

**DIVERSITY  
INCLUSION  
BELONGING**

Department of the  
Premier and Cabinet



Equity and Diversity Plan 2023–2026



**Queensland  
Government**

# DIVERSITY INCLUSION BELONGING

*DPC recognises, celebrates and values what makes us who we are.*

## Acknowledgment of Country

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The Department of the Premier and Cabinet honours the cultures, histories and knowledge of Aboriginal peoples and Torres Strait Islander peoples.

We value the Traditional Custodians of the land and recognise the richness embedded within their diverse languages, cultures, and perspectives.

We pay our respects to Elders past and present and acknowledge their significant and ongoing connection to the lands and waterways on which we live and work.



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## Message from the Director-General

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### I am pleased to present the Department of the Premier and Cabinet's (DPC) Equity and Diversity Plan.

This plan outlines our commitment to fostering an inclusive, equitable, and diverse work environment where every individual feels valued, respected, and empowered to bring their whole selves to work. I firmly believe that our people are at the core of our success.

As a lead agency in the Queensland Government, we know diversity is a fundamental strength. Our aim is to cultivate a workplace that reflects the richness of lived experiences, differing backgrounds, and varying perspectives, so we can improve the circumstances of current and future employees, as well as ensure we are representing the people we serve.

The DPC Equity and Diversity Plan outlines our actions to create a respectful workplace that fosters a lasting legacy of equity, diversity, and inclusion across all aspects of our operations, and ensures everyone is treated with fairness and dignity.

We recognise that achieving this is an ongoing journey and are committed to investing in capability building, reassessing our recruitment practices, and nurturing a culture that values and celebrates differences.

I would like to extend my gratitude to the DPC Executive Leadership Team and all employees who have contributed to the development of this plan. Your dedication, insights, and passion for creating a more inclusive workplace have been instrumental in shaping our approach. I am confident that together, we can achieve our vision.

I encourage all staff members to familiarise themselves with the Equity and Diversity Plan and actively engage in its implementation. By working together, we can create a workplace where everyone feels a sense of belonging, can develop professionally, and contribute to our collective success.

**Rachel Hunter**  
**Director-General**

# About the Equity and Diversity Plan

The Department of the Premier and Cabinet's (DPC) Equity and Diversity Plan (the Plan) identifies actions for improving employment outcomes and employee experiences for:

- Aboriginal peoples and Torres Strait Islander peoples
- people with disability
- people from culturally and linguistically diverse backgrounds, who speak a language other than English at home
- women, including women in leadership
- people who identify as lesbian, gay, bisexual, trans and gender diverse, intersex, queer and questioning (LGBTIQ+).

This Plan is underpinned by Part two of the *Public Sector Act 2022* which aims to promote, support and progress equity and diversity in relation to employment matters, including Section 28, which requires the development of an equity and diversity plan.

The actions within the Plan are based on the 2023 DPC Equity and Diversity Audit Report, and the key actions from DPC's *Cultural Capability Action Plan*, *Disability Service Plan* and the *Queensland Multicultural Action Plan*. DPC's plans have been co-developed with our employees and aim to address their key concerns and priorities.

By consolidating the above key employment actions into this Plan, we prioritise the actions that will have the greatest impact on DPC across all diversity groups.

The annual Equity and Diversity Audit will continue to ensure diversity is considered holistically and intersectionality (where data permits).

By doing so, we can understand our workforce composition, and provide equitable access and positive employment experiences for all employees.

This Plan will be reviewed annually to reflect changes from contributing plans and the outcomes of the annual Equity and Diversity Audit.



## Our priorities

Our primary focus for 2023–2024 is on First Nations employment, aiming to establish DPC as a culturally capable department that attracts and retains First Nations employees. This focus area also aligns with the key priorities of the Queensland Government, in particular Path to Treaty, where First Nations' representation plays a critical role in the success of this work.

While our primary focus is on achieving outcomes for Aboriginal employees and Torres Strait Islander employees, we also recognise the significant needs of all diversity groups. Therefore, we are also committed to pursuing key outcomes for 2023–2024 across the following areas:

- ensuring employees with disability (and their managers) are aware of workplace adjustments available so they are supported to perform to their potential
- improving the employee experience of people with disability
- driving allyship of LGBTIQ+ employees
- building an inclusive workplace where people have a sense of belonging and
- creating an environment where people are increasingly open to formally reporting their diversity data.

