NSW
GOVERNMENT

Belonging and Inclusion Strategy

Inclusive for all
A world class public sector,
where everyone belongs

Contents

Message from the NSW Public Service Commissioner

There has never been a more open door through which to pursue diversity, inclusion and belonging. Society has shifted to expecting diversity, appreciating inclusion and understanding the role belonging plays in wellbeing, confidence, performance and collaboration.

The PSC has a unique opportunity and responsibility to position belonging and inclusion as foundational to the culture of a world class public service.

The business case for inclusion and diversity is now well established. We know unequivocally that when we create a more inclusive workplace in which people belong, we foster a positive culture and enhance our productivity. **Belonging and inclusion are critical to doing great work for the people of NSW, by a workforce that reflects the diversity of NSW.**

The NSW public sector has made strong progress in increasing the diversity of our workforce, with a continued strategic focus on growing diversity in our leadership and increasing the ability for those with a disability to fully participate in our workforce. A next step in progress for the PSC is extending beyond single concepts of diversity to understanding the role and significance of the intersectional experience for many of our people and those in our community.

We each have unique characteristics that form our identity and influence how we view the world. We are multi-layered, and sometimes due to the influences of these experiences, we can face unique barriers to belonging and inclusion that makes it incredibly hard to participate equally. **This Strategy embraces intersectionality to address equity and deliver unique opportunities for our people.**

Many of our colleagues across our sector are doing great work to embed belonging and inclusion – we want to support this. This Strategy outlines the role of the PSC to enable our sector partners, defining where we might take the lead and where we play a supporting role.

PSC will connect and empower the sector to improve inclusion and belonging. We will provide a stage to showcase great practice and inspire action and a library of resources to make information about good initiatives practical and accessible for all.

We know that best policy design happens when we actively engage and co-create with employees with lived experience of diversity. That is why we continue to focus on working with our employee networks, to bring their lived experience to the fore in policy and employee experience design. This will enable us to understand and remove systemic barriers to inclusion and belonging.

As Public Service Commissioner, I am committed to working with Secretaries and agency heads to embed diversity, inclusion and belonging in our workplaces, but this isn't just about senior leaders. **We all have a role to play in belonging and inclusion, to foster a world class public service, where everyone belongs.**

I am proud to launch this important initiative and look forward to working with you to realise this Strategy and create a culture of belonging and inclusion across our sector.

Kathrina Lo
Public Service Commissioner

Acknowledgements

Acknowledgement of Country

The New South Wales Public Service Commission acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this Strategy.

We advise this resource may contain images, voices or names of deceased persons in photographs, film, audio recordings or historical content.

Acknowledgement of lived experience

The voices of people with lived experience are key in this Strategy. We place lived experience at the heart of all we do, and value inclusive co-design principles that we have used in creating this Strategy.

Contributions to the Belonging and Inclusion Strategy

We would like to express our sincere gratitude to all people who contributed to this Strategy, and acknowledge the value of their individual and collective contributions.

The evidence base for this Strategy has been developed from a broad cross-section of perspectives from employees across the NSW government sector, including those with lived intersectional experience. These voices, experience and knowledge are invaluable, and provide a sound basis for a practical, impactful and inclusive strategy.

Executive summary

Belonging, inclusion and diversity are core foundations that underpin a world class public service. As we foster a culture of belonging and inclusion, we see improvements in our workplace culture, productivity, and customer satisfaction.

The PSC plays a crucial role in supporting the sector to embed belonging and inclusion into culture and fostering a workforce that reflects the diversity of the NSW population. This Strategy outlines how PSC will partner with the sector to deliver innovative initiatives to support Premier's Priorities, share and connect with best practices, and amplify the impact of lived experience networks.

Inclusive for all: A world class public service, where everyone belongs

This is the ambition of this Strategy. It is supported through two key areas of focus and seven defined approaches. These are phased across three horizons with a clear plan of deliverables for the NSW PSC. This connects with the PSC Strategic Plan and Workplace and Inclusion Branch Plan, which provide more tactical level actions.

