

## Marianna Olding

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**From:** [REDACTED]  
**Sent:** Monday, 29 November 2021 10:06 AM  
**To:** Leonora Nicol; Sam Reinhardt; Michael Brennan; Jane Holmes; Mary Cavar; Ralph Lattimore  
**Cc:** [REDACTED]  
**Subject:** RE: Workplace gender equality: some more diverse views [SEC=OFFICIAL]

**OFFICIAL**

Hi all

I agree that it would be good to discuss and am very happy to attend an initial meeting with Sam, Leonora and Jane.

In terms of timing, I can be fairly flexible and can speak with [REDACTED] on scheduling options, once it's confirmed if anyone else will attend.

Kind regards  
[REDACTED]

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**From:** Nicol, Leonora [REDACTED] >  
**Sent:** Monday, 29 November 2021 9:50 AM  
**To:** Reinhardt, Sam <[REDACTED]>; Brennan, Michael <[REDACTED]>; [REDACTED]  
<[REDACTED]>; Holmes, Jane <[REDACTED]>; Cavar, Mary  
<[REDACTED]>; Lattimore, Ralph [REDACTED] >  
**Cc:** [REDACTED] >  
**Subject:** RE: Workplace gender equality: some more diverse views [SEC=OFFICIAL]

**OFFICIAL**

yes that would be great. I am on leave Friday and the following Monday but otherwise free.

Leonora

**Leonora Nicol** | Director, Media, Publications and Web

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**From:** Reinhardt, Sam <[REDACTED]>  
**Sent:** Monday, 29 November 2021 9:22 AM  
**To:** Nicol, Leonora <[REDACTED]>; Brennan, Michael <[REDACTED]>; [REDACTED]  
<[REDACTED]>; Holmes, Jane [REDACTED] >; Cavar, Mary [REDACTED] >;  
Lattimore, Ralph <[REDACTED]>  
**Cc:** [REDACTED]  
**Subject:** RE: Workplace gender equality: some more diverse views [SEC=OFFICIAL]

**OFFICIAL**

Hi Leonora,

It would be good to schedule a meeting to talk through this for me to understand the current and historical issues and plans from here.

I'm happy to start with me, you and Jane (perhaps also [REDACTED]?) and broaden after that, but equally happy if others would prefer to come along to this initial meeting.

Sam

Sam Reinhardt | Head of Office

Tel: [REDACTED] | Mobile [REDACTED]

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From: Nicol, Leonora [REDACTED] >

Sent: Friday, 26 November 2021 9:01 PM

To: Brennan, Michael [REDACTED] >; Reinhardt, Sam <[REDACTED]>; [REDACTED] <[REDACTED]>; Holmes, Jane <[REDACTED]>; Cavar, Mary <[REDACTED]>; Lattimore, Ralph [REDACTED] >

Cc: Nicol, Leonora [REDACTED] >

Subject: FW: Workplace gender equality: some more diverse views [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

Hi all, recent and long-standing incidents have been brought to my attention that have me incredibly concerned about what sort of culture we are supporting. I would like to draw attention to the email below sent in response to an event held for INTERNATIONAL WOMAN'S DAY last year. I cannot believe there was no public reprimand or refuting of that email and I should have raised it at the time but I guess I was expecting management would address this publicly.

It's a well-known tactic of those with extremist views to couch their views in moderate terms to seem more reasonable. But questioning the need for workplace gender equality in this day and age is frankly not acceptable, especially in the APS. Numerous studies support the fact that women are still not on equal footing in the workplace, often facing subconscious bias. There are many papers you can find with a simple google search but this blog sums up some of the issues

<https://www.ericsson.com/en/blog/2020/10/unconscious-gender-bias-in-the-workplace>

If something had been sent out questioning systemic racism during NAIDOC week would that also have gone unaddressed by management?

I truly believe that if our systems of discrimination that cause harm to people are to be changed, then the only way to do this is with discussion and full transparency. In this vein I have pasted the short speech I gave at the Xmas party earlier today.

I welcome the opportunity to discuss some of the issues I have raised above and below.

