



Department of Agriculture and Fisheries

Equity, Diversity and Belonging Plan **2023–2026**

DAF is a respectful and safe workplace, where we all belong, and our culture and diversity is embraced and celebrated.

DAF's commitment

The Department of Agriculture and Fisheries (DAF) Equity, Diversity and Belonging Plan reflects our commitment to creating a work environment that is inclusive, respectful, and equitable for all employees. It fosters a culture of diversity and inclusion that celebrates and values differences, and enables every employee to feel safe, supported, and empowered to achieve their full potential.

By embracing a diverse workforce, DAF recognises the benefits of diverse perspectives, skills, and experiences in driving innovation and excellence in service delivery.

This plan:

- outlines our focus and programs for addressing systemic barriers and promoting opportunities for all employees, irrespective of their background or characteristics
- sets out measurable objectives and actions to achieve our goals, demonstrating a clear commitment to continuous improvement in diversity, equity, and inclusion
- is a testament to our values and commitment to creating an inclusive and diverse workplace that upholds the principles of social justice and human rights.

People and Culture Committee statement

The People and Culture Committee presented its first Equity and Diversity Audit to the DAF Leadership Board in May 2023.

The Audit provided insights into the current state of equity and diversity within DAF, providing a foundation for informed decision-making and meaningful change. It also shed a light on important opportunities such as belonging, leadership and systems within DAF.

With these insights, we can chart a path forward that embraces diversity, eliminates barriers, and creates a workplace where individuals thrive and reach their full potential.

Key findings include:

- All diversity target groups – except women in leadership – are underrepresented. However, the Working for Queensland (WfQ) 2022 survey provides more favourable results. See Measuring our progress section.
- There are a higher percentage of men in operational roles in regional and remote areas. Men are also more likely to be promoted into managerial levels of operations.
- Women are leaving DAF's workforce earlier than men.
- There is a high concentration of women engaged in corporate type roles such as communication, human resources, and finance. These corporate roles are typically located in Brisbane metropolitan areas and Southeast Queensland.

1. Belonging

Our goal is to foster a respectful culture that encourages employees to be their authentic selves, own their uniqueness, and share their perspectives without fear to increase the sense of belonging.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
Respectful, safe, and inclusive workplaces	Create respectful workplaces and diverse teams	Respectful workplaces program available to all employees: <ul style="list-style-type: none"> • MATE Bystander Program • Domestic and Family Violence Awareness Committee • Preventing sexual harassment in the workplace 	Lead: People and Culture	Ongoing	<ul style="list-style-type: none"> • Increase in the positive scores of safety and inclusion in the WfQ survey for target diversity groups • Equal Employment Opportunity (EEO) Census and WfQ data 	MATE Bystander Program ? Implemented new sexual harassment Directive and created trained contact officer network.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
	Build cultural capability and safety	Employees supported to continue on their cultural capability journey, completing one development opportunity per year	Lead: People and Culture All business groups people leaders	July – Dec 2023	<ul style="list-style-type: none"> • Increase of employees who identify as: <ul style="list-style-type: none"> – First Nations – having a disability – gender diverse – Culturally and Linguistically Diverse (CALD)¹ or CALD2 – LGBTIQ+ 	Mandatory cultural capability online training – fully implemented in 2025.
		Promote and celebrate: <ul style="list-style-type: none"> • National Reconciliation Week • NAIDOC Week 		Annually		Celebration of events – sprint groups (D&IWG).
		Promote cultural events and provide employees across Queensland, with time and space to participate in events		Celebration of events – sprint groups (D&IWG). Employees able		

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
						to participate in events?
		Promote inclusive attitudes and behaviours towards those in the LGBTIQ+ community				Promotion of pride month – encouraged to join whole of government LGBTIQ+ network (PSC).
Employee centric diversity and inclusive workplace	Diversity and Inclusion Employee Working Group	Employees can share their voice and contribute to a more diverse and inclusive DAF	Lead: People and Culture	Quarterly		D&IWG meets quarterly.

2. Leadership

Our leaders are role models and play a crucial role inspiring employees and championing the values of fairness, respect, and safety.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
Diverse and high performing teams	Build diverse and inclusive teams	Inclusive leadership programs: <ul style="list-style-type: none"> • Induction program • Cultural safety awareness • Succession management • Thrive@DAF (online positive performance management) 	Lead: People and Culture	Ongoing	Increase of employees who identify as: <ul style="list-style-type: none"> • First Nations • having disability • gender diverse • CALD1 or CALD2 • LGBTIQ+ 	Programs co-ordinated through MyLo. Exception is “Succession management”. Strategic workforce planning?

