

Equity and Diversity Plan 2025-2028

DIVERSITY
INCLUSION
BELONGING

Department of the
Premier and Cabinet



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Queensland
Government



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Acknowledgement of Country

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.



Message from the Director-General

At the Department of the Premier and Cabinet, our people are our greatest strength.

That's why I'm excited to share our Equity and Diversity Plan with you. It's a reflection of our commitment to create a workplace where everyone feels included, respected, and treated fairly—today, and well into the future.

As a central agency, we have a responsibility to lead by example and set the standard across the public sector. Part of that is building a workplace that reflects the diversity of Queensland's communities. Because when we bring together those with different experiences, backgrounds, and perspectives, we both strengthen our teams and improve how we serve the people of Queensland.

Damien Walker

Director-General

Department of the Premier and Cabinet

About the Equity and Diversity Plan

The Department of the Premier and Cabinet (DPC) is dedicated to identifying and implementing positive actions to enhance equity and diversity in employment, as outlined in this *Equity and Diversity Plan*.

Our commitments

DPC fulfils its obligations under the Public Sector Act 2022, through our commitments to:

- **Foster respect and inclusion:** Build a workplace culture where discrimination is not tolerated, and all employees feel safe and supported.
- **Value diverse perspectives:** Ensure the experiences and viewpoints of all employees, including those from diverse groups, are respected, and everyone feels a sense of belonging.
- **Promote equal opportunities:** Guarantee equal access to employment and career development for members of diversity target groups.
- **Encourage allyship:** Support and drive allyship for diversity groups, including LGBTIQ+ employees.
- **Enhance diversity data reporting:** Create an environment where current and future employees feel comfortable sharing their diversity data and understanding its benefits.

Actions are reviewed annually based on findings from each year's DPC Equity and Diversity Audit Report.



Our Diversity Groups

Performance data

DPC remains committed to meeting or exceeding our diversity targets set in partnership with the Public Sector Commission (PSC).

While DPC encourages all employees to provide their diversity information to enable meaningful analysis and actions there are notable variations between the data available through the Minimum Obligatory Human Resource Information (MOHRI), and the annual Working for Queensland survey (WfQ).

Diversity Group	MOHRI Sep-24	MOHRI Sep-23	WfQ 2024	WfQ 2023	DPC & Sector Target
Aboriginal peoples and Torres Strait Islander peoples	1.69% (8)	0.97% (5)	2% (11)	-	4%
People from culturally and linguistically diverse (CALD) backgrounds*	5.08% (24)	3.88% (20)	11% (51)	-	12%
People with Disability	6.57% (31)	6.01% (31)	16% (73)	15% (65)	12%
Women in leadership	70.09% (75)	71.55% (83)	77% (70)	70% (63)	50%
People who identify as LGBTIQ+	-	-	9% (40)	8% (36)	-

*People who speak a language other than English at home.

Through WfQ we understand that the top three reasons why some diversity groups don't share are:

CALD backgrounds

- Lack of awareness of the option to share: 41% (seven employees) down 23% on 2023
- Perceived lack of benefit: 41% (seven employees), down 4% on 2023
- Relevance: 29% (five employees), down 35% on 2023

Employees with disability

- Perceived lack of benefit: 32% (13 employees), down 4% on 2023
- Privacy concerns: 32% (13 employees), down 11% on 2023
- Already sharing the information with their manager: 29% (12 employees), up 8% on 2023



Aboriginal peoples and Torres Strait Islander peoples

The underrepresentation of Aboriginal and Torres Strait Islander peoples within DPC limits the ability to gain further meaningful insights. However, recent reporting shows encouraging progress in increasing the representation of First Nations employees across the department. DPC is actively working to strengthen cultural safety and capability to better include and support all First Nations employees.

Specific actions to improve equity and diversity outcomes for Aboriginal and Torres Strait Islander Peoples are detailed in the joint [DPC and PSC Reframing the Relationship Plan](#).

Culturally and linguistically diverse employees

WfQ survey data shows representation of culturally and linguistically diverse employees who speak a language other than English at home is 11%, marginally below the target of 12% (MOHRI data at 5.08%).

While there is no target for employees born overseas in a predominantly English-speaking country or born overseas in a mainly non-English speaking country, our MOHRI data shows these cohorts have increased in the past year to 2.75% and 3.81% respectively.