Today is day two of 16 days of activism against gender based violence, kicking off from yesterday with the international day for the elimination of violence against women through to 10 December - human rights day. Yes because women are humans too.

I wanted to start by saying I think we are living in amazing times where we are now having discussions about things we didn't talk much about before like violence against women, like mental health.

We are having discussions around how people discriminated against by both systems and people by things they have no control over like the colour of their skin, their gender or their sexuality.

I know we have a wide spectrum of political viewpoints in this room but I would hope that we would all acknowledge that systemic racism is real – after all the data backs it up.

And while I have had the privilege to have never been discriminated against because of the colour of my skin I have certainly on numerous occasions have been judged less than because of my gender. Which frankly is pretty shocking and unfair because I'm a pretty awesome human being.

I'm sure you are all aware of the stories of Britney Higgins and Grace Tame and how our systems not only protected those male predators but meant that they had to be almost impossibly strong to eke out even a few crumbs of justice. And not all women are that strong and they still have the right to be safe and not preyed upon. And to be believed.

Again the data shows that violence and sexual violence against women in Australia is at frightening levels. And again research shows that this stems from a lack of respect for women.

I understand that when you benefit from a system, let's call it the patriarchy, benefit in multiple ways including by being respected more, listened to more, believed more, protected from consequences more. There's no real incentive to try and break down that system.

But I would say to all of the men in this room it's not enough to be a nice guy and not do those things. You need to call out other men when they speak disrespectfully about women and when they behave in violent or predatory ways towards women. Even if those men are your friends, your colleagues or both. Hold men accountable for their behaviour.

Imagine a scenario when a known predator was in the workplace and every woman who started there was warned by other women because management didn't deal with the situation, despite several on the record complaints. What sort of message does that send to the men in the office about what is acceptable behaviour in the workplace and what does that say to the women in the office about how they and their safety are valued?

But let's end on a positive note because I truly am glad to be living in a time when we can achieve real change by being transparent and talking openly about issues. So let's talk, Believe women, hold people accountable. We can all do better.

Thanks for coming to my Ted talk.

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**From:** [REDACTED]  
**Sent:** Tuesday, 10 March 2020 2:04 PM  
**To:** All Staff - [REDACTED] All Staff [REDACTED]  
**Subject:** Workplace gender equality: some more diverse views [SEC=UNCLASSIFIED]

Colleagues,

Like many others, I would like add my thanks to those who organised and participated in this morning's session on workplace gender equality. As Michael indicated, PC staff should welcome discussion of issues that challenge our presuppositions or even make us feel 'uncomfortable' at times.

One matter touched on this morning was the substantial progress made in gender equality at the higher level of many workplaces, and what may have led to this. Another matter was the value of blind selection processes in staff appointments.

Interestingly, former PC staffer, John Papadimitriou, addressed both of these matters in his submission to the recent Thodey Review of the APS. [REDACTED]

[REDACTED]. Older Canberra colleagues will recall that,

[REDACTED] the gender balance of our SES

[REDACTED] — from only 2 women

[REDACTED] in the 1980s to 9 (out of 13) today. [REDACTED]

John's submission to Thodey commented on the APS-wide trends towards gender equality in the SES ranks, and some of the factors that may have been in play. He also referred to the BETA 'blind selection' study that was mentioned in today's session.

I have attached a copy of John's submission for those interested in some slightly different views on workplace gender equality, male and female privilege, merit selection processes, and so on.

cheers, [REDACTED]



# **Addressing gender discrimination in the APS**

## **Submission to the Independent Review of the Australian Public Service**

*John Papadimitriou<sup>1</sup>, Canberra ACT, 29 July 2018*

This submission contends that gender discrimination may now be at play in appointments to the Senior Executive Service (SES) which, if left unchecked, would hamper achievement of two goals mentioned in the Independent Review's Terms of Reference. They are the need for the Australian Public Service (APS) to acquire and maintain "the necessary skills and expertise to fulfil its responsibilities", and to ensure the "most effective use of taxpayers' money in delivering outcomes".

