to a diversity of ideas and models of leadership and promote an inclusive and culturally safe environment. Moreover, participants identified a need for a continuous pipeline of CALD staff who are being adequately trained and supported to move into senior executive positions when existing CALD leaders move on.

Research shows that increased diversity has numerous benefits. Hong and Page (2004) found that, a group drawn from a diverse pool of people was found to be superior to a group drawn from talented individual thinkers in solving difficult problems. The study found that, in a problem-solving context, a person's value depended on their ability to improve the collective decision.¹⁴ McKinsey (2020) also found that of 533 companies, businesses with ethnic diversity on executive teams were 36 per cent more likely to financially outperform compared to the national industry median.¹⁵

This plan aims to increase CALD representation in Senior Executive roles by exploring targets, expanding sponsorship/mentorship programs, implementing inclusive recruitment principles, maintaining flexible work to support the needs of CALD carers, and increasing leadership opportunities for CALD staff.

Table 4: MAP actions and priorities for Key Priority 1 - Increasing diversity in leadership

	1 Increasing diversity in leadership	<p>Increasing diversity in leadership and building an inclusive and supportive workplace culture for all employees.</p>
Actions	Sub-action (How will we achieve this?)	
<p>1.1 Increasing CALD representation in leadership Explore CALD leadership targets for future implementation and work towards embedding best practice across the organisation.</p>	<p>1.1.1. Partner with the Public Service Commission to examine effective CALD leadership targets for whole of government or Treasury implementation of Senior Executive targets.</p> <p>1.1.2. Evaluate the Policy and Budget division pilot target for CALD representation in leadership and examine extension across Treasury.</p> <p>1.1.3. Explore options to report on cultural and gender diversity at all levels of the organisation through the Human Resources workforce profile and include it in Treasury Annual Report.</p>	
<p>1.2 Diversity sponsorship program Expand the sponsorship program Treasury-wide for CALD and broader DIB streams, and across all grades.</p>	<p>1.2.1. Expand the sponsorship program for 12 months across Treasury and review options to offer the program on a permanent basis. Expand across all grades and DIB streams and allocate budget dedicated to training sponsors and facilitating workshops between sponsor/sponsee.</p>	
<p>1.3 Mentorship program Explore existing and new options to provide mentorship opportunities to CALD staff.</p>	<p>1.3.1. Explore existing mentorship programs for CALD staff across the sector. Investigate the opportunity to implement a Treasury-wide mentorship program.</p>	
<p>1.4 Inclusive recruitment Build on inclusive recruitment principles and practices Treasury already has in place to eliminate unconscious bias and facilitate more consistent, and inclusive recruitment across the organisation.</p>	<p>1.4.1. Commit to CALD and gender diverse representation in applicant shortlisting where possible, especially for Senior Executive roles.</p>	
	<p>1.4.2. Maintaining a commitment to cultural diversity and gender representation on interview panels.</p>	
	<p>1.4.3. Reviewing the constructive feedback guide for interviewees to incorporate a CALD lens.</p>	
	<p>1.4.4. Making 'Navigating Recruitment' training module mandatory for all recruitment panels including supplementary information to mitigate unconscious bias when conducting interviews.</p>	

Type of action	Responsibility	Delivery teams	Year for action/ delivery	DIB strategy pillar
New initiative	Treasury Executive Board	Senior Executives CALD stream Human Resources	2025/26	1. Leadership and accountability
Expansion of existing initiative	Deputy Secretary, Policy & Budget	Policy and Budget leadership team CALD stream	2024/25	1. Leadership and accountability
Expansion of existing Initiative	Executive Director, Human Resources	Human Resources	2023/24	3. Governance, resources and reporting
Expansion of existing initiative	DIB Executive sponsor	DIB streams Senior Executives	2024/25	4. Continuous learning across employee life cycle
New initiative	Treasury People Committee Executive sponsor	Treasury People Committee Human Resources	2025/26	4. Continuous learning across employee life cycle
New initiative	Executive Director, Human Resources	Human Resources Senior Executives	2024/25	4. Continuous learning across employee life cycle
New initiative	Executive Director, Human Resources	Human Resources Senior Executives	2024/25	4. Continuous learning across employee life cycle
New initiative	CALD Stream Executive sponsors	CALD Stream Human Resources	2024/25	4. Continuous learning across employee life cycle
Expansion of existing initiative	Executive Director, Human Resources	Human Resources	2023/24	3. Governance, resources and reporting

