

DIVERSITY INCLUSION BELONGING



The Department of the Premier and Cabinet  
**Equity and Diversity Plan**  
**2024–2026**

*It's in our hands*



**Queensland**  
Government

## 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

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

The plan outlines our way forward to embrace and harness the diversity of **experience** of all employees. We empower our people to **influence** best practice across the sector by role modelling a workplace culture that embraces and mirrors the diversity of the Queensland community's lived experience, backgrounds, and perspectives. Our employees create **impact** by building meaningful relationships across teams, divisions, and the sector, ensuring everyone is treated with fairness and dignity.

This plan is for everyone working at DPC now and into the future.



**Mike Kaiser**  
**Director-General**  
**Department of the Premier and Cabinet**

## About the Equity and Diversity Plan

The Department of the Premier and Cabinet's (DPC) Equity and Diversity Plan (the plan) identifies actions to improve employment outcomes and workplace experiences for all.

Actions are reviewed annually based on findings from each year's DPC Equity and Diversity Audit Report, or taken from DPC's [Reframing the relationship plan](#), [Disability Service Plan](#) and the [Queensland Multicultural Action Plan](#). DPC's plans have been co-developed with our employees, and we will ensure learnings from the Equity and Diversity Audit Report are used to inform actions that will best support progress in our areas of focus.

## Our priorities

We all belong at DPC and everyone deserves equal rights, access, and opportunities at work, regardless of background, personal experience, or identity. First Nations employment remains our primary focus, by ensuring DPC is a culturally capable department that attracts and retains Aboriginal and Torres Strait Islander employees. We are committed to key outcomes across the following areas:

- fostering a culture that is proactively anti-racist and discrimination is not tolerated
- ensuring employees with disability (and their managers) are aware of workplace adjustments available and are supported to perform to their full 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 employees are open to reporting their diversity data.

## Our Diversity Targets

DPC aims to meet the diversity targets set by the Public Sector Commission. We note the significant data variation between the Minimum Obligatory Human Resource Information (MOHRI) and Working for Queensland (WfQ). DPC encourages all employees to provide their diversity information to enable more meaningful analysis, reporting and action.

Diversity Group	MOHRI Sep-23	MOHRI Sep-22	WfQ 2023	WfQ 2022	DPC & Sector Target
Aboriginal and Torres Strait Islander	0.97% (5)	0.61% (3)	N/A	N/A	4%
People with Disability	6.01% (31)	5.33% (26)	15% (65)	18%	12%
CALD 1: Born overseas – English speaking country	2.13% (11)	1.23% (6)	9% (40)	9%	N/A
CALD 1: Born overseas in a mainly non-English speaking country	2.91% (15)	2.46% (12)	10% (43)	7%	N/A
CALD 2: Speak a language at home other than English	3.88% (20)	3.07% (15)	N/A	10%	12%
LGBTIQA+	N/A	N/A	8% (36)	8%	N/A
Women in leadership	71.55% (83)	72.53% (66)	70% (63)	67% (55)	50%

## Employees with disability

MOHRI data indicates 6.01% of DPC employees live with disability, with the WfQ data higher at 15%. The reasons employees with disability don't share their data in MOHRI include (per WfQ 2023):

- privacy concerns: 43% a slight decrease from 49% in 2022.
- fear of discrimination: 43% up from 34% in 2022.
- perceived lack of benefit: 36%, a slight decrease from 39% in 2022.
- perception of insignificance: 36%, not previously measured.

## Aboriginal peoples and Torres Strait Islander peoples

The low representation of Aboriginal peoples and Torres Strait Islander peoples in DPC inhibits meaningful insights. However, positive progress has been made in the 2023–2024 reporting period to increase departmental representation of First Nations people. DPC is also working to enhance cultural safety to ensure First Nations employees have a rich, meaningful, and safe work experience.

## Culturally and linguistically diverse

WfQ survey data shows representation of culturally and linguistically diverse employees who speak a language other than English at home is 10%, almost meeting the target of 12% (MOHRI data at 3.88%).

Definition changes continue to impact DPC's numbers, and more work is required to encourage employees to update MOHRI data.

The reasons why people don't share this information include:

- awareness: 64% (seven employees) said they'd never been asked for this information.
- relevance: 64% (seven employees) said it is not relevant to their employment.
- perceived lack of benefit: 45% (five employees).

## Women in leadership

DPC continues to surpass the target for women in leadership (MOHRI).

## LGBTIQA+

There is no target for LGBTIQA+ representation, however, 8% of employees identified as LGBTIQA+ in WfQ. No MOHRI data is collected.

## Business as usual (BAU)

As we continue to mature in this space, our plan reflects this growth through the transition of actions to BAU.