The submission's key points are:

- employment decisions in the APS should be based on merit, regardless of gender
- the APS gender equality strategy may be providing incentives and comfort for officials to engage in gender discrimination in APS employment processes
- there is also some prima facie evidence of such bias for executive level positions in the APS
- to the extent such gender discrimination exists, is likely to be reduce the quality of SES staff, the overall performance of affected public sector agencies and the morale of staff unjustly overlooked for positions
- there is no legitimate basis on equality grounds for gender discrimination in SES employment decisions
- elements of the gender equality strategy should be rescinded, and new measures considered to guard against gender discrimination in employment decisions.

### **The merit employment principle**

According to the APSC, a high performing public service requires recruitment of the best and brightest individuals from a diversity of backgrounds. To this end, section 10A of the *Public Service Act 1999* provide that the APS makes decisions relating to engagement and promotion based on merit. This requires, inter alia, that:

- all eligible members of the community are given a reasonable opportunity to apply
- an assessment is made of the relative suitability of candidates, using a competitive selection process
- the assessment is based on the relationship between the candidates' work-related qualities and the qualities genuinely required to perform the relevant duties.<sup>2</sup>

There is little dispute that merit should be the arbiter of appointments within the APS, including to the SES. Importantly, under this approach, the gender of the candidate should not be relevant for determining their success in any particular selection process. Put simply, gender discrimination, whether pro-male or pro-female, should have no place in appointment decisions.

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1 I recently retired after more than 30 years in the APS, the last 15 at the Executive Level 2 level within the Productivity Commission. I have never applied for an SES position during my APS service.

2 APSC, 'Merit in recruitment', (<https://www.apsc.gov.au/merit-recruitment>; accessed 1 July 2018)

The over-riding importance of (gender-neutral) merit selection is also recognised in *The Australian Public Service gender equality strategy 2016-19*, which states:

*The principle of merit remains central to APS employment. The strategy aims to create an environment in which merit is applied properly and fairly. This will be achieved through reportable targets, the removal of barriers like hidden bias, and adopting work arrangements that balance choice with operational requirements.*<sup>3</sup>

Notably, while the strategy contains a range of actions, it rightly stops short of indicating that there should be gender discrimination in employment selection decisions.

## **Recent evidence of potential gender discrimination in SES employment decisions**

Some prima facie evidence has emerged recently to suggest that gender discrimination may be influencing some senior APS employment decisions. Below I mention the BETA study of 15 APS agencies, as well as some changes in SES employment outcomes.

### ***The BETA study of discrimination across 15 APS agencies***

Commencing in 2016, the Behavioural Economics Team of the Australian Government (BETA) conducted a randomised control trial to examine, inter alia, the effects of gender identifiers (eg male or female names) on the success of applicants in shortlisting for executive level positions in the Australian Public Service. The full BETA report is available online.<sup>4</sup>

The study involved over 2100 public servants from 15 public sector agencies and assessed whether women and minorities are discriminated against in the early stages of the recruitment process for executive level positions. It also tested the impact of implementing a 'blind' or de-identified approach to reviewing candidates. Note that the trial was for 'executive level positions' in the APS, although there is no obvious reason to presume that the results cannot be generalised to the SES level.

The results indicated that, contrary to there being discrimination against women as had been presumed, de-identifying candidates reduced the probability of women being shortlisted. Likewise, the study found that assigning a male name to a candidate made them less likely to get shortlisted, and adding a female name made the candidate more likely to do so. The study noted that these effects were modest but statistically significant, and "points to the existence of a form of subtle affirmative action taken place among reviewers." (p. 13)

This implies that, currently, female applicants are the beneficiaries of systematic discrimination in shortlisting for executive level APS positions and that males are discriminated against.