Actions	Sub-action (How will we achieve this?)
<p>1.5 Job Share and part-time opportunities Create more job share and part-time work arrangements, particularly at Senior Executive levels. This is important for CALD staff who often have more carer roles, familial and cultural/religious responsibilities.</p>	<p>1.5.1. Enable CALD staff to remain engaged and productive in the workforce by aiming to increase the number of job share opportunities at the senior executive level and across all levels of the organisation.</p> <hr/> <p>1.5.2. 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>1.6 Increase leadership opportunities for CALD staff Create more leadership opportunities for CALD staff.</p>	<p>1.6.1. Promote and encourage acting opportunities for 11/12 CALD staff into Director positions to increase leadership exposure.</p> <hr/> <p>1.6.2. Senior Executives to enable leadership training, e.g. Leading for Impact training and other training to all CALD staff at 11/12 grade.</p> <hr/> <p>1.6.3. Enable 11/12 CALD staff to take more active people management roles in their teams as leaders with direct reports to support progression into Senior Executive roles.</p>



Type of action	Responsibility	Delivery teams	Year for action/ delivery	DIB strategy pillar
New initiative	Executive Director, Human Resources	Human Resources Senior Executives DIB streams	2024/25	1. Leadership and accountability
Maintain existing initiative	Executive Director, Human Resources	Human Resources	2023/24	4. Continuous learning across employee life cycle
New initiative	Treasury Executive Board	Senior Executives	2024/25	4. Continuous learning across employee life cycle
Maintain existing initiative	Treasury Executive Board	Senior Executives Human Resources	2024/25	4. Continuous learning across employee life cycle
New initiative	Treasury Executive Board	Senior Executives	2024/25	4. Continuous learning across employee life cycle


5.2 Senior Executive engagement and training

It is crucial for Senior Executives to engage and advocate on CALD matters, as it signals a commitment to foster an inclusive workplace, in line with Treasury's broader DIB strategy. Engagement from key decision makers can address the disparities in diversity and lead to more equitable practices and opportunities within Treasury. This leader-led approach, where Senior Executives are championing inclusive practices beyond the DIB community, will raise awareness and create a safe environment for all staff. This will also encourage all staff to contribute to a diverse and inclusive workplace in their day-to-day roles. Senior Executives will be empowered to be effective allies and support their diverse workforce assisting with staff retention, recruitment and development.

The plan aims to increase Senior Executive engagement by requiring them to promote the MAP, DIB training and wider Treasury engagement on DIB issues. It also proposes that Senior Executives include DIB related Key Performance Indicators (KPIs) in their Performance Development Plans to contribute to Treasury's diversity and inclusion culture. The onus is also placed on Senior Executives to educate themselves and stay up-to-date on best practice on supporting CALD staff.

Detailed actions on Senior Executive engagement and training is set out in the following table.

Table 5: MAP priorities and actions for Key Priority 2 – Senior Executive engagement and training

	2 Senior Executive engagement and training	<p>Raise capability of Senior Executives, team leaders and team members on inclusive behaviours and practices through development opportunities and training.</p>
Actions	Sub-action (How will we achieve this?)	
2.1 Maintain and implement the Treasury MAP	2.1.1. Provide resourcing to deliver the existing Multicultural Plan Actions and to review and update the MAP every three years.	
	2.1.2. Make the MAP available on the public Treasury website and report on the progress of MAP priority actions in the organisation's Annual Report.	
	2.1.3. Senior Executives to champion and promote the MAP across their divisions.	
2.2 Raise cultural capability of our leaders Provide training to Senior Executives and team leaders on inclusive leadership behaviours and practices through development opportunities and training.	2.2.1. Senior Executives and team leaders (11/12s) to model and champion completion and discussion of compulsory DIB stream training including training relating to racism, e.g. SBS modules and anti-racism training.	
2.3 Increase Senior Executive engagement Encourage Senior Executives to be advocates for CALD issues, especially outside of the DIB community, to increase CALD inclusion and belonging.	2.3.1. Senior Executives to attend and promote DIB Stream events and messages with individuals who have advanced DIB outcomes recognised in forums including team meetings, divisional meetings, Senior Executive meetings, townhalls and Treasury news.	
	2.3.2. Senior Executives to be provided the MAP consultation report with insights to be discussed in a team meeting.	
	2.3.3. Senior Executives to include in their Performance Development Plans goals and KPIs (including improvement in the PMES aggregate score in the diversity and inclusion section), which demonstrate they have actively contributed to improving Treasury's culture including participating and encouraging DIB stream activities.	
2.3 Increase Senior Executive Engagement Encourage Senior Executives to be advocates for CALD issues, especially outside of the DIB community, to increase CALD inclusion and belonging.	2.3.4. Senior Executives to provide a supportive environment to team members to contribute in activities that improve Treasury workplace culture including the DIB stream activities with this to be reflected in the Performance Development Plans for Senior Executives and their team members.	
2.4 Maintain CALD Networks Participate in multicultural forums across government and engage regularly with the DIB stream.	2.4.1. Engage with Multicultural NSW, Diversity Council Australia and the Public Service Commission and other forums to share relevant information about current issues, trends, legislation and best practice.	