### BAU actions:

- Celebrate and/or acknowledge key dates for all diversity groups, including through delivery of sector-wide Speakers series events.
- Undertake annual EEO campaigns, highlighting the importance of regularly updating data to accurately reflect DPC's workforce diversity.

- Identify champions to promote benefits of disclosing diversity information and sharing personal stories.
  - Promote initiatives that highlight benefits of sharing EEO data and positive outcomes derived from better understanding DPC's workforce composition.
- Promote DPC's exit survey to separating employees to generate more meaningful data about DPC's workforce.
  - Review exit survey questions regularly to ensure we are collecting relevant data.
- Monitor and report to Executive Governance Group (EGG) on:
  - DPC's workforce composition
  - DPC's gender pay equity gap
  - women in leadership roles
  - separation and turnover rates.

## Equity and Diversity Actions

### Aboriginal peoples and Torres Strait Islander peoples

The DPC and Public Service Commission (PSC) Reframing the relationship plan (Rtr) outlines actions to build cultural capability and drive progress towards our 4% target. Our actions aim to build systems of support, providing a culturally safe workplace.

Goal	Action	Source	Responsible	Measurement	Start and End
Build DPC's reputation as a workplace that is ready to recruit, appoint and onboard First Nations talent in a culturally safe and inclusive manner.	Prioritise targeted recruitment through: <ul style="list-style-type: none"> <li>• promoting tailored resources to support panels and delegates.</li> <li>• increasing manager capability to undertake targeted recruitment.</li> <li>• providing budget to partner with First Nations recruitment agencies.</li> <li>• continuing the Policy Futures First Nations graduate recruitment pathway.</li> </ul>	Rtr	People and Culture  All Divisions, reported by P&C	Number of targeted recruitment processes undertaken.  Positive progress towards 4% employment target for First nations employees including Policy Futures Graduates.	Ongoing
	Incorporate cultural safety considerations into DPC's onboarding/induction process.	Rtr	People and Culture	Positive feedback in onboarding.	2024–25
	Create and promote an Employee Value Proposition (EVP) which considers diversity.  Utilise the EVP to attract and retain First Nations employees.	Rtr	People and Culture	Positive progress towards 4% employment target for First nations employees including Policy Futures Graduates.	Ongoing
Provide an environment of cultural safety where First Nations employees can thrive as part of the DPC workforce.	Explore options to provide paid cultural and ceremonial leave to First Nations employees.	New	People and Culture	Number of paid leave options available.	By end of 2025
	Identify anti-racism training and other strategies/resources to create allyship/by-stander capabilities.	Rtr	People and Culture	Percentage of places filled on anti-racism programs.	2024–2025

Goal	Action	Source	Responsible	Measurement	Start and End
				Improved WfQ results relating to racism and/or discrimination.	
	Value, respect and showcase Aboriginal and Torres Strait Islander cultures and embed this into our everyday business and way of working.	Rtr	People and Culture  All employees	Percentage of places filled in cultural capability training sessions.  Improved WfQ results.	2024–2025
	Employees, including senior executives, commit to ongoing cultural capability development.	Rtr	People and Culture  All employees  EGG	Percentage of places filled in cultural capability training sessions.  Number of Senior Executives undertaking cultural capability training.	2025–2026
Provide an environment where First Nations employees are supported to progress their careers.	Support First Nations employees to develop their leadership capabilities and progress their careers by: <ul style="list-style-type: none"> <li>accessing training and study leave.</li> <li>promoting and supporting the Career pathways service.</li> <li>developing a First Nations talent pipeline.</li> </ul>	Rtr	People and Culture	Percentage of eligible First Nations employees who access formal training and study leave.  Number of professional development opportunities offered to the Career pathways participants.	Ongoing

## People with disability

The *DPC and PSC Disability Service Plan 2022–2025 (DSP)* drives action and change to achieve the best employment experience for employees with disability. DSP actions to help achieve our 12% target of people with disability by 2026, include:

Goal	Action	Source	Responsible	Measurement	Start and End
All employees understand workplace adjustments are available and feel comfortable to access them.	Embed the departmental workplace adjustments policy, highlighting the role of adjustments to support employees with disability to be their best at work.  DPC events are inclusive and adjustment requests are implemented.	DSP Action 11	People and Culture	Number of known workplace adjustments in place.  Percentage of requested adjustments made for DPC events and training.	2022–2025
Increase the number of people with disability in the Policy Futures Graduate program.	Ensure Program recruitment and selection practices are inclusive.	DSP Action 14	People and Culture	Positive progress towards 12% employment target for Policy Futures graduates with disability.	2022–2025
	Engage with universities and industry partners to attract more candidates with disability.  Deliver the Policy Futures Graduate program pathways sessions to inform and attract applicants from diverse groups.	DSP Action 15	People and Culture	Feedback from applicants regarding inclusiveness of the recruitment and selection process.  Percentage of requested adjustments made during recruitment process.	
Educate Human Resource practitioners, managers, and supervisors to address barriers for people with disability.	Provide development opportunities and resources that support a person-centered approach to disability.	DSP Action 16	People and Culture	Improved WfQ results.	2023–2024
Achieve our 12% target by ensuring all recruitment processes promote access to adjustments.	Partner with a disability agency to review recruitment, selection, and onboarding processes.	DSP Action 17	People and Culture	Number of applications for DPC roles from people with disability (per Springboard reporting).	Ongoing



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

DPC's focus is on anti-racism, empowering all employees to speak up and stand up against racism and discrimination.