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
		Self-directed awareness raising program for diverse and inclusive days of celebration	All business groups people leaders	Ongoing	WfQ survey inclusion and diversity questions and experiences of diverse employees	Within business areas – targeted training identified and co-ordinated.
Succession management includes focus on diverse teams	Increase awareness of recruitment and selection principles in line with the <i>Public Sector Act 2022</i> and Recruitment and Selection Directive	Programs for hiring managers, including: <ul style="list-style-type: none"> • awareness of new recruitment principles • contemporary recruitment processes 	Lead: People and Culture All business groups people leaders and hiring managers	Ongoing	Increase of employees who identify as: <ul style="list-style-type: none"> • First Nations • having disability • gender diverse 	Implemented DAF contextualised recruitment and selection training – aimed at recruiting supervisors/managers.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
		<ul style="list-style-type: none"> conscious inclusion/bias awareness training 			<ul style="list-style-type: none"> CALD1 or CALD2 LGBTIQ+ 	
	Build diverse applicant pools and providing candidate care	Promote best practice recruitment, including: <ul style="list-style-type: none"> candidate care diverse interview panels 	All business groups people leaders and hiring managers	Ongoing		Linked to EVP – graduate program modelling best practice.
Workplace that is accessible for all employees	Support reasonable adjustment and flexible work arrangements	Promote disability awareness programs: <ul style="list-style-type: none"> engage with peak bodies support in-person training 	All business groups people leaders	Ongoing	Positive perceptions of employees with disability as per WfQ survey data	Not actioned.

3. Systems

Our processes and systems will create opportunities for meaningful and inclusive ways to encourage workers to connect and be proud of our work.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
Safe and respectful policies and procedures	Increase employees voice in human resources (HR) processes and systems	Promote and value diverse feedback: <ul style="list-style-type: none"> • new, update or review HR policies and processes • HR systems 	Lead: People and Culture	Ongoing	WfQ survey inclusion and diversity questions and experiences of diverse employees	Policies are reviewed in line with updates to legislation and/or timelines. Further consultation required? Currently provided to HR Network for their review.
	Increase employees	Promote awareness of:		Ongoing		Info provided at P&C F45,

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
	voice in workplace health and safety (WHS) processes and systems	<ul style="list-style-type: none"> workplace safety mental health psychosocial risks 	Lead: People and Culture All business areas managers and leaders			through WHS leads, fortnightly HR email updates. Intranet news stories.
		Promote culturally appropriate employee support programs				Not actioned.
Response rate of the EEO Census to understand the diversity of the workforce	Improve the validity of workforce data through increased response rate	Promote and respectfully demonstrate reason for collecting EEO information	Lead: People and Culture All business areas managers and leaders	Ongoing	Increase percentage of employees who complete the EEO Census and WfQ survey	Every six months intranet news item. Promoted to new starters including graduates.
		Promote employees to identify in WfQ survey				Survey results reveal that staff

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		as LGBTIQ+ by promoting definitions and encouraging employees to update their data				are comfortable to identify.
		Provide context of completing EEO data during onboarding				As above – promoted to new starters.
Engagement and retention of employees in diverse groups	Improve retention of employees in diversity groups	Understand employee motivations behind separations and how this intersects with a respectful, safe, and inclusive workplace	Lead: People and Culture	From July 2023	Increase percentage of employee who complete DAF exit survey feedback	Yet to be actioned – review of exit/ separation surveys.

3. Systems continued

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
Representation of Aboriginal and Torres Strait Islander Peoples across all Divisions and classification levels	Reconciliation Action Plan Cultural Capability Action Plan	Review cultural capability programs, including role and place-based options	Lead: People and Culture All business groups people leaders	Ongoing	<ul style="list-style-type: none"> Increase percentage of Aboriginal and Torres Strait Islander employees by business area and by classification level Increase percentage of employee who complete DAF exit 	Review continuing.
		Promote participation in the cultural capability workshop		Ongoing		Promoted – increasing participation.
		Investigate blockers that prevent these employees from: <ul style="list-style-type: none"> progressing into higher classification levels completing the EEO Census 		July 2023		First Nations network being established. Once in place, can discuss blockers.

