



Australian Government

Department of the Prime Minister and Cabinet

PM&C Inclusion and Diversity Strategy

2023-26





Acknowledgement of Country

In the spirit of reconciliation PM&C acknowledges the Traditional Custodians of Country throughout Australia and their connection to land, waters and the community. We pay our respects to their Cultures, Country and Elders both past and present and extend that respect to all First Nations people today.

Secretary's Message



Secretary of the Department of the Prime Minister and Cabinet - Professor Glyn Davis AC

I am proud to present the Department of the Prime Minister and Cabinet's Inclusion and Diversity Strategy 2023-2026. This Strategy outlines the Department's vision for enhancing the diversity of our workforce whilst embedding a culture of inclusion – a goal that is central to living our organisational values.

PM&C has a responsibility within the Australian Public Service to improve the lives of all Australians by providing the highest quality policy advice and support to Government. Reflecting all Australians through the diversity of our people enhances this opportunity. When we have the ability to understand the multilayered and nuanced needs of community, and when we design policy in partnership, we build relationships with others based on empathy and respect. A diverse workforce makes us stronger, and it is therefore my aim to continue to grow the diversity of our workforce across all levels and business areas.

To leverage the voices, skills and experience of our people, we must foster a workplace that is supportive, respectful, safe and inclusive – giving everyone permission to perform at their best. We have long seen the benefits of driving an inclusive workforce, which is a contributing factor in PM&C's high rates of employee engagement. This Strategy will build off our many past successes to create a more inclusive workplace where people belong.

PM&C has made significant progress as an inclusive and diverse organisation over recent years by:

- Maintaining strong female representation rates across the Department and within our senior leadership.
- Being awarded Gold and Bronze level status in the Australian Workplace Equality Index.

“When we have the ability to understand the multilayered and nuanced needs of community, and when we design policy in partnership, we build relationships with others based on empathy and respect.”

- Supporting particularly strong Employee Networks, maintaining those Networks in spite of the challenges of COVID.
- Growing the remit of our Senior Inclusion and Diversity Champions and welcoming new Champions of Wellbeing and Gender Equality.

The Strategy introduces five pillars to ensure PM&C continues to make great strides as an inclusive and diverse organisation. These pillars recognise that while we currently have a number of well-developed initiatives for improving inclusion and diversity, we can and should stretch ourselves to make a greater difference.

We will work to an action plan to improve accountability, recognising that we all have a role to play in fostering an inclusive and diverse workforce and that our efforts must be coordinated and prioritised.

As a central agency and leader in the Australian Public Service, our responsibility to progress inclusion and diversity is clear. I am honoured to launch this Strategy and look forward to realising our goals over the years to come.

Professor Glyn Davis AC

Secretary of the Department of the Prime Minister and Cabinet



Inclusion and Diversity at PM&C

Inclusion and diversity is a priority at the Department of the Prime Minister and Cabinet (PM&C).

At PM&C we are committed to:

- A workforce that represents, understands and best serves the Australian community.
- Modelling inclusive behaviours and practices in everything that we do.

- Fostering a safe, respectful and inclusive culture where people have a sense of belonging, meaningful contribution and purpose, and a positive experience at work.
- Recognising that people's identities and experiences are multi layered.

We recognise the unique importance of First Nations perspectives and voices. We commit to working together to achieve

outcomes in Aboriginal and Torres Strait Islander employment, Closing the Gap and Reconciliation through this Strategy and the PM&C Reconciliation Action Plan.

A culturally safe workplace in which Aboriginal and Torres Strait Islander culture and needs are considered is important to us, so that we can improve engagement with and outcomes for First Nations peoples in the community.