To maximise our impact, we need the support for this Strategy from across the sector. This includes empowering:

- **Agency inclusion experts** to design programs, experiment, create and collaborate on the best possible approaches
- **Leaders** to influence, amplify, prioritise and model inclusion
- **Every member of the NSW government sector** to create belonging and inclusion in your workplace

The three horizons of this Strategy

Short-term Horizon
Setting the foundations for long term impact

Medium-term Horizon
Creating a cadence of impact

Long-term Horizon
An expectation of continuous improvement

Our strategic belonging and inclusion focus areas

Strengthen our foundations at the PSC

- **Leadership to the sector:** Provide thought leadership and direction as a key voice in tackling the most challenging issues related to belonging and inclusion

- **Support the Premier's Priorities:** Drive initiatives to create an inclusive, world class public service

- **Belonging and Inclusion at the Public Service Commission:** Undertake a pilot program to role model inclusion and belonging across our culture, processes, and ways of working

Maximise our impact to connect and empower the sector

- **Connect and support the community:** Bring together and support collaboration around inclusion and belonging across the NSW public sector

- **Empower employee diversity networks:** Support individuals with lived experience to have clear input to policy and employee experience initiatives

- **A stage for best practice:** Highlight and make visible best practice and agency innovation, alongside new ideas from beyond the public sector

- **A library for 'grab and go' resources:** Collect and make accessible best practice and applicable resources and data for the sector for all aspects of diversity

Our context

Our purpose	Our ambition	Our values
A trusted partner and advisor to the NSW public sector in shaping a world class workforce	A contemporary, diverse, inclusive and highly capable public sector that delivers the best outcomes for the people of NSW	Integrity Trust Service Accountability

The PSC is the trusted partner and advisor to the NSW government sector, influencing the workplaces of over 420,000 employees. The PSC has functions under the *Government Sector Employment Act (2013)* to lead the strategic development of the NSW government sector workforce regarding equity and diversity, including strategies to ensure the government sector reflects the diversity of the wider community.

The diversity of contexts and challenges that face each of these unique clusters is not underestimated. There is no one-size-fits-all solution across our sector. Instead, we will continue to make progress by being open to different contexts and opportunities, including new ideas and approaches from those with lived experience of diversity, all aspects of intersectionality, and unique leadership positions.

Our commitment to belonging and inclusion

As part of PSC's strategic plan 2022-2025, we are committed to making NSW public sector more inclusive and ethical. The development of this belonging and inclusion strategy is one way for us to meet that commitment.

Strategic focus areas

Smarter ways of working

A mobile public sector workforce where talent is responsive to areas of need and focused on the delivery of customer-centric services

- NSW public sector delivers a world-class recruitment and talent experience
- High potential talent is attracted, developed, deployed and retained
- Strategic workforce planning enables the right people in the right roles at the right time
- Employment frameworks and structures enhance sector performance
- Leaders have the mindsets, capabilities and behaviours to lead high performing, outcomes-focused workplaces

Capability for high performance

Public sector workforce focuses on evolving capabilities for high performance

- Uplift in the strategic capability of sector HR professionals
- People managers have the skills to optimise team performance
- Public sector workforce has the core digital and customer capabilities to support contemporary, customer-centric service design and delivery
- Strategic goals of workforce transition and change are maximised and benefits realised faster

Inclusive, ethical public sector

Workplace cultures that foster diversity, belonging and respect, enabled by the government sector ethical framework and core values

- Leaders drive positive and productive workplace cultures
- Equitable recruitment and employee experience
- Public sector workforce is trauma informed to support Stolen Generations survivors, their families and communities
- Public sector employees actively contribute to an inclusive culture that is respectful and promotes belonging

This Strategy does not operate in isolation. It is designed to incorporate and leverage other key strategies that are working together to promote diversity, inclusion and belonging across the NSW government sector. These include:

The NSW Premier's Priorities:

- 50% of senior leadership roles held by women
- 114 Aboriginal people in senior leadership roles
- 5.6% of government sector roles held by people with a disability

NSW Government commitments:

- NSW Women's Strategy 2018-2022
- NSW Disability Inclusion Plan
- The NSW Carers Strategy: Caring in New South Wales 2020-2030
- Aging Well in NSW; Seniors Strategy 2021-31
- NSW Multicultural Policies and Services Program Framework

NSW Public Services Commission's commitments:

- https://www.psc.nsw.gov.au/about-us
- NSW Public Sector Aboriginal Employment Strategy 2019-2025
- Jobs for people with disability: A plan for the NSW public sector
- NSW Public Sector LGBTIQ+ Staff Network and Advisory Committee

Belonging and inclusion is everyone's responsibility

The PSC as a central agency can model and promote belonging and inclusion, but each agency in our sector is responsible for its own belonging and inclusion programs and initiatives.

That also means that there is a lot that we can all learn from these different programs and initiatives. The PSC will harness the power of these different approaches to help the sector progress in maturity.

Why inclusion and belonging?

