

# Are we there yet?

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Progress of the Australian Public Service Gender Equality Strategy



# Executive summary

In the three years since the release of “Balancing the Future: Australian Public Service Gender Equality Strategy 2016-19” (Gender Equality Strategy), positive progress has been made to improve gender equality in the Australian Public Service (APS).

The APS is in a unique position as one of the largest employers in Australia, where it can have an impact on society through the achievement of gender equality goals in the workplace and as a result, benefit the broader community and benefit all Australians.

Using the definition of gender equality that people should receive equal access to rights and opportunities in the workplace regardless of their gender this report attempts to answer the question; “are we there yet?”. We outline the findings from independent research undertaken by PwC through more than 40 SES interviews and over 1,400 online survey responses from EL1 and EL2 cohorts in nine APS Departments to test perspectives, insights and progress of the APS Gender Equality Strategy and review specific progress within departments.

Creating sustained change within an organisation, especially one as large and diverse as the APS, requires progress through a spectrum of maturity from compliance focused to a truly inclusive culture. When the Gender Equality Strategy was launched it was the first time that a “whole of organisation” focus had been applied to the APS. Prior to the strategy, actions to support the participation and progression of women were consistent with the Workplace Gender Equality Act 2012, Sex Discrimination Act 1984, the Maternity Leave Act 1973 and individual agency policies and processes.

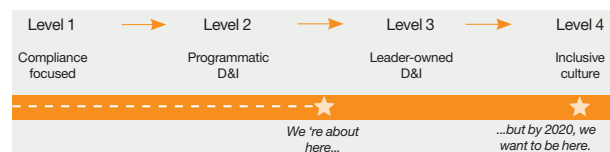
Overall, on a maturity spectrum, actions to support gender equality were programmatic at best, but overall little more than compliance focused.

In April 2018, the Australian Government achieved the milestone of gender parity at the most senior level of the public service, with half of all (nine of 18) departmental Secretary roles now occupied by women. Real progress has been made in a number of areas:

Measure	2016	2018
% of Female Secretaries	26%	50%
% of women in SES positions	42.7%	44.8%
% of staff currently using flexible working arrangements	47.2%*	50.9%
% of men working part-time (permanent employees)	4.5%	4.6%

Table 1.1 APS progress \*2017 figure – 2016 data not available

The Gender Equality Strategy built momentum that has delivered this change, but it is clear that **we are not there yet**. Our research found that in some departments the Gender Equality Strategy has progressed maturity to a point where it is leader-owned, however some agencies could still only be considered to be delivering programmatic D&I:



This progress is positive, but there is still more to be done to ensure the cultural change required to achieve a truly diverse and inclusive APS workforce that provides access to rights and opportunities for all. Our research demonstrated a case for a continued focus on gender equality, which matures the current strategy. The next iteration of the strategy should focus on six key areas to create the conditions for an inclusive culture.

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Our research found that SES are still not able to consistently communicate gender equality strategies by those they lead (despite 81% of those interviewed stating they believed SES across the APS had a broad understanding), and there is a belief that EL cohorts do not understand the business objectives of a gender equality strategy.

For departments to create a more inclusive culture, they need to move beyond simple measures of success such as numbers of women, to developing a more rounded picture of what an inclusive organisation would look and feel like, and measuring success accordingly.

Only 50% of SES believe that the Gender Equality strategy helped in delivery of their department's Corporate Plan. The significant focus of the Gender Equality Strategy on achieving targets around numbers of women in APS leadership positions has led to a loss of focus on why this is important - to embrace diversity and inclusion to create high performing workplaces. As a result there is a need to **reignite the conversation** around the purpose and benefits of gender equality. In addition, there is a need to focus on inclusion in the workplace, the intersectional experiences of women, and an acknowledgment a gender spectrum beyond male/female.

As a response to the call from the Gender Equality Strategy to adopt work arrangements that balance choice with operational requirements "all roles flex" policies have been implemented extensively, however their application is inconsistent across and within departments. There is a need to **value flexible work** and make it accessible to everyone.

A number of secretaries participate in the Male Champions of Change group. The visible leadership of these Secretaries and their peers was received positively by SES interviewed and survey responses from the EL cohort. To ensure progress continues the focus must be **maintained by leadership champions**. Interview and survey respondents want to see more active role models in the senior leadership ranks particularly demonstrating flexible work arrangements and mentoring and sponsoring future leaders.

The need to have visible female role models emerged as a theme through our research, and is consistent with other research into key strategies to achieve gender equality. While important, critical to the success or failure of gender equality will be fundamental shifts in departmental cultures.

Interviews and survey responses indicated that there is a cohort of men who experience feelings of unease and fear economic uncertainty as a result of gender equality initiatives.

Overall it was clear that finding the recipe for successfully achieving gender equality in the APS needs to be a multi-faceted approach and take into account the changing nature of the APS, together with an understanding of the complexities of the underlying workplace and societal norms which impact an individual's experience of equality of opportunity.

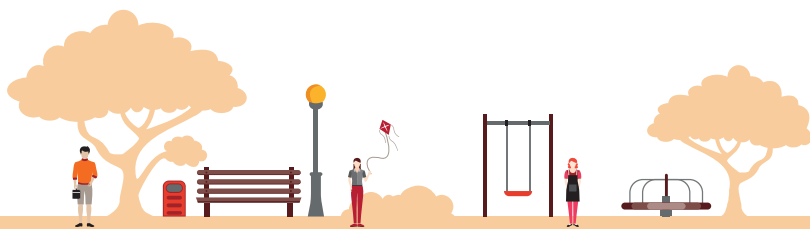
Linking together the six areas highlighted through the research will provide a roadmap for maturing the current gender equality strategy into the future, and will contribute to more rapid progress on achieving equal access to rights and opportunities in the workplace for all APS employees regardless of their gender.

To support this, PwC has developed practical guidelines and learning materials to support the Australian Public Service Commission (APSC) to continue to support the APS. **We are not there yet**, but with a continued focus, the APS culture will continue to evolve. Through leadership, flexibility, and innovation the APS can become an organisation which provides genuine access to participation and progression for all APS employees.



# ...Where to next?

PwC's six focus areas for the APS



1

## Reignite the conversation with a stronger case for gender equality

- Create a case for gender equality and action that resonates with all staff – not just SES
- Undertake further education on what constitutes merit and how it is achieved
- Encourage regular opportunities for constructive conversations based on good information to drive gender equality and highlight the benefits for everyone

2

## Create a holistic picture of success

- Create an APS-Wide definition of gender equality that is broader than 50-50 gender balance
- Set realistic and meaningful departmental targets that measure gender equality in a holistic way
- Report on progress to all staff regularly

3

## Move from supporting flexible work to truly valuing it

- Emphasise the value of flexible working
- Promote innovative ways to undertake flexible work
- Ensure all APS roles are designed to enable flexible working
- Train managers in managing flexible teams
- Provide access to and training on tools that support flexible working

4

## Encourage visible role models and leadership

- Bolster 'soft wiring' including role models, advocates, change agents, champions and employee networks
- Showcase success, progress and share stories
- Review structural and cultural barriers to SES working flexibly
- Continue to actively role model support for diversity and inclusion at Secretary and SES levels in departments
- Make a commitment to diversity and inclusion a specific part of SES performance assessments
- Continue to support and resource grass-roots diversity networks

5

## Embed cultural change

- Remove barriers which result in women self-selecting out of promotion processes and other opportunities
- Address the cultural dissonance whereby the more gender equality gains are made, the more resistance to the change grows
- Myth bust perceptions around flexible work and merit using data and hard evidence
- Identify the unintended consequences of gender bias

