




# QLeave's Diversity, Equity and Inclusion **Strategy** **2024-27**

[www.qleave.qld.gov.au](http://www.qleave.qld.gov.au)

A photograph of three diverse women sitting around a table in a meeting. The woman in the center is smiling broadly and holding a pen. The woman on the right is also smiling. The woman on the left is partially visible, looking towards the center. There are white mugs and glasses on the table. The background is a blue wall.

QLeave will take significant steps to embed diverse, equitable and inclusive actions, values and behaviours within the workplace.

# QLeave's Diversity, Equity and Inclusion Strategy 2024-27

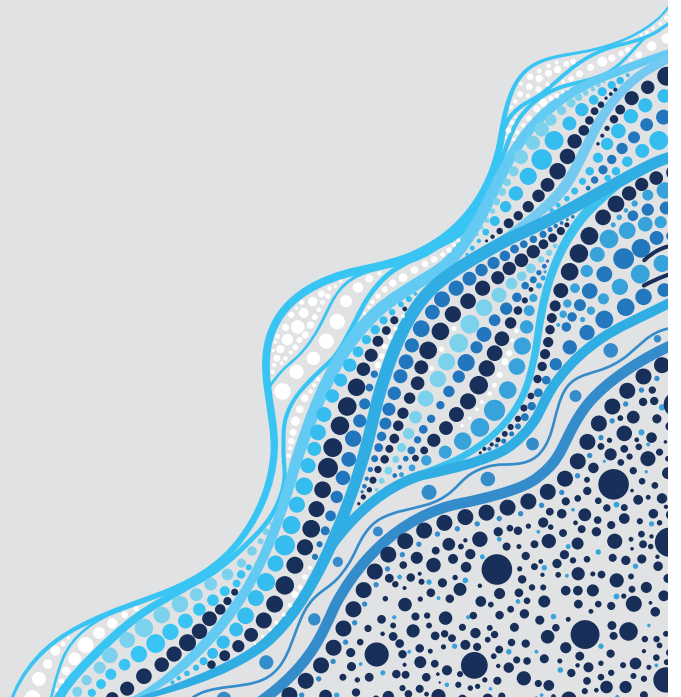
<b>1</b>	<b>ACKNOWLEDGEMENT OF COUNTRY</b>	<b>2</b>
	<b>SHARED PURPOSE</b>	<b>3</b>
	What is diversity, equity and inclusion?	3
	Why diversity, equity and inclusion matters	3
	Unconscious bias	3
<b>2</b>	<b>LEADERSHIP RESPONSIBILITIES</b>	<b>4</b>
<b>3</b>	<b>MESSAGE FROM THE GENERAL MANAGER</b>	<b>5</b>
<b>4</b>	<b>QLEAVE'S DIVERSITY, EQUITY AND INCLUSION CHAMPION (CHAIR)</b>	<b>6</b>
<b>5</b>	<b>CURRENT WORKFORCE DATA</b>	<b>8</b>
<b>6</b>	<b>MEASURING SUCCESS</b>	<b>9</b>
	Diversity, Equity and Inclusion audit	9
	Working for Queensland Survey	9
	Exit interviews	9
<b>7</b>	<b>DIVERSITY, EQUITY AND INCLUSION FOCUS</b>	<b>10</b>
	Aboriginal peoples and Torres Strait Islander peoples	10
	Gender equity	10
	People living with a disability	10
	Cultural diversity	10
	Generationally diverse staff	10
	Staff identifying as LGBTQIA+	11
	Culturally and racially marginalised women/Intersectionality	11
<b>8</b>	<b>DIVERSITY, EQUITY AND INCLUSION ACTION PLAN</b>	<b>11</b>
	Diversity, equity and inclusion events to be recognised	11
	Diversity, equity and inclusion deliverables	12





## ACKNOWLEDGEMENT OF COUNTRY

QLeave acknowledges Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners of this country throughout Australia, and their connection to land and community. We pay our respects to all Traditional Owners and to their Elders past, present, and emerging.



# 1 | SHARED PURPOSE

As a key organisation in the community services, contract cleaning and building and construction sectors, QLeave provides an inclusive, connected, accessible working environment and customer experience.