Evidence for inclusion and belonging

The research tells us that when supported by inclusive practices, workforce diversity results in positive outcomes for individual employees, teams, organisations, and the customers they serve.

This includes:

- improved business performance & productivity
- the ability to attract and retain employees
- better decision making and innovation
- satisfied customers
- enhanced employee wellbeing
- services that reflect our community
- increased innovation and collaboration
- reduced instances of unacceptable behaviours such as bullying, harassment or discrimination

The People Matters Employee Survey results confirm that inclusion and diversity are strongly linked with employee engagement, well-being, and customer service.

What does inclusion and belonging look like in practice?

We are all unique. We each have seen and unseen characteristics and experiences that make us different, form our identity and how we view the world – *we are diverse*. Some of us have more than one characteristic or perspective that defines who we are – this is *intersectionality*. Sometimes when we have one or more of those characteristics, these can interact with systemic barriers or discrimination and we can experience more disadvantage.

When we work to achieve equity, this is about creating a fair environment that addresses power imbalances. It means enabling everyone to access what they need to be successful. This can vary depending on the disadvantage and systemic barriers which some people experience compared to others.

Frequently we focus on defining our differences, focusing on sole characteristics or perspectives rather than looking at the broader inclusive culture where difference is sought and celebrated.

Inclusion is about being accepted, valued and supported in our workplaces irrespective of our differences. In every role and process, right through to how we deliver our services, there is the opportunity to increase inclusion in meaningful and actionable ways.

Belonging is the next step beyond inclusion. Belonging creates communities and teams where every individual feels confident, accountable and generous to help bring out the unique value in others. This all adds up to a culture where people can contribute their best and includes:

- **Purpose –** Do work that matters

- **Agency –** Encourage personal responsibility

- **Genuine relationships –** Foster deep authentic relationships

- **Accountability –** Create culture where people expect and take responsibility for high standards

- **Growth –** Promote career, learning and development opportunities

- **Generosity –** Build cultures of care and reciprocity to support others

- **Fairness –** Treat individuals and teams justly and with transparency

- **Psychological and cultural safety –** Promote safe environments in which people are included, can speak up knowing their perspectives and ideas are valued

To embed belonging, inclusion and diversity in our sector, there are four key actions that NSW government sector agencies undertake:

1. **Welcoming diversity –** *building a workforce in which we represent and reflect NSW –* this is evidenced in the delivery of agency level inclusion and diversity strategies

2. **Designing equity –** *creating an environment that is fair –* this includes running inclusive recruitment campaigns and creating a level playing field for promotions and training

3. **Championing inclusion –** *enabling genuine participation by everyone –* this includes centring on the voices of people with lived experience, growing employee networks from the ground up, plus leader-led approaches to model inclusive practice

4. **Creating belonging –** *building generous and accountable collective cultures –* this includes every person having responsibility for creating a culture where people feel safe, respected and can thrive in their place of work

Belonging is feeling...

Opportunities exist for me

Purpose in my work

Connected to my team

I can bring my whole self to work

My unique contribution matters
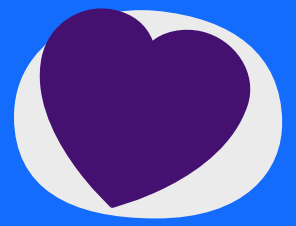
I have the ability to work my way

I don't have to hold back who I am

Safe to ask and try new things

Safe
Thriving
Valued
Included

Respected
Giving
Safe to speak up

Measuring maturity and progress towards inclusion and belonging

The Australian Inclusion Maturity Framework is a consolidation of best-practice, global D&I practices.[1] Across the public sector, a significant foundation of diversity programs and initiatives exist across all three levels of the Australian Inclusion Maturity Framework. This framework starts with ensuring compliance at level 1, before moving to change mindsets and behaviours at level 2. The ultimate goal is to create cultures where inclusion is central to how the NSW Public Sector delivers services every day. However, assessment of maturity needs to be connected to strong, consistent measurement to ensure accountability and progress.

The maturity and approaches being taken by clusters varies. This Strategy seeks to amplify those leading the way on inclusion and belonging while supporting those finding it challenging to build a strong foundation by understanding organisational context and data.

To support the sector, the PSC will provide data driven insights on belonging and inclusion across each department and agency, and work with sector partners to collect and report on belonging and inclusion data, and case studies.