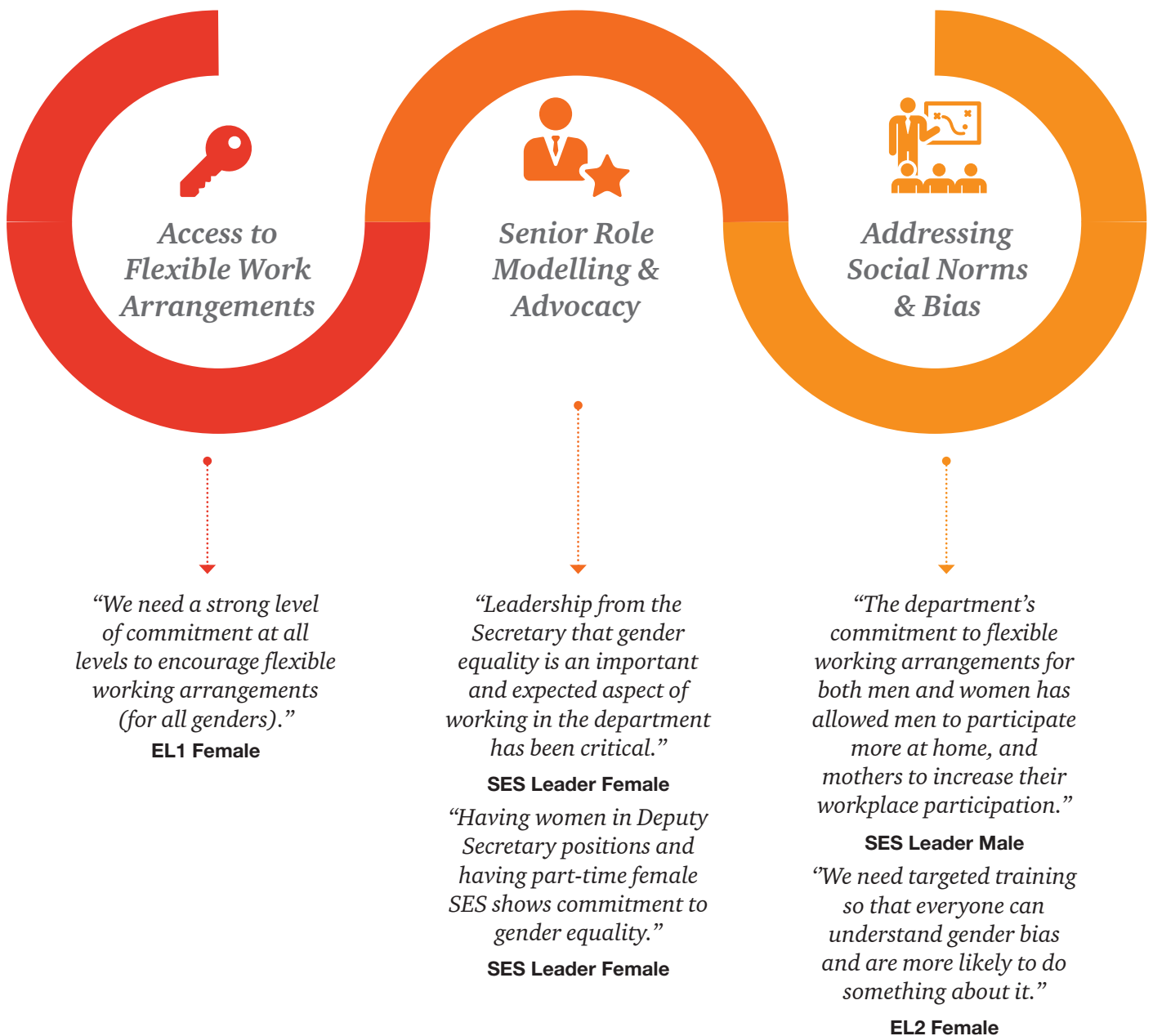
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## Focus on inclusion & intersectionality

- Implement regular bias reduction programs
- Gather and review data beyond demographics that demonstrate inclusion
- Focus efforts on diversity action that benefits all diversity groups
- Train staff on inclusive leadership
- Share stories on intersectional experiences



# Top 3 enablers to achieve gender equality

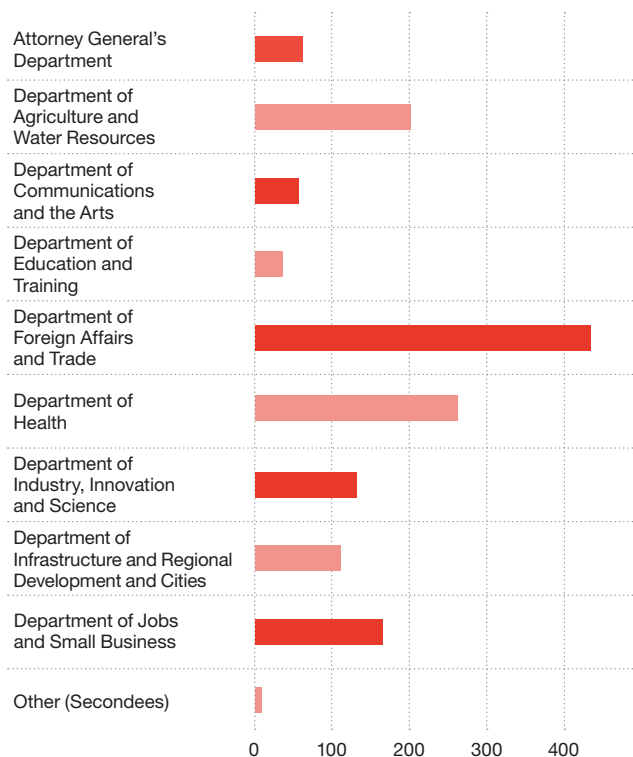


# APS Executive Leaders survey summary

PwC undertook an online survey of Executive Level 1 (EL1) and Executive Level 2 (EL2) staff across nine APS departments delivering **1,408** responses

1,408 responses 

## Participants by Department



**64.06%**  
of respondents  
were female

**33.59%**  
of respondents  
were male

**1.92%**  
of respondents  
did not disclose

**0.43%**  
of respondents  
identified as X\*

\* Refers to Indeterminate/Intersex/Unspecified

**29%**

of respondents were unsure of or did not believe an APS Gender Equality Strategy existed

**50%**

disagreed that SES effectively communicated their gender equality strategy

“ Buy-in to our gender action is patchy, especially in the SES ranks.  
**EL2 Female**

**44%**

of ELs said their managers were actively challenging assumptions about how jobs are designed to promote flexible working

“ Flexible working arrangements continue to be hindered by individual attitudes where managers seem to be unable to trust their staff to complete their work unless they are in line of sight.  
**EL1 Male**

**52%**

of ELs said staff had a common understanding of their department's gender equality objectives

“ Within the key Executive Level (EL) staff, there is a significant cohort of staff who either do not understand or do not agree how the upskilling and support of APS level women across the department is central to achieving high quality outcomes.  
**EL1 Female**

# APS Senior Executive service summary

PwC interviewed 44 Secretaries and Senior Executive Service staff (Band 3, 2 and 1) from across 14 APS departments; both men and women. Overall, the SES perspectives demonstrated positive leadership for their department's gender equality action plans and the overall APS Gender Equality Strategy. There was evidence of strong vision and authentic leadership with many expressing their ongoing support of promoting women into senior leadership roles, but acknowledging there is more yet to be done.

However, when asked whether they believed that gender equality helps to deliver on their corporate plan, 50% were either unsure or disagreed. With the conversations and insights shared with PwC being overly positive; why then does only half believe it delivers to a corporate plan? This supports PwC's critical priority to re-ignite the conversation and return to the purpose. It is time to reframe diversity and inclusion conversations at the top and communicate this widely in a targeted effort to clearly articulate its purpose for a diverse and inclusive workforce and how it will deliver benefits for the Commonwealth and best serve Australian citizens.

**13** APS Secretary Interviews

**31** APS SES Interviews

## SES Says...

“ With the increase in the number of women at the EL cohort in my division; we have men standing around saying ‘it’s jobs for the girls’. They think the girls are getting preferential treatment for the jobs.  
**Female SES Band 2** ”

**41%** of SES said their Executive Leaders cannot effectively communicate their gender equality strategy

“ I don't think EL staff have a common understanding of the strategy. They understood gender equality is a value of the department.  
**SES Leader Female** ”

**7%** of SES said their Executive Leaders understand how gender equality helps drive high performance

“ No concern at the graduate or senior leadership level but focus is now at middle management.  
**SES Leader Male** ”

**81%** of SES said they have a common understanding of their department's gender equality objectives

“ You do hear a lot of good positive messaging from senior leadership across the APS. Martin Parkinson talks about it a lot.  
**SES Leader Female** ”

“ I'm a middle-aged English speaking white male – everything is geared for me to succeed.  
**Male SES Band 2** ”



# 1. Reignite the conversation with a stronger case for gender equality

## Insights and Analysis

Articulating the case for change is a critical step on the gender equality journey. It is important to get the narrative right to ensure that it resonates with everyone.