The objective of QLeave's Diversity, Equity and Inclusion (DEI) strategy is to demonstrate our commitment to developing, implementing, and consistently applying a framework that supports each staff member, irrespective of their background. In publishing this strategy, QLeave is publicly committing to supporting and valuing its most important assets – its people.

Over the next three years, QLeave will take significant steps to embed diverse, equitable and inclusive actions, values and behaviours within the workplace. This will be achieved by demonstrating, through the steps outlined in this document, to staff and stakeholders that QLeave respects, supports and embodies what a diverse workforce can be. QLeave will continue to create a workplace where everyone feels safe to bring their whole selves to work, feeling genuinely included through every step of their journey.

QLeave's progress towards increasing diversity and inclusion will be far greater than tokenistic gestures. To foster real change, QLeave will drive key projects, training, and education.

Like the Queensland community, QLeave has a diverse workforce comprising staff from different cultures, religions, social economic factors, identities, education and generations. QLeave's workplace comprises parents, carers, emerging professionals, career changers, LGBTQIA+ people and individuals with multicultural backgrounds. This strategy outlines how QLeave will enhance the workplace to support, protect and celebrate its diverse staff and stakeholders.

QLeave will support our diverse culture and will:

- › drive a workplace culture that is collaborative, accountable, and empowering
- › create an environment where new ideas can be expressed and explored to drive innovation
- › apply our values to provide an inclusive, equitable and accessible workplace, where inclusion is everyone's responsibility, and the diversity of staff is respected and valued
- › create a high-performance culture that harnesses the power of diversity of background, thought and experience in teams to better support staff and the communities QLeave serves
- › foster diverse, productive, and agile teams, providing work environments that fully support a blended, flexible workforce

## WHAT IS DIVERSITY, EQUITY AND INCLUSION?

Diversity Council Australia describes '**diversity** as being the mix of people in an organisation' and '**inclusion** refers to getting the mix of people in an organisation to work together to improve performance and wellbeing'.

**Equity** refers to 'treating individuals according to their diverse needs in a way that enables all people to participate, perform and engage to the same extent.'

Diversity Council Australia, Diversity & Inclusion Definition, Sydney, Diversity Council Australia, 2017

## WHY DIVERSITY, EQUITY AND INCLUSION MATTERS

It is important that our employees feel respected, safe and valued, with a strong sense of belonging. When we create an inclusive environment for each other we can speak up, share ideas, and perform to our full potential. This in turn improves creativity, integrity, productivity, and engagement.

## UNCONSCIOUS BIAS

Unconscious bias occurs unconsciously. Unconscious biases can influence decisions, thoughts and actions without the person being aware and can result in unfair advantages or disadvantages for an individual or group.

Unfortunately, bias and discrimination can be inevitable. However, through our DEI strategy, leadership and action plan, QLeave will diminish and – as far as possible – eliminate this discrimination from all practices.



## 2 | LEADERSHIP RESPONSIBILITIES

Compassionate leaders with high levels of emotional intelligence are essential to developing a diverse, equitable and inclusive workplace. QLeave will continue to build on its leaders' capabilities to ensure they are equipped to drive diversity, equity and inclusion.

The leadership team will demonstrate their commitment to QLeave's DEI journey by:

- › promoting and championing cultural safety
- › actively challenging processes or behaviours that are not inclusive
- › ensuring people feel safe to speak and express individual perspectives
- › setting, reporting and delivering on diversity targets
- › driving greater workforce participation at all levels of the organisation
- › fostering an inclusive and welcoming workplace culture where people feel a sense of belonging.

The following positions and groups have specific responsibilities for the implementation, maintenance and review of the DEI strategy:

- › The **General Manager** is the main advocate and ally for leading the DEI program
- › The **Manager People, Culture and Capability** is responsible for developing, managing, reviewing and evaluating the DEI strategy and reporting on its progress
- › The **Director Operations and Communications** is QLeave's DEI champion and Chair of the DEI working group
- › The **DEI champions** are volunteers who are passionate about diversity, equity and inclusion and will form the DEI working group. This group will be responsible for championing the DEI strategy and initiatives
- › All **managers** are responsible for advocating diversity, equity and inclusion in their teams, leading by example and setting expectations for inclusive behaviour
- › All **employees** are responsible for advocating and displaying behaviours in line with QLeave's diversity, equity and inclusion expectations.

