



QLeave's Diversity, Equity and Inclusion **Strategy** 2025-28

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



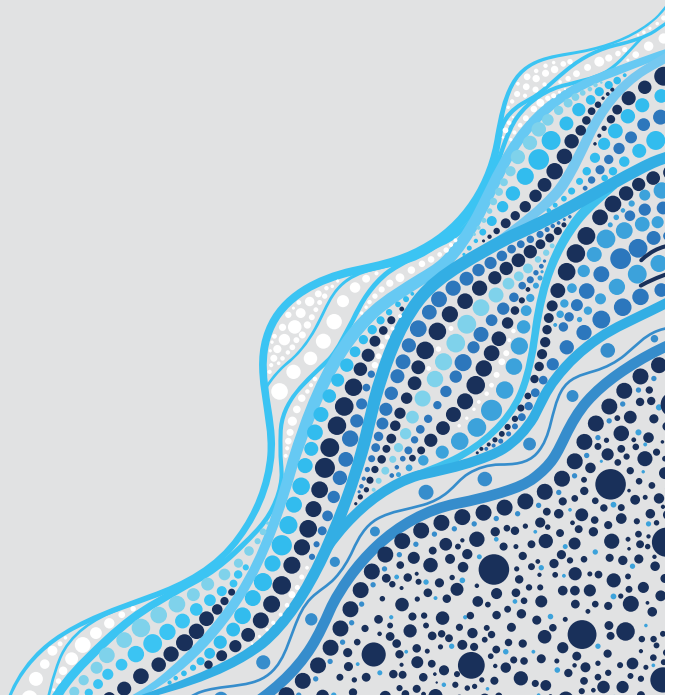
QLeave's Diversity, Equity and Inclusion **Strategy** **2025-28**

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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.

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.



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 **Director, People, Culture and Capability** is responsible for developing, managing, reviewing and evaluating the DEI strategy and reporting on its progress
- › A **member of the Executive Leadership Team** 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'.



A portrait of Brett Bassett, a middle-aged man with short brown hair, smiling. He is wearing a blue blazer over a light blue shirt. The background is a blurred office interior.

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.

QLeave's 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 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 will continue to 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.

At QLeave we recognise the importance of having a workplace where everyone feels safe, valued, and respected.

As QLeave's Diversity, Equity and Inclusion Champion, I am proud to support the work of the DEI working group and all QLeave employees in our journey to creating and supporting a culturally and psychologically safe, accessible, and inclusive workplace.

QLeave's Diversity, Equity and Inclusion Strategy not only supports our people by embedding diversity, equity, and inclusion into our culture and practices, but also provides practical support and guidance through training opportunities, memberships, and resources to support our continued growth and personal development.


I look forward to working with the DEI working group to achieve our deliverables through implementing initiatives to address barriers, celebrating differences, and ensuring that every QLeave employee has equal access to opportunities.

Through this strategy, and together as an organisation, we have the opportunity to lead by example and set the standard for what a truly inclusive workplace looks like. I encourage everyone to engage with this strategy and take action to bring it to life and create meaningful, long-lasting change.

I am proud to support the work of the DEI working group and all QLeave employees in our journey to creating and supporting a culturally and psychologically safe, accessible, and inclusive workplace.

- Audra Meginyte, Director Legislative Compliance





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)

12.8%



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

15.85%

Disability %

4.87%



Aboriginal and Torres Strait Islander

2.44%



Women in Director roles %

80%



Women in Senior Leadership roles

92%



Women in Executive Director roles %

50%



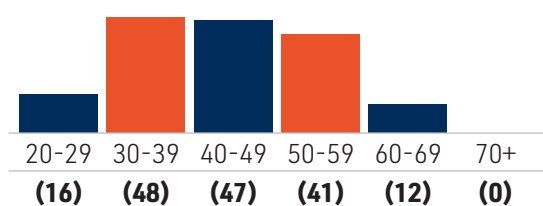
Gender

109 female | 54 male

1 non-binary



Generations data



QUESTION

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

78% 17% 5%

› My manager or supervisor is committed to gender equality.

85% 15%

› I have the same opportunity for promotion as my male counterparts.

75% 18% 7%

› I feel that my manager or supervisor takes responsibility for ensuring the cultural safety of employees from culturally and linguistically diverse backgrounds

75% 23% 2%

› Being a man is not a barrier to success in my organisation.

76% 21% 3%

› Being a woman is not a barrier to success in my organisation.