Type of action	Responsibility	Delivery teams	Year for action/ delivery	DIB strategy pillar
New initiative	Treasury Executive Board	CALD Stream	2024/25	2. Strategy and commitment
New initiative	Treasury Executive Board	Communications	2024/25	3. Governance, resources and reporting
New initiative	Treasury Executive Board	Senior Executives	2023/24	1. Leadership and accountability
Maintain existing initiative	Treasury Executive Board	Human Resources Senior Executives DIB streams	2024/25	1. Leadership and accountability
New initiative	Treasury Executive Board	Senior Executives DIB streams	2024/25	1. Leadership and accountability
New initiative	Treasury Executive Board	Senior Executives CALD stream	2023/24	1. Leadership and accountability
New initiative	Treasury Executive Board	Senior Executives DIB streams	2024/25	1. Leadership and accountability
New initiative	Treasury Executive Board	Senior Executives DIB streams	2024/25	1. Leadership and accountability
Maintain existing initiative	CALD Stream Executive sponsors	CALD Stream	2024/25	2. Strategy and commitment

5.3 Improve psychosocial safety for CALD staff

The *Work Health and Safety Amendment Regulation 2022* has introduced new provisions on the management of psychosocial risks in the workplace. Employers have a duty to respond to, manage, and prevent these risks. Psychosocial risks can be related to excessive workloads, workplace bullying, and harassment (racism), lack of control or autonomy over work decisions, social isolation, discrimination, and unfair treatment.

To ensure a safe, respectful, and inclusive work environment, consultation participants expressed a desire for CALD mental-health officers who can provide advice, support, and advocacy for an employee experiencing discrimination, in a similar manner to the existing mental health first aid officer initiative. The role will be separate to Human Resources and their direct manager, and should act as a safe space for an informal conversation. It was noted that the CALD mental-health officers can be CALD or non-CALD.

Table 6: MAP priorities and actions Key Priority 3 – Improving psychosocial safety for CALD staff

	3 Improve psychosocial safety for CALD staff	Improving psychosocial safety for CALD staff through firm commitments to zero-racism, CALD mental health officers, and updating the grievance, anti-racism policy and carers policy to increase inclusion and sense of belonging.
Actions	Sub-action (How will we achieve this?)	
3.1 Enable Treasury to be a safe, positive and respectful work environment Enable Treasury to be a safe workplace where all staff, including CALD staff, are included and have a sense of belonging. To enable this, all Treasury staff should foster a positive and respectful work culture where there is zero tolerance for harassment including racism. Note: Racism is a psychosocial hazard. Employers have a duty under WHS laws to do all that is reasonable to eliminate or minimise the risk of racism occurring at work (Safe Work Australia). The <i>Racial Discrimination Act 1975</i> makes racism unlawful (Australian Human Rights Commission).	3.1.1. Senior Executives, especially non-CALD, to promote clear messages affirming a commitment to zero-tolerance to racism and discrimination and encourage anti-racism initiatives. 3.1.2. Develop and promote resources to educate staff on issues such as racism, micro-aggressions and unconscious bias for whole of DIB community. 3.1.3. Investigate options for training in allyship, bystander action and creating a culturally safe environment within Treasury and ensure this training considers the wider DIB community and has an intersectional approach. 3.1.4. Consult with Human Resources, the DIB streams and Multicultural NSW to review the grievance policy and ensure it meets best practice and supports CALD and other diverse staff in handling reported instances of grievances. Progress should be monitored through the improvement in the PMES score on grievance handling.	
3.1 Enable Treasury to be a safe, positive and respectful work environment Enable Treasury to be a safe workplace where all staff, including CALD staff, are included and have a sense of belonging. To enable this, all Treasury staff should foster a positive and respectful work culture where there is zero tolerance for harassment including racism.	3.1.5. Collaborate with Human Resources to organise complaints and grievance procedures training for Senior Executives to ensure they are confident in handling these matters in line with their legislative obligations under WHS and discrimination legislation. Ensure this training considers the wider DIB community and has an intersectional approach.	

In the first instance, the person could engage with the CALD mental-health officer if they are seeking validation or a safe space discuss about the issue. This can then be escalated to the Director or Executive Director to determine how the issue should be managed. While the grievance policy has a similar reporting pathway, participants highlighted the need for safety and flexibility in who they choose to speak to. They would prefer that the grievance process and reporting to HR be a last resort if the matter is not sufficiently addressed through other steps.

Detailed actions on improving psychosocial health of CALD staff are set out in the following table.