We seek to grow the equity and diversity of culturally and linguistically diverse employees through our commitments under the [Queensland Multicultural Action Plan](#).

People with disability

Our MOHRI data indicates 6.57% of DPC employees have disability, the WfQ data is higher at 16%. WfQ data indicates that people with disability are amongst the least engaged of DPC employees, along with neurodivergent employees, although we have seen improvement thanks to targeted initiatives over recent years.

Women with disability earn slightly less than men with disability, with a pay gap of 2.1%, and people with disability have higher rates of permanent employment at 77.42%, 10.52% higher than the departmental rate, potentially indicating that employees with disability seek stability in employment.

Under the *Disability Discrimination Act 1992*, people with neurodivergent conditions are also protected from discrimination. Enhanced data collection in the 2024 WfQ survey allowed us to understand for the first time, that 13% (57) of our employees identify as neurodivergent. This information will inform the design and delivery of our objectives under the joint [DPC and PSC Disability Services Plan](#), and provide for consideration of more specific support mechanisms for our neurodivergent employees.



Women in leadership

Women represent 68.65% of our workforce, including over 60% at all classifications, noting a decrease in representation to 65.79% for AO7 roles and 61.18% for AO8 roles. At the SO classification women make up 72.06% of the workforce. We continue to monitor this data, as past audits have shown it is prone to fluctuations.

In DPC, 26 of the 39 employees classified as Senior Executive Service or equivalent and above are women and account for 66.67% of the total cohort. On average, men employed at this level earn \$65,088 p.a. more than women. This represents a GPE gap of 23.13% for this group. This data is also prone to fluctuation, impacted by even a single change in one role.

DPC is committed to growing equity and diversity of Women through contributions to the Government's [Queensland Women's Strategy](#) and a continued focus on the prevention of domestic and family violence.

LGBTIQA+ employees

While there are no targets set for the employment and inclusion of LGBTIQA+ employees, our 2024 WfQ results show 9% (40) of our workforce identify as LGBTIQA+. This is an increase from 8% (36) in the 2023 survey. This group remains one of the more engaged groups in DPC.

We are committed to ensuring LGBTIQA+ employees feel safe, valued and supported to bring their whole selves to work. To do so, we seek to implement the objectives under the [Queensland Public Sector LGBTIQ+ action plan](#).

Intersection

We acknowledge that our employees may identify with more than one of these individual diversity groups and therefore may also face intersectional barriers to equity and inclusion.



Equity and diversity actions

Embedded actions

As we make progress towards our equity and diversity goals, outcomes are integrated into our planning processes and daily operations. These embedded actions align with our Strategic Workforce Plan to ensure DPC remains focused on progressing our goals.

Work

- Incorporate sector-wide and agency-specific workforce strategies, along with our equity and diversity plans, into annual strategic workforce planning.
- Maintain communication plans that champion equity, diversity, and inclusion, including celebrating and acknowledging key dates for all diversity groups.
- Monitor and report to DPC's governance committees on:
 - ♦ DPC's workforce composition including representation of women in leadership roles
 - ♦ gender pay equity gap
 - ♦ flexible working arrangements, Excess leave and Accrued time leave balances
 - ♦ separation and turnover rates.

Workforce

- Analyse annual Working for Queensland survey results by diversity groups to identify areas for improvement.
- Conduct regular EEO campaigns to emphasise the importance of updating data to accurately reflect DPC's workforce diversity to enable targeted actions to be identified and implemented.
- Use DPC's onboarding and exit surveys to gather meaningful data and feedback.

Workplace

- Promote available leave options to support employees to balance work and personal needs such as cultural, parental, carers, study leave.
- Reinforce zero tolerance for workplace bullying, discrimination and sexual harassment, supported by training, education, and promotion.

Objective 1

Our people are supported in their **work** to lead the public sector and provide the best advice to deliver outcomes for Queenslanders.