**Allyship** is a verb, not a noun.

It involves taking action and speaking up. It's not enough to simply say 'I'm an ally'.



Diversity has a broad scope encompassing the wide range of individual differences that make up our workforce and the industries we serve.

- Brett Bassett



### 3 | MESSAGE FROM THE GENERAL MANAGER

We live in a diverse society and it's essential that QLeave, and the people working here, reflect this society.

Firstly, it's important to recognise the significance of this strategy because we haven't had one before, which reflects that we need to do better to support the people who work with us. QLeave's inaugural Diversity, Equity and Inclusion strategy sets the expectation of what we as an organisation are doing to support our workforce.

Diversity has a broad scope encompassing the wide range of individual differences that make up our workforce and the industries we serve. With diversity comes inclusion, which in a workplace fosters new and different ways of thinking, interacting, and working, allowing all individuals to contribute to the business. Equity ensures we all have fair and equal opportunities based on our individual needs.

Addressing systemic inequity and building inclusive workplace cultures begins with a willingness to be open to different perspectives. It's well-known that diverse and inclusive workplaces have engaged, productive and effective employees.

The leadership team and I are responsible for everyone's well-being when they walk in the door at QLeave. It's our responsibility to ensure they feel safe, challenged and connected to the organisation. Put simply, having a workplace where everyone feels safe, respected, and included is the right thing to do. It's also the right thing to do as part of a diverse and ever-evolving society and recognises the diverse nature of QLeave and the industries we serve. It confirms our commitment to being a better public service agency by allowing our people to hold us to account where we need to improve. This shared commitment is one of the reasons a member of the Executive Leadership Team, Rebecca Sampson, will be our Diversity, Equity and Inclusion champion.

Our shared ideals of public service, making a difference in the industries we serve and having healthy and productive working lives unite us as individuals regardless of our backgrounds. At QLeave, everyone is welcome regardless of the characteristics that make us all inherently diverse. This strategy encapsulates our responsibilities as leaders and individuals to drive the change we need.

## 4 | QLEAVE'S DIVERSITY, EQUITY AND INCLUSION CHAMPION (CHAIR)

It's widely accepted that workplaces and communities that foster equity and inclusion see better outcomes.

Whilst we've undoubtedly seen vital, hard-fought, but necessary gains, gender inequality, racism, homophobia, ageism, and discrimination based on sexual orientation, gender identity and disability still exist – in society and the workplace.

Whilst QLeave recognises the importance of diversity, equity and inclusion (DEI), there is room for growth and improvement in fostering a more equitable and inclusive workplace for our people.

This new strategy, establishing a DEI working group and nominating a DEI champion are essential steps in committing to and reaching our workplace goals. While specific strategies and approaches to achieving DEI goals can vary and may seem complex, fundamentally it is about fairness and social justice which are essential to creating positive change in the workplace and society.

To me, taking on the role of DEI champion means being an advocate and ally for achieving equal access and opportunity. Being a DEI champion is a chance to address systemic biases, promote equal opportunities, and dismantle barriers that hinder marginalised groups' progress. DEI in the workplace can drive positive change at both individual and systemic levels.

On a personal level, this will be a significant learning process for me. I'll need to acknowledge and examine my own biases and privileges and admit when I make mistakes. This starts by stating here that I don't have all the answers and can neither understand nor represent the experiences of others.

What I can commit to is advocating for change, challenging bias and fostering inclusive practices. I will work to create a safe space for you to share your stories. I'll actively seek out diverse perspectives and experiences, I'll listen with an open mind and be willing to challenge ingrained biases.

You'll be asked to embrace our DEI work, take responsibility for your own learning, for educating yourself and helping QLeave to become a workplace that is fair and inclusive for all of our people.

To me, taking on the role of DEI champion means being an advocate and ally for achieving equal access and opportunity.

- Rebecca Sampson







QLeave recognises the importance of diversity, equity and inclusion (DEI), acknowledging there is always room for growth and improvement to foster a more equitable and inclusive workplace for our people.

