

DELIVERING
FOR QUEENSLAND

Diversity, Equity and Inclusion Plan 2025-28

Department of Housing
and Public Works



Queensland
Government

As a result of Machinery of Government changes on 1 November 2024, the Department of Housing, Local Government, Planning and Public Works was renamed the Department of Housing and Public Works (HPW). As a result, the functions of Government Procurement, Youth Affairs and Office of the Night-Life Economy Commissioner became the responsibility of HPW and the Local Government and Planning functions were transferred out of the department.

The department's three-year Diversity Equity and Inclusion (DEI) Plan 2024-27 was originally released in September 2024. It has been updated in June 2025 to reflect the changes to departmental functions and remains focused on what we propose to achieve.

The Queensland Government is committed to providing accessible services to Queenslanders from diverse backgrounds. If you have difficulty understanding this document, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to communicate the report to you.

Acknowledgement of Country

The Department of Housing and Public Works respectfully acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country – the lands and seas on which we meet, live, learn, and work. The department acknowledges those of the past, the Ancestors whose strength has nurtured this land and its people, and we recognise their connection to land, sea, and community.

We pay our respects to them, their culture and their Elders, past, present, and emerging.

Foreword

Embracing **diversity** means recognising and valuing everyone's perspectives, backgrounds, and experiences.

Equity acknowledges we do not all start from the same place, so privilege imbalances should be managed and corrected.

Inclusion is about ensuring that every person feels respected and valued.

Our Diversity, Equity, and Inclusion Plan outlines actions to create a respectful workplace, ensuring everyone is treated with fairness and dignity. It aims to promote a workplace where everyone is able to feel like they belong, while being empowered to contribute fully to the workplace.

Through this plan, we are committed to capability building, reassessing our recruitment practices, and nurturing a culture that values and celebrates differences to build a workplace that considers our staff's lived experiences, backgrounds, and perspectives. This will ensure our current and future workforce is reflective of the broader Queensland community and the people we serve, so ultimately, we can create an environment where innovative and out-of-the-box ideas can flourish.

I would like to extend my gratitude to all who have contributed to the development of this plan. Your dedication and passion is, and will continue to be, instrumental in creating a psychologically and culturally safe environment where everyone is valued and accepted. I ask that we all actively engage in the implementation of this plan to ensure our workforce, both now and in the future, know that **everyone** is welcome here.

Mark Cridland

Director-General
Department of Housing and Public Works

About the Diversity, Equity and Inclusion Plan

The Diversity, Equity and Inclusion Plan has been developed to enhance and support a diverse and inclusive workplace that is reflective of the communities we serve. The plan outlines the goals, actions and measures to achieve our commitment and cultivate a workplace culture where the values of equity, respect, inclusion and cultural safety are embraced and demonstrated every day.

The plan has been developed through evidence-based and collaborative approaches. Annual equity and diversity audit insights have informed dialogue with employees and leaders on potential inequities and barriers to diversity, equity and inclusion (DEI) progress in the department. We have engaged employees, diversity groups and senior leaders to better understand their experiences, capabilities and where to focus actions that drive systemic change across our work, workplaces and workforce.

Diversity groups

We recognise, monitor progress and engage with diversity groups through our equity and diversity audits, diversity targets, Working for Queensland (WfQ) survey analysis, engagement with employee network groups and executive DEI champions.

The goals and actions within this plan aim to address whole-of-department considerations. This approach ensures our strategies are comprehensive and effective, by acknowledging and addressing the nuanced realities of our workforce and fostering a truly inclusive environment for all. Where appropriate, targeted initiatives will be developed through further engagement and collaboration with employees from the diversity groups.

Women

Women represent 50.26% of our workforce, however this representation is unevenly distributed across salary levels. Women in leadership roles account for 52.90%, indicating progress in leadership representation. However, occupational segregation persists, with men dominating trades roles and women being overrepresented in administrative classifications.

Aboriginal peoples and Torres Strait Islander peoples

First Nations employees represent 4.02% of our workforce, exceeding the sector and departmental target of 4%. A gender analysis revealed that First Nations women are overrepresented at the AO3, AO4, AO7, AO8 and SES equivalent levels, while their representation at other levels has improved compared to previous years. This suggests a narrowing of historical underrepresentation gaps for First Nations women.

People with disability

Employees with disability represent 5.93% of our workforce, which remains below the sector and departmental target of 12%. However, this marks an increase from 5.58% in 2024, reflecting a positive trend in disclosure or recruitment. Women with disability are overrepresented at the AO3 equivalent level, consistent with previous years, while men with disability are overrepresented at AO1 and AO2 levels. Positively, women with disability are now more proportionally represented from the AO4 to SES levels.