The PSC will monitor benchmarks, using where appropriate, the:

1. Annual Workforce Profile data collection
2. Annual People Matter Employee Survey (PMES)
3. Agency Survey
4. Australian Network on Disability Access and Inclusion Index
5. Diversity Council Australia Inclusion index
6. Pride in Diversity Australian Workplace Equality Index (AWEI)
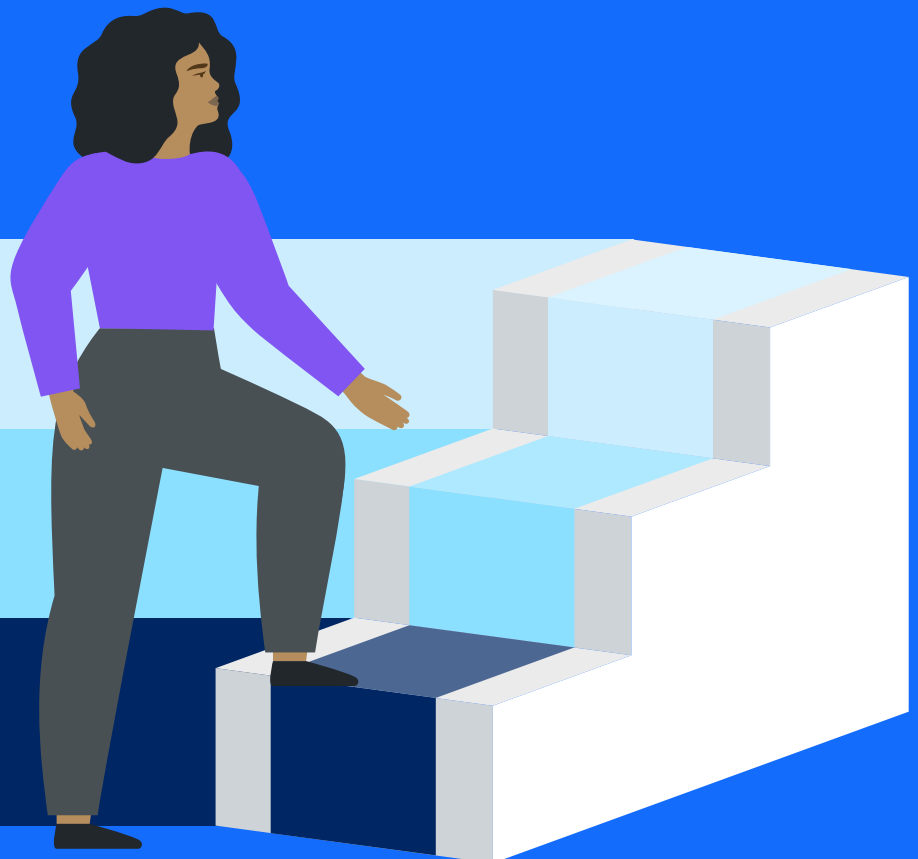7. Workplace Gender Equality Agency Equality Scorecard

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1 https://www.ahri.com.au/media/4909/ahri_disummary.pdf

Figure 1: Australian Inclusion Maturity Framework
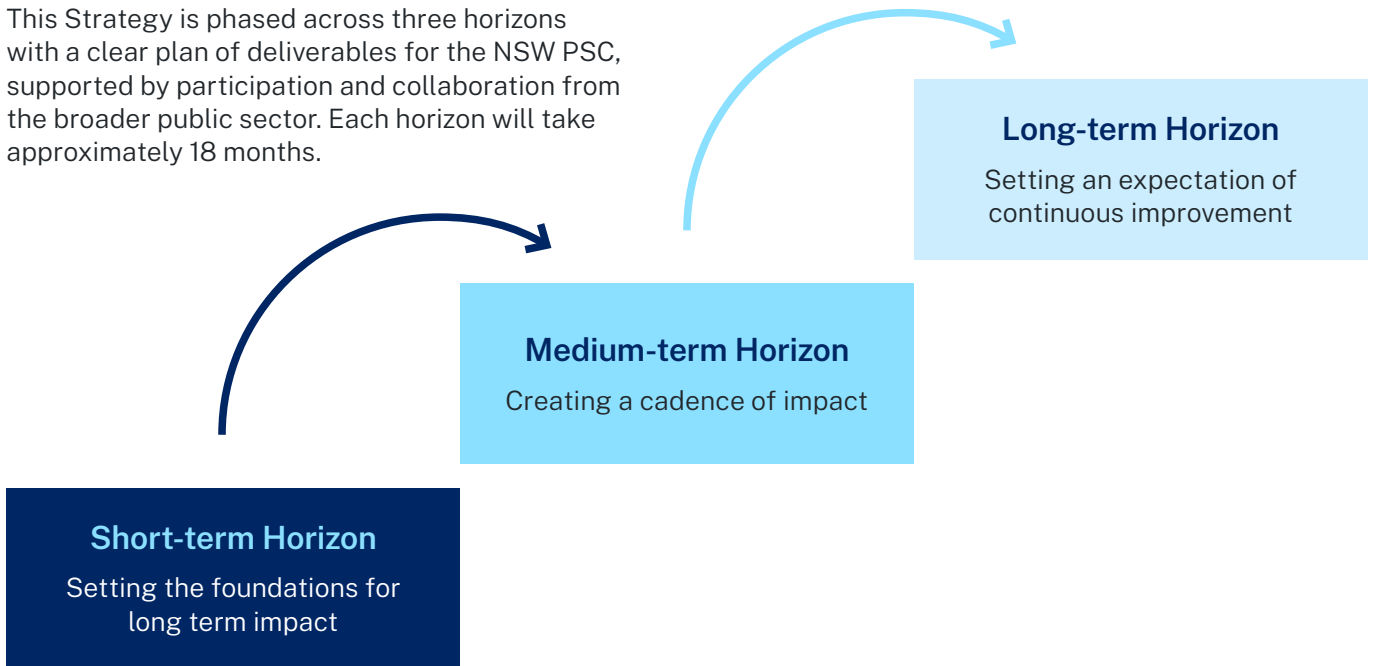
Level 3:
Way we do business