# 5 | CURRENT WORKFORCE DATA

Culturally and linguistically diverse % (non-English speaking background employee & parents)  
12.68%



Culturally and linguistically diverse % (speak a language other than English at home)  
15.67%



Disability %  
4.47%



Aboriginal and Torres Strait Islander  
2.23%



Women in Director roles %  
50%



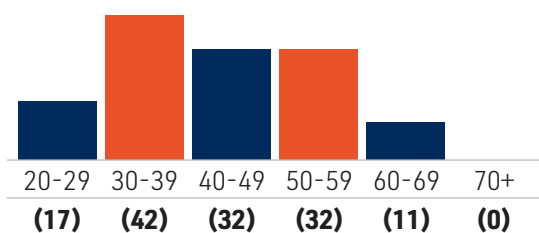
Women in Senior Leadership Team roles  
72.72%



Gender  
85 female | 48 male  
1 non-binary



Generations data



## QUESTION

- Cultural background is not a barrier to success in my organisation.

74 Responses: 73% Agree, 24% Neutral, 3% Disagree
- My agency's executive group is committed to gender equality.

59 Responses: 73% Agree, 20% Neutral, 7% Disagree
- I have the same access to career development opportunities as my male colleagues.

59 Responses: 73% Agree, 10% Neutral, 17% Disagree
- Leaders across my organisation take responsibility for building cultural capability of employees.

88 Responses: 73% Agree, 18% Neutral, 9% Disagree
- Being a man is not a barrier to success in my organisation.

73 Responses: 71% Agree, 23% Neutral, 6% Disagree
- Being a woman is not a barrier to success in my organisation.

83 Responses: 66% Agree, 20% Neutral, 13% Disagree
- Being gender diverse is not a barrier to success in my organisation.

66 Responses: 65% Agree, 32% Neutral, 3% Disagree
- Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation.

70 Responses: 70% Agree, 27% Neutral, 3% Disagree
- Sexual orientation is not a barrier to success in my organisation.

73 Responses: 70% Agree, 29% Neutral, 1% Disagree
- Age is not a barrier to success in my organisation.

81 Responses: 65% Agree, 25% Neutral, 10% Disagree
- Disability is not a barrier to success in my organisation.

70 Responses: 60% Agree, 36% Neutral, 4% Disagree

Responses | Agree | Neutral | Disagree

Data as at 31 December 2023 based on headcount of 134 employees

Data from Working for Queensland Survey 2023.

## 6 | MEASURING SUCCESS

Understanding the diversity of the workforce will enable QLeave to create strategies that will attract and retain staff from diverse backgrounds. Having diversity targets is essential in driving the focus towards a more diverse, equitable, inclusive and innovative workforce.

QLeave has adopted the below **diversity targets** for staffing levels:

Diversity	TARGET	December 2023
Culturally and linguistically diverse – non English speaking background	12%	12.68%
Culturally and linguistically diverse – speaks a language other than English at home	12%	15.67%
People with a disability	12%	4.47%
Aboriginal and Torres Strait Islander	4%	2.23%
Women in Director roles	50%	50%
Women in Senior Leadership Team roles	50%	72.72%
Gender pay gap	Up to 5%	5%

QLeave’s focus and action plan will establish how the organisation intends to reach its diversity targets year on year. There are a variety of ways QLeave will check progress against the DEI targets. One of the ways will be by reporting to the General Manager on an annual DEI audit. The most important asset in addressing diversity, equity and inclusion is people, and QLeave is committed to being responsive to their needs and feedback.

### DIVERSITY, EQUITY AND INCLUSION AUDIT

QLeave will conduct an annual DEI audit to gain an understanding of where the organisation has done well and where a shift in focus may be needed. The audit process will provide essential data to help QLeave understand the diversity composition of QLeave.

The DEI audit will include a focus on the composition of workforce by salary, classifications, gender pay gap, employment types, occupations, flexibility, leave types utilised, recruitment and higher duties and separations.

The DEI committee will meet to discuss the annual audit results and the current action plan to identify if additional programs of work need to be commenced.