Inclusion and diversity is a powerful enabler of performance, unlocking our full potential to create new ideas and improve outcomes for Government and the community

We value our people's unique perspectives, skills, backgrounds and experiences. Diversity creates challenge, provokes thought and encourages change and innovation

Our best work and policy design occurs when we connect and collaborate with others, lead through partnership and learn from lived experience

Inclusion and diversity doesn't just happen, it requires effort, commitment, resolve and is everyone's business

First Nations employees play a pivotal role in the workplace, in their communities and Australian society

This Strategy incorporates PM&C's First Nations Action Plan, and is supported by PM&C's Reconciliation Action Plan 2021-23 and PM&C's future reconciliation commitments.

This Strategy is informed by the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#), the [APS Disability Employment Strategy 2020-2025](#), and the [APS Gender Equality Strategy 2021-2026](#).



We thank PM&C staff for their contribution to the development of this Strategy. It was a collaborative effort based on people's experience at PM&C and desire for continued commitment to inclusion and diversity.

Why Inclusion and Diversity is important to us

PM&C's purpose is to improve the lives of all Australians through high quality advice and support to Government. We add value by:

- influencing what matters
- promoting a whole of government and whole of nation perspective
- supporting good government
- leading through partnership.

To achieve this we must have a diverse range of insights and skills to tackle the complex and ambiguous problems faced by Government each day.

The way we do business is just as important as the business itself. An inclusive, welcoming culture promotes the attraction and retention of our diverse workforce and a positive experience at work, where people can contribute to their full potential.



Employment representation targets

PM&C is committed to assisting the APS to achieve employment targets set out in the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#) and [APS Disability Employment Strategy 2020-2025](#):

5%

Aboriginal and Torres Strait Islander representation at the APS 4 to EL 2 classification levels by 2024.

3%

Aboriginal and Torres Strait Islander representation at the Senior Executive Service (SES) levels by 2024.

7%

Representation of employees with disability by 2025.

1.9%

Aboriginal and Torres Strait Islander representation at the APS 4 to EL 2 classification levels.

1.4%

Aboriginal and Torres Strait Islander representation at the SES levels.

4.1%

Representation of staff with disability.

In PM&C (as at 31 December 2022), representation was self-reported in our HR reporting system at:

PM&C has established an internal CALD target to increase CALD representation at senior levels.

PM&C CALD Target

20%

CALD representation at the Executive Level 2 and Senior Executive Service (SES) levels by 2029. As at 31 December 2022, CALD representation was calculated at 7.7% SES, 12.5% EL2.

Note: Self-reported and Census data unavailable for comparison.

The 2022 [APS Employee Census](#) results indicate higher levels of representation in PM&C, with **three percent overall Aboriginal and Torres Strait Islander representation and eight percent representation of staff with disability.**

For more information about current employment participation rates, see the [PM&C Annual Report](#) or the [State of the Service Report](#).

Understanding Inclusion and Diversity

- **Inclusion** - is getting the right mix of diverse people in an organisation to work together to improve performance and wellbeing. It is achieved when a diversity of people feel they are respected, connected, contributing and progressing at work¹.
- **Diversity** - is the range of human differences, personal and social characteristics that make us unique and shape our view of the world, including but not limited to our backgrounds, life experiences, thoughts and beliefs. Diversity is also about recognising, respecting and valuing differences based on (but not limited to) race, colour, ethnicity, gender and gender identity, age, disability, sexual orientation, relationship/family status and caring responsibilities¹.
- **Equity** - Equity is treating people fairly but differently, allocating resources based on need to remove barriers and disadvantage¹.
- **Intersectionality** - recognises that a person or group of people can be affected by multiple forms of discrimination and disadvantage due to their race, sex, gender identity, sexual orientation, impairment, class, religion, age, social origin and other identity markers that do not exist independently, rather each informs the other and can have overlapping and compounding effects and outcomes².
- **First Nations** refers to Aboriginal and Torres Strait Islander peoples. They are not one group, but rather comprise hundreds of groups that have their own distinct set of languages, histories and cultural traditions.
- **Culturally and Linguistically Diverse (CALD)** persons who identify as having a cultural background outside of the predominant Anglo-Australian culture/heritage, for example in cultural/ethnic identity, language, country of birth, heritage/ancestry, national origin, race, and/or colour³.
- **Disability** - persons who have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least six months and restricts everyday activities⁴.
- **LGBTIQA+** persons who identify as lesbian, gay, bisexual, transsexual, intersex, queer or questioning, asexual/aromantic, and/or all of the gender identities and sexual orientations that letters and words cannot yet fully describe.
- **Neurodivergent** means having a mind that functions in ways which diverge significantly from the dominant societal standards of 'normal'. Neurodiversity is not a trait that any individual possesses or can possess, an individual doesn't have neurodiversity they are neurodivergent⁵.