Level 2:
Way we change mindsets and behaviours

Level 1:
Way we comply

Strategy horizons

This Strategy is phased across three horizons with a clear plan of deliverables for the NSW PSC, supported by participation and collaboration from the broader public sector. Each horizon will take approximately 18 months.

Long-term Horizon

Setting an expectation of continuous improvement

Medium-term Horizon

Creating a cadence of impact

Short-term Horizon

Setting the foundations for long term impact

Due to the complexity of the public sector and the world we live in, there will be both opportunities to move forward faster than planned, and in other places, unexpected roadblocks may slow us down. This is why a flexible, phased horizon model frames this Strategy.

Each horizon works to support in a maturing way the two key areas of focus in this Strategy. These include strengthening the foundations of the PSC and maximising our impact to connect and empower the sector. These focus areas are supported by seven defined approaches that are outlined in the following pages.

Our strategic belonging and inclusion focus areas

Strengthen our foundations at the PSC

- Leadership to the sector
- Support the sector in reaching the Premier's Priorities
- Belonging and Inclusion at the Public Service Commission

Maximise our impact to connect and empower the sector

- Connect and support the community
- Empower employee diversity networks
- Provide a stage to showcase best practice
- Create a library for 'grab and go' resources

Streamline and strengthen our foundations

Leadership to the sector	Provide thought leadership and direction in tackling the most challenging and important issues related to belonging and inclusion across the NSW government sector. This will focus on: • utilising our core capabilities, research and experience in workforce management to drive conversations around belonging and inclusion • bringing together thought leaders to promote education, knowledge sharing, and innovation around belonging and inclusion • taking the lead to identify emerging priority issues and partnering to develop innovative strategies, policies, and programs, applying an intersectional lens where appropriate
Support the sector in reaching the Premier's Priorities	Continue to support the sector to achieve the Premier's Priorities through: • actively focusing on delivery of practical evidence-based actions that have impact in achieving the diversity related Premier's Priorities • sharing the impact of these initiatives across the sector to support collaboration
Belonging and Inclusion at the Public Service Commission	Role model inclusion and belonging across NSW PSC culture, processes, and practices. This will focus on: • culture mapping and baseline data around employee experience of inclusion and belonging • a longitudinal program of culture work supporting our Branch plan, with a focus on always building the lens of inclusion and belonging into everything we do

Practical actions over the three horizons will include:

	Short-term Horizon	Medium-term Horizon	Long-term Horizon
Leadership to the sector	• Research and data on key issues • Update on changing legislation and workforce settings • People Matters Employee Survey data insights • Workforce profile • State of Public Sector Report **Key outputs:** Delivery of key reports for the sector; Diversity and Inclusion Literature Review available to public sector	• Continue key initiatives • Expand data and research on evolving areas of inclusion and belonging and impacts for additional diversity groups and intersectional approaches **Key output:** Delivery of key reports and updated evidence created through data and research expansion. Findings shared with sector through employee diversity networks, the stage and library.	
Support the sector in reaching the Premier's Priorities	• Practical actions that have impact **Key outputs:** Everyone's business-Aboriginal cultural capability program; Targeted workforce development programs; Sharing Diversity project; Respectful Workplaces program. A list of actions can be found in the PSC Strategic Plan.	• Review actions taken, identify new opportunities and continue with practical actions that role model and have impact **Key output:** Continued and evolving expansion of approach to support the sector. Findings shared with sector through employee diversity networks, the stage and library.	
Belonging and Inclusion at the Public Service Commission	• Conduct culture mapping and baseline belonging data in the NSW PSC to test for use across sector • Conduct pilot program of culture work using data-driven approach from culture mapping **Key output:** Pilot program for NSW PSC conducted	• Delivery of Leader Toolkits to develop Leader-led practice in the NSW PSC • Measurements implemented and impact of inclusion and belonging checked **Key output:** Leader Toolkit shared across sector. Measurements of inclusion and belonging implemented	• Deliver case study on impact of belonging at NSW PSC to share with the sector **Key output:** Case study on inclusion and belonging Implementation and insights across PSC

Maximise our impact to connect and empower the sector

Our second area of focus will be working across the sector to promote belonging and inclusion through the following targeted initiatives.

Connect and support the community	Support collaboration around inclusion and belonging across the NSW public sector. This will focus on: • Reboot the Inclusion Forum and bring back together our network of experts who lead this work across the sector • Establishing an online knowledge base and discussion forum to support increased connection and sharing across the NSW public sector diversity and inclusion community • Connect with employee diversity networks, bringing the voices of lived experience into policy and employee experience service design
Empower employee diversity networks	Support and collaborate with employee networks to ensure that the voice of lived experience is included in policies and employee experience practice development. This will focus on: • Facilitating and/or partnering with employee networks • Creating mechanisms to ensure these perspectives are considered at the leadership level and through policy and program design
A stage to showcase best practice	Highlight and make visible best practices and agency innovation. This will focus on: • bringing together thought leaders to share their ideas and work from within and outside of the sector • providing multiple interactive avenues for learning about what's working across the diversity and inclusion community
A library for 'grab and go' resources	Collate and make accessible best practice and 'grab and go' resources for the sector. This will focus on: • developing ready-to-go toolkits, training resources and guidance for a range of key topics • providing an accessible space for agencies to share their resources • building cross-sector Inclusion and Belonging capability across all agendas, including but not limited to the Premier's Priorities

Practical actions over the three horizons will include:

	Short-term Horizon	Medium-term Horizon	Long-term Horizon
Connect and support the community	• Connect with previous participants and other relevant community members to revitalize group and gather feedback on best practice design for them **Key output:** First meeting complete	• Regular meetings will be in place and the focus will become capability alignment **Key output:** Regular meetings underway	• Individual and collective agreement on consistent goals, measurements, and expectations of these roles **Key output:** Collective agreement on above. Regular meetings continue and interest in community grows across sector
Empower employee diversity networks	• Create opportunities for lived experience groups to have a voice in the development of employee experience policies and practices **Key output:** Pride in NSW Advisory Committee reports into Secretaries Board	• Establish an Inclusion Advisory Council to PSC **Key output:** Develop action steps for Inclusion Advisory Council to PSC and mechanism to report to Secretaries Board	• Implement actions steps for Inclusion Advisory Council to PSC **Key output:** Action plan designed and implemented
A stage to showcase best practice	• Three great examples of sector innovation • One great example of innovation outside the sector **Key output:** Inaugural event held. Resources from event shared into library resources	• Three more great examples of sector innovation • One more great example of innovation outside the sector **Key output:** Annual event continued and gaining traction	
A library for 'grab and go' resources	• Create the library • Deliver resources for the Premier's Priorities • Add the Literature Review • Add external best practice resources **Key output:** Library established and existing resources readily accessible	• Drop best practices into useable tools • Expand inclusion and belonging practices into Leadership Development • Enable agency, cluster, or employee groups to add materials to the library **Key output:** Sector developed resources added to library. Inclusion and belonging practices introduced into Leadership Development	• Best practices continue to be transitioned into useable tools and sector developed resources available through the library **Key output:** Additional tools added to library Inclusion and belonging practices integrated into Leadership Development

Measuring our progress

The phased approach addresses the most important aspects of any strategy, which is to ensure that it is executed and has impact. In addition to overall belonging and inclusion goals such as those in the NSW Premier's Priorities 14, we aim to achieve specific goals by strategic focus area in the next five years. Progress will be evaluated and reported on an annual basis.