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3 APSC, 'Balancing the future: The Australian Public Service gender equality strategy 2016-19' (<https://www.apsc.gov.au/balancing-future-australian-public-service-gender-equality-strategy-2016-19>; accessed 1 July 2018)

4 BETA, 'Going blind to see more clearly: unconscious bias in Australian Public Service Shortlisting Processes', June 2017 (<http://behaviouraleconomics.pmc.gov.au/projects/going-blind-see-more-clearly-unconscious-bias-australian-public-service-aps-shortlisting>; accessed 1 July 2018)

Curiously perhaps, despite the study's results suggesting that there is genuine gender discrimination that contravenes the APS merit principle, BETA did not recommend the further use of blind assessments to counteract this. This failure is itself arguably evidence of an institutional bias in the public service. As the lead author of the BETA study acknowledged (while not recommending corrective action):

*This project shows the status quo at the moment is to be supportive of hiring more women in the public service.*<sup>5</sup>

### **SES employment outcomes across the APS**

APSC data on base classifications by gender indicates that the share of females in the SES ranks across the APS has increased from around 36 percent in 2010 to 43 percent in 2017. There has been a particularly marked increase the share of women in the most senior (Band 3) SES positions, from 25 to 41 percent, over this period.<sup>6</sup> To the extent that this shift reflects the outcome of unbiased merit-based employment practices and other non-discriminatory measures, it is of course to be welcomed. The BETA study outcome, however, together with some developments associated with the gender equality agenda (discussed next), raise the issue of whether and to what extent female favouritism has also been at play in some of the appointments that underlie this shift.

### **Why might there be gender discrimination in SES employment decisions?**

There is a range of possible explanations as to why gender favouritism in senior APS employment decisions may have emerged in recent years.

Clearly, feminism as a political movement has been successful in raising consciousness about the different roles traditionally played by men and women, and some<sup>7</sup> of the different opportunities and constraints those roles created. Second wave feminism rightly focussed on equal opportunity and

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5 ABC Online, 'Blind recruitment trial to boost gender equality making things worse, study reveals', (<http://www.abc.net.au/news/2017-06-30/blind-recruitment-trial-to-improve-gender-equality-failing-study/8664888>; BODNT; accessed 1 July 2018)

6 APS Statistical Bulletin 2016-17, Table 5, *All employees: base classification by Gender, 30 June 2000 to 30 June 2017*. Note that the female shares of SES positions are slightly higher when assessed by paid classifications (as in Table 6 of the Bulletin) rather than base classifications.

7 Understandably, feminist writers have tended to focus on the opportunities for males and the constraints for females created by the ("patriarchal") social system. While this perspective tends to dominate public discourse, it should be noted that there is a less-well-known counter discourse, which contends that various forms of male privilege have their female counterparts, and that on numerous indicators — including health expenditure, health status, consumption (as distinct from income), life expectancy, incarceration rates, likelihood to suffer from violent assault, propensity to be injured, maimed or killed at work, child custody outcomes, and rates of suicide — the patriarchy in fact appears to disadvantage men relative to women. It is also argued that in the world of work, feminist commentators typically focus on the very small number of high-status men at the top of occupational pyramid, above the "glass ceiling", but ignore the situation of the many millions more men trapped in the "glass cellars" of the labour market. They also fail to account for the legitimate, non-discriminatory reasons that can explain differences in pay and employment profiles between genders. (For an early exposition of these arguments, see W. Farrell, *The myth of male power: why men are the disposable sex*, Simon and Schuster, 1993.)

sought to remove any discrimination against women in employment. In more recent times, third wave feminism appears to have shifted the focus to give more emphasis to equality of outcomes. It is in this context that we have increasingly seen a push for gender employment targets. ‘Reportable targets’ are included in *The Australian Public Service gender equality strategy 2016-19*.

Although the strategy stops short of explicitly advocating gender discrimination, it is plausible that the strategy provides an incentive (and psychological comfort) for such discrimination to be used to help achieve those targets, particularly if the more legitimate non-discriminatory measures in the strategy (such as adopting more flexible working arrangements) are insufficient. The endorsement of the strategy by the head of the Department of Prime Minister & Cabinet (PMC), Dr Martin Parkinson — who is also a “Male Champion of Change” — no doubt adds to the comfort that those responsible for recommending or appointing SES officers would take from engaging in gender favouritism, consciously or subconsciously.