1 [Diversity & Inclusion Explained | Diversity Council Australia \(dca.org.au\)](#)

2 [Australia's Disability Strategy 2021-2031 \(disabilitygateway.gov.au\)](#)

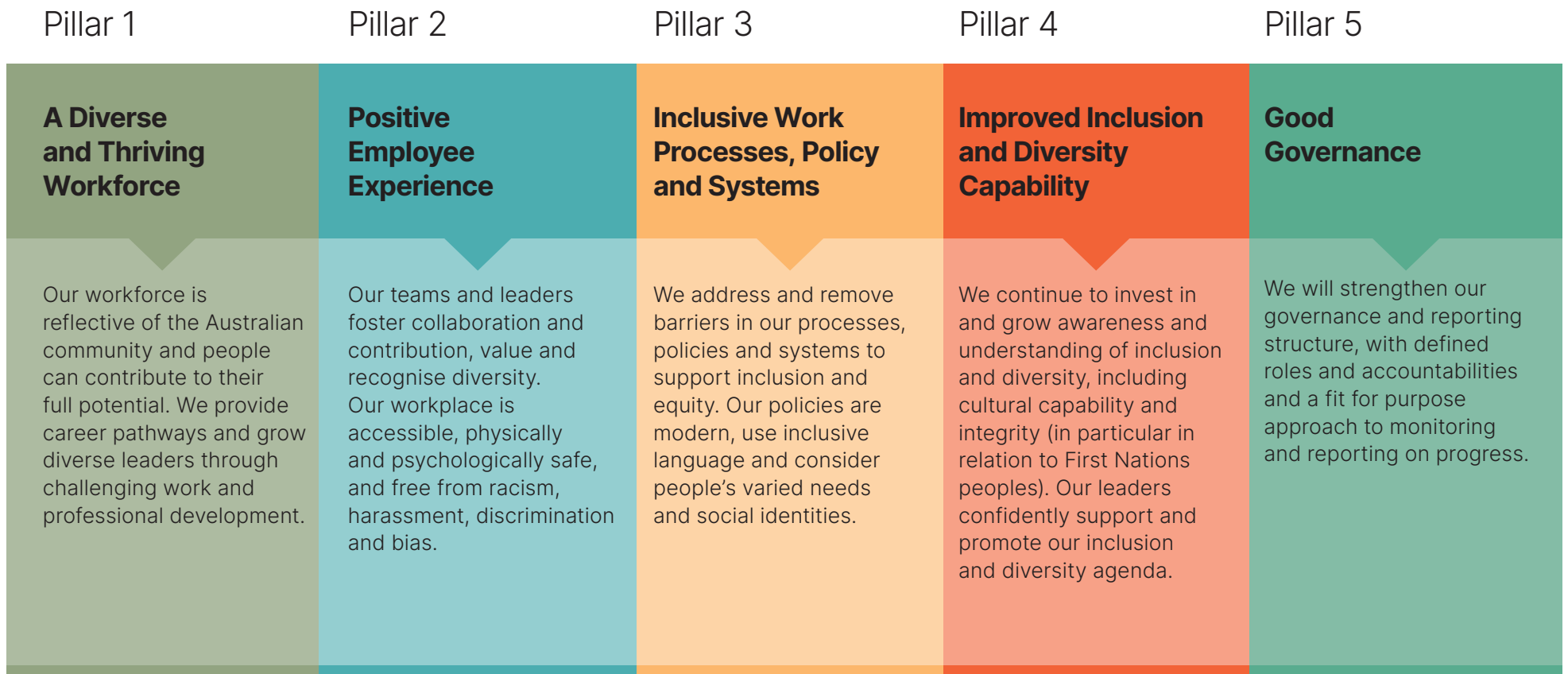
3 Definition developed by the PM&C CALD network for internal PM&C self-identification.