Overall objective: Building an inclusive world class public service

Women in leadership	Aboriginal and Torres Strait Islander people in leadership	Disability employment	PMES inclusion and diversity score
50% of senior roles	**114** leaders in senior roles	**5.6%** of all roles	**75%**
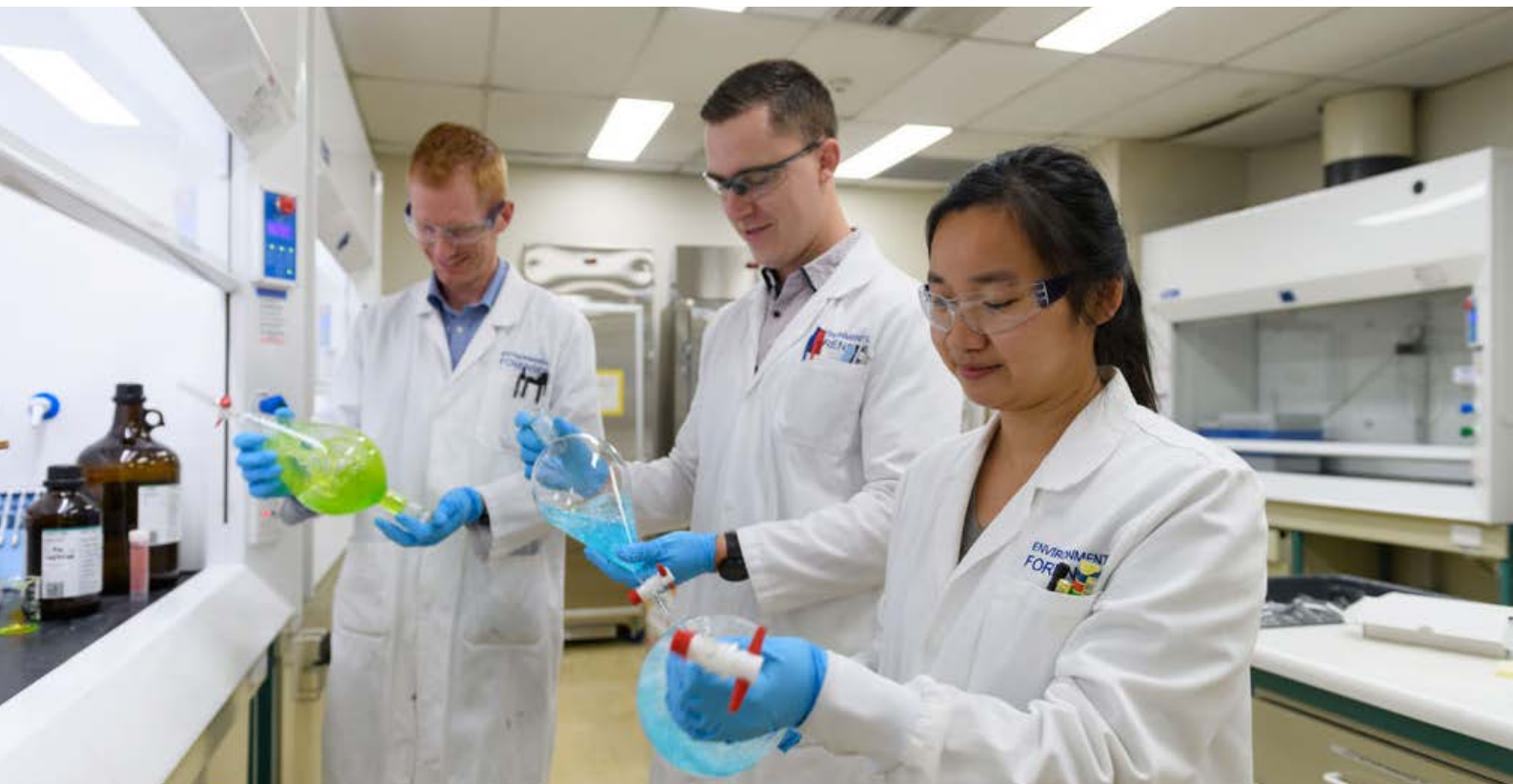
Connect and empower	Measurement / Goal	Frequency
Library of resources		
Library built	Platform available	Short-term Horizon
Contents	3 pieces from PSC	Annually
	Showcased best practice	Annually after medium-term Horizon
Stage		
Stage developed	Event planned	Short-term Horizon
Contents shared	4 best practice examples	Annually
Inclusion Forum		
Design	Purpose and logistics	Short-term Horizon
Working	Meetings in place	Six monthly
	Plan on track	Six monthly