## Our diversity targets 2023–2026

There are traditionally significant variations between the number of employees identifying as belonging to target diversity groups within the Minimum Obligatory Human Resource Information (MOHRI) and Working for Queensland (WfQ) survey. DPC will continue to further develop a culture of safety around self-identification and encourage all employees to provide diversity information within Aurion to inform future audits and enable more meaningful analysis and reporting of our workforce data.

### Employees with disability

There is a significant differentiation between the MOHRI data, which indicates 4.94 per cent of employees live with disabilities, and the WfQ survey data, which indicates a higher percentage of 18 per cent.

Some of the main reasons employees with disability are reluctant to share their data in MOHRI are as follows:

- *'It is private information I do not wish to share.'*
- *'I do not see any reason for or benefit in sharing this information with my agency.'*
- *'I have never been asked for this information.'*
- *'I am concerned about being discriminated against.'*

### Aboriginal peoples and Torres Strait Islander peoples

Due to the low representation of Aboriginal peoples and Torres Strait Islander peoples within DPC, there is no data available through either the WfQ survey or MOHRI to enable meaningful insights.

## Culturally and linguistically diverse

The 2022 WfQ survey data for culturally and linguistically diverse staff almost meets the key target of 12 per cent, however, the MOHRI data is not comparable. DPC experienced a significant decrease in its culturally and linguistically diverse numbers in MOHRI due to the change of the target group definition. Current measures reflect 'people from culturally and linguistically diverse backgrounds, who speak a language other than English at home'. Previous to this, culturally and linguistically diverse also included 'people born in a mainly non-English speaking country'.

### Women in leadership

DPC has surpassed the target for women in leadership (MOHRI), however, due to the breakdown of WfQ survey data there is no available comparative data.

### LGBTIQ+

Whilst there is no target for LGBTIQ+, eight per cent of employees identified as LGBTIQ+ in WfQ survey data. There is no data collected in MOHRI.

### Reporting

Our progress towards diversity targets, as well as key gender metrics such as gender pay gaps, are formally reported to the Executive Leadership Team (ELT) bi-annually (based on MOHRI data in March and September each year). Senior leaders also have ongoing access to their own team's data.

## DPC diversity group statistics

Diversity group	Target	MOHRI (Sept 2022)	WfQ survey 2022
Aboriginal peoples and Torres Strait Islander peoples	4%	0.62%	No data is available due to less than 10 responses
People with disability	12%	4.94%	18%
People from culturally and linguistically diverse backgrounds, who speak a language other than English at home	12%	3.09%	10%
<b>Women in leadership</b> – at the Senior Officer (SO), Senior Executive Service (SES) and Chief Executive Officer (CEO) levels, with targets combining both classified and equivalent roles	50%	72.53%	WfQ survey breakdown and MOHRI breakdown are different and comparative data is not available
SO	50%	69.64%	N/A
SES2	50%	73.68%	N/A
SES3	50%	77.78%	N/A
SES4	50%	100%	N/A
CEO	50%	66.67%	N/A
LGBTIQ+	N/A	N/A	8%

# Equity and Diversity Plan actions

## Aboriginal peoples and Torres Strait Islander peoples

Everyone belongs at DPC, and all individuals should feel valued and respected regardless of their background, experience, and identities.

Aboriginal peoples and Torres Strait Islander peoples have the right to bring their whole selves to work, including spiritually and culturally. The DPC and Public

Service Commission (PSC) **Cultural Capability Action Plan 2022–2025** (CCAP) outlines a range of actions, which DPC will deliver to build cultural capability and drive progress towards diversity targets. The CCAP actions to help achieve our target of four per cent Aboriginal peoples and Torres Strait Islander peoples by 2026 include:

Goal	Action	Source	Responsible area	Measurement	Start and end
Ensure all DPC employees are aware of, and have the opportunity to acknowledge, significant cultural dates.	Participate, recognise, promote and celebrate key dates, such as NAIDOC Week and National Reconciliation Week, through internal events and activities. This includes recognising and sharing Aboriginal and Torres Strait Islander perspectives on significant days which Australians celebrate and may have a different association for First Nations peoples.	CCAP Action 3.1	People and Culture	<ul style="list-style-type: none"> <li>Number of key dates communicated.</li> <li>Number of employees and senior leaders attending or participating in events and activities.</li> </ul>	Ongoing
Leverage opportunities and partnerships to attract diverse talent pools for vacancies (to ensure equal opportunity employment).	Review current recruitment practices, including Policy Futures Graduate Program (Policy Futures), to identify process improvements to ensure a more culturally safe and inclusive experience for candidates.	CCAP Action 6.1	People and Culture	<ul style="list-style-type: none"> <li>Implementation of revised recruitment practices identified in the CCAP 2023–2024.</li> <li>Number of Aboriginal peoples and Torres Strait Islander peoples offered a Policy Futures role in the 2024 intake.</li> </ul>	By end of 2023



Goal	Action	Source	Responsible area	Measurement	Start and end
<b>Leverage opportunities and partnerships to attract diverse talent pools for vacancies (to ensure equal opportunity employment).</b> <i>continued...</i>	Continue to develop partnerships with Aboriginal or Torres Strait Islander university student support units by running Policy Futures application training sessions for students interested in applying.	CCAP Action 6.3	People and Culture	<ul style="list-style-type: none"> <li>Number of Career pathways information sessions hosted during the recruitment period.</li> <li>Number of candidates attending the Career pathways information sessions.</li> <li>Number of Aboriginal peoples and Torres Strait Islander peoples offered a Policy Futures role in the 2024 intake.</li> </ul>	Ongoing
	Continue to advertise position vacancies through existing inclusion and diversity networks and investigate new recruitment partnership options	CCAP Action 6.5	People and Culture	<ul style="list-style-type: none"> <li>100 per cent of external vacancies are advertised through the Johnathan Thurston diversity network.</li> <li>Number of vacancies advertised through other identified diversity networks.</li> <li>Number of vacancies advertised through Career pathways.</li> <li>Number of new recruitment partnerships developed.</li> </ul>	Ongoing
	Divisions use targeted recruitment to contribute to achieving the four per cent target for Aboriginal and Torres Strait Islander employees.	CCAP Action 6.6	All divisions (reporting by People and Culture).	<ul style="list-style-type: none"> <li>Number of targeted recruitment processes undertaken per division.</li> <li>Number of Aboriginal and Torres Strait Islander employees identifying through MOHRI data per division.</li> </ul>	From July 2023
	Support greater mobility of Aboriginal and Torres Strait Islander employees via advertising and promoting job opportunities at DPC and PSC through the Aboriginal and Torres Strait Islander Career pathways service.	CCAP Action 6.7	People and Culture	<ul style="list-style-type: none"> <li>Number of roles advertised through Career pathways.</li> <li>Number of Career pathways placements.</li> <li>Number of roles filled through the Career pathways program at levels AO7 and above.</li> </ul>	Ongoing

## People with disability

Everyone belongs at DPC and should feel they can contribute their unique perspectives and talents. All employees have the right to work, participate, flourish and reach goals without barriers.

The DPC and PSC [Disability Service Plan 2022–2025](#) (DSP) aims to drive action and change to achieve the best employment experience for employees with disability. Actions from the DSP to help achieve our target of 12 per cent people with disability by 2026, include:

Goal	Action	Source	Responsible area	Measurement	Start and end
Ensure all employees or candidates understand workplace adjustments are available and feel comfortable to access them.	Develop a departmental workplace adjustments policy, highlighting the role of adjustments to support employees with disability to be their best at work.	DSP Action 11	People and Culture	<ul style="list-style-type: none"> <li>Employees with disability are supported to make workplace adjustments. Demonstrated through:                             <ul style="list-style-type: none"> <li>positive results in the WfQ survey for: <i>'Disability is not a barrier to success in my department'</i></li> <li>tracking and monitoring the number of workplace adjustments in place.</li> </ul> </li> </ul>	2022–2025
	Engage with specialty university units and industry partners to attract more Policy Futures candidates with disability.	DSP Action 15	People and Culture	<ul style="list-style-type: none"> <li>Percentage of applicants who are successful in securing a Policy Futures position.</li> <li>Feedback from applicants regarding inclusiveness of the recruitment and selection process.</li> <li>Number of Policy Futures pathways sessions held.</li> </ul>	2022–2025
Increase the number of people with disability in Policy Futures.	Ensure the Policy Futures recruitment and selection practices are inclusive and provide all applicants the best opportunity to demonstrate their suitability for the program.	DSP Action 14	People and Culture	<ul style="list-style-type: none"> <li>Percentage of applicants with a disability who apply for Policy Futures.</li> <li>Percentage of applicants with a disability who progress through each stage of the assessment process.</li> </ul>	2022–2025
	Continue to deliver the Policy Futures pathways sessions to inform and attract applicants from diverse groups.				