4 [Survey of Disability, Ageing and Carers | Australian Bureau of Statistics \(abs.gov.au\)](#)

5 [NEURODIVERSITY: SOME BASIC TERMS & DEFINITIONS • NEUROQUEER](#)

Our Inclusion and Diversity pillars

PM&C has five pillars for progressing inclusion and diversity in our workplace, guiding our forward Action Plan.



Our shared commitment

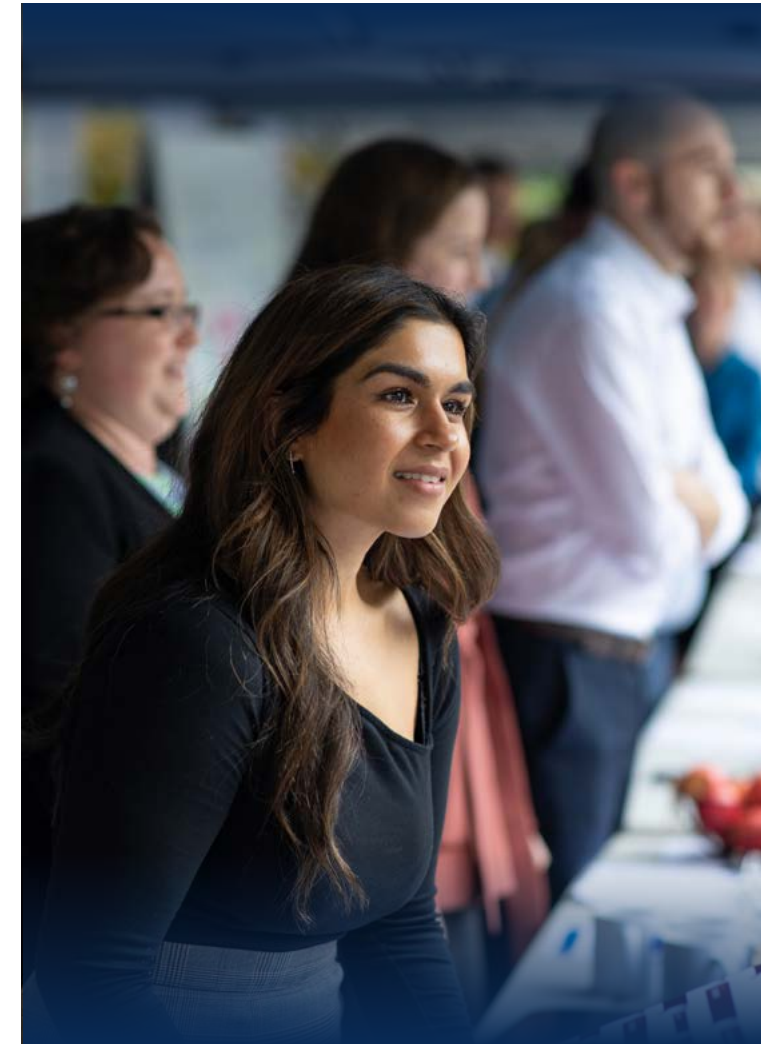
What our staff can do...