At the level of individuals within organisations, it is understandable that some public servants may have sympathy for the view that women have historically been, and continue to be, discriminated against in pay and promotions. This may in turn influence the support they give to females relative to males in making recommendations for promotion and when sitting on selection panels.

It is also plausible that a number of public servants, particularly those who see themselves and/or like to be viewed as “progressive”, have accepted the same claim and are now also engaging, consciously or subconsciously, in female favouritism. The creation of the Male Champions of Change arguably illustrates the potential for very senior executives to engage in “progressive action” at the expense of inequity towards later generations of males.<sup>8</sup>

## **Does gender equality justify discrimination?**

One element of the “case for change” set out in the APS gender equality strategy is the disproportionately higher number of males in the SES, and particularly at the higher (and rarer) Band 2 and Band 3 levels, relative to females in the public sector generally. This has historically been the case, even if the gap has narrowed over time.

However, equality is not the same as equity. Equality of outcomes would only be equitable (in the sense of reflecting the outcome of an equal opportunity system) if men and women were identical in their talents and experience, commitment to work, interests, values, work/life preferences, and so on. There is no reason to presume that this is (or even should be) the case.

That there may be legitimate (non-discriminatory) reasons for a higher number of men than women in the SES and its upper echelons was pointed out in a PMC *Gender Pay Gap Analysis* (obtained by the ABC under FOI<sup>9</sup>). It showed that those differences could be explained by merit-related matters

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8 For a discussion of this phenomenon, see J. Albrechtsen, ‘Champions of change will make life miserable for men at work’, *The Australian*, 31 August 2016.

9 ABC News Online, ‘PM’s department tries to work out why males get top jobs, accidentally finds women outperform men’ (<http://www.abc.net.au/news/2018-07-06/women-outperforming-men-pay-gap-prime-minister-and-cabinet/9938440>; 4690; accessed 1 July 2018). This story includes an embedded copy of ‘PM&C Gender Pay Gap Analysis’.



including the historical propensity of males, on average, to invest more than females in human capital formation and to make work-life balance choices that give more weight to their careers than do women.

None of this is to argue against the non-discriminatory elements of the APS gender equality strategy, such as the removal of barriers like hidden bias (if and wherever it exists), and adopting work arrangements that balance choice with operational requirements.

But the elements of the strategy that effectively seek to “force” an equality of outcomes have the potential to lead to inequitable discrimination and to result in a lower quality of SES officers being appointed overall, and an undermining of the sufficiency of merit as the selection criterion of relevance, thereby adversely affecting the morale and effectiveness of the APS.

## **Recommendations**

In view of the above, I encourage the Independent Review to:

- reaffirm the importance of merit-based employment principles in the APS
- undertake (or recommend the commissioning of) further research to ascertain the extent of any gender discrimination and subconscious bias in appointments across the APS
- affirm the non-discriminatory actions in the APS gender equality strategy
- recommend the removal of ‘reportable targets’ from that strategy, and that the strategy include an explicit statement that gender discrimination is not to be used to achieve gender equality outcomes
- recommend reconsideration of the adoption of blind employment assessments to help counter gender discrimination in APS employment shortlistings.

## Marianna Olding

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**From:** Leonora Nicol  
**Sent:** Monday, 29 November 2021 10:08 AM  
**To:** [REDACTED]  
**Subject:** FW: xmas speech [SEC=UNOFFICIAL]

hi guys, just as an fyi this was the speech I delivered on Friday at xmas party. Will be talking to new HOO about some of the issues I have raised here.

Leonora

**Leonora Nicol** | Director, Media, Publications and Web

[REDACTED]

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**From:** [REDACTED] Leonora <[REDACTED]>  
**Sent:** Friday, 26 November 2021 12:18 PM  
**To:** Nicol, Leonora <[REDACTED]>  
**Subject:** xmas speech

Today is day two of 16 days of activism against gender based violence, kicking off yesterday from yesterday with the international day for the elimination of violence against women to 10 December human rights day. Yes because women are humans too.

I wanted to start by saying I think we are living in amazing times where we are now having discussions about things we didn't talk much about before like mental health.

We are having discussions around how people discriminated against by both systems and people by things they have no control over like the colour of their skin, their gender or their sexuality.