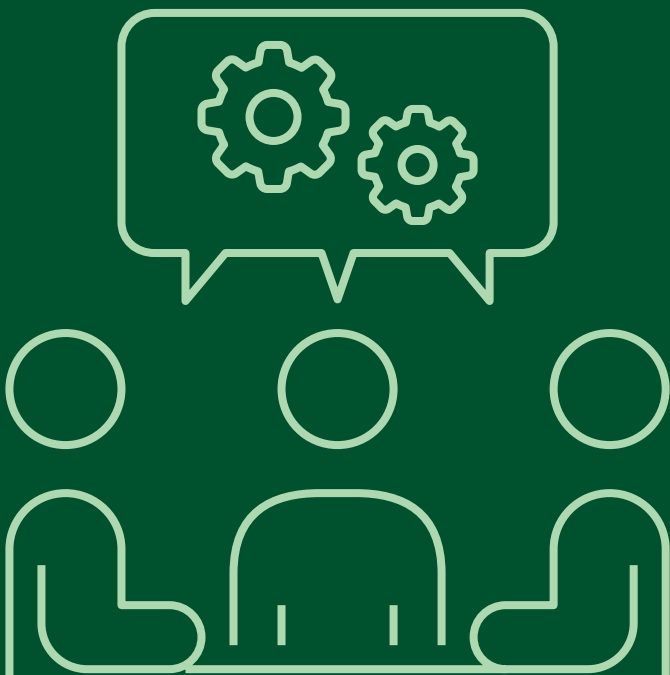
Type of action 1	Responsibility	Delivery teams	Year for action/ delivery	DIB strategy pillar
New initiative	Treasury Executive Board	Senior Executives Human Resources CALD Stream	2024/25	2. Strategy and commitment
New initiative	DIB Executive sponsor	DIB streams Human Resources Communications	2024/25	4. Continuous learning across employee life cycle
New initiative	DIB Executive sponsor	DIB streams Human Resources Communications	2023/24	2. Strategy and commitment
New initiative	Executive Director, Human Resources	Human Resources DIB streams	2024/25	5. Policies and programs
Modification of existing initiative	Executive Director, Human Resources	Human Resources Senior Executives DIB streams	2024/25	5. Policies and programs

Actions	Sub-action (How will we achieve this?)
3.2 Introduce CALD mental health officers The CALD mental health officer can provide advice, support, and advocacy for an employee and is similar to the mental health first aid officer. This will create a safe space for informal conversation or counselling.	3.2.1. Add a CALD and diversity lens to mental health first aid officer training as well as encourage more CALD staff to become mental health officers.
3.3 Anti-Discrimination Policy Identify existing anti-discrimination provisions and future needs.	3.3.1. Develop, implement, and communicate an anti-discrimination policy for Treasury.
3.4 Provide a safe environment for flexible working around cultural leave Encourage and create a culture of safety across the organisation for CALD staff who wish to take leave for significant and/or religious events.	3.4.1. Senior Executives to create a space of cultural safety and provide flexible working opportunities including flexible working hours and taking leave (annual leave or flex leave) to partake in culturally significant events and celebrations. 3.4.2. Partner with the Public Service Commission to examine cultural leave with the potential for public holiday substitution provision including reviewing the Commonwealth Public Service public holiday substitution provision and whether this can be a future provision provided to staff at Treasury.
3.5 Carer's leave policies A large proportion of CALD staff identify as a carer and CALD staff may often have more/ different carer roles, familial responsibilities, and cultural/religious commitments. CALD staff are more likely to be carers to not only children, but to elder family members and extended family members due to their cultural background and upbringing.	3.5.1. Update and maintain flexibility and leave policies to support the needs of carers.
3.6 Promote Grace Papers Treasury has designated Grace Papers as a key tool in supporting carers –of every description –as well as everyone in the organisation who benefits from flexibility.	3.6.1. Increase use of the Grace Papers through more active promotion to support employees with caring responsibilities to progress their career at Treasury.

Type of action 1	Responsibility	Delivery teams	Year for action/ delivery	DIB strategy pillar
New initiative	CALD Stream Executive sponsors	CALD Stream Senior Executives Human Resources	2024/25	5. Policies and programs
Maintain existing initiative	Executive Director, Human Resources	Human Resources RAP team CALD stream Communications	2024/25	5. Policies and programs
Maintain existing initiative	Treasury Executive Board	Senior Executives CALD Stream	2023/24	5. Policies and programs
Maintain existing initiative	CALD Stream Executive sponsors	CALD stream Human Resources	2025/26	5. Policies and programs
Maintain existing initiative	Executive Director, Human Resources	Senior Executives Human Resources	2024/25	5. Policies and programs
Maintain existing initiative	Executive Director, Human Resources	Senior Executives Human Resources	2024/25	5. Policies and programs

Delivering for
all diverse
backgrounds

6





Intersectionality refers to the ways in which different aspects of a person’s identity, for example race and gender, can expose them to amplified forms of disadvantage or advantage. Intersectionality recognises that there are many facets to a person’s identity and that their experience of discrimination on the basis of their CALD identity can be compounded by the other ways in which they identify themselves. For example, a woman from a CALD background may experience discrimination based on her racial background as well as her gender. Measures targeted at addressing discrimination or marginalisation due to her CALD background that ignore the discrimination she faces as a woman may be ineffective. For this reason, considering intersectionality is crucial. The MAP adopts an intersectional approach by considering the impact of race, culture, and religion along with other intersectional attributes such as First Nations identity, disability, gender, age and LGBTQIA+ identity.