- Act with respect, courtesy and kindness. Respectfully call out and/or report behaviours that may constitute harassment, discrimination, bias and racism.
- Seek out ways to collaborate, partner and look at challenges from a range of perspectives.
- Engage in constructive, respectful, discussions and debate.
- Genuinely factor in other people's views when providing advice.
- Seek to understand the working styles, skills and strengths of colleagues.
- Attend inclusion and diversity and cultural events, join Employee Networks and participate in inter-agency opportunities to collaborate on inclusion and diversity.
- Be curious and commit to learning about cultural differences, in particular First Nations peoples, cultures and communities.
- Be open to giving and receiving constructive feedback.
- Be aware of personal biases or potential for bias to influence you.
- Consider disclosing individual needs, disability or medical conditions so that reasonable adjustments can be provided and you can reach your full potential.
- Consider self-disclosing diversity details in (Aurion) our HR System and participate in the APS Employee Census.

In 2022, 87% of PM&C APS Employee Census respondents said they receive the respect they deserve from their colleagues at work.

What our leaders can do...

- Understand the PM&C and APS inclusion and diversity agenda, commit to continued personal learning and share your journey and knowledge.
- Lead by example, promote and generate conversations about the importance of inclusion and diversity, encourage and acknowledge inclusive behaviour.
- Foster a safe workplace free from harassment, discrimination, bias and racism, and provide a safe space to discuss complaints.
- Create a team environment where new ideas, diverse ways of thinking, working and communicating are encouraged and recognised.
- Ensure diverse perspectives are applied to all that we do, including policy advice, development and delivery.
- Support staff to participate in training and events that increase their cultural capability and awareness.
- Have courage to challenge entrenched attitudes, behaviours and biases.
- Be open to recruiting people with transferrable skills and developing their subject matter expertise to create career pathways.
- Delegate to the lowest appropriate level and facilitate active participation in meetings and discussion from all staff.
- Incorporate the PM&C Inclusion and Diversity pillars into individual performance goals and business plans.
- Actively pursue opportunities to drive PM&C's inclusion and diversity agenda and build PM&C's reputation as an inclusive employer.