I know we have a wide spectrum of political viewpoints in this room but I would hope that we would all acknowledge that systemic racism is real – after all the data backs it up.

And while I have had the privilege to have never been discriminated against because of the colour of my skin I have certainly on numerous occasions have been judged less than because of my gender. Which frankly is pretty shocking and unfair because I'm a pretty awesome human being.

I'm sure you are all aware of the stories of Britney Higgins and Grace Tame and how our systems not only protected those male predators but meant that they had to be almost impossibly strong to eke out even a few crumbs of justice. And not all women are that strong and they still have the right to be safe and not preyed upon. And to be believed.

Again the data shows that violence and sexual violence against women in Australia is at frightening levels. And again research shows that this stems from a lack of respect for women.

I understand that when you benefit from a system, let's call it the patriarchy, benefit in multiple ways including by being respected more, listened to more, believed more, protected from consequences more. There's no real incentive to try and break down that system.

But I would say to all of the men in this room it's not enough to be a nice guy and not do those things. You need to call out other men when they speak disrespectfully about women and when they behave in violent or predatory ways towards women. Even if those men are your friends, your colleagues or both. Hold men accountable for their behaviour.

Imagine a scenario when a known predator was in the workplace and every woman who started there was warned by other women because management didn't deal with the situation, despite several on the record complaints. What sort of message does that send to the men in the office about what is acceptable behaviour in the workplace and what does that say to the women in the office about how they and their safety are valued?

But let's end on a positive note because I truly am glad to be living in a time when we can achieve real change by being transparent and talking openly about issues. So let's talk, Believe women, hold people accountable. We can all do better.

Thanks for coming to my Ted talk.



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## Marianna Olding

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**From:** [REDACTED] <[REDACTED]>  
**Sent:** Wednesday, 1 December 2021 5:21 PM  
**To:** Murray, Tim  
**Subject:** Fwd: xmas speech [SEC=UNOFFICIAL]

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**From:** Nicol, Leonora <[REDACTED]>  
**Sent:** Monday, November 29, 2021 10:33:26 AM  
**To:** [REDACTED] <[REDACTED]>  
**Subject:** FW: xmas speech [SEC=UNOFFICIAL]

hi [REDACTED], wanted to share speech I gave at xmas party on Friday, there's some things I'd like to talk to you about when we are both in the office next.

Leonora

**Leonora Nicol** | Director, Media, Publications and Web

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**Sent:** Friday, 26 November 2021 12:18 PM  
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Again the data shows that violence and sexual violence against women in Australia is at frightening levels. And again research shows that this stems from a lack of respect for women. I understand that when you benefit from a system, let's call it the patriarchy, benefit in multiple ways including by being respected more, listened to more, believed more, protected from consequences more. There's no real incentive to try and break down that system. But I would say to all of the men in this room it's not enough to be a nice guy and not do those things. You need to call out other men when they speak disrespectfully about women and when they behave in violent or predatory ways towards women. Even if those men are your friends, your colleagues or both. Hold men accountable for their behaviour. Imagine a scenario when a known predator was in the workplace and every woman who started there was warned by other women because management didn't deal with the situation, despite several on the record complaints. What sort of message does that send to the men in the office about what is acceptable behaviour in the workplace and what does that say to the women in the office about how they and their safety are valued? But let's end on a positive note because I truly am glad to be living in a time when we can achieve real change by being transparent and talking openly about issues. So let's talk, Believe women, hold people accountable. We can all do better. Thanks for coming to my Ted talk.