People from culturally and linguistically diverse backgrounds

Employees who speak a language other than English at home represent 6.21% of our workforce, while those born overseas represent 9.31%. Both figures fall below the sector and agency target of 12%, highlighting an opportunity to enhance diversity in culturally and linguistically diverse representation

LGBTQIA+

In the 2024 WfQ survey, 5.03% of respondents identified as LGBTQIA+, reflecting a slight increase from 4.93% in the previous year. This upward trend suggests growing visibility and inclusion for LGBTQIA+ employees within the workforce.

Performance against Queensland public sector and departmental diversity targets

Profile	Women	Women in Leadership	First Nations	People with Disability	CALD	LGBTQIA+
Department (EEO) ¹	50.26%	52.90%	4.02%	5.93%	6.21%	-
WfQ responses ²		-	6.31%	13.08%	11.61%	5.03%
Sector and department targets		50%	4%	12%	12%	-

Acronyms:

CALD	People from culturally and linguistically diverse backgrounds
LGBTQIA+	People who have identified themselves as lesbian, gay, bisexual, transgender, intersex, or questioning.
MOHRI	Minimum Obligatory Human Resource Information
EEO	Equal employment opportunity
WfQ	Working for Queensland survey

1. Data from pay period ending 27-06-2025

2. Data from 2024 WfQ Data

Our workplaces

Harness collaboration, innovation, leadership and diversity to drive engagement and outcomes. Foster workplaces that are supportive, flexible and psychologically safe.

Goal:

Systems, policies, and processes are inclusive and enacted in a way that enhances DEI in our workplaces and drive better outcomes for the community.

Focus area	Action	Timeframes
Recruitment and onboarding	Embed DEI into workforce planning and vacancy management by developing and promoting resources, including implementing guidelines on targeted recruitment and identified roles.	2024-25
	Apply tools and resources from the Even Better Public Sector for Queensland strategy (Actions 16 & 17: Consistent induction and onboarding; and Action 18: Inclusive recruitment and selection), including implementing guidelines for onboarding employees with diverse needs.	2025-26
Policy application and enactment	Partner with employee network groups to review departmental policies, procedures and resources (prioritised based on equity and diversity audit findings and staff consultation), ensuring accessibility for all work groups, and improving intranet navigation and efficacy.	2025-26
Flexible work arrangements	Collaborate with leaders to set clear expectations and understand how flexible working options can be applied consistently, including in front line services, field work and leadership roles.	2025-26
	Communicate a suite of targeted messages to employees regarding flexible working, such as promoting shared care responsibilities and entitlements; building manager capability to implement flexible working where possible; profiling senior leaders engaging in flexible working; and raising awareness around cultural leave.	2025-26
	Review job design and apply organisational design principles to identify and implement ways structural flexibility can be integrated into work practices.	2026-27

Measured through:

- Progress towards diversity targets
- Working for Queensland survey:
 - Fair treatment
 - Flexible working
 - Diversity experience
- Equity and diversity audits:
 - Workforce composition
 - Diversity group representation by salary level
 - Flexible working data
- Employee Network Group survey results

Goal:

Workplaces are accessible for all, including for hidden disabilities and considering cultural considerations and background.

Focus area	Action	Timeframes
Workplace accessibility	Engage with employee network groups (ENG), and internal and external partners to identify and implement ways workplace accessibility and inclusion can be enhanced.	2026-27
	Collaborate with the Disability and Accessibility ENG to update the Reasonable Adjustments Policy and supporting departmental resources, incorporating recently published Queensland public sector workplace adjustments resources.	2025-26

Measured through:

- Progress towards diversity targets
- Working for Queensland survey:
 - Diversity experience
- Employee Network Group survey results

Goal:

Our workplaces are respectful and safe, and enable a sense of belonging, underpinned by an inclusive culture.

Focus area	Action	Timeframes
Leadership and engagement	Integrate DEI expectations and measures into performance agreements for executive leaders, program leaders and team leaders.	2025-26
	Strengthen engagement with DEI matters through regular values-based communications from leaders where the benefits to having a diverse and inclusive workforce are demonstrated.	2024 and ongoing
Education and awareness	Drive DEI promotion through an annual DEI communication plan, using multiple communication channels, including messaging from the DG and DEI champions, sharing staff spotlights and storytelling to deliver targeted messages.	2024 and ongoing
	Acknowledge, celebrate and educate the workforce on DEI matters through observing significant DEI events such as NAIDOC Week, Disability Action Week, IDAHOBIT (International Day Against Homophobia, Biphobia, Interphobia, and Transphobia), Multicultural Queensland Week and Queensland Women’s Week, including International Women’s Day.	2024 and ongoing
	Amplify diverse voices by embedding the utilisation of the ENG’s and DEI champions into governance committees.	2024-25

Focus area	Action	Timeframes
Biases and culture	Conduct a deep dive into the workplace culture surrounding diversity groups in occupations/workgroups where they are significantly underrepresented to identify and implement initiatives that will improve inclusion.	2026-27
	Demonstrate support for employees participating in cultural and inclusion events and employment programs for diversity groups by increasing Program Leaders and Team Leaders understanding of the individual and organisational benefits of initiatives.	2024-25
	Identify and implement targeted strategies to improve psychological and cultural safety, using findings from WfQ surveys.	2025-26

Measured through:

- Working for Queensland survey:
 - Diversity experience
- Code of Conduct
- Keeping you well
- Employee Network Group survey results.