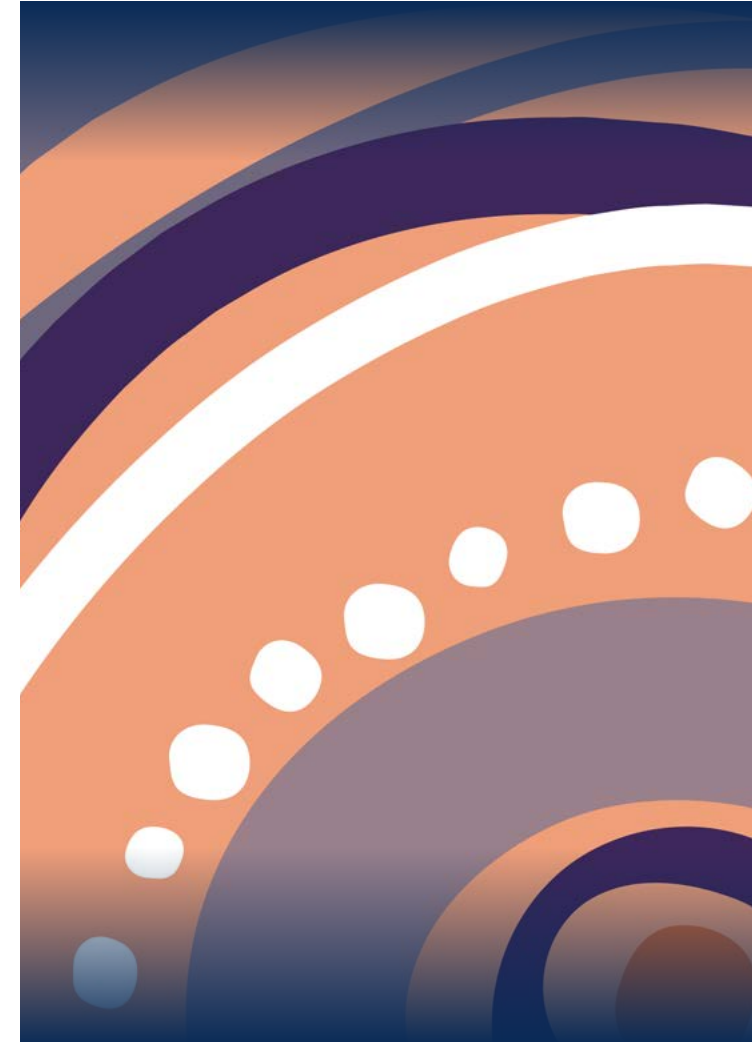
Our ongoing foundations

This Strategy seeks to build on PM&C's already strong ongoing initiatives, frameworks and systems to strengthen our commitment to workplace inclusion and diversity now and into the future.

In 2022, 84% of PM&C APS Employee Census respondents said that PM&C supports and actively promotes an inclusive workplace culture.

Inclusion and diversity in continued action at PM&C looks like:

- Progress against our Reconciliation Action Plan and dedicated Indigenous Liaison Officer.
- Participation in whole of government entry-level programs and career pathways programs.
- Participation in Jawun secondment program and Pat Turner Scholarship.
- Annual Diversity calendar to recognise and celebrate dates of national significance, including NAIDOC week and National Reconciliation Week.
- Use of Affirmative measures recruitment and the RecruitAbility scheme.
- Reasonable adjustments and Reasonable Adjustment Contact Officer.
- Range of training options such as Inclusive leadership, First Nations Cultural Awareness, Disability Awareness and Mental Health First Aid.



- Dedicated Management and Leadership program and access to professional coaching services.
- Generous study assistance, including additional provisions for First Nations staff.
- Range of inclusive and contemporary employment entitlements such flexible work, cultural and ceremonial leave, parental leave, maximum support for employee's affected by domestic and family violence, support for breastfeeding in the workplace, support for gender affirmation and transitioning employees.
- Employee Networks are consulted on relevant policy development and diverse representation sought on PM&C's Consultative Committee.
- Carers/reflection rooms and adaptable 'work your way' office spaces.
- A performance framework that promotes, measures and rewards inclusive behaviours.
- A range of wellbeing supports and safe avenues to raise complaints including Workplace Respect Officers and Employee Assistance Program, providing free counselling and support to employees and their families.
- Access to workforce demographic and diversity data for all leaders through online dashboards.



Governance

Inclusion and Diversity Committee

Chaired by the Secretary, members include all Deputy Secretaries and Inclusion and Diversity Champions.

Responsible for strategic direction of Inclusion and Diversity agenda in PM&C and monitoring progress.

Proactively drive inclusive workplace conversations and discussions about diversity and inclusion issues.

Meet biannually.

Inclusion and Diversity Champions

Lead Inclusion Diversity Champion (Deputy Secretary) and Senior Executive Champion for each Employee Network.

Senior allies providing visible leadership, sponsorship and commitment to inclusion and diversity at PM&C. Accountable to the Inclusion and Diversity Committee.

Meet quarterly.

Employee lead Networks

Peer support and connection for staff who identify with specific diversity groups and allies. Work with People Branch to drive inclusive workplace conversations, training, initiatives and events.

- Mara (First Nations)
- Culturally and Linguistically Diverse (CALD)
- Gender Equality
- Ability
- Pride
- Wellbeing
- Reconciliation (incorporating the RAP Working Group).

Intersection of Network Executives meet monthly. Each Network is responsible for their Network meeting schedule, annual Forward Work Plan and reporting progress to Inclusion and Diversity Committee.

Inclusion and Diversity Team, People Branch

Drive implementation of this Strategy, support Champions and Employee Networks, the Inclusion and Diversity Committee and facilitate reporting and compliance activities.

Measuring progress

The Inclusion and Diversity Committee will monitor progress against this Strategy and Action Plan. The Chief People Officer and Inclusion and Diversity Champions will provide formal twice-yearly updates to the Inclusion and Diversity Committee.