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## Marianna Olding

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**From:** Leonora Nicol  
**Sent:** Wednesday, 1 December 2021 1:52 PM  
**To:** [REDACTED]  
**Subject:** FW: Workplace gender equality: some more diverse views [SEC=OFFICIAL]  
**Attachments:** APS Review - gender discrimination sub (John P. July 2018).pdf

**OFFICIAL**

see below

Leonora

**Leonora Nicol** | Director, Media, Publications and Web

[REDACTED]

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**From:** Nicol, Leonora <[REDACTED]>  
**Sent:** Friday, 26 November 2021 9:01 PM  
**To:** Brennan, Michael <[REDACTED]>; Reinhardt, Sam <[REDACTED]>; [REDACTED] <[REDACTED]>; Holmes, Jane <[REDACTED]>; Cavar, Mary <[REDACTED]>; Lattimore, Ralph <[REDACTED]>  
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**From:** [REDACTED]  
**Sent:** Tuesday, 10 March 2020 2:04 PM  
**To:** All Staff [REDACTED] >; All Staff [REDACTED] >  
**Subject:** Workplace gender equality: some more diverse views [SEC=UNCLASSIFIED]

Colleagues,

Like many others, I would like add my thanks to those who organised and participated in this morning's session on workplace gender equality. As Michael indicated, PC staff should welcome discussion of issues that challenge our presuppositions or even make us feel 'uncomfortable' at times.

One matter touched on this morning was the substantial progress made in gender equality at the higher level of many workplaces, and what may have led to this. Another matter was the value of blind selection processes in staff appointments.

Interestingly, former PC staffer, John Papadimitriou, addressed both of these matters in his submission to the recent Thodey Review of the APS. [REDACTED]

[REDACTED]. Older Canberra colleagues will recall that, [REDACTED]  
[REDACTED] the gender balance of our SES [REDACTED] — from only 2 women [REDACTED]  
[REDACTED] in the 1980s to 9 (out of 13) today. [REDACTED],  
John's submission to Thodey commented on the APS-wide trends towards gender equality in the SES ranks, and some of the factors that may have been in play. He also referred to the BETA 'blind selection' study that was mentioned in today's session.

I have attached a copy of John's submission for those interested in some slightly different views on workplace gender equality, male and female privilege, merit selection processes, and so on.

cheers, [REDACTED]



November 26, 2021

11/26/21 8:14 AM

I've thought about your plan. Can we chat this morning?

11/26/21 8:28 AM

Yep I'll call you after I've dropped off at school

November 28, 2021

11/28/21 10:20 AM

Hey are you free this evening for a chat? Lots to talk about after the Xmas party

11/28/21 11:53 AM

Yes. For sure.

11/28/21 5:49 PM

Call me when you're ready



Type a new message



**Marianna Olding**

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**From:** Reinhardt, Sam <[REDACTED]>  
**Sent:** Thursday, 23 December 2021 10:53 AM

[REDACTED]

**OFFICIAL: Sensitive (Personal Privacy)**

Hi [REDACTED]

Thanks very much for reaching out and send this email to me – I very much appreciate it and would like to have a follow-up conversation if you are happy to. It is useful to know about both your experiences and to hear what we might do to improve things, so thanks for putting the effort into proving both.

Would it be ok to set up a catch up in the new year? I'm back shortly after shutdown and can come to wherever is convenient for you.

Sam

Sam Reinhardt | Head of Office

Tel: [REDACTED] | Mobile [REDACTED]







Offline



Chat

Files

More

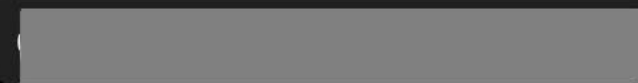
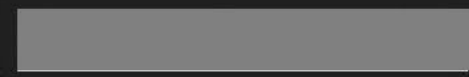
7 December 2021, 4:14 pm

and having a long ass  
dnm in the dark



wonder what they talkin bout

curious indeed



still going strong and

wonder if gos

wouldnt be surprised if leonora  
speech-related





Hellooo, how's your week going?

Not too bad. Xmas work party tomorrow and I've been made aware of some unacceptable things in the workplace so am going to make a short speech. I'm not on the agenda. I'm not nervous as I have practiced it and it's measured but want to get it over and done with. How's yours?