The MAP also provides a CALD perspective on existing DIB initiatives to ensure that CALD perspectives are considered. For example, it addresses the impact of CALD identity on women’s career progression. This can support CALD women’s progression into Senior Executive positions by complementing existing gender equality career progression initiatives.

As part of NSW Treasury’s DIB stream, there are five sub-streams that each focus on different dimensions of diversity:

- First Nations, developed the Reconciliation Action Plan (RAP)
- Gender Equality, developed the Gender Equality Action Plan (GEAP)

- Disability Inclusion, developed the Disability Inclusion and Action Plan (DIAP)
- Cultural and Linguistic Diversity (CALD), developing this Multicultural Action Plan (MAP)
- Pride


To develop the actions included in the MAP, the team collaborated with the other four DIB sub-streams to ensure that the actions considered intersectional perspectives.

The consultation process encouraged CALD employees to share their experiences of intersectionality. For example, CALD participants shared how their caring responsibilities, their gender and their age also impacted their sense of inclusion and belonging.

When selecting actions to advance in the MAP, careful consideration has been given to selecting those that complement each other and can address multiple intersectional attributes simultaneously. For example: supporting job-share roles helps both women who often have greater caring responsibilities at home, as well as CALD staff who have caring responsibilities. Some actions have also been expanded or defined to deliver benefits for the whole of DIB community and ensure an intersectional approach. The CALD sponsorship program while initially piloted for CALD staff, will be expanded for all diversity groups under the MAP. Similarly, the plan also introduces training that will provide benefits for all DIB groups.

The following table includes are key MAP intersectional actions.

Table 7: Intersectional actions

	Key priority	1	Increasing diversity in leadership	
Actions	Sub-action (How will we achieve this?)	Type of action	Year for action/ delivery	
1.1 Increasing CALD representation in leadership Explore CALD leadership targets for future implementation and work towards embedding best practice across the organisation.	1.1.3. Explore options to report on cultural and gender diversity at all levels of the organisation through the Human Resources workforce profile and include it in Treasury's Annual Report.	New initiative	2023/24	
1.2 Diversity sponsorship program Expand the sponsorship program Treasury-wide across CALD and broader DIB streams, and across all grades.	1.2.1. Extend the sponsorship program for 12 months across Treasury and review the program to be a permanent offering. Expand across all grades and DIB streams and allocate budget dedicated to training sponsors and facilitating workshops between sponsor/sponsee.	Expansion of existing initiative	2024/25	
1.3 Mentorship program Explore existing and new options to provide mentorship opportunities to CALD staff.	1.3.1. Explore existing mentorship programs for CALD staff across the sector. Investigate the opportunity to implement a Treasury-wide mentorship program.	New initiative	2025/26	

Intersectionality

Existing initiative area	CALD	First Nations	Gender Equality	Disability Inclusion	Pride
GEAP	√		√		
GEAP	√	√	√	√	√
N/A	√	√	√	√	√

Actions	Sub-action (How will we achieve this?)	Type of action	Year for action/ delivery
1.4 Inclusive recruitment Build on inclusive recruitment principles and practices Treasury already has in place to eliminate unconscious bias and facilitate more consistent, and inclusive recruitment across the organisation. Embed inclusive principles and practices by:	1.4.1. Commit to CALD and gender diverse representation in applicant shortlisting where possible, especially for Senior Executive roles.	New initiative	2024/25
	1.4.2. Maintaining a commitment to cultural diversity and gender representation on interview panels.	New initiative	2024/25
	1.4.3. Making 'Navigating Recruitment' training module mandatory for all recruitment panels including supplementary information to mitigate unconscious bias when conducting interviews.	Maintain existing initiative	2023/24
1.5 Job share and part-time opportunities Create more job share and part-time work arrangements, particularly at Senior Executive levels. This is important for CALD staff who often have more carer roles, familial and cultural/religious responsibilities.	1.5.1. Enable CALD staff to remain engaged and productive in the workforce by aiming to increase the number of job share opportunities at the senior executive level and across all levels of the organisation.	New initiative	2024/25
	1.5.2. 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.	Maintain existing initiative	2023/24

