

Equity and Diversity Plan 2025–28

Department of the Premier and Cabinet

(updated as at 30 June 2026 to reflect the 2026 Equity and Diversity Audit)
Refer Appendix 1 for 2026 findings.

DELIVERING
FOR QUEENSLAND



Queensland
Government

Message from the Director-General



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

Our Equity and Diversity Plan is 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.

A handwritten signature in black ink, appearing to be 'D Walker', written over a circular stamp or seal.

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 (E&D plan).

The E&D plan sits within a broader framework which includes:

- Department of the Premier and Cabinet Reframing the Relationship plan
- Department of the Premier and Cabinet Disability Service Plan
- Queensland Government Multicultural Action Plan

Accordingly, the E&D plan needs to be read in conjunction with the other diversity plans to understand the full scope of work being undertaken. These plans are informed by the Equity and Diversity Audit which is conducted annually.

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, and where current and future employees feel comfortable sharing their diversity data and understanding its benefits.
- 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.

Actions are reviewed annually based on findings from each year's DPC Equity and Diversity Audit Report. Audit insights and proposed action plans were based on finding from 2026 (Appendix 1) and 2025 (Appendix 2).

Equity and Diversity actions

Embedded actions

Each year DPC reviews our progress towards better outcomes for employees from diversity groups. As we make progress towards, actions identified in previous plans become integrated into the way we work, into our planning processes and daily operations. These actions are captured below to acknowledge the progress made to date.

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 through DPC's governance committees on:
 - DPC's workforce composition including representation of women in leadership roles
 - gender pay equity gap
 - separation and turnover rates.

Workforce

- Analyse annual *Working for Queensland* survey results by diversity groups to identify areas for improvement.
- Conduct regular 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 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.

Additional actions

Key recommendations from the Equity and Diversity Audit in 2026 (refer to data in Appendix 1), included:

- Increasing First Nations representation – included in the Reframing the Relationship plan.
- Improving the employment experience for those with disability - included in the Disability Services Plan.
- Reduce the gender equity pay gap.

The actions below have been considered and updated to reflect the findings of the 2026 Equity and Diversity Audit (Appendix 1).

Objective

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

Actions	2026 update	Responsibility	Starting in/timeframe	Measures for success
Provide leaders with diversity data and insights to support informed workforce planning and management decisions.	Embedded	HR Leaders	Ongoing	Increase in diversity group representation.
Partner with other sector agencies to support delivery of diversity and inclusion initiatives.	Embedded	HR	2026 - Ongoing	WfQ results for Diversity experience.
Create regular opportunities for employees from diverse backgrounds to share ideas and their experiences.	Ongoing	HR Leaders and all employees	Ongoing	WfQ results for Job Autonomy, and Social Support.

Objective

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

Actions	2026 update	Responsibility	Starting in/timeframe	Measures for success
Establish best practice and inclusive attraction, recruitment and selection practices for all roles.	Ongoing	HR	2025 - ongoing	NIL Increase in number of diverse group applicants and diversity group employees.
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.	Embedded	Recruitment panels	2025 - ongoing	Completion of training.
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.	Embedded into Selection report	Leaders	2025 - ongoing	Reduction in pay discrepancy between diversity groups (based on full-time-equivalent pay for all roles).

Actions	2026 update	Responsibility	Starting in/timeframe	Measures for success
Leaders consider pay equity as part of the annual performance assessment for senior executives and senior officers.	Ongoing	Leaders	2025 - ongoing	Reduction in pay discrepancy between diversity groups (based on full-time-equivalent pay for all roles).
Integrate a strengths based approach into workforce planning and performance management by aligning individual strengths with role requirements, and effective team allocation.	Ongoing	HR Leaders/ managers/ supervisors	2026 - ongoing	WfQ results for 'Your job'.
Integrate Workplace Adjustment conversations into Performance and Development Agreement discussions and system.	Ongoing	HR	2026	WfQ results for disability as a barrier to success.
Promote 'keeping-in touch' practices for employees on parental leave to minimise the impact of career breaks on work and development opportunities.	Embedded	HR	Ongoing	WfQ results for equitable access to work experiences that support career progression.
When reviewing policies, actively consider unintended impacts on people on parental leave and adjust policies when not in the spirit of 'keeping in touch'.	New	All	2026 - ongoing	Policies have no unintended impacts in keeping in touch for staff on parental leave.
Ensure inclusion considerations are integrated into performance agreement templates.	Under development	HR	2026	Improved WfQ results for barriers to success.

Objective

Our workplace is safe, diverse, inclusive and supports the needs of our people to enable them to thrive.

Actions	2026 update	Responsibility	Starting in/timeframe	Measures for success
Provide opportunities for part-time employees to access leadership development opportunities through higher-duties.	Ongoing	HR Leaders/ managers/ supervisors	2025 - ongoing	Percentage of women in SO and SES arrangements working part-time to align with the percentage of part-time workers .
Through our recognition program (Achievement Awards) showcase employees who role model diversity, inclusion and belonging.	Embedded	Strategic Communications	2025 - ongoing	Number of award nominees.
Share information with Senior Officer (SO) and Senior Executive employees about flexibility and part-time work options.	Ongoing	HR	2025	SO and SES WfQ responses regarding working flexibly.
Promote the sexual harassment contact officer network and implement sexual harassment training for all employees.	Embedded - sexual harassment training implemented to be undertaken annually.	HR	2025 - ongoing	Maintain zero reports of sexual harassment in the WfQ survey.
Implement the Safe, Inclusive, Thriving framework through the employee lifecycle to create an environment where all employees, irrespective of diversity, feel valued.	New	HR	2026 - ongoing	Improved WfQ results for 'Keeping you well'.