Strengthening foundations	Measurement / Goal	Frequency
Voice on current issues		
Research and data	Research reports	Annually
Update on legislation	Updates into library	As they occur
Workforce profile	Report	Annually
People Matter Employee Survey	Increase in inclusion and diversity score	Annually
	Reduction in engagement and satisfactiongapsbetweendiversity groups	Annually
	Reduction in negative workplace behaviours (e.g. bullying, sexual harassment)	Annually
NSW PSC inclusion and belonging		
Belonging baselines	Culture & Belonging mapping PSC	Annually
	Plan on track	Six monthly
Instances of bullying, harassment, and discrimination	Number of issues raised	Six monthly
	Culture data of patterns to aid prevention	Six monthly

Your role in supporting this Strategy

It is our collective responsibility and opportunity to make a difference and ensure our workplaces are inclusive. While roles, titles and agencies vary, we all have a part to play as team members or as leaders across the public sector. At the PSC, we are accountable for the actions outlined in this Strategy, but to amplify their impact, we need the full support of the sector.

Here is how you can be involved.

Agency inclusion experts

Design, experiment, create and collaborate

As we seek to play our part to bring our sector's efforts together, your great ideas, creativity, and innovation are most welcome. We are looking to be your ally and support your work by creating a community, platform and library that highlights best practice and shares it widely.

Leaders

Influence, amplify, prioritise, and set the tone

Leaders influence and set the tone for their agency. Not every leader needs to be an expert, but you are responsible for embedding belonging and inclusion; and leading by example to create a positive, productive, and respectful workplace.

This includes seeking out the voices of people with lived experience; identifying where a perspective may be missing; taking a zero-tolerance approach to bullying, discrimination and harassment; role modelling inclusive behaviours and making strategies, budgets and reporting measures that incorporate belonging, inclusion and diversity goals a priority.

Every member of the NSW government sector

Create belonging and inclusion in your workplace

We all play an important role to embed belonging and inclusion in our workplaces. We can listen for the voices of community with different lived experiences and learn from their knowledge, and raise the voices of our colleagues, but equally, we can be constantly aware that the simple act of sharing lunch, or a conversation, can make our colleagues feel included every day, and that is just as important.

This Strategy sits alongside the NSW public sector core values of integrity, trust, service and accountability which inform our work, every day.

Appendix

Business case for inclusion

For further insights into research that has long accounted for the business case for diversity we recommend the following key research bodies. While they reflect a small section of the evidence base, they provide a strong foundation from which to move the focus away from proving whether diversity is good for business, through to belonging and inclusion simply as part of the way we do business.

Australian Network on Disability
www.and.org.au

Catalyst – Workplaces that work for women
https://www.catalyst.org/

Diversity Council Australia
https://www.dca.org.au/research

Mwah. Making Work Absolutely Human
www.mwah.live

McKinsey & Company
Diversity Wins: How Inclusion Matters

Workplace Gender Equality Agency
https://www.wgea.gov.au/resources

World Economic Forum
The Business Case for Diversity is now overwhelming

Strategy design process

To ensure the strategy is comprehensive, inclusive and based on user feedback, we took a three phased approach to design and development:

- **Phase 1 – Desktop Review:** A review of all current PSC and NSW government sector strategies and documentation relevant to the building of the Belonging and Inclusion Strategy.

- **Phase 2 – Consultation Approach:**
  In discussion and agreement with the PSC a multi-layered approach to consultation was undertaken. A series of consultations were conducted by the mwah. team. These included:
  - Targeted interviews
  - Focus groups
  - PSC workshops

  Consultation insights were coded by key themes and supported the design of key insights into the strategy.

- **Phase 3 – Draft strategy consultation and review:** Using a tiered approach the draft strategy was then shared to key stakeholders and those who supplied input throughout the consultation process through workshops and interviews.

Key terms

Diversity = This is about the characteristics which make each of us different, informing our unique identity and perspective on the world.

Equity = This is about creating an environment that is fair and can address power imbalances. This will vary given the barriers that some people experience compared to others.

Inclusion = This is the act of genuine participation and contribution, where everyone, regardless of their background, identity or circumstances feels safe, valued, and supported to thrive and contribute at work.

Belonging = moves beyond inclusion, to foster a workplace culture in which every individual feels confident, accountable and able to be themselves, and bring this quality out in others.

Intersectionality = The interconnected nature of social categorisations such as race, disability, class, sexuality and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Public Service Commission

Belonging and Inclusion Strategy

Level 4, 255 George Street
Sydney NSW 2000

+61 2 9272 6000
enquiries-psc@psc.nsw.gov.au
psc.nsw.gov.au