Existing initiative area	CALD	First Nations	Gender Equality	Disability Inclusion	Pride
GEAP	√		√		
GEAP	√		√		
MAP	√	√	√	√	√
GEAP	√		√	√	
GEAP	√		√	√	



Key
priority

2 Senior Executive engagement and training

Actions	Sub-Action (How will we achieve this?)	Type of Action 1	Year for Action/ Delivery
2.2 Raise cultural capability of our leaders Provide training to Senior Executives and team leaders on inclusive leadership behaviours and practices through development opportunities and up to date training.	2.2.1 Senior Executives and team leaders (11/12s) to model and champion completion and discussion of compulsory DIB stream training including training relating to racism, e.g. SBS modules and anti-racism training.	Maintain existing initiative	2024/25
2.3 Increase Senior Executive engagement Encourage Senior Executives to be advocates for CALD issues, especially outside of the DIB community, to increase CALD inclusion and belonging.	2.3.1. Senior Executives to attend and promote DIB stream events and messages with individuals who have advanced DIB outcomes recognised in forums including team meetings, divisional meetings, Senior Executive meetings, townhalls and Treasury news.	New initiative	2024/25
2.3 Increase Senior Executive engagement Encourage Senior Executives to be advocates for CALD issues, especially outside of the DIB community, to increase CALD inclusion and belonging.	2.3.3. Senior Executives to include in their Performance Development Plans goals and KPIs (including improvement in the PMES aggregate score in the diversity and inclusion section), which demonstrate they have actively contributed to improving Treasury's culture including participating and encouraging DIB stream activities.	New initiative	2024/25
	2.3.4. Senior Executives to provide a supportive environment to team members to contribute in activities that improve Treasury workplace culture including the DIB stream activities with this to be reflected in the Performance Development Plans for team members.	New initiative	2024/25

Intersectionality

Existing initiative area	CALD	First Nations	Gender Equality	Disability Inclusion	Pride
Innovate RAP DIAP GEAP	√	√	√	√	√
N/A	√	√	√	√	√
N/A	√	√	√	√	√
N/A	√	√	√	√	√



Key
priority

3 Improve psychosocial safety for CALD staff

Actions	Sub-action (How will we achieve this?)	Type of action	Year for action/ delivery
3.1 Enable Treasury to be a safe, positive and respectful work environment Enable Treasury to be a safe workplace where all staff, including CALD staff, are included and have a sense of belonging. To enable this, all Treasury staff should foster a positive and respectful work culture where there is zero tolerance for harassment including racism. Note: Racism is a psychosocial hazard. Employers have a duty under WHS laws to do all that is reasonable to eliminate or minimise the risk of racism occurring at work (Safe Work Australia). The <i>Racial Discrimination Act 1975</i> makes racism unlawful (Australian Human Rights Commission).	3.1.1. Senior Executives, especially non-CALD, to promote clear messages affirming a commitment to zero-tolerance to racism and discrimination and encourage anti-racism initiatives.	New initiative	2023/24
	3.1.2. Develop and promote resources to educate staff on issues such as racism, micro-aggressions and unconscious bias for whole of DIB community.	New initiative	2024/25
	3.1.3. Investigate options for training in allyship, bystander action and creating a culturally safe environment within Treasury and ensure this training considers the wider DIB community and has an intersectional approach.	New initiative	2024/25
	3.1.4. Consult with Human Resources, the DIB streams and Multicultural NSW to review the grievance policy and ensure it meets best practice and supports CALD and other diverse staff in handling reported instances of grievances. Progress should be monitored through the improvement in the PMES score on grievance handling.	New initiative	2024/25
	3.1.5. Collaborate with Human Resources to organise complaints and grievance procedures training for Senior Executives to ensure they are confident in handling these matters in line with their legislative obligations under WHS and discrimination legislation. Ensure this training considers the wider DIB community and has an intersectional approach.	Modification of existing initiative	2024/25