Appendix 1: 2026 Audit Insights

Diversity group	MOHRI Sep-25	MOHRI Sep-24	WfQ 2025	WfQ 2024	DPC and sector target
Aboriginal and Torres Strait Islander	1.61% (8)	1.69% (8)	-	2% (11)	4%
People with disability	7.46% (37)	6.57% (31)	12% (44)	16% (73)	12%
Women in leadership	65.59% (61)	70.09% (75)	65.8% (52)	77% (70)	50%
CALD 2: Speak a language at home other than English	7.86% (39)	5.08% (24)	9% (35)	11% (51)	12%
LGBTIQA+	-	-	8% (30)	9% (40)	-
Neurodivergent	-	-	13% (48)	13% (57)	-

WfQ highlighted the top reasons why diversity groups don't share their information include:

CALD backgrounds	Employees with disability
Relevance	Perceived lack of benefit
Perceived lack of benefit	Privacy concerns
Awareness (of the ability to share formally through payroll data)	Significance of disability (i.e. not significant enough to disclose)
	Discrimination concerns

**Minimum Obligatory Human Resource Information.*

Diversity group engagement

The following table provides a summary of diversity group engagement per the 2025 Working for Queensland survey.

Cohort	Engagement (positive)	Variation from DPC	Change since 2024	Sector comparison – same cohort
All DPC	70%	-	-6%	60%
First Nations	N/A	-	N/A	59%
CALD 2	79%	+9%	-5%	71%
People with disability	58%	-12%	-11%	54%
Neurodivergent	76%	+6%	+6%	56%
Men	66%	-4%	+7%	60%
Women	74%	+4%	+6%	62%
LGBTIQ+	66%	-4%	+9%	60%

Aboriginal and Torres Strait Islander peoples

Aboriginal and Torres Strait Islander employees make up 1.61% of the DPC workforce (eight employees), which is similar to 2024 and remains below the 4% target. Due to the low number of employees, meaningful analysis of pay equity and career progression is not possible. DPC is working to increase representation through actions outlined in the *Reframing the Relationship Plan 2025–28*.

Culturally and linguistically diverse employees

Employees who speak a language other than English at home make up 7.86% of the workforce in official reporting, below the sector target of 12%, whilst the WfQ survey results show a slightly higher level of representation.

Employees from culturally and linguistically diverse backgrounds work across most roles in the department, with many currently participating in graduate programs.

Despite a small drop in engagement since last year, this group continues to report the highest levels of employee engagement across all diversity groups at DPC.

DPC remains committed to increasing cultural diversity through actions under the *Queensland Multicultural Action Plan*.

People with disability

People who identify as having a disability represent 7.46% of the DPC workforce, a small increase from last year but still below the 12% target. Employees with disability are represented across all classification levels, with higher numbers in entry and early career roles

Employee WfQ survey results show engagement for this group has declined compared to 2024, although it remains slightly higher than the public sector average for employees with disability. DPC continues to focus on creating a more inclusive and supportive workplace for people with disability through the *Disability Services Plan 2026-2028*.

Women in leadership

Women account for 65.59% of leadership roles at DPC, exceeding both the sector target of 50% and the Queensland public sector average. While representation remains strong, this figure reflects a gradual decline over recent years.

DPC continues to support gender equity through contributions to the *Queensland Women's Strategy* and ongoing work to prevent domestic and family violence.

Gender pay gap

In September 2025, the gender pay gap at DPC was 7.72%, an increase from 5.04% in September 2024. As a small agency, changes in senior leadership roles can have a noticeable impact on pay gap figures from year-to-year. DPC continues to monitor this closely.

LGBTIQA+ employees

There are no formal workforce targets for LGBTIQA+ representation. In the 2024 employee survey, 9% of respondents identified as LGBTIQA+, an increase from the previous year. This group continues to show strong engagement levels across the department. DPC is committed to ensuring LGBTIQA+ employees feel safe, respected and supported, and continues to implement initiatives under the *Queensland Public Sector Pride in our Communities Action Plan 2024-2026*.

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.

Appendix 2: 2025 Audit Insights

Representation

DPC is committed to meeting or exceeding the 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, reporting and action, as reflected throughout the sector, 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-25	MOHRI Sep-24	WfQ 2025	WfQ 2024	DPC and 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 who speak a language at home other than English at home)	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)	-

WfQ highlighted the top reasons why diversity groups don't share their information include:

CALD backgrounds	Employees with disability
Awareness	Perceived lack of benefit
Perceived lack of benefit	Privacy concerns
Relevance	Already sharing the information with their manager

More about our people

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, DPC is increasing representation of First Nations employees, bolstered through the dedicated First Nations pathway for graduates.

DPC continues to support employees strengthen their cultural 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 *DPC 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 protected from discrimination. Enhanced data collection in the 2024 WfQ survey allowed us to understand for the first time, that 13% (57) employees of our employees identify as neurodivergent. This information will inform the design and delivery of our objectives under the *Disability Service 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 on average \$65,088 p.a. more than women. This represents a gender pay equity 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 *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 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 LGBTIQA+ 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.

Acknowledgement

The Department of Premier and Cabinet would like to acknowledge would like to acknowledge Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country.

We recognise their connection to land, sea, sky and community. We pay our respects to them, their cultures, and to their Elders, past, present and emerging.

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