

Queensland Public Trustee

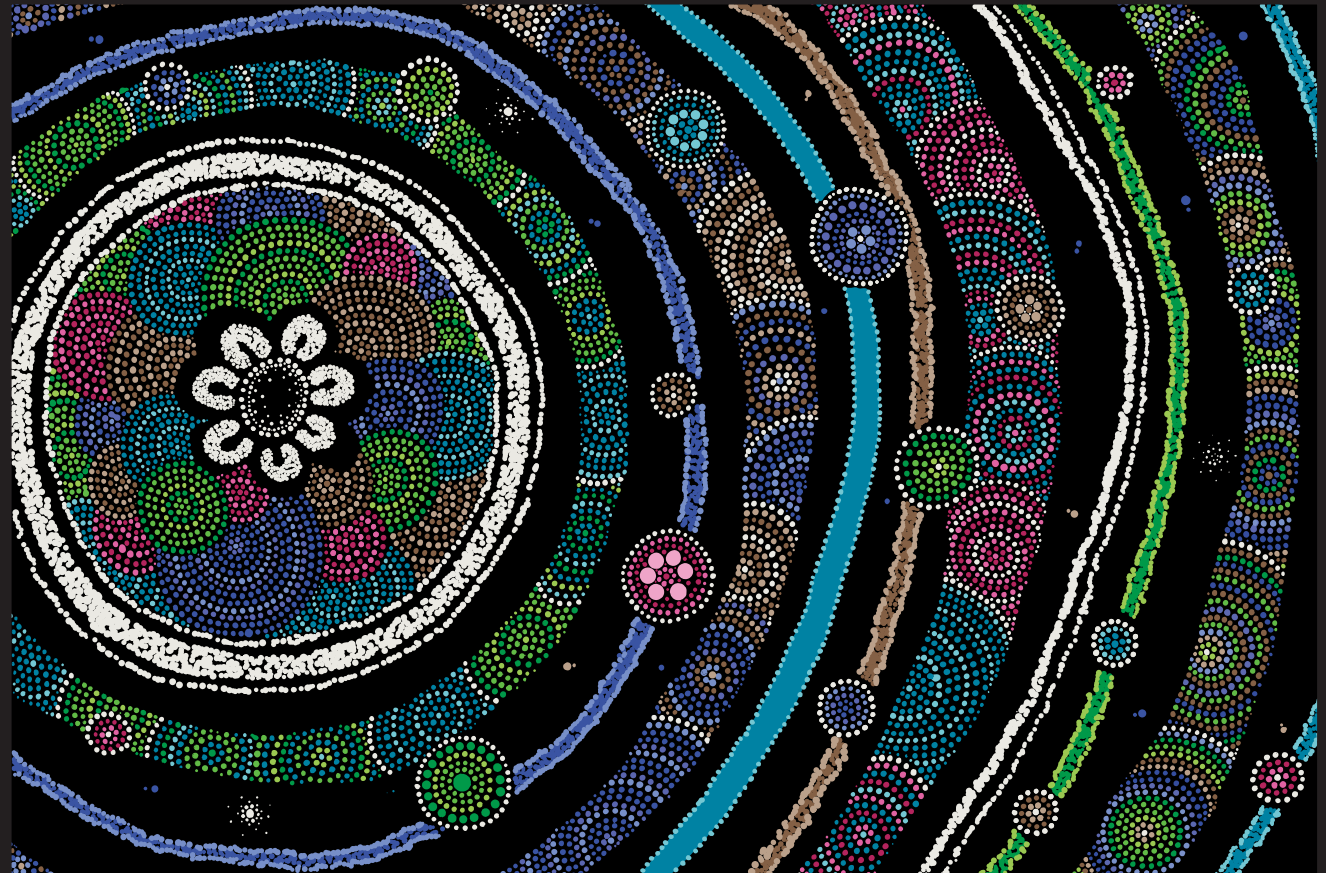
Equity and Diversity Plan 2025 – 2027

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We would like to respectfully acknowledge the Traditional Owners of the lands and seas on which we meet today and Elders both past and present.

We also recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders.

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Growth and Trust by Elizabeth Close Pitjantjatjara, Yankunytjatjara

This artwork represents two key attributes Queensland Public Trustee strives to embody each and every day — growth and trust.

The large circles that radiate out represent the cultural growth of Queensland Public Trustee — learning and growing in response to the diverse needs of the individuals and families we serve. Each ring is different, representing that no one family or individual has the same lived experience and needs.

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Message from the Public Trustee of Queensland and CEO

I am pleased to introduce Queensland Public Trustee's (QPT) Equity and Diversity Plan for 2025 – 2027.

At QPT, we recognise that embracing diverse experiences and perspectives fosters a workplace that is not only safe and healthy but also inclusive and empowering. By valuing individuality and encouraging authentic connections, we create an environment where everyone feels respected, has a sense of belonging, and can contribute their unique talents.

A workforce that mirrors the diversity of Queensland's community enhances our services and strengthens our ability to advocate for and protect the rights, interests, and needs of those who rely on us — our customers.

This plan reinforces our ongoing commitment to cultivating an equitable, inclusive, respectful, and welcoming workplace. Its priorities have been shaped by insights from Queensland Public Trustee's Equity and Diversity Audit 2026, reflections on the progress of our previous plan, and invaluable input from our Equity & Diversity Employee Reference Group.