To measure our progress, information is gathered from the following evidence-driven insights:

- employment representation data
- training participation, affirmative measures recruitment and reasonable adjustments data
- annual APS Employee Census results (with attention to employee sentiment on inclusion, wellbeing, flexibility, mobility and leadership)
- annual Gender pay-gap analysis
- progress against the Inclusion and Diversity Action Plan and Reconciliation Action Plan.

We will also seek to maintain and build on external benchmarking results such as:

- Access and Inclusion Index (Australian Network on Disability).
- Australian Workplace Equality Index (Pride in Diversity).
- Workplace Gender Equality Agency Index (Workplace Gender Equality Agency).

Our external reporting activities: Annual Report, State of the Service Report, APS Employment Database, Reconciliation Australia.



Our Action Plan

Building on our already strong foundations, we will continue to prioritise inclusion and diversity through the Inclusion and Diversity Action Plan. Actions will be undertaken in consultation with relevant stakeholders including Employee Networks and Inclusion and Diversity Champions.

This Action Plan will be refreshed halfway through the life of the Strategy, in 2024.

PILLAR ONE: A diverse & thriving workforce	2nd Half 2023	1st Half 2024	2nd Half 2024	Owner
1.1 Continue to implement the PM&C Reconciliation Action Plan. Develop a revised commitment to reconciliation for 2024 onwards, in line with the Government’s preferred approach to Closing the Gap.	●	●	●	People Branch: I&D, RAP Working Group, Reconciliation Champion
1.2 Define and implement an improved approach to assessment of need during on-boarding, to ensure reasonable adjustments needs can be understood and provided, where practical.	●	●		People Branch: Wellbeing
1.3 Explore more options to support career development, advancement and sharing of lived experience such as mentoring relationships.	●	●		People Branch: Workforce Capability
1.4 Promote thriving careers for First Nations employees. This includes targeting and promoting use of studies assistance, attendance at conferences and coaching, and ensuring our learning and development providers are diverse and culturally appropriate.		●	●	People Branch: Indigenous Liaison Officer, support of Workforce Capability, local managers, Mara Network
1.5 Implement agreed outcomes of the Cultural Diversity Sprint Project, undertaken in early 2023 to identify how PM&C can promote and grow cultural diversity at all levels, and strengthen cross-cultural capability in our public policy craft.		●	●	To be determined
1.6 Design and trial bulk Affirmative Measure Indigenous and Disability recruitment rounds (in consultation with Mara and Ability Networks), leveraging best practice knowledge from across the APS to attract more diverse candidates.			●	People Branch: Recruitment, I&D Mara Network and Ability Network

● = Action to be commenced

PILLAR TWO: Positive employee experience	2nd Half 2023	1st Half 2024	2nd Half 2024	Owner
2.1 Refresh induction to include information about our inclusion and diversity commitment, supports, professional development options and networks, including specific reference to targeted offerings for staff of diverse backgrounds (e.g. additional studies assistance for Aboriginal and Torres Strait Islander employees).	●			People Branch: Workforce Capability
2.2 Develop a manager guide which goes to facilitating discussions with staff on preferred working and communication styles.	●	●		People Branch: Workforce Capability
2.3 Facilitate annual Love Your Networks Day event, enabling Networks to increase membership and awareness.		●		Networks/Champions, supported by People Branch
2.4 Develop a communication campaign focused on showcasing employees from different cultural backgrounds and social identities.		●		People Branch: I&D, Networks, Communications Branch
2.5 Champions/COO facilitate annual Listening/ask me anything sessions with Networks and staff, to learn from lived experience of employees of diverse backgrounds in PM&C.		●	●	Champions & COO. Supported by People Branch: I&D
2.6 Ensure recruitment experience is culturally appropriate and accessible for all candidates, through improved panel guidance and training (including from our Indigenous Liaison Officer and Reasonable Adjustments Officer).		●	●	People Branch: I&D, Recruitment and Wellbeing Indigenous Liaison Officer and Reasonable Adjustments Officer
2.7 Develop a consistent mechanism for Networks to welcome new Network members and seek input and assistance from members and across Networks, to limit pressure on Network Executives.		●	●	Networks/Champions, People Branch: I&D
2.8 Seek an external provider to review PM&C's property for accessibility.			●	People Branch: I&D and Property