Goal	Action	Source	Responsible	Measurement	Start and End
Build employee capability in recognising and responding to racism.	Strengthen our commitment to combatting racism and discrimination through development of an Anti-Racism strategy or plan.	MAP Action 5  Revised 2024	People and Culture	Percentage of places filled in anti-racism training and programs.  Improved WfQ results.	2024–2025

## Gender equity including women in leadership

The following actions have been developed to continue to ensure the workplace is equitable, irrespective of gender:

Goal	Action	Source	Responsible	Measurement	Start and End
Increase awareness of parental leave and caring entitlements available to men.	Promote entitlements that support men to undertake caring responsibilities.	Revised 2023 E&D Plan	People and Culture	Increase in uptake of parental and carers leave by men.	Ongoing
Improve awareness of flexible work options for senior officers.	Educate SO employees and their managers about flexibility under the Senior Officer – employment conditions Directive.  Profile employees SO and above who work flexibly.	New	People and culture	Percentage of SO employees with a flexible work agreement.	2024–2025  Ongoing

## LGBTIQA+ inclusion

Our goal is to create an inclusive environment where LGBTIQA+ employees are comfortable to discuss their family, partner, and home life. Additionally, DPC will contribute to the PSC led [LGBTIQA+ Action Plan 2023-2025](#) by supporting the plan's objectives and actions.

Goal	Action	Source	Responsible	Measurement	Start and End
LGBTIQA+ employees can be their authentic self.	Continue to support the DPC Pride network to be a guiding voice in inclusion and allyship.	Revised 2023 E&D Plan	People and Culture	Improved WfQ results.	Ongoing

## Actions to support all diversity groups

Our 2023 Equity and Diversity Audit committed to actions which support all equity and diversity groups and foster workplace acceptance and support for all employees.

Goal	Action	Source	Responsible	Measurement	Start and End
DPC's Executive Leadership Team proactively engage with the DIB program, holding each other accountable.	DIB Champion reports quarterly to EGG on departmental activities that contribute to equity, diversity and belonging.  EGG actively participate in, promote, and prioritise DIB events.	New	DIB Champion  EGG	Percentage of EGG attendance at DIB events and training.	Ongoing
Support employment security through converting eligible employees (temporary or acting) to permanency.	Explore opportunities to positively impact employment security for diverse employees, particularly First Nations employees.	Revised 2023 E&D Plan	People and Culture	Number of higher duties and temporary to permanent conversions.	End 2025

Goal	Action	Source	Responsible	Measurement	Start and End
Recruitment practices are equitable and attract diverse applicants.	Build capability so managers are confident to apply diversity principles under the Public Sector Act 2022.	2023 E&D Plan	All hiring managers  People and Culture	Percentage of places filled in recruitment and selection training.	2024–2025
Zero bullying, discrimination, or sexual harassment in the workplace.	Reinforce zero tolerance for workplace bullying, discrimination and sexual harassment, supported by training, education, and promotion.  Promote the sexual harassment contact officer network to enable safe conversations across DPC.	Revised 2023 E&D Plan	People and Culture	Decrease in reported workplace bullying, discrimination, and sexual harassment incidents from WfQ survey.  Number of incidents of sexual harassment reported to trained contact officers.	Ongoing
Ensure employees are supported and feel confident in discussing their wellbeing.	Monitor hours of work including excess ATL and, recreation leave balances, and increased sick leave takings.  Promote access to a range of initiatives to support good mental health.  Provide a health, safety and wellbeing program that holistically addresses employee wellbeing.	Revised 2023 E&D Plan	All divisions	Improved WfQ results.  Decrease in excess recreational leave and excess/forfeited ATL balances.	2024–2025  Ongoing
Normalise flexible working arrangements so all employees feel comfortable accessing flexibility to meet their individual needs.	Engage leadership to bridge the gap between their support of flexible work and perceived barriers in access, particularly for managers and directors.	Revised 2023 E&D Plan	All divisions  People and Culture	Percentage of flexible work agreements recorded.  Greater consistency in WfQ results between leadership and other employees.	Ongoing