Goal	Action	Source	Responsible area	Measurement	Start and end
<b>Human Resource (HR) practitioners, managers and supervisors are educated and confident in addressing and reducing barriers for people with disability.</b>	Provide development opportunities and resources for HR practitioners, managers and supervisors on a person-centred approach to disability. This includes providing training on mental illness and mental health issues, using inclusive language, and their role in reducing and eliminating barriers for people with disability.	DSP Action 16	People and Culture	<ul style="list-style-type: none"> <li>Positive results in WfQ survey (relating to the workplace experience of employees with disability and inclusion factors).</li> </ul>	2023–2024
<b>Achieve our target of 12 per cent people with disability by ensuring all recruitment processes enable people with disability to demonstrate their full potential.</b>	Partner with a disability advocacy agency to review our recruitment, selection and onboarding processes.	DSP Action 17	People and Culture	<ul style="list-style-type: none"> <li>Partnership established in 2023 with an external agency.</li> <li>Increased number of DPC applications from people with disability (as per Queensland Shared Services Springboard reporting).</li> <li>Number of applications for DPC roles from people with disability (as per Queensland Shared Services Springboard reporting).</li> </ul>	2023–2024

## People from culturally and linguistically diverse backgrounds, who speak a language other than English at home

Everyone belongs at DPC, and deserves dignity and respect regardless of background, origin, ancestry or religious belief. We value the variety of opinions, perspectives and experiences that cultural and linguistic diversity bring to our workplace. The whole-of-sector [Queensland Multicultural Action Plan \(MAP\) 2022–23 to 2023–24](#) focuses on both the employment experience of people who identify as being from diverse cultural, religious and linguistic backgrounds,

(specifically people from migrant and refugee backgrounds, people seeking asylum and Australian South Sea Islander peoples).

DPC has committed to a number of actions within the MAP to help achieve our diversity target of 12 per cent people from culturally and linguistically diverse backgrounds, who speak a language other than English at home, by 2026. These actions include:

Goal	Action	Source	Responsible area	Measurement	Start and end
Ensure culturally and linguistically diverse representation across all classification levels.	<p>Monitor workforce data to understand:</p> <ul style="list-style-type: none"> <li>• representation of culturally and linguistically diverse employees across all classifications</li> <li>• if culturally and linguistically diverse employees have equal access to career opportunities.</li> </ul>	MAP Action 4	People and Culture	<ul style="list-style-type: none"> <li>• Percentage of employees identifying as from culturally and linguistically diverse backgrounds and their classifications.</li> </ul>	2022–2024
Build employee capability in recognising and responding to racism.	Strengthen our commitment to combatting racism and discrimination through piloting of anti-racism training.	MAP Action 5	People and Culture	<ul style="list-style-type: none"> <li>• A minimum of 20 employees participating in pilot anti-racism training.</li> <li>• Percentage of training participants who would recommend the program to other employees.</li> </ul>	2022–2024
Increase attraction and appointment of culturally and linguistically diverse employees.	Review recruitment processes to ensure they are culturally inclusive, and that any recruitment barriers are removed.	MAP Action 4	People and Culture	<ul style="list-style-type: none"> <li>• Number of applications for DPC roles from culturally and linguistically diverse applicants (as per Queensland Shared Services Springboard reporting).</li> <li>• Number of culturally and linguistically diverse employees who are successful in securing a position in DPC.</li> </ul>	2025