### WORKING FOR QUEENSLAND SURVEY

QLeave participates in the yearly Working for Queensland survey conducted by the Public Sector Commission. QLeave encourages staff to respond to this anonymous survey honestly and without fear of repercussions. This important survey provides meaningful data across diversity, equity and inclusion and allows for the opportunity to measure results from previous year/s.

The data from the Working for Queensland survey will allow for a deeper analysis of areas such as flexible work experiences, fairness and health, safety, and well-being.

### EXIT INTERVIEWS

Data gathered through voluntary exit interviews and workforce conversations will further indicate how the organisation is delivering against focus areas.



# 7 | DIVERSITY, EQUITY AND INCLUSION FOCUS

## **ABORIGINAL PEOPLES AND TORRES STRAIT ISLANDER PEOPLES**

QLeave commits to the recognition and celebration of Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners of the land on which QLeave operates its business and throughout Australia.

QLeave began its reconciliation journey in 2022, and has now commenced the second Reconciliation Action Plan, Innovate. QLeave has committed to creating change and promoting meaningful action by removing barriers for First Nations peoples in the workplace, elevating the voices of Aboriginal peoples and Torres Strait Islander peoples and supporting Aboriginal and Torres Strait Islander customers.

QLeave strives towards a target of 4% employment of Aboriginal peoples and Torres Strait Islander peoples in the workplace.

As at December 2023, 2.23% of QLeave staff identify as Aboriginal or Torres Strait Islander.

## **GENDER EQUITY**

Gender equity refers to creating workplaces where everyone is afforded equal opportunities and employment conditions irrespective of their gender. We will make the most of the talents, skills, and experiences of all employees. QLeave offers equal conditions of employment and equity in accessing employment opportunities and leadership roles.

QLeave's target is to have 50% representation of women in Senior Leadership Team and Director roles.

As at December 2023, 50% of Director roles are held by women, and 72.72% of Senior Leadership Team roles are held by women.

## **PEOPLE LIVING WITH DISABILITY**

Disabilities are conditions that not only present physically but can also present psychologically and be visible or non visible. QLeave supports all staff to bring their whole selves to work, ensuring a safe and accessible environment in which staff can all feel comfortable and included, regardless of their individual circumstances. QLeave commits to eliminating barriers, supporting staff to contribute their knowledge, skills and experiences to enhance the workplace. This will be done by creating a culture where staff feel safe to disclose disabilities from the commencement of the recruitment process through to their induction and beyond.

QLeave's target is to increase the level of employment for people with a disability to 12%.

As at December 2023, 4.47% of QLeave staff have disclosed that they are living with disability.

## **CULTURAL DIVERSITY**

The cultural diversity of our workforce enables QLeave to utilise a broad range of skills and contributions, varied experiences and perspectives. In encouraging teams to reach their full potential, QLeave must work to support staff contributions.

QLeave will continue to increase cultural awareness and maintain the target of 12% of employees who identify as culturally and linguistically diverse.

As at December 2023, 12.68% of QLeave staff are from a non-English speaking background.

As at December 2023, 15.67% of QLeave staff speak a language other than English at home.

## **GENERATIONALLY DIVERSE STAFF**

QLeave values the unique skills, knowledge, and experience that all employees bring to the workplace. As an organisation, we seek to attract and retain talented staff by offering a work environment in which all employees can flourish professionally while balancing other priorities in their lives. Employees of all ages are recognised for the benefits they bring to the workforce through diverse experiences and knowledge.

The focus will remain on exploring and understanding each generation's needs, and embracing the differences they bring to the workplace, by learning from the diverse experiences of each cohort.

## STAFF IDENTIFYING AS LGBTQIA+

QLeave fosters a culture where employees with diverse sexualities and/or gender identities feel respected, valued, and empowered to bring their whole selves to the workplace. This extends to all those who identify as part of the wider diversity of bodies, genders, sexualities, relationships, and identities.

QLeave will focus on increasing its understanding of the challenges faced by LGBTQIA+ employees not only in the workplace, but also the community. The organisation is committed to breaking down barriers and continuing to build a culture where staff feel safe to be themselves.