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		<ul style="list-style-type: none"> preventing representation of these employees across all classifications levels 			survey feedback	
		Incorporate business area targets into Deputy Director-General Executive Performance and Development Agreements				Uncertain.
		Develop an Aboriginal and Torres Strait Island Peoples traineeship program		From July 2024		To commence 2025.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
Representation of people with disability across all business areas and classification levels	Disability Services Plan	Investigate blockers that prevent these employees from: <ul style="list-style-type: none"> • progressing into higher classification levels • completing the EEO Census 	Lead: People and Culture	Ongoing	<ul style="list-style-type: none"> • Minimum obligatory human resource information (MOHRI) data better aligned to WfQ survey data 	Yet to action.
		Promote diversity programs: <ul style="list-style-type: none"> • Diverse ability recruitment guideline • partnering with peak bodies e.g. Not-for-profit and private organisations 	Lead: People and Culture All business groups hiring managers	Ongoing	<ul style="list-style-type: none"> • Increase employees engaged across all classifications 	Yet to action. PSC leading actions – all ability passport.

3. Systems continued

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
Representation of people who were born overseas or who speak a language other than English at home	Workforce planning and succession planning	Investigate blockers that prevent these employees from: <ul style="list-style-type: none"> • progressing into higher classification levels • completing the EEO Census 	All business groups people leaders	From July 2023	<ul style="list-style-type: none"> • MOHRI data better aligned to WfQ data • Increase employees engaged across all classification levels 	Yet to action.
Improve attraction and retention of women in under-	Workforce planning and career development	Develop programs to mitigate barriers for women that are under-represented	Lead: People and Culture	From July 2023	<ul style="list-style-type: none"> • Women engaged across all classification levels and 	Leadership programs that encourage women to participate.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure	Review 2024
represented areas					occupational groups <ul style="list-style-type: none"> Improved gender pay gap by division 	Yet to action potential survey to understand barriers for women in regard to regional/rural management positions.
Representation of women across all SES levels	Leading at DAF	Investigate blockers that prevent these employees from progressing into higher classification levels	Lead: People and Culture All business groups people leaders	Ongoing		As above..
Retention of women to improve gender diversity	Workforce planning	Investigate blockers that prevent these employees from	Lead: People and Culture	From July 2023	Improved WfQ survey and EEO Census data	This could be incorporated into a previous action – to make it more specific to

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among those aged 45 and over		progressing into higher classification levels	All business groups people leaders			rural/regional and age and stream (PO/TO) in accordance with the findings of the Audit.

Measuring our progress

Metric	We are now – 2023		MOHRI goal		
	MOHRI	WfQ	2024	2025	2026
Diversity data					
EEO census completion rate (MOHRI) – provides insights into DAF workforce including classification, location, and retention	62%	NA	67%	72%	77%
Aboriginal and Torres Strait Islander MOHRI	0.8%	1%	1.5%	2%	3%
People with disability MOHRI	3.52%	13%	6%	8%	12%
CALD MOHRI	8.5%	12%	10%	12%	12%
Women in leadership (Public Sector Commission definition of senior officers and senior executive services)	50.5%	NA	50%	50%	50%

Women in leadership – AO8 and equivalent classification level	43.3%	NA	46%	48%	50%
Working for Queensland survey results					
Sense of belonging – percentage of respondents, if indicating they are leaving DAF, that their reason is ‘they do not have a sense of belonging to my workgroup or agency’	NA	8%	6%	4%	2%
Have you experienced a form of discrimination in the workplace in the last 12 months?					
Have you experienced racism in the workplace in the last 12 months?	NA	6%	NA	NA	NA
Have you experienced sexism in the workplace in the last 12 months?	NA	6%	NA	NA	NA
Have you experienced homophobia in the workplace in the last 12 months?	NA	1%	NA	NA	NA
Have you experienced discrimination because of my disability?	NA	2%	NA	NA	NA

Measuring our progress

Metric	We are now – 2023		MOHRI Goal		
	MOHRI	WfQ	2024	2025	2026
External lead bodies					
Diversity Council of Australia benchmarking results	NA	NA	Member		
Workplace Gender Equality Agency (WGEA)	NA	NA	Member	Formal WGEA accreditation	Formal WGEA accreditation