Intersectionality

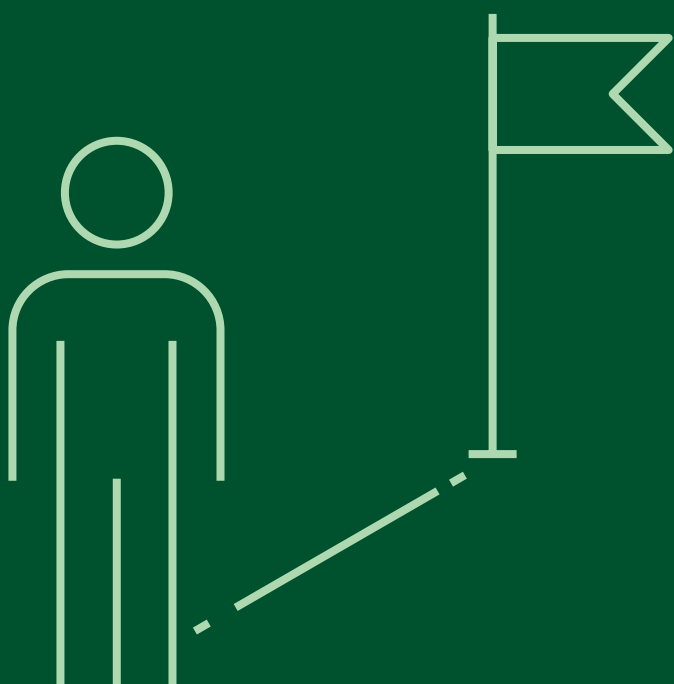
Existing initiative area	CALD	First Nations	Gender Equality	Disability Inclusion	Pride
Innovate RAP	√	√			
MAP	√	√	√	√	√
Innovate RAP	√	√	√	√	√
Human Resources WHS laws	√	√	√	√	√
WHS laws GEAP	√	√	√	√	√

Actions	Sub-action (How will we achieve this?)	Type of action	Year for action/ delivery
3.3 Anti-discrimination policy Identify existing anti-discrimination provisions and future needs.	3.3.1. Develop, implement, and communicate an anti-discrimination policy for Treasury.	Modification of an existing initiative	2024/25
3.5 Carer's leave policies A large proportion of CALD staff identify as a carer and CALD staff may often have more/ different carer roles, familial responsibilities, and cultural/ religious commitments. CALD staff are more likely to be carers to not only children, but to elder family members and extended family members due to their cultural background and upbringing.	Update and maintain flexibility and leave policies to support the needs of carers.	Maintain existing initiative	2024/25
3.6 Promote Grace Papers Treasury has designated Grace Papers as a key tool in supporting carers –of every description –as well as everyone in the organisation who benefits from flexibility.	3.6.1. Increase use of the Grace Papers through more active promotion to support employees with caring responsibilities to progress their career at Treasury.	Modification of existing initiative	2024/25

Existing initiative area	CALD	First Nations	Gender Equality	Disability Inclusion	Pride
Innovate RAP	√	√	√	√	√
DIAP GEAP	√		√	√	
GEAP	√		√		