## CULTURALLY AND RACIALLY MARGINALISED WOMEN/INTERSECTIONALITY

QLeave will focus on shifting power imbalances to hear more from these staff members by removing systemic barriers they may face. To engender change, QLeave will ally with diverse groups to understand their lived experiences.

Culturally and racially marginalised (CARM) women refers to women who are not white. This group includes women who are black, brown, Asian, or any other non-white group who face marginalisation due to their race.

The term "culturally" is added because these women may also face discrimination due to their culture or background.

Diversity Council Australia, Diversity & Inclusion Definition, Sydney, Diversity Council Australia, 2017

Intersectionality can be experienced when some people experience compounded discrimination due to multiple marginalising and interlinked characteristics.

# 8 | DIVERSITY, EQUITY AND INCLUSION ACTION PLAN

## DIVERSITY, EQUITY AND INCLUSION EVENTS TO BE RECOGNISED

EVENT	TIMELINE
International Women's Day	8 March annually
International Day for the Elimination of Racial Discrimination (IDERD)	21 March annually
International Day Against LGBTQIA+ Discrimination (IDAHOBIT)	17 May annually
National Reconciliation Week	27 May annually
Pride Month	June annually
NAIDOC Week	2 July annually
Multicultural Queensland month	August annually
RUOK? Day and MATES Fly the Flag Day	14 September annually
International Day of Older Persons	1 October annually
International Day of Persons with Disabilities	3 December annually
Human Rights week	10 December annually



# 8 | DIVERSITY, EQUITY AND INCLUSION ACTION PLAN

*continued*

## DIVERSITY, EQUITY AND INCLUSION DELIVERABLES

DELIVERABLES	TIMELINE
Share information with staff provided through subscription with Public Sector LGBTIQ+ newsletter on our intranet	Quarterly
Renew Diversity Council Australia membership or equivalent	2024 / 2025 / 2026
Annual sponsorship of leadership course for 2 female/gender diverse staff	March 2025 March 2026
Annual pay-gap analysis	May 2024
Encourage staff to update their diversity details in the Human Resource System	May 2024 November 2024 May 2025 November 2025 May 2026
Review QLeave's transition to retirement planning processes	June 2024
Develop and implement an internal and external engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	July 2024
Provide mandatory diversity training to all staff	July 2024
Include generational diversity training to induction mandatory courses	July 2024
Develop and implement an Aboriginal and Torres Strait Islander recruitment and retention strategy	August 2024
Provide psychosocial awareness training	August 2024 August 2025
Participate in Share the Dignity's biannual period product drive	August 2024 March 2025 August 2025 March 2026
Review recruitment procedures and policies, advertisements and role descriptions to ensure gender neutral, inclusive and supportive language is used	October 2024

DELIVERABLES	TIMELINE
Prepare recommendations and action plan to the General Manager following annual diversity and inclusion audit	June 2024 June 2025 June 2026
Review and edit Diversity and Inclusion strategy action plan following audit	July 2024 July 2025 July 2026
Develop and implement a Cultural Learning Strategy inclusive of cultural safety training	October 2024
Publish QLeave's pledge, identifying its commitment to organisational safety for all people	October 2024
Creation of a disability inclusion strategy and action plan inclusive of disability awareness training to all staff	December 2024
Provide unconscious bias training	February 2025 February 2026
Provide mandatory mental health training for staff	February 2025 February 2026
Review psychosocial assessment tool annually	April 2025 April 2026
Review of the DEI Strategy annually	April 2025 April 2026
Complete an annual DEI audit to analyse performance	May 2025 May 2026
Create a multicultural cookbook to celebrate QLeave's diverse workforce as part of Multicultural Queensland month	August 2025 August 2026
Develop a Culturally and racially marginalised women (CARM) and gender equity strategy	December 2025
Develop and implement a LGBTQIA+ strategy	May 2026





**PORTABLE**  
LONG SERVICE  
LEAVE

Unit 1, 62 Crockford Street  
Northgate Qld 4013

PO Box 348  
Archerfield BC QLD 4108

Phone 1300 QLEAVE

Email [pccteam@qleave.qld.gov.au](mailto:pccteam@qleave.qld.gov.au)

[www.qleave.qld.gov.au](http://www.qleave.qld.gov.au)