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12 August 2019

Ann Palmer  
Secretary  
Senate Finance and Public Administration References Committee  
PO Box 6100  
Parliament House  
Canberra ACT 2600

Dear Ann,

Thank you for your letter of 25 July 2019 highlighting the Senate Finance and Public Administration Reference Committee's Inquiry into the Compliance by former Ministers of State with the requirements of the Prime Ministers' Statement of Ministerial Standards. We support the Committee's commitment to transparency and appreciate the opportunity to provide a submission.

We understand the Prime Minister's Statement of Ministerial Standards of 30 August 2018, including the requirements concerning post-Ministerial employment. We further understand that Ministers are required to undertake that for an eighteen month period after ceasing to be a Minister, they will not lobby, advocate or have business meetings with members of the government, Parliament, public service or defence force on matters on which they have had official dealings as Minister in their last eighteen months in office.

We understand the importance of adherence to the Standards by former Ministers, as well as our role as a significant employer to understand the Standards and to mitigate any real or potential conflicts of interest in our employment and client engagement practices. To that end, we have embedded an additional compliance check with the Statement of Ministerial Standards into our recruitment acceptance processes.

Transparency and values are fundamental to the way we work, and we fully support the Committee's efforts. We are happy to participate in the Inquiry as you require.

Regards,

 **Richard Deutsch**  
Chief Executive Officer

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