Governance and delivery

7

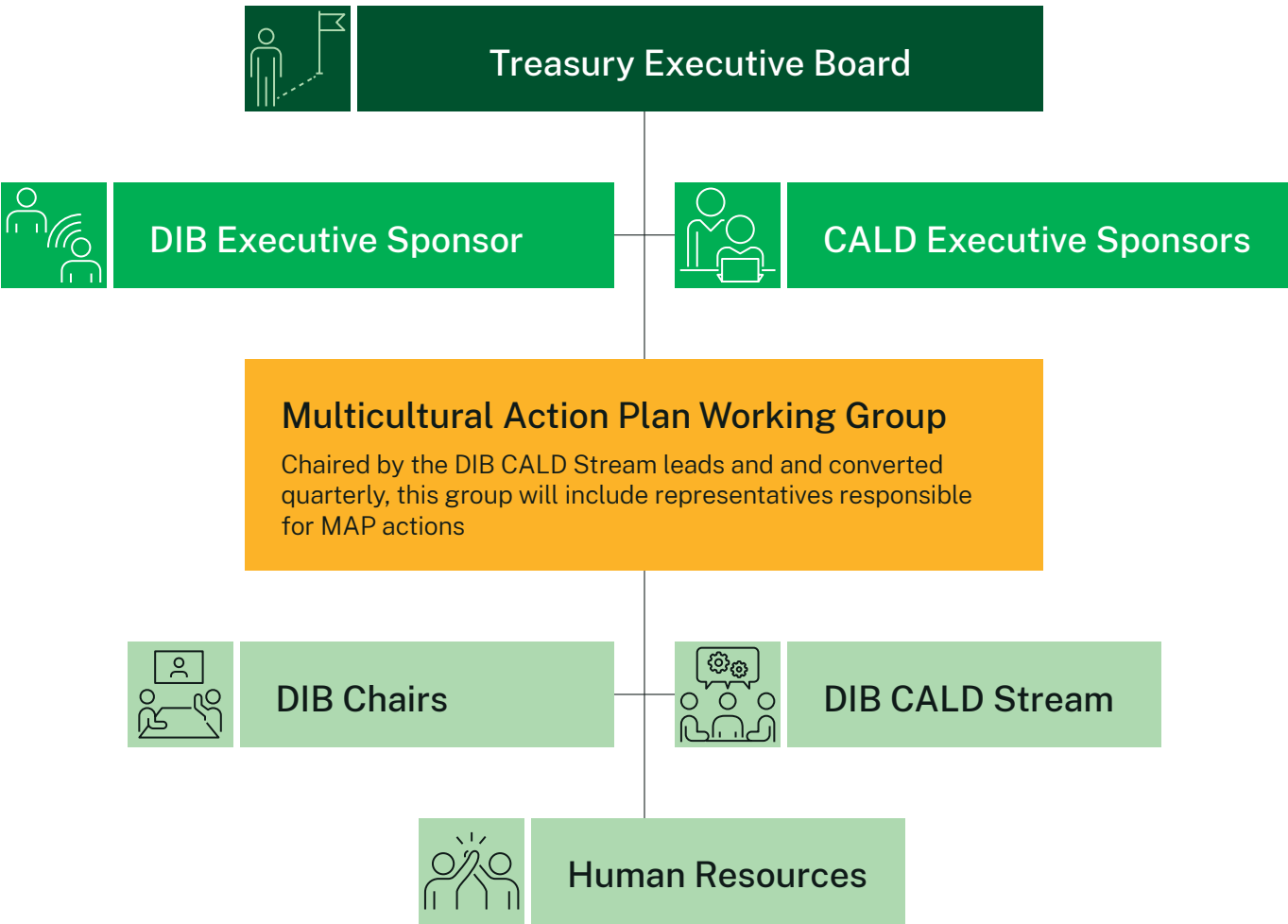


As reflected in NSW Treasury’s DIB strategy we are committed to diversity, inclusion and belonging actions and initiatives being leader-led. In line with this commitment, progress towards the MAP will be monitored and reviewed by the Treasury Executive Board. Progress on the MAP will be included in Human Resources’ standing update to the board on the status of all action plans.

The DIB CALD stream has been integral in ensuring the MAP’s alignment with other actions plans and will continue to play this integral role alongside the delivery of key actions.

To monitor and report on our progress, the DIB CALD stream will establish a MAP working group composed of delivery leads from the areas that are responsible for actions under the plan. The working group will be convened by the CALD stream leads and meet on a quarterly basis. This update will be provided to the DIB and CALD executive sponsors, highlighting items at risk.



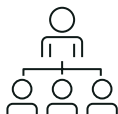

Figure 1: CALD governance structure



Appendix A:

MPSP framework

Source: https://multicultural.nsw.gov.au/wp-content/uploads/2023/10/MPSP_booklet_2023.pdf (Page 11)

Focus Areas	Outcome	What the outcome means
Service delivery 	Mainstream services deliver for everyone	Overall goals for people in NSW are achieved proportionately for people from culturally diverse backgrounds
	Targeted programs fill the gaps	Agency develops and implements targeted programs to address specific needs or Mainstream services adequately serve the needs of people from culturally diverse backgrounds
	People from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions	Agency communicates effectively with culturally diverse client groups, including using multiple communication channels
Planning 	Strong plans to deliver services	All plans and organisational processes include effective consideration of culturally diverse communities (corporate, business and strategic plans) and there are specific multicultural plans for key issues
	Evidence driven planning	Agency collates and analyses data about culturally diverse communities and uses evidence in planning services and designing systems and policies
Leadership 	Demonstrated leadership in culturally inclusive practices	Senior management leads and is accountable for building a culture that promotes diversity All staff demonstrate skills in culturally inclusive practices
	Increased recognition of the value of cultural diversity	Agency leads by example in fostering respect for culturally diverse client groups and maintaining community support for diversity
Engagement 	Collaboration with diverse communities	People and communities from culturally diverse backgrounds have meaningful input into policies and systems through a range of mechanisms that are appropriate for each agency, which could include co-design, working in partnership and effective consultation
	Understanding the needs of people from diverse backgrounds	Agency systematically seeks and captures feedback, has advisory mechanisms and effectively monitors the needs of culturally diverse client groups; Agency analyses and uses that data intelligently

References

- 1 According to People Matter Employee Survey Results, 2023.
- 2 According to SAP ServicePortal Information. SAP ServicePortal reports data of current NSW Treasury staff whom have volunteered to self-select from a range or diversity and inclusion identifiers in the Equal Employment Opportunity section of the portal.
- 3 'Harassment ... around a person's race' is listed as a common psychosocial hazard on page 8 of the [Code of Practice: Managing Psychosocial Hazards at Work \(SafeWork NSW\)](#). Safe Work Australia also identifies racism as a psychosocial hazard on their website.
- 4 NSW Public Service Commission: <https://www.psc.nsw.gov.au/assets/psc/documents/psc-2023-increasing-CALD-representation-senior-leadership.pdf>.
- 5 The Treasury: <https://treasury.gov.au/the-department/corporate-publications/inclusion-diversity>.
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