Strategies	Actions	Responsibility	Timeframe	Measures for success
Use technology to increase efficiency and effectiveness	Promote how existing technologies can support workplace adjustments and create inclusive opportunities for employees	HR IT	2025 - ongoing	WfQ results for Adjustments in place (employees with disability only)
Apply data analytics to improve work and service delivery	Provide leaders with diversity data and insights to support informed workforce planning and management decisions	HR Leaders	Ongoing	Increase in diversity group representation
Adapt to change by building new capabilities and driving innovation	Partner with other sector agencies and external experts to co-design or deliver workforce initiatives	HR	2026 - Ongoing	WfQ results for Diversity experience
Foster open and inclusive communication and collaboration for better ideas, advice and decisions	Create regular opportunities for employees from diverse backgrounds to share ideas and their experiences, including through DPC's Diversity, Inclusion and Belonging working group	HR Leaders and all employees	Ongoing	WfQ results for Job Autonomy, and Social Support

Objective 2

Our **workforce** is highly capable and influential, led by strong, future-focused leaders.

Strategies	Actions	Responsibility	Timeframe	Measures for success
Promote our Employee Value Proposition to attract and retain talent	Implement best practice and inclusive attraction, recruitment and selection practices for all roles Ensure all recruitment panel chairs have completed recruitment and selection (R&S) training that includes diversity and inclusion obligations and practices, and awareness of unconscious bias	Human Resources Leaders Recruitment panels	2025 - ongoing	Increased number of roles advertised as 'flexible' and/or 'part-time' Increase in number of diverse group applicants and diversity group employees Positive feedback from onboarding survey
	Prompt decision-makers to address potential biases and diversity pay gaps when negotiating, recommending, or approving starting salaries based on the applicant's skills, knowledge, and suitability for the role Leaders to consider pay equity as part of the annual performance assessment for senior executives and senior officers	HR Leaders	2025 - ongoing	Reduction in pay discrepancy between diversity groups (based on full-time-equivalent pay for all roles)

Strategies	Actions	Responsibility	Timeframe	Measures for success
Harness employee strengths to increase workforce performance and agility	Apply a strength-based approach to workforce planning and performance management, including individual job-design and team work allocation	HR Leaders/managers /supervisors	2026 - ongoing	WfQ results for Your job
	Integrate the use of Workplace Adjustments Plan to Performance and Development Agreement discussions	HR Leaders/managers /supervisors	2026 - ongoing	WfQ results for disability as a barrier to success
Implement effective workforce and succession planning to address priorities	Increase use of 'keeping-in touch' practices for employees on parental leave to minimise the impact of career breaks on work and development opportunities	HR Leaders/managers /supervisors	2025 - ongoing	WfQ results for equitable access to work experiences that support career progression
Develop skilled, influential leaders to drive performance and foster a positive workplace culture	Ensure equity and diversity expectations and measures are integrated into performance agreements for supervisors, managers and leaders	HR Leaders	2026	Improved WFQ results for barriers to success Increase in diversity group representation
	Provide opportunities for part-time employees to access leadership development through higher-duties	Leaders	2025 - ongoing	Percentage of women in SO and SES arrangements working part-time to align with the percentage of part-time workers

Objective 3

Our **workplace** is safe, diverse, inclusive and supports the needs of our people.

Strategies	Actions	Responsibility	Timeframe	Measures for success
Foster an inclusive, culturally capable workplace that values diversity	Embed equity and diversity considerations into DPC's integrated planning framework where possible	Executive Leadership Team Corporate Services leaders	2026 - ongoing	Percentage of plans that explicitly reference equity and diversity principles Workforce planning maturity assessment
	Promote the sexual harassment contact officer network and implement sexual harassment training for all employees	HR	2025 - ongoing	Maintain and/or decrease in WfQ results for workplace bullying, discrimination, and sexual harassment
Promote wellbeing through a safe and supportive work environment	Leaders proactively discuss employee wellbeing with their teams and employees with a focus on creating an understanding of diverse needs	Leaders HR	2025 - ongoing	Improved WfQ results for Keeping you well

Strategies	Actions	Responsibility	Timeframe	Measures for success
Recognise and reward behaviours that reflect our guiding principles and strengthen culture	Through our All Voices program showcase employees who role model diversity, inclusion and belonging including leaders who work part-time or use flexible work arrangements	Leaders HR	2025 - ongoing	Greater consistency in WfQ results between leadership and other employees regarding the option to work part-time as a manager
Embrace opportunities to enhance responsive, flexible and agile work practices	Share information with Senior Officer (SO) and Senior Executive employees about flexibility and part-time work options	HR	2025	SO and SES WfQ responses regarding working flexibly

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