Reasons outlining the importance of action on gender balance in the Gender Equality Strategy focused on improved operational and financial performance and increased innovation. A centrepiece to this gender equality strategy was the 50-50 gender target in the SES.

## The case for change

Research shows that employees are more likely to be personally committed when they believe gender diversity leads to business results and the more an organisation can provide evidence on why change will improve outcomes, related actions have a greater impact.<sup>1</sup>

It was evident in our engagement with APS staff that gender equality is by no means unanimously accepted as a strategic priority at any level. There was a clear dissonance to gender equality initiatives and stories highlighting a lack of consistent buy-in from SES and APS. This indicates the current case for change may have failed to resonate with its intended audience. Only 37% of EL staff surveyed agreed that gender equality objectives informed the way they did their day-to-day work.

“ There needs to be culture change about why it is important for this to happen and the outcomes it will bring to the department. Otherwise some people’s attitudes will never change... **EL1 Female**

The imperative for change in the APS should reflect the fact it is a purpose driven, customer focussed entity (not profit driven) and this driver should frame the conversation. The achievement of gender equality and improved diversity should be a strategic priority for the APS to ensure it:

- reflects the community it serves
- represents a diversity of perspectives and harnesses the best talent to solve the important problems
- sets the standard on gender equality for those they regulate, and
- drives the social change enabling everyone, regardless of gender, to have the same opportunities at work and at home.

These factors are equally, if not more, important as improved business and financial outcomes and will have a tangible impact on the day-to-day work of APS staff.

## The Merit Myth

The gender equality discussion in the APS has also become narrowed to the achievement of more women in SES leadership positions. This has resulted in a belief by some EL staff surveyed that the gender equality strategy undermines ‘merit’ based recruitment and promotion.

“ Remove gender equity strategies and employ merit based strategies. **EL1 Male**

Chief Executive Women’s report, (In the Eye of the Beholder: Avoiding the Merit Trap) identified that assumptions about ‘meritocracy’ are preserving the status quo and allowing existing gender biases to continue.<sup>2</sup>

Rather than being inconsistent with ideas of merit – quotas and targets work to ensure that qualified candidates can progress by countering the discrimination and bias that is inherent to an unchecked ‘meritocratic’ system. Addressing the murmurs perpetuating the merit myth requires leaders to be vocal and **acknowledge the current process is impacted by bias and often puts diverse candidates at a disadvantage.**

Actively employing strategies that align objective assessments of talent with promotion outcomes can also assist. Home Affairs, for example, are achieving success with an approach that applies this principle to their Executive Level staff.

## Gender Equality impacts everyone

In addition to fuelling the merit myth, the focus on women in leadership has meant other important conversations are not happening. It is important to acknowledge gender bias is equally experienced by men, women and people across the gender spectrum.

The same underlying stereotypes and bias are contributing to both the lack of women in leadership positions and men being denied access to flexible working arrangements.

Conversations on gender equality need to happen with everyone involved and at all employment levels. They also need to be based on facts and data specific to the APS as evidence based discussion reduces defensiveness and blame. It was clear from our engagement with EL staff that men feel blamed or targeted and left out of the gender equality narrative.

“ Unfortunately, gender equality often means that men are targeted as being ‘bad’...an indication of the comments I’m subjected to is, ‘The problem with this organisation is middle aged white men’ **EL1 Male**

## Lack of awareness

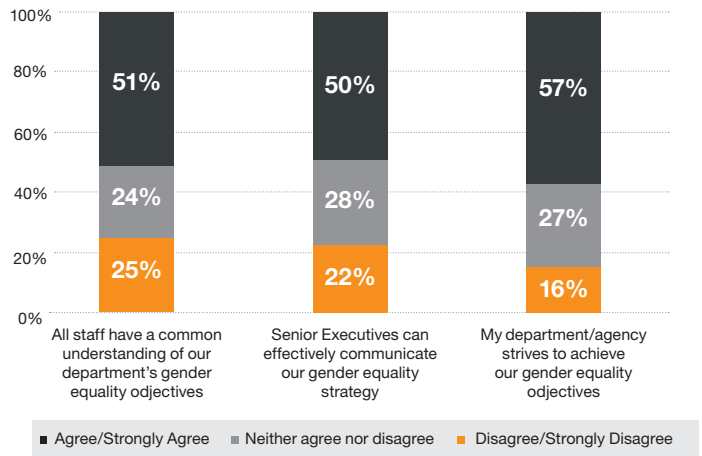
Our engagement with EL staff uncovered a lack of awareness of the persistence of gender inequality in the APS. A number of EL staff indicated they did not have any visibility of their department’s key metrics on gender equality such as gender balance of SES leadership and gender balance in flexible working arrangements.

29%

of survey respondents were unsure of or did not believe an APS Gender Equality Strategy existed

Transparent, genuine and consistent communication is needed about the APS’ gender equality journey to reignite the conversation and debunk the pervading myth and dissonance. Action should be taken to ensure all staff are clear on the purpose and progress of strategies and actions to achieve gender equality.

## Survey says...



“ The strategy is principles based and is not communicated well in how it helps achieve outcomes. Progress is also not communicated. Perhaps because it is not monitored or evaluated. **EL1 Male**

“ I have never heard gender equality raised in any section, branch or divisional meeting much less how it influences our work and corporate planning. **EL1 Female**

“ I didn't even know there was a gender equality policy until I looked it up while doing the survey. I have never heard of any actions arising out of the policy during my time with the Department. **EL1 Female**

“ Gender equality...is predominately viewed through the lens of women with children. 'Equality' of all women and the important role of men in effective teams etc, is often missing in senior messaging. **EL1 Female**

“ [the Department needs to] start capturing and measuring the benefits to provide a strong narrative of why. **SES Leader**

“ [the Strategy] Needs to outline the benefits – creativity, new ideas, resilience – all come from having mixed teams of flexible workers is key to solving it rather than it just being the ‘right thing to do’. **SES Leader**

## Actions

- Create a case for gender equality and action that resonates with all staff – not just SES
- Undertake further education on what constitutes merit and how it is achieved
- Encourage regular opportunities for constructive conversations based on good information to drive change and reduce blame

## 2. Create a holistic picture of success

### Insights and Analysis

The achievement of a 50-50 gender balance in SES leadership was one of the few tangible metrics in the Gender Equality Strategy.

It was unsurprising that phrases such as “targets”, “gender balance” and “women in leadership” were a central theme in survey responses regarding questions about departmental gender equality strategies.

### 50-50 focus

This correlation between achievement of gender targets and achievement of gender equality has resulted in three unintended consequences:

1. a perception that due to the achievement of gender balance in the SES cohort in some departments, ‘gender equality’ has been achieved and strategies and policies are no longer required;
2. a disassociation with the Gender Equality Strategy by APS staff as the focus and action is primarily at the SES level; and
3. a belief gender equality is only about advancing women into leadership.

Gender targets have been, and should continue to be, an important guidepost for the APS journey to gender equality. Targets provide a transparent and visible metric of progress and as the proverb goes, ‘what gets measured gets done’. However, it is important that in order to achieve structural and cultural change, targets should be carefully framed as one of the mechanisms for achieving gender equality, not the sole definition of success.

### Other measures of gender equality

The type and scope of targets in the APS should be considered. The current target of 50-50 gender balance fails to acknowledge the desired and required diversity within this metric and can lead

to achievement of the target, but still result in an overwhelming disproportion of Anglo-Saxon men and women over 30 but under 50 holding leadership positions.

In addition, the 50-50 target tends to be measured across a whole Department. This means that there are functional areas within many departments where there is very limited gender diversity and where stereotypes around what are male dominated versus female dominated roles and functions are reinforced.

Targets help focus attention. While structural and cultural issues such as rigid role descriptions, geographical delivery and conscious and unconscious bias remain, targets are a critical piece of the gender equality puzzle to counter these issues.

### Defining success

In order to ensure an inclusive and collective drive towards gender equality, targets should measure outcomes that will drive meaningful cultural change for all staff and clearly demonstrate the ‘how’ and ‘why’ behind them.

There should be a clear picture of what successful achievement of gender equality looks and feels like beyond a gender balanced senior leadership cohort and it should be clearly communicated to all staff.

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“ Around half the department fundamentally does not see gender equality as their issue; data transparency is lacking; we are not tracking progress (“if you can’t measure it, you can’t manage it”) **EL1 Female**

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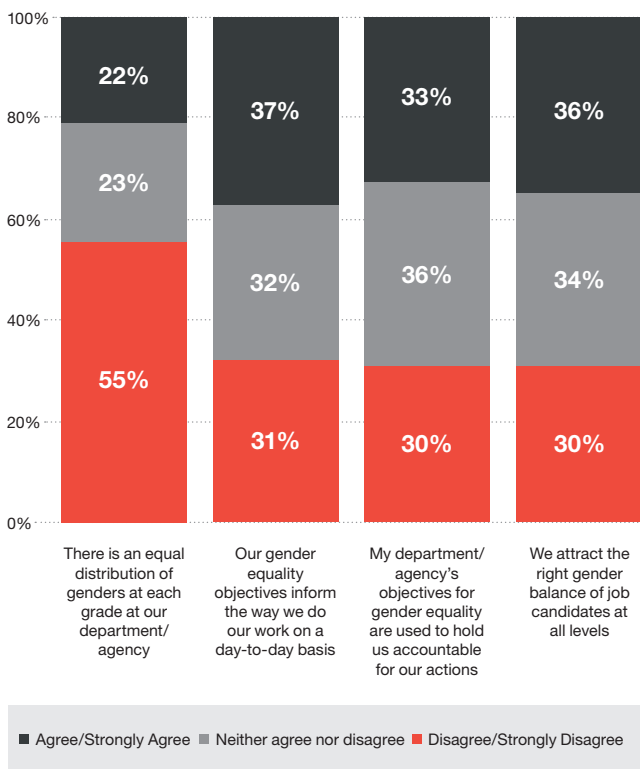
The metrics that track progress toward gender equality should look to measure cultural change and inclusion in addition to demographic statistics. These should be reported by all departments to the APSC and published on an annual basis.

Measuring cultural change is undeniably difficult in comparison to demographic numbers. It is vitally important however, as the numbers do not give the full picture. Departments need to gauge how inclusive their organisations are, as there is limited benefit of having women (or other marginalised groups) in leadership positions if they aren’t taken seriously or supported to undertake their work.

Diversity and inclusion can be measured through a number of individual and interacting data points such as rates of attraction, progression and retention of particular groups, parental leave return rates, performance ratings for parental leavers and flexible workers, 360 leadership assessment results.

Another valuable measurement tool is the use of staff surveys. These can be managed in-house or externally. Organisational engagement tools like surveys provide visible support for equality and inclusion, generates employee engagement and provides an environment where employees feel safe to speak up – simultaneously measuring and fostering inclusion.

### Survey says...



“ The strategy is rarely discussed so it is hard to measure how the department responds or applies it.

**EL1 Male**

“ Statistics on gender balance by employment level are not readily available, making any answers other than “Neither agree nor disagree” guess work.

**EL1 Male**

“ I...believe that the initiative to have 50-50 in leadership may be limiting. What if the agency operated better with 70 percent of women in leadership positions?

**EL1 Female**

“ Gender equality issues only address senior management. That’s important but opportunities that build senior managers start at the EL1/APS 6 Level.

**EL1 Female**

“ There are gender strategies to improve female representation in the SES but no strategy to improve gender diversity at the APS3-5 levels where male representation has dropped to below 30%. In order to be credible the strategies should address both.

**EL2 Female**

“ We need to raise the debate to a more strategic/richer level by making sure we are measuring actions and have the data and information to base decisions on.

**SES Leader**

## Actions

- Create a definition of gender equality that is broader than 50-50 gender balance
- Set realistic and meaningful targets that measure gender equality in a holistic way
- Report on progress to all staff regularly

# Case study

## Department of Home Affairs

### Supporting gender equality in leadership through Individual Capability Assessments

#### Issue

There was a potential for unconscious bias to impact promotion decisions and a lack of clear 'readiness' signals with which to encourage women to apply for promotion.

#### Action taken

The Department of Home Affairs put in place an Executive Level Review (ELR) program in 2015. The program's scope included testing the individual leadership capabilities and potential of the Department's, almost 3,000 strong, Executive Level cohort; and whether the span of control and responsibilities of EL officers were appropriate.

Home Affairs tested individual leadership potential, necessary to lead the Department through a period of significant and sustained change and meet the strategic objective, through an Individual Capability Assessment (ICA) process. ICAs are based on the Department's Leadership Framework; and take into consideration:

- Leadership (both self-leadership and leadership of others);
- Decision making capability; and
- Qualifications and technical knowledge/experience necessary to succeed.

ICAs provide valuable data to inform Departmental decisions on talent management, capability development and workforce planning. The consolidated results from the ICAs provide the Department with a valuable source of information to identify and manage talent, and to support leadership development. ICA data is used by Senior Executive-level Talent Management Advisory Committees to inform talent management, stretch opportunities, learning and development activities and inform people capability initiatives such as workforce design, capability development and workforce planning.

The ICA provides EL staff with specific feedback about their strengths, blind-spots, opportunities for future growth and future leadership potential.

While the ICA is a robust and objective process, a validation by a manager once removed is included to provide an additional lens to the process. Both the assessor and manager once removed validated scores are included in reports and provided to participants and Talent Management Advisory Committees so that potential influence of bias can be identified and considered in decision processes.

Home Affairs will continue to monitor and analyse results with a view to further informing measures to improve the participation of women in leadership.

#### Impact

The Department has seen positive and tangible outcomes for women who have participated in the ICA process. While it is too early to make clear correlations:

- ICA results show that a larger proportion of top-talent ratings are achieved by women and there is consistency between talent ratings and promotion outcomes.
- Approximately 47% of women applying for internal promotion to the SES Band 1 level have participated in the ICA process. Of these, two thirds were rated in the ICA process as being top talent/high achiever/high potential, with the remainder of applicants being at the consistent performer level.
- Promotions to SES Band 1 show 57% are women, with an overwhelming majority rated as Top Talent.
- Of those EL1 women rated in the ICA process as being top talent/high achiever/high potential, 18% have been motivated to apply for internal promotions in 2018. Further research is required to identify and address barriers to participation by this high potential cohort.
- Promotions to EL2 shows almost 54% are women; also aligning with ICA ratings distribution.
- Around 30% of women assessed, by their manager once removed in the ICA process, as top-talent have subsequently been promoted. A further 10% of this cohort are on long-term higher duties.

# 3. Move from supporting flexible work to truly valuing it

## Insights and Analysis

The Gender Equality Strategy has a focus on driving an increased uptake of flexible work by men and women. Flexible working policies such as ‘all roles flex’ and ‘flexible by default’ have been widely adopted across APS departments – partly as a response to the call from the Gender Equality Strategy to adopt work arrangements that balance choice with operational requirements.

## Access and application

While 80% of EL staff agreed their department was committed to flexible working arrangements, it was apparent that flexible working policies are not applied consistently across or even within departments. Genuine, accessible flexible working is yet to be standard practice within the APS.

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“ When it comes to flexible working arrangements, it all depends on what section of the agency you happen to be working in...  
**EL1 Female**

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Access to flexible work arrangements seems solely dependent on individual managers and some Executive and Senior Leaders are perceived to be actively blocking requests for flexible work as they do not believe in it. There was a strong and consistent theme of a lack of trust in staff to work flexibly and effectively in our engagement with SES and EL staff.

## Tools and Technology

64% of surveyed EL1 and EL2 staff indicated their department had the tools and equipment to enable flexible work. However, commentary indicated that despite having the technology:

- it is not made available to staff at all levels,
- managers and staff do not know how to use it correctly to enable true flexibility, or
- it is unreliable when working outside of the office.

## Job design and management

There is also a common view that very few teams or managers pro-actively design roles with an outcomes focus instead of task deliverables. There was also a perception managers prefer staff to be visibly sitting in the office.

Executive and Senior Executive Leaders do not have the tools and understanding of how to manage teams that work flexibly. Staff indicated they believed their managers were not trained or capable of managing a flexible workforce and as a result it was often unsuccessful.

There were very few examples shared in our interviews or survey of how departments are actively promoting other flexible ways of working and role modelling these different types consistently, especially at SES levels.

## Value and career progression

Few visible or vocal role models has led to the perception flexible work is not compatible with EL2 and SES roles and that promotions and opportunities are less likely for people who work flexibly (especially part-time workers).

Staff feel unable to be considered for acting opportunities while working flexibly, or only given opportunities on the condition that they are full-time for that period.

Those that do work flexibly perceive they have limited opportunities to act or be promoted and progressing beyond their current level would reduce their ability to work flexibly. People of all genders see part-time and flexible work as a barrier to progression.

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“ While there has been a greater uptake of flexible working arrangements from both women and men, there are very few models where people have taken up such arrangements and still been able to be posted or promoted – it does have an impact on career progression.  
**EL2 Female**

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## Men and flexible work

Flexibility is an issue that is desired by both men and women alike. This includes men of all ages, not just fathers with young children.

The lack of value applied to flexible work and flexible workers appears to be a critical factor in men not accessing flexible work or men being denied opportunities to work flexibly.

“ As a male in my 30s I feel as though taking up flexible work would be detrimental to my career. I have seen other males receive reduced opportunities as a result of, or correlating with, working flexibly. **EL1 Male** ”

The pervading social norms around child rearing mean men are denied flexible work or are exercising their choice to opt-out in favour of a more ‘traditional’ career trajectory despite indicating they would like to access these arrangements. Men are almost twice as likely as women to have their requests for flexibility declined (17.4% versus 9.8%).<sup>3</sup>

“ Some men have access to flexible working arrangements. I still feel uncomfortable requesting this. **EL2 Male** ”

The choice to not access flexible working arrangements is a privilege not available to many marginalised groups such as women who take on the responsibility of the majority caring roles in Australia.<sup>4</sup> Men opting-out or being denied flexible work continues to drive the perception that flexibility and career progression are mutually exclusive.

The lack of access to flexible working is also a key driver in men wanting to change employers. The Diversity Council Australia found that 18% of men indicated that they had seriously considered leaving their organisation because of a lack of flexibility. This sentiment was held even more strongly among both young fathers (37%) and men under 35 years of age without caring responsibilities (29%).<sup>5 & 6</sup>

It is vitally important that there is a cultural shift in the APS to allow people to be valued for their performance, not their presence through the availability of genuine flexible work for all staff, at all levels, for any reason.

## Survey says...

50%

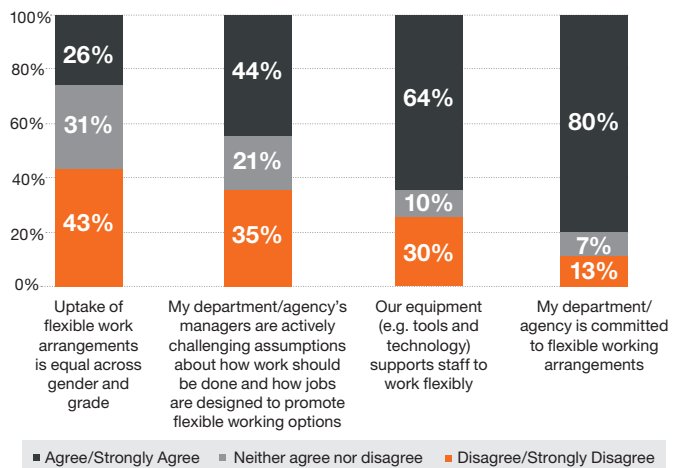
of ELs cited a lack of genuine flexible working as a key barrier to achieving gender equality

“ Unfortunately while our department’s policies and technology may encourage flexible working options, our SES do not all support it and are not at all accountable for decisions they make contrary to department policies. **EL2 Female** ”

“ As a single father I have had trouble accessing flexible work arrangements in the past. This is no longer an issue. **EL2 Male** ”

“ The department’s commitment to flexible working arrangements for both men and women has allowed men to participate more at home, which in turn has allowed more mothers to increase their workplace participation. **EL1 Male** ”

“ Managers do not understand how to get the best productivity out of their people; understanding how to lead teams and design jobs for specific outcomes is the key. **SES Leader** ”



## Actions

- Emphasise the value of flexible working for both the organisation and the individual
- Promote innovative ways to find the right balance between individual needs and organisation needs
- Ensure all APS roles are designed to enable flexible working
- Train managers in managing flexible teams
- Provide access to and training on ICT that supports flexible working

# Case study

## The Department of Agriculture and Water Resources

### Making flexible working the norm

#### Issue

The Department of Agriculture and Water Resources is committed to building a workplace that encourages innovation and flexibility, and supports choices about how, when and where the work gets done. It aspires to a culture that accepts, embraces and leverages flexibility as a business enabler and to make flexibility widely accessible in a way that equally benefits the department and our employees.

#### Action taken

The department developed a range of initiatives to encourage the attraction and retention of a diverse workforce. In December 2016, the department introduced a new recruitment strategy to attract a wide range of applicants which centred on advertising jobs as both full-time and part-time. The aim of this initiative was to broaden the applicant pool to those that wanted to work on a part-time basis, for example, people with caring responsibilities.

In addition, the department launched a flexible work initiative in May 2017 called 'flexABLE' to encourage people across the department to think about how their roles, and roles within their teams, could be delivered in a flexible manner. The department wanted to affect behavioural change at all levels and make working flexibly the 'norm'. It did this by:

- communicating the options available for flexible work;
- encouraging creative thinking about what working flexibly means;
- providing the appropriate HR, IT and property support to enable flexible working arrangements; and
- ensuring that employees could access flexibility and continue to have development and career opportunities.

#### Impact

Since December 2016, the department has advertised 450 jobs, with only 14% of jobs advertised as full-time only due to business requirements. Of those positions that were advertised as both full-time and part-time, 53 positions were filled on a part-time basis.

Since the launch of FlexABLE, roughly 1250 employees have commenced a flexible work arrangement with the gender split consisting of 72% female and 28% male employees.

There is approximately 21% of the workforce currently accessing various flexible work arrangements including:

- part-time hours
- job sharing
- variation to ordinary hours of work, e.g. later/earlier start and finish times or compressed hours
- working from home (which can include working some part days or full days from home)
- working remotely.
- The department has also received unsolicited feedback from applicants that the recruitment strategy of jobs being advertised as full-time/part-time, or their knowledge of the department's 'flexABLE' policy has been a major incentive for people wanting to work with the department.

# 4. Encourage visible role models and leadership

## Insights and Analysis

The APS Gender Equality Strategy clearly articulates that to build the right culture to support equality, agencies need open, unequivocal support for gender equality from their senior leaders.

## Driving change from the top down

Over 37% of EL staff surveyed listed SES buy-in, diversity champions or visible role models as one of the top three factors that has worked well to progress gender equality in their department.

“ [The top 3 drivers of gender equality have been] Personal commitment of the most senior staff. Role models created by senior women. A strong flexible working arrangements policy and practices. **EL2 Male**

Secretaries who are members of Male Champions of Change (MCC) were some of the most passionate about championing diversity during our interviews. This was also acknowledged by the EL staff surveyed, indicating male Secretaries who participate in Male Champions of Change, and their vocal support for gender equality action, was a key driver for gender equality advancements in their departments.

Research shows that role models are an incredibly effective way to encourage men and women into non-traditional roles such as leadership (for women) or flexible working (for men).<sup>7</sup> Role models work to help people see themselves, or others as capable of doing a role.

Having the right leadership champions in the workplace, modelling inclusive behaviours sets the tone from the top. Positive progress towards a more diverse and inclusive APS workforce has been achieved because of authentic leadership.

Unfortunately, SES leadership below the secretary level is not seen as consistent across departments or teams. 50% of surveyed EL staff were neutral (neither agree or disagree) or disagreed their SES could effectively communicate the gender equality strategy.

Quotes such as: ‘lip-service’, ‘gender action is patchy’, ‘some SES’, ‘focused on statistics only’ were common responses to questions around how the gender equality strategy was implemented in departments.

The inconsistent commitment to achieving the Gender Equality Strategy goals from SES is driving apathy and the disconnect felt by Executive Level staff on gender equality action.

“ I don’t think the gender equality strategy is strongly supported by the SES and as such is not a priority for Executive Leaders. **EL2 Male**

## Opportunities in the middle

The Gender Equality Strategy lacked explicit calls to action for EL staff. The focus on SES role models and progression has led to an apparent lack of individual ownership of actions and outcomes on gender equality at the EL level more broadly. This is untapped potential given EL level staff are most visible to APS staff and often have direct responsibility of teams.

The exception to this is the grass roots employee driven gender equality and women’s networks. These were listed by EL staff surveyed as one of the top three actions that has worked well to progress gender equality.

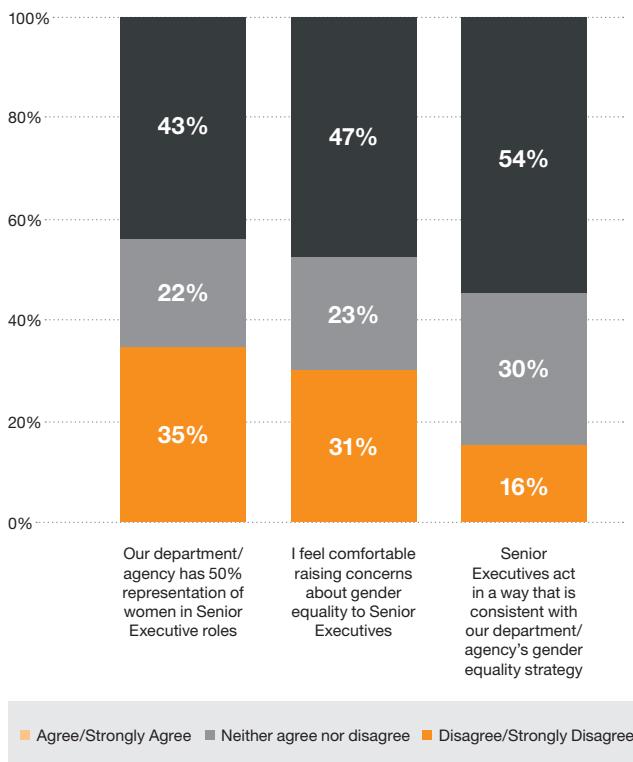
The networks are driven by APS and EL staff and play a key role in advocacy and awareness raising on diversity issues. Networks also take a lead role in organising events that promote story telling and opportunities to showcase internal and external examples of gender equality in action.

“ The networks that have been established within the department are a great way to be involved and definitely progress gender equality. **EL1 Female**

A continued focus by leaders and diversity champions on enabling diversity and inclusion practices is needed. SES and Executive Level staff need to continue to create visible and positive role models and reignite the conversation at every level to continue to push for progress.

### Survey says...

**93%** of SES interviewed said their Executive Leaders do not understand or are unsure how gender equality helps drive high performance



“ [Barriers to achieving gender equality include a] Lack of strong public commitment by senior executives to gender equality. Fewer female leaders means fewer female mentors or role models for younger women.  
**EL1 Female.**

“ There is leadership buy in at the most senior levels but there is plenty in the middle who are not supporting this work.  
**EL2 Female**

“ I don't see any role models of part-time or flexible working arrangements in the SES in the Department.  
**EL2 Female**

“ [Things that have worked well to progress gender equality] Men and women in senior leadership roles modelling gender equality behaviour.  
**EL1 Female**

“ Role model flexible arrangements at higher levels – including men taking more flexible family friendly hours.  
**EL2 Female**

“ The senior buy-in from a series of deputy secretaries and the Secretary have been incredibly effective advocates. This has moved the culture ... policy and practice are much closer now than they have ever been, but there's still more work to do.  
**SES Leader**

## Actions

- Bolster the 'soft wiring' that supports the policies, strategies and targets including role models, advocates, change agents, champions and employee networks
- Showcase success and progress, and share stories within and across departments
- Review structural and cultural barriers to SES working flexibly
- Continue to actively role model support for diversity and inclusion at Secretary and SES levels in departments
- Make a commitment to diversity and inclusion a specific part of SES performance assessments
- Continue to support and resource grass-roots diversity networks

# Case study

## Department of Defence

### Defence Mentoring Circles

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#### Issue

In 2012 Defence embarked on a major program of cultural reform known as (*'Pathway to Change: Evolving Defence Culture'*). This was informed by a number of reviews relating to gender and culture, such as the Australian Human Rights Commission's reviews into the treatment of women at the Australian Defence Force Academy (2011) and in the Australian Defence Force (2012). A key focus for this program was increasing the participation and advancement of women in Defence through targeted mentoring, education, training and career development.

The Defence White Paper (2016) had also identified the need to increase female participation in the Defence workforce, and in senior leadership, in order to broaden Defence's access to the considerable skills and capabilities within the Australian community.

Defence developed the Defence Mentoring Circles to support women at the APS5 to EL1 levels to open up leadership pathways and provide support networks to help address the development of the pipeline of senior female leaders in Defence.

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#### Action taken

Defence developed the Mentoring Circles networking program for female Australian Public Service (APS) employees to share their professional and personal experiences to advance their careers. The program was designed to:

- Increase APS female participation at senior levels of Defence;
- Grow the leadership abilities of women; and
- Create collaborative relationships with both their peers and senior leaders.

A professional moderator/coach, external to Defence, facilitates each coaching circle. The moderator guides the sessions, and has a professional knowledge of the challenges and issues that can confront women in the workplace. Each circle is attended by ten women who meet for ten sessions over twelve months.

The confidential small group structure provides an opportunity to develop new relationships and networks, gain new perspectives and enhance skills and capabilities for progressing careers for women in the Australian Public Service.

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#### Impact

The program has been positively received and continues to be in high demand with Defence exploring ways the program can be expanded.

The program acknowledges the value of gender differences in leadership styles and has been designed to provide the opportunity for women to explore and build their unique style through:

- Collaboration with like-minded women in confidential moderated coaching circles;
- Coaching and mentoring from those who have walked the paths before; and
- Networking with key decision makers, male and female, who openly share their experience, knowledge and wisdom.

An example of the how the program is making demonstrable difference is that out of 76 participants in 2016, 50.1% of participants had applied for new roles. This resulted in 17.9% of participants acting in a role at a higher level, and 14.3% of women achieving a promotion.

# 5. Embed cultural change

## Insights and Analysis

The Gender Equality Strategy focuses on changing culture through leadership, flexibility, and innovation. Driving a supportive and enabling culture was the primary action.

## Social issues and lasting change

While there has been some positive movement on the quantitative metrics of gender diversity in many departments and agencies there has been less significant improvement in the cultural change that is required to ensure ongoing realisation and sustainment of gender equality.

If targets and policies were removed, there would be a risk that the improvements in women's representation in SES roles and the increased uptake of flexible working would be maintained.

Our research found that the wider Australian cultural norms were prevalent in the federal public sector. Many SES interview participants acknowledged that while there was general support for gender diversity and inclusion outcomes in their organisations, they considered that gender equality had to be addressed as a social issue for real and lasting gains to be made.

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“ This is not a women's problem it's a social problem, an economic problem.  
**SES Leader**

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## Bias

Conscious and unconscious bias remains one of the single biggest impediments to embedding cultural change. Over 90% of departments and agencies that participated in the research have provided unconscious bias training to, at a minimum, their SES. This was seen as a positive initiative, although not in and of itself enough to change the culture. Moreover, this training is often provided as a 'one-off' before someone has a role on a recruitment panel rather than something that is repeated regularly.

Research by the UK Equalities Office in partnership with the Harvard Behavioral Insights Team indicates unconscious bias training is not effective out overcoming bias in experienced in recruitment. They have found evidence that suggest the following actions to make a difference:

- remove names and gender identifiers from CV's
- ensure more than one female is in every shortlist
- use skill based assessments by asking candidates to perform tasks related to the role.
- undertake structured, not free-flow, interviews
- include salary ranges in the job advertisements
- measure and report demographic data of recruitment activities<sup>8</sup>

This argument is supported by the recent report from the 50/50 by 2030 Foundation – “*From Girls to Men, Social Attitudes to Gender Equality (50/50 report)*”, which highlights that while Australia has some of the highest levels of awareness and education around gender equality issues, this is not translating into culture change.<sup>9</sup>

Tackling bias in the workforce where multiple generations with varying belief and value systems exist, makes changing culture a more complex challenge.

Our research shows that departments that are reversing this trend are achieving it through:

- active advocacy from senior, often male, leaders encouraging women to apply for roles;
- talent and performance management approaches that use multiple data points as evidence to identify high potential women. This would therefore not only empower both those women to 'opt in', but demonstrate to men that women are credible candidates;
- recruitment processes such as 'bulk rounds' that remove barriers around women's own biases towards their eligibility for roles; and
- a genuine commitment to flexible working for both genders.

Cultural change towards gender equality will take time and there are no easy paths to success.

## Pushing through the cultural resistance

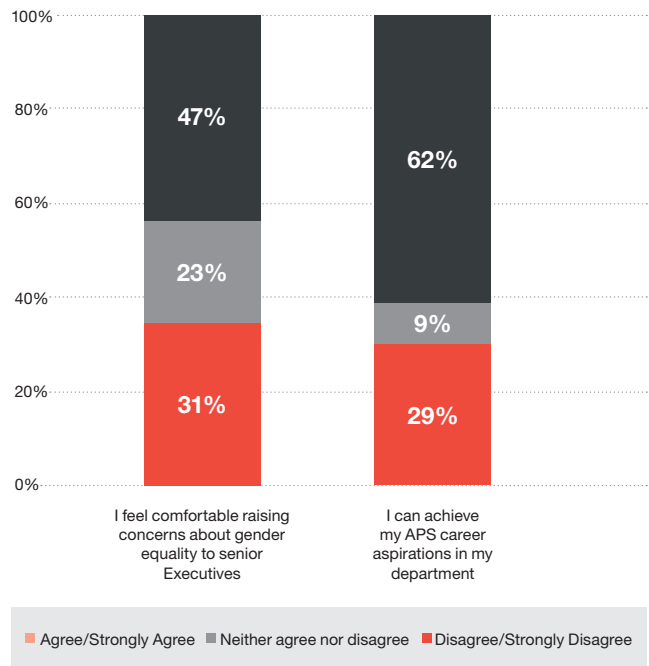
As gender equality gains are made, many departments and agencies will experience increased resistance from groups of people whose cultural norms are being challenged by change.

If this occurs it is not the time to slow down, rather this is a time to think of new ways of engaging and influencing the groups that are feeling disenfranchised by the progress in gender equality. This is a time for utilising all the tools at the department's disposal, many of which are outlined in the other five focus areas in this report: reigniting the conversation with both men and other groups; revisiting how equality is being measured and the wider impacts and unintended consequences this may be having. In other words push through this zone of resistance until gender equality becomes more normalised.

## Gender equality as a change program

The 2017 Newsweek Vantage Research Report, *"Achieving Results: Diversity and Inclusion Actions with Impact"* highlights the need for organisations to design and implement their diversity and inclusion programs in the same way they would any large scale change program – invest and resource it for success, align it to the business strategy and drive the program to its end to achieve well defined business benefits.<sup>10</sup>

## Survey says...



Prevalent social norms was identified as one of the top 3 barriers to achieving gender equality.

“ Continuing to develop a culture in which a man can be part-time or have flexible work arrangements and take on child care responsibilities so that their female partners can take on leadership roles and still be competitive for postings/promotions.  
**EL2 Male**

“ Don't use quotas or policies – create a culture that women (and men) both want to work in and that will attract the right talent.  
**EL2 Female**

## Actions

- Remove barriers which result in women self-selecting out of promotion processes and other opportunities
- Address the cultural dissonance whereby the more gender equality gains are made, the more resistance to the change grows.
- Myth bust perceptions around flexible work and merit using data and hard evidence
- Identify the unintended consequences of gender bias that have negative impacts for the total organisation, sector and society long term

# Case study

## Department of Foreign Affairs and Trade

Building gender-balance in our workplace symbols

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### Issue

Australia's Department of Foreign Affairs and Trade (DFAT) meeting rooms and landmarks, including the main building that houses DFAT, were traditionally named after former secretaries or foreign/trade ministers – all of whom were men. Five were named after native flowers and fauna, with others known by generic names or numbers. None were named after women.

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### Action taken

DFAT addressed this highly symbolic imbalance as part of its broader Women in Leadership strategy. Eight meeting rooms were renamed after pioneering and inspirational women across the history and breadth of DFAT's work. This is particularly important as these meeting rooms often host foreign dignitaries extending the symbolism to external audiences. Each room was fitted with photos of their namesake and a synopsis of their contribution to the department and Australia. A number of the eminent women featured joined DFAT leaders, staff and media to celebrate the launch of the new room names.

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### Impact

DFAT colleagues saw this approach as a powerful signal of cultural change. It recognised the importance of symbols and role models as part of achieving gender equality. DFAT has subsequently audited the gender balance of photo displays in its Canberra buildings and is working towards achieving balance, while many missions abroad have also adopted the practice.



# 6. Focus on inclusion and intersectionality

## Insights and Analysis

The Gender Equality Strategy called for public sector leaders, managers, and supervisors to embrace diversity and be bold in creating inclusive workplace cultures.

Our survey results indicated that some staff felt gender equality action to date has been largely focused on women (and men) as discrete, collective entities with common needs and problems and also failed to acknowledge a gender spectrum beyond female-male.

## Diversity

Workplace diversity action that focuses solely on gender fails to acknowledge the intersecting demographic factors that can amplify gender inequality. Inequality experienced by people in the workplace is often due to the simultaneous operation of a number of intersecting elements.

These include demographic identifiers such as their gender identity, age, nationality, race, sexual orientation, physical ability, and class background as well as other qualities such as life experiences, education and thinking or leadership style.

Achieving a 50-50 gender split in the SES leadership doesn't mean it is inherently diverse and actions taken to improve diversity such as Women in Leadership policies can fail to help women with intersecting diversity. For example, age and culturally diverse backgrounds were cited as common intersecting barriers for women progressing into leadership positions in our survey.

“ Age discrimination: women who take time out for family find that they are subsequently considered 'too old' for promotion. Cut-off appears to be around age 40 for EL2 and 45-50 for SES1.

**EL2 preferred not to disclose gender**

The current siloed approach to equality action means people have to choose which pillar (gender, culture, ability etc) with which they identify most (or the one they feel disadvantages them the most). People's efforts and actions are also siloed and sometimes in tension. A singular focus on one identity – gender - limits an organisations' ability to harness the benefits that diversity can bring.

To ensure genuine gender diversity, attention needs to be given to all elements of diversity to correct biases and obstacles to ensure a level playing field between and within gender groups.

“ [Initiatives to progress more women into leadership positions should] expand focus to extend to non-binary inclusion and reporting capability – objective, peer merit reviews of adverse SES decisions around flexible work arrangements – change this question to not just be about women!! (binary focus again) – what about intersex, trans and gender fluid people's access to leadership. **EL2 Female**

As the APS nears achievement of equal representation of women and men in SES leadership positions it's important that the question asked now is 'who's not in the room?' and 'why not?'. This will be critical to ensure that young, Anglo-Saxon, straight, cis gendered, able bodied staff are not the only beneficiaries of gender equality action in the APS.

“ We don't want more cis women in leadership. We need more intersex people like me. **EL2 X (Indeterminate/Intersex/Unspecified)**

## Inclusion

The need and benefits of striving for greater diversity in the APS is clear. However, improving diversity does not always mean those 'at the table' are included. **Inclusion** occurs when all people feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation. It is only through inclusion that organisations can make the most out of diversity.

Having a more diverse workforce does not automatically create an inclusive workforce and without inclusion, there is often diversity backlash. Evidence of backlash was evident in the survey of the APS Executive Leadership.

“ [There has been] limited work on broader inclusion issues (e.g. for women (and men) who face multiple and intersecting barriers such as race, religion, disability as well as gender. **EL1 Female**

The actions recommended in this report all contribute to creating a more inclusive workforce.

- 1. Know the facts** and measure beyond demographic data – demographic data is useful, but organisations that are good at attracting diverse talent can't easily replace people they lose. Demographic data can hide issues that diverse talent are choosing to leave due to workplace culture and exclusion.
- 2. Support flexible work practices** – flexible working enables employees to contribute and feel valued in a way that is optimal for the employee and the business. Effectively managed flexible work arrangements ensure staff working flexibly do not feel excluded or like their contributions are less valued.
- 3. Fostering inclusive leadership** – hiring, training and rewarding leaders that foster inclusion. Research shows that employees who have a team leader who displays at least three inclusive leadership traits<sup>11</sup>, 87% say they feel welcome and included in their team, 87% say they feel free to express their views and opinions, and 74% say they feel that their ideas are heard and recognised. Those percentages drop to 51%, 46%, and 37%, respectively for employees who reported that their team leader has none of the identified traits<sup>12</sup>.
- 4. Sharing stories to shape culture** – statistic and numbers are an important part of building support and evidence—but they aren't enough on their own to create change. Sharing stories about inclusiveness in the workplace is critical. Stories help create the narrative about what a business culture that supports diversity will (and won't) look like.

Creating an inclusive workplace culture involves everyone—from the newest APS staff member to the Secretary. With statistics, stories, good management, role models and genuine flexibility, there's a way for employees at every level to show leadership on diversity and achieve their goals.

As the APS continues to work towards achieving gender equality it must ensure that it represents the diversity within each gender and makes active steps to ensure there is a culture of inclusion.

A focus on gender equality has been a critical foundation block for improving equal opportunity in the APS. However, a shift to a broader narrative of diversity and inclusion is necessary to all ensure all leaders and employees are considered in the solutions.

### Survey says...

“ For recruitment into the SES, I have been verbally advised by Senior Executive Recruitment agencies that they are told not to consider women aged over 45 in the shortlist. **EL2 Female**

“ The truth and reality is that people are given opportunities based on whether they are white or not. Of course, the trend in Australia favours the white people... It is a culturally acceptable norm in Australia to give opportunities to the white people, whether they are males and/or females... **EL1 Male**

“ All women should be represented by, and benefit from, gender strategies. Gender strategies must therefore be inclusive of the needs of the intersectional complexities of the women they seek to represent, including the barriers faced by culturally and linguistically diverse women. Intersectionality compounds disadvantage – therefore it is important to appreciate how different barriers experienced by women intersect with and possibly amplify gender-based discrimination...**EL2 Female**

“ Management of staff and inclusion of individual circumstances and individual flexibilities, irrespective of circumstance, requires active management. **SES Leader**

### Actions

- Implement regular bias reduction programs
- Gather and review data beyond demographics that demonstrates inclusion
- Focus efforts on diversity action that benefits all diversity groups
- Train staff on inclusive leadership
- Share stories on intersectional experiences

# Case study

## Department of Prime Minister and Cabinet

Commitment to recognising and addressing Domestic & Family Violence as a workplace issue

### Issue

Intimate partner violence is the leading contributor to illness, disability and premature death for women aged 18-44. Workplaces have a responsibility to lead social change for the elimination of violence against women. The Department of the Prime Minister and Cabinet (PM&C) recognises the complex interplay of underlying issues that contribute to violence against women, the most significant being gender inequality.

### Action taken

PM&C has maintained a focus on supporting the Australian Government's National Plan to Reduce Violence against Women and their Children 2010-2022 through a range of workplace responses for staff impacted by domestic and family violence (DFV):

#### White Ribbon Workplace Accreditation

On 1 March 2018, PM&C was presented with White Ribbon Workplace Accreditation. The preceding 18 months involved an intensive commitment to tackling DFV. Key aspects of the Department's business (including leadership, resource allocation, communication, human resources policy, Security, IT and training) were reviewed and enhanced to create a safer, more gender equal and respectful workplace.

#### Secretaries Equality and Diversity Council

The Secretary of PM&C leads the Secretaries Equality and Diversity Council, comprising of all APS departmental secretaries and two external non-public sector members. Its purpose is to drive initiatives that ensure the APS provides an inclusive and respectful workplace for everyone.

In September 2017, the Council met to consider APS workplace responses to DFV in recognition that this is a workplace issue, with both victims and perpetrators present within the APS. Secretaries agreed APS workplace responses to DFV could be advanced to provide a more nuanced approach to engaging with staff who use or may use violence, in addition to their work to support victims of DFV. The current PM&C DFV Policy is under review to ensure it responds to the needs of staff across Australia from different socio-economic and cultural backgrounds, and is aligned with best practice.

### Multi-sectorial engagement

The Department has been involved in the development of multi-sectoral responses to DFV through Male Champions of Change, White Ribbon Australia and the Leadership Council on Cultural Diversity.

### Impact

The Department has taken ownership of DFV as a workplace issue. PM&C's commitment has resulted in an environment where staff are supported to seek early advice. The number of calls from staff seeking advice has increased each year since inception of the PM&C DFV policy. The White Ribbon survey in 2017 shows that staff are more confident to check in with colleagues since the start of the program. The work to build a safer and more respectful workplace has formed part of a broader cultural transformation centred on respect and inclusion. The attitudinal shift is grounded in practical corporate policy for improved services between HR, Security and IT and greater personalised support for staff affected by DFV. A review of the DFV policy is underway to continue to improve the workplace response, encourage and promote respectful relationships, and to increase support for staff exposed to incidents (directly or indirectly) of DFV. Staff are also better equipped to identify DFV risks within the high-level social and economic policy advice they provide to Government.

# Methodology

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## Research Methodology

PwC conducted 44 individual interviews from February to July 2018 with Secretaries and Senior Executive Staff across 14 APS departments.

In addition, 1,408 Executive Level 1 (EL1) and Executive Level 2 (EL2) staff participated in an anonymous online survey.

PwC's analysis and recommendations have been drawn from the quantitative and qualitative data and insights from these interviews and online surveys, together with research of Australian and international literature on gender diversity, analysis of past research reports and papers from various state and federal government bodies and associations, and experiences and case studies from national subject matter experts from PwC.

## Special thanks to respondents

Thank you to all the Secretaries and Senior Executives who participated in PwC's research interviews. The insights you shared and the honesty and candour with which you shared your views are truly valued and appreciated. We also thank the 1,408 individual APS EL1's and EL2's who took the time to complete our online survey and did so with honesty, openness and sincerity. We appreciate the frankness of the comments that supported your insights, which helped us form a deeper understanding and provided a richness to our findings and data points.

## APS Departments

PwC would like to thank the following APS departments for their participation:

- Department of Agriculture and Water Resources
- Attorney-General's
- Department of Communications and the Arts
- Department of Defence
- Department of Education and Training
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Health
- Department of Home Affairs
- Department of Industry, Innovation & Science
- Department of Infrastructure & Regional Development and Cities
- Department of Jobs and Small Business
- Department of Prime Minister & Cabinet
- Department of Social Services

**13** APS Secretary Interviews

**31** APS SES Interviews

**1408** APS EL1 & EL2 Online Survey Responses

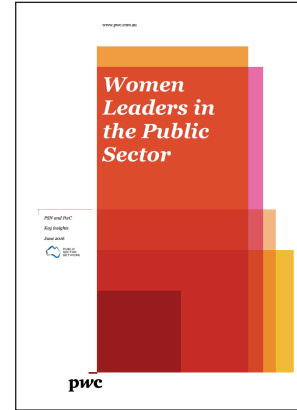
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- 11 Inclusive Leadership traits include: ensuring that team members speak up and are heard; making it safe to propose novel ideas; empowering team members to make decisions; taking advice and implementing feedback; giving actionable feedback; and sharing credit for team success. See 12, Harvard Business Review (2017)
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