## Gender equity including women in leadership

Everyone belongs at DPC, and regardless of gender, everyone deserves the same rights, access and opportunities to lead and aspire to a healthy, fulfilling, and rewarding life at work and at home. While there is no dedicated departmental plan to address gender

equity, the 2023 Equity and Diversity Audit focused on gender equity. Through the audit, very few equity issues arose, and the following actions have been developed to continue to ensure the workplace is equitable, irrespective of gender:

Goal	Action	Source	Responsible area	Measurement	Start and end
Increase awareness of parental leave entitlements available to men.	Promote paid parental leave options for spouses including the development of a fact sheet outlining parental leave entitlements for men.	New	People and Culture	<ul style="list-style-type: none"> <li>Monitor uptake of parental leave by men over a 12-month period.</li> </ul>	November 2023 – January 2024
Identify if there are barriers to women progressing their careers from AO8 to SO and if barriers exist, develop actions to include in the next DPC Equity and Diversity Plan.	Survey women within DPC to investigate if there are barriers to women progressing from AO8 to SO. If women agree with this statement, consult on how DPC can work to eliminate barriers.	New	People and Culture	<ul style="list-style-type: none"> <li>Actions developed to address root cause of any barriers identified.</li> </ul>	February – March 2024
Understand if there are barriers to managers working part time and if there is a gendered difference and if so, develop further actions to include in the next iteration of the DPC Equity and Diversity Plan.	<p>Raise visibility of managers who work part-time through <i>All Voices</i>.</p> <p>Raise awareness of the range of flexible work options available.</p> <p>Survey all current managers to understand their views on part-time manager roles, specifically seek to understand if they would be interested in part-time and if they can currently access part-time.</p>	New	People and Culture	<ul style="list-style-type: none"> <li>Positive results in the WfQ survey for: <i>'Being a part-time manager is an option in my organisation'</i>.</li> </ul>	March – April 2024

## LGBTIQ+

Everyone belongs at DPC, regardless of sexual orientation or gender identity. While there is no dedicated departmental plan focused on LGBTIQ+ employees, DPC implements an annual calendar of

events for celebration and promotion each year. This includes significant dates such as International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), Global Pride Month and Brisbane Pride Festival. Our goal is to create an inclusive environment where LGBTIQ+ employees feel just as comfortable as their colleagues in discussing their family, partner,

and home life. This year DPC is focused on improving the allyship of LGBTIQ+. In addition to the below actions, DPC will contribute to the PSC-led LGBTIQ+ Action Plan 2023–2025 (currently under development) by supporting the plan’s objectives and actions once finalised and published. Relevant goals will be included in future iterations of the DPC Equity and Diversity Plan.

Goal	Action	Source	Responsible area	Measurement	Start and end
LGBTIQ+ employees feel they can be their authentic self.	Celebrate and promote LGBTIQ+ events.	New	People and Culture	<ul style="list-style-type: none"> <li>Positive results in the WfQ survey for: <i>‘I can achieve success in this organisation, as my authentic self’</i> and <i>‘Being gender diverse is not a barrier to success in my organisation’</i>.</li> </ul>	Ongoing
	Pilot an LGBTIQ+ employee network to be a guiding voice in inclusion and allyship. This network will consult with and provide valuable insights and advice to the Diversity, Inclusion and Belonging (DIB) committee and People and Culture.	New	People and Culture	<ul style="list-style-type: none"> <li>Positive results in the WfQ survey for: <i>‘I know LGBTIQ+ allies in my organisation that I can approach for support and there are LGBTIQ+ allies in leadership roles in my organisation’</i>.</li> </ul>	Commence network pilot by July 2023

## Actions to support all diversity groups

Our 2023 Equity and Diversity Audit committed to actions which support all equity and diversity groups and ensure we build a culture where we foster an atmosphere of acceptance and support for all employees.

Goal	Action	Source	Responsible area	Measurement	Start and end
<p><b>Improve DPC’s reporting capabilities to enable timely and accurate analysis of workforce data. This will ensure ELT and divisional heads receive comprehensive progress updates on diversity targets.</b></p>	<p>Review current reporting capabilities that provide insights and analytics about our workforce diversity. These will be used to support and evaluate workforce strategies.</p> <p>Continue to monitor workforce diversity and report regularly to ELT (including formal half-yearly reporting) and divisional heads.</p>	New	People and Culture	<ul style="list-style-type: none"> <li>• ELT has access to workforce data and analytics through PowerBI reporting.</li> <li>• Number of workforce dashboards using MOHRI data presented to ELT.</li> </ul>	2023–2024
<p><b>Increase the completion rates of exit surveys by separating employees.</b></p>	<p>Encourage employees who are separating from DPC to complete the exit survey, so that response data can be used to provide additional insights on engagement, inclusion, relationships and career development.</p> <p>Review the questions asked in the exit survey to make sure we are receiving feedback on areas that matter most to DPC.</p>	New	All divisions People and Culture	<ul style="list-style-type: none"> <li>• Increase number of exit surveys completed by separating employees.</li> </ul>	2023–2024
<p><b>Support employment security through converting eligible employees to permanency or higher duties (employment conversions of eligible employees).</b></p>	<p>Continue to monitor employment security and prioritise opportunities for converting eligible employees to permanency or higher duties, in line with the employment security framework.</p>	New	People and Culture	<ul style="list-style-type: none"> <li>• Number of temporary to permanent conversions.</li> <li>• Number of higher duties conversions.</li> </ul>	2023–2024

Goal	Action	Source	Responsible area	Measurement	Start and end
<b>Recruitment practices are equitable to ensure we are attracting the most diverse applicants.</b>	<p>Review of recruitment practices to:</p> <ul style="list-style-type: none"> <li>ensure consideration of diversity and inclusion at all stages of the process</li> <li>application of the principles under the <i>Public Sector Act 2022</i>.</li> </ul> <p>Increase manager capability through the delivery of recruitment and selection training.</p> <p>Ensure managers are confident to apply the principles under the <i>Public Sector Act 2022</i>.</p>	New	All divisions People and Culture	<ul style="list-style-type: none"> <li>Recruitment and selection practices are updated to reflect new requirements under the Act.</li> <li>Increase in the number of employees identifying under diversity groups.</li> <li>Number of managers that complete recruitment and selection training.</li> </ul>	2023–2024
<b>Zero bullying in the workplace.</b>	<p>Reinforce zero tolerance for workplace bullying, supported by training, education and promotion via intranet, DG news, ELT meetings and LIO meetings.</p>	New	People and Culture	<ul style="list-style-type: none"> <li>Number of reported workplace bullying incidents from WfQ survey and other feedback avenues.</li> </ul>	Ongoing
<b>Ensure employees are supported and feel confident in discussing their wellbeing.</b>	<p>Monitor WfQ survey results for the category of work demands, including hours of work, work being emotionally and physically demanding and employees feeling burnt out.</p> <p>Monitor and detect trends in ATL balance and excess recreation and sick leave.</p> <p>Provide employee access to mental health first aid officers, Employee Assistance Program, workplace health and safety officers and resources.</p> <p>Provide an annual health, safety and wellbeing program of work that addresses all elements of employee wellbeing.</p>	New	All divisions	<ul style="list-style-type: none"> <li>Report improved results in WfQ survey questions relating to wellbeing.</li> <li>Report ELT progress on addressing WfQ survey results.</li> <li>Decrease in the number of employees with excess recreational leave balances.</li> <li>Number of employees participating in health and wellbeing initiatives.</li> </ul>	2023–2024



Goal	Action	Source	Responsible area	Measurement	Start and end
Normalise flexible working arrangements so all employees feel comfortable accessing flexibility to meet their individual needs.	Work with the leadership cohort through the People and Capability Committee and the Diversity and Inclusion Champion to promote and normalise workplace flexibility for all positions.	New	All divisions People and Culture	<ul style="list-style-type: none"> <li>Number of flexible work agreements recorded.</li> <li>Results in the WfQ survey for the indicators: <i>'Have you made a request regarding flexible work arrangements in the last 12 months?'</i> and <i>'Why haven't you made a request to change your work arrangement?'</i></li> </ul>	2023–2024
Selection panel chairs are aware of unconscious bias in recruitment and know how to manage and mitigate.	All selection panels are provided with information on unconscious bias and how to conduct a fair and equitable process.	New	People and Culture	<ul style="list-style-type: none"> <li>Number of employees who have undertaken Unconscious Bias training.</li> <li>Percentage of selection panel chairs who are informed of their obligations throughout the process.</li> </ul>	Ongoing

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