Our workforce

Responsive, diverse, compassionate and flexible. Work in partnership to achieve better outcomes, culturally capable and respectful workplaces.

Goal:

Advance opportunities for career development for diversity groups and regions, enabling career pathways and progression, regardless of background, occupational group or workplace location.

Focus area	Action	Timeframes
Career progression	Develop targeted programs and processes to improve diversity group representation across the department, including identifying non-traditional pathways to leadership and senior leadership roles.	2026-27
	Improve career pathways for diversity groups through analysis of establishment data, such as numbers and classifications of 'identified' roles.	2026-27
	Create targeted support programs for intakes in development programs to reduce attrition rates and provide engaging, inclusive and supportive workplaces for diversity groups (e.g. women in construction).	2026-27
Regional factors	<p>Phase 1: Review earnings, total earnings and entitlements to identify inequities for regional locations and people based in regional and remote locations.</p> <p>Phase 2: Map potential career pathways to improve opportunities for regional career progression through a deep dive into regional experiences relating to job progression.</p> <p>Phase 3: Consult and engage stakeholders to address inequities.</p>	2024-26

Measured through:

- Progress towards diversity targets.
- Equity and diversity audits:
 - workforce composition, including by regions and division
 - diversity group representation by salary level
 - recruitment and higher duties data by diversity group.
- Participation rates in targeted development programs.
- Working for Queensland survey: diversity experience.

Goal:

Inclusive and culturally capable workforce, contributing to an inclusive culture of respect, diversity and belonging, free from discrimination and racism.

Focus area	Action	Timeframes
Capability uplift	Review the existing DEI and cultural capability training model and recommend improvements that focus on accessibility, anti-discrimination and anti-racism.	2025-26
	Create a manager toolkit with resources to progress DEI outcomes through education in talent sourcing and selection and employee experience and development.	2024-25

Measured through:

- Working for Queensland survey:
 - Diversity experience
 - Code of Conduct – discrimination.
- DEI and cultural capability training completion rates.
- Manager toolkit evaluation.



Our work

Purposeful, outcomes-focused and creates a sense of fulfillment. Is complex, delivered across boundaries and adopts new ways of working.

Goal:

We foster a culture of inclusion, belonging and continuous improvement by integrating DEI considerations into our ways of working.

Focus area	Action	Timeframes
Inclusive practice and culture	Embed DEI into operational planning and workplace practices by identifying and implementing new ways of working.	2024-25

Measured through:

- Working for Queensland survey:
 - Diversity experience

Goal:

DEI intelligence informs inclusive and evidence-based decision making and future activities.

Focus area	Action	Timeframes
Data gathering and research	Empower divisions and workgroups with a diversity data dashboard, providing meaningful data that allows for drilling down and analysis to inform workforce planning and workforce management decisions.	2024-25
	Analyse the Working for Queensland survey results by diversity group experience to identify areas for improvement.	2024 and ongoing
	Conduct a deep dive into the earnings for diversity and occupational groups, and understanding potential inequities identified, such as our temporary workforce composition and health and wellbeing factors.	2025 and ongoing
	Enhance the reporting and tracking of diversity group participation, progression and experiences by improving data capture and implementing targeted employee experience surveys.	2025-26

Measured through:

- EEO census data – proportion of staff completing diversity data.
- Workforce planning maturity assessment.

How we will measure progress

Delivery against actions will be monitored through annual progress reporting to the People and Culture Governance Committee. Continuous improvement against a suite of metrics will be used to measure progress towards goals and outcomes, including:

- progress towards diversity targets
- DEI and cultural capability training completion rates
- equity and diversity audit findings
- development program participation data
- diversity group representation across salary levels
- evaluations of initiatives (e.g. toolkits and resources)
- Working for Queensland survey data
- workforce planning maturity assessments
- ENG engagement and survey data.

The plan is a living document and will be reviewed and updated throughout the reporting period (as required).

Links to other plans, strategies, and legislation

The plan is aligned with other departmental and sector plans and strategies and may be updated as these are reviewed.

Department of Housing and Public Works

- Strategic Plan
- Strategic Workforce Plan
- Our People Strategy
- Reframing the Relationship Plan
- Disability Service Plan.

Queensland public sector

- *Public Sector Act 2022*
- *Human Rights Act 2019*
- *Anti-Discrimination Act 1991*
- Queensland Public Sector Inclusion and Diversity Strategy
- Queensland Reconciliation Action Plan
- Queensland Multicultural Action Plan
- Queensland Women's Strategy
- Even Better Public Sector for Queensland Strategy
- Pride in our Communities (Queensland LGBTQIA+ Strategy).

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