78% 16% 6%

› Being transgender, non-binary and/or gender diverse is not a barrier to success in my organisation.

72% 25% 3%

› Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation.

79% 18% 3%

› Sexual orientation is not a barrier to success in my organisation.

80% 19% 1%

› Age is not a barrier to success in my organisation.

77% 19% 4%

› Disability is not a barrier to success in my organisation.

76% 23% 1%

Agree | Neutral | Disagree

Data as at 31 December 2024 based on headcount of 164 employees.

Data from Working for Queensland Survey 2024.

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	December 2024
Culturally and linguistically diverse – non English speaking background	12%	12.68%	12.8%
Culturally and linguistically diverse – speaks a language other than English at home	12%	15.67%	15.85%
People with disability	12%	4.47%	4.87%
Aboriginal and Torres Strait Islander	4%	2.23%	2.44%
Women in Director roles	50%	50%	80%
Women in Senior Leadership Team roles	50%	72.72%	92%
Gender pay gap*	Up to 5%	5%	3.3%

*The gender pay gap is the difference between the average annual earnings for male and female employees, as a proportion of male average annual earnings. Earnings includes base salary and regular allowances. Earnings reflect employees' full-time earnings, regardless of whether the employee works part time.

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.

PROGRESS AND ACHIEVEMENTS

Since the beginning of 2024, QLeave has accomplished a number of DEI deliverables, including:

- › developed and implemented a Cultural Learning Strategy.
- › undertook annual pay-gap analysis and DEI audit to analyse performance.
- › introduced a wide variety of training and development opportunities including diversity training, mental health training, cultural safety training and generational diversity training.

QLeave remains committed to reviewing and updating the DEI strategy regularly to ensure it is responsive to the identified needs of our people and the deliverables remain relevant to our shared purpose. All current deliverables are outlined in section 8.



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.



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.



PEOPLE 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.



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.



CULTURAL DIVERSITY

The cultural diversity of our workforce enables QLeave to utilise a broad range of skills, experiences, backgrounds and perspectives. QLeave is committed to increasing the cultural diversity of our workforce, ensuring culturally diverse perspectives and experiences are considered when making decisions and introducing new workplace initiatives.

7 | DIVERSITY, EQUITY AND INCLUSION FOCUS

continued



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 Men's Day	19 November 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

FOCUS GROUP	DELIVERABLES	TIMELINE
	Develop a workplace adjustment policy and procedure	June 2026
	Encourage staff to update their diversity details in the Human Resource System	Biannually
	Provide psychosocial awareness training to people leaders	Annually
	Provide mandatory unconscious bias training	Annually
	Review and complete psychosocial assessment tool	Annually (April)
	Review DEI Strategy and Action Plan	Annually (April)
	Undertake DEI audit to analyse performance	Annually (May)
	Renew Diversity Council Australia membership or equivalent	Annually (August)
	Prepare recommendations and action plan to the General Manager following annual DEI audit	Annually (August)
	Review and edit DEI Strategy and Action Plan following audit	Annually (August)
	Provide mandatory diversity training to all staff	Ongoing
	Review recruitment procedures and policies, advertisements and role descriptions to ensure gender neutral, inclusive and supportive language is used	Ongoing
	Develop new Reconciliation Action Plan	March 2026
	Review Cultural Learning Strategy (inclusive of cultural safety training)	December 2026

 This icon represents a deliverable that is for all focus groups.

8 | DIVERSITY, EQUITY AND INCLUSION ACTION PLAN

continued

DIVERSITY, EQUITY AND INCLUSION DELIVERABLES

FOCUS GROUP	DELIVERABLES	TIMELINE
	Review Aboriginal and Torres Strait Islander Recruitment and Retention Strategy	September 2027
	Implement priority actions outlined in the Reconciliation Action Plan	March 2028
	Obtain Menopause Friendly membership to increase understanding of, and support staff during perimenopause and menopause	November 2025
	Participate in Share the Dignity's biannual period product drive	Biannually
	Annual pay-gap analysis	Annually (May)
	Understand and address barriers for staff not disclosing a disability in the workplace and the Human Resource System	March 2026
	Provide mandatory mental health training for staff	Annually
	Review Disability Strategy and Action Plan	Annually (January)
	Review QLeave's transition to retirement planning processes	June 2026
	Provide mandatory generational diversity training for all staff	Ongoing
	Develop and implement a LGBTQIA+ strategy	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 Strategy inc gender equity	December 2025
 	Annual sponsorship of leadership course for women/gender diverse staff/men	Annually



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