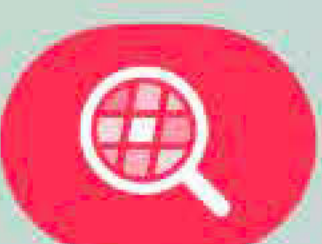
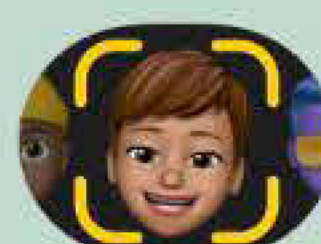
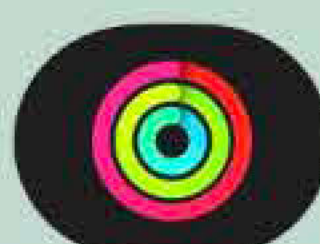
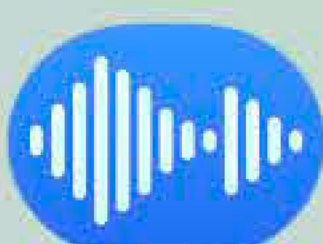
LOL. Yes, I would imagine that there'd be some unacceptable things at any workplace Christmas party. Good luck to you.

Mines ok. Very busy. I've been reading so much since the weekend. Bbq and party season after all. Trying to watch what I eat from now on. Lol

Yes I'm already over socialising. Well not really but tired and have to rest up for big weekend in



Text Message







Jane &gt;



Hi Leonora, sorry I didn't call back the other day - it all went a bit hectic with a deadline. I saw your WhatsApp message and I just wanted to say that, as someone who gave a very carefully crafted speech and made a point that has been pretty costly in terms of my career, even though I don't fully regret making it .... I'm a bit worried that an impromptu speech at a Xmas party might not be the best way for you to make your point. Call me if you want to talk about it first, although even writing this is making me a bit teary, a curious reaction! Of course it's your decision but please be careful love. Jane xx

I'm good. And confident in my judgement

So was I.

Thanks for thinking about me



iMessage





## Marianna Olding

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**From:** Michael Brennan  
**Sent:** Friday, 28 April 2023 3:36 PM  
**To:** FOI  
**Subject:** FW: Sorry for running off [SEC=OFFICIAL]

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

**OFFICIAL**

### Michael Brennan | Chair

#### Productivity Commission

Level 8, Two Melbourne Quarter, 697 Collins Street, Docklands VIC 3008 | Locked Bag 2, Collins Street East, Melbourne VIC 8003

Tel: [REDACTED] | Mobile [REDACTED]

Website: [www.pc.gov.au](http://www.pc.gov.au) | Email [REDACTED]

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**From:** [REDACTED] <[REDACTED]>  
**Sent:** Friday, December 3, 2021 3:32 PM  
**To:** Brennan, Michael <[REDACTED]>  
**Subject:** RE: Sorry for running off [SEC=OFFICIAL]

**OFFICIAL**

Sounds good — reach out when you're ready

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**From:** Brennan, Michael <[REDACTED]>  
**Sent:** Friday, 3 December 2021 2:16 PM  
**To:** [REDACTED] <[REDACTED]>  
**Subject:** Re: Sorry for running off [SEC=OFFICIAL]

Thanks [REDACTED]

Not a problem - I took up a lot of your time anyway, but I got a lot out of it. Thanks for helping.

Would definitely like to talk further, maybe once I am putting together some thoughts on a way forward to test with you and others.

Thanks

MB

Get [Outlook for iOS](#)

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**From:** [REDACTED] <[REDACTED]>  
**Sent:** Friday, December 3, 2021 2:12:50 PM  
**To:** Brennan, Michael <[REDACTED]>  
**Subject:** Sorry for running off [SEC=OFFICIAL]

**OFFICIAL**

Hi Michael,

Sorry for having to run off today – normally would not have happened if not for the fact that it was a literal meeting with [REDACTED]

Thanks for being so open to listening today and valuing my opinion — it might sometimes feel too simple, but listening changes how people feel, which changes how they behave.

You know I feel strongly about this (and genuinely love the PC), so I am happy to make time if it would be helpful to have another conversation now or in the future.

I'll also have a deeper think about this and will let you know if there is anything else I have to add or think of anyone else worth having a conversation with.


Best,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

 *The Productivity Commission acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to their Cultures, Country and Elders past and present.*

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[REDACTED]