The priority areas outlined in the 2024 – 2025 plan will continue to guide our efforts and have been refined to strengthen our approach and ensure our strategies are effective and relevant. Our initiatives will build upon existing foundations, with a clear focus on enhancing visibility of diversity across our organisation, strengthening accountability for equity and inclusion commitments, expanding awareness and capabilities to foster a welcoming workplace, and increasing representation of diverse groups within our workforce.

Creating an inclusive and respectful workplace is a shared responsibility. As public sector employees serving the Queensland community, I encourage everyone to actively engage with this plan and support its implementation.

I look forward to working together to drive meaningful change to strengthen and support the diversity and inclusivity of our workplaces.

A handwritten signature in black ink, appearing to read 'Samay Zhouand', with a long, sweeping horizontal line above it.

Samay Zhouand
Public Trustee of Queensland and CEO

About the Equity and Diversity Plan

Queensland Public Trustee recognises the benefits generated from a diverse workforce and the opportunities to learn from each other, enhance our capability, grow leadership opportunities and empower our people to feel valued and respected. This is what drives our commitment to creating and maintaining equitable, inclusive, respectful, and welcoming workplaces that are representative of the community we serve.

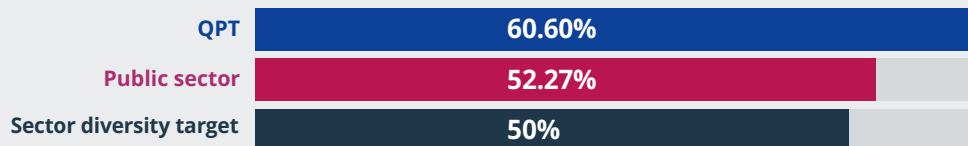
The QPT Equity and Diversity Plan (E&D Plan) is underpinned by Chapter 2 of the *Public Sector Act 2022* (the Act) which aims to promote equity and diversity in employment matters and promote and support a culture of respect and inclusion. Sections 28 and 29 of the Act outline the requirement to undertake a yearly audit to inform a report and the development of an equity and diversity plan.



Development of the Equity and Diversity Plan

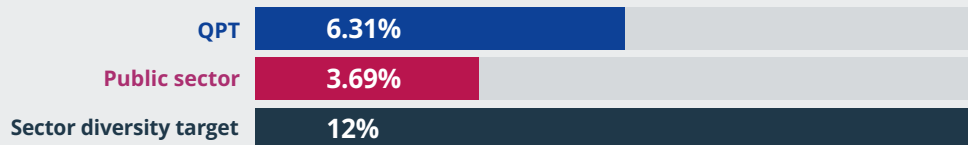
The E&D Plan is informed by staff insights and the Equity and Diversity Audit (Audit) undertaken in accordance with the Act. The Audit examined 2025 Minimum Obligatory Human Resource Information (MOHRI) workforce data provided by the Public Sector Commission, QPT Working for Queensland employee opinion survey 2025 results (WfQ survey) and establishment analysis. **Key findings from the Audit were** ▼

Women in leadership



At 60.60%, our women in leadership profile exceeds the sector-wide target of 50%.

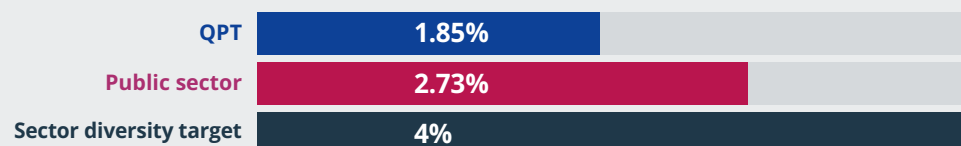
People living with disability



The number of staff who identify as living with disability has increased from 5.96% in September 2024 to 6.31 in September 2025. While representation remains above the sector average of 3.69%, it is still below the sector-wide target of 12%.

There is opportunity to continue strengthening attraction, inclusion and career development pathways for people living with disability at QPT.

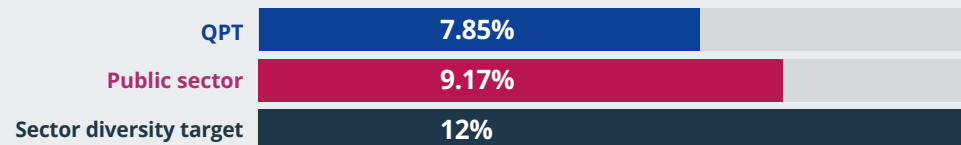
Aboriginal and Torres Strait Islander peoples



While our representation has decreased slightly from 1.94% in 2024 to 1.85% in 2025, our proportion of Aboriginal and Torres Strait Islander peoples remains below the sector average of 2.73% and the sector target of 4%.

There is opportunity to strengthen attraction and recruitment strategies that promote inclusive pathways and workplace cultural safety for our First Nations colleagues.

People who speak a language other than English at home



QPT has seen a continued increase in the number of staff who speak a language other than English at home in the period September 2024 to September 2025 (7.30% to 7.85%), with this cohort continuing to report positive experiences in the workplace.

Additionally

- QPT has seen an improvement in the Gender Pay Gap (GPG)* in 2025 (9.69%) compared to 2024 (10.22%), reflecting the ongoing commitment to work towards pay equity. The QPT's GPG is largely impacted by the higher take up of part-time work by women who represented almost 92% of staff who were working part time in September 2025.
- Diversity Census completion rates have improved compared to the previous year. However, there is still a variation between the number of employees identifying as part of diversity target groups in the MOHRI reports and the anonymous WfQ survey for our colleagues living