● = Action to be commenced

PILLAR THREE: Inclusive Work Processes, Policy & Systems	2nd Half 2023	1st Half 2024	2nd Half 2024	Owner
3.1 Review the PM&C Gender Affirmation and Transitioning Policy.	●			People Branch: Wellbeing
3.2 Refresh the PM&C Recruitment Panel Register to ensure we have a range of people from across the department of diverse backgrounds ready to participate on recruitment selection panels.	●			People Branch: Recruitment
3.3 Improve our recruitment marketing material and campaigns to promote PM&C as an employer of choice and inclusion to attract diverse candidates.		●	●	Communications Branch, People Branch: I&D
3.4 Revise the PM&C Indigenous Cultural Protocols Guide.		●	●	People Branch: I&D, Networks
3.5 Establish a Disability and Neurodiversity Protocols Guide.		●	●	People Branch: I&D, Networks
3.6 Refresh the PM&C Inclusive Meeting Guidelines and launch an Inclusive and Effective Meetings campaign.			●	People Branch: I&D, Communications Branch

● = Action to be commenced

PILLAR FOUR: Improved inclusion & diversity capability	2nd Half 2023	1st Half 2024	2nd Half 2024	Owner
4.1 Agree a list of industry events/conference options and an associated funding model, to support the professional development of diverse employees and stay current with best practice trends and strategies to promote cultural safety and integrity. May include, for example, Garma Festival, Pride in Diversity Conference, the Indigenous Leadership Summit, and Australian Network on Disability Annual Conference.	●			People Branch: I&D, Networks and Champions
4.2 Define the ongoing scope and funding arrangements for PM&C's Indigenous Liaison Officer (ILO) role.	●			People Branch: I&D, COO
4.3 Develop a forward planned annual Inclusion, Diversity and cultural intelligence training program to include in the PM&C Corporate Training Calendar, where appropriate aligned with diversity dates of significance.	●	●		People Branch: I&D
4.4 Increase SES participation in inclusion and diversity training and events through improved forward planning and Champion influence.	●	●	●	Executive Board, SES leaders, Champions
4.5 Champions connect with industry experts in inclusion and/or diversity to uplift their capability and knowledge and participate in APS wide Champion bodies and networks.	●	●	●	Champions

● = Action to be commenced

PILLAR FIVE: Good governance	2nd Half 2023	1st Half 2024	2nd Half 2024	Owner
5.1 Formally promote the benefits of self-identifying diversity status in Aurion, including the new CALD identifier, quarterly.	●	●	●	People Branch: Analytics, Networks
5.2 Seek to influence the APSC to review the demographic information collected in the APS Employee Census to identify CALD representation in the APS and PM&C.	●			People Branch: I&D and CALD Network
5.3 Review and revise the Terms of Reference for the Inclusion and Diversity Committee, and the Networks, to align with this Strategy.		●	●	People Branch: I&D, in consultation with Champions/Networks
5.4 Agree a Champions role description statement to clarify responsibilities, in particular their role in overseeing Networks.		●	●	People Branch: I&D, in consultation with Champions/Networks
5.5 Develop an Inclusion Diversity Committee reporting dashboard to include employee representation rates, progress report on this Action Plan, and updates from each Champion/Network provided biannually.		●	●	People Branch: I&D and Analytics
5.6 Complete suite of Network online dashboards in PowerBI to inform SES, People Branch, Champions and Networks of real time diversity metrics (Gender, Indigenous and Disability existing, others to be added where practical).		●	●	People Branch: Analytics
5.7 Explore options and benefits for internal diversity targets across all diversity groups.			●	People Branch: I&D

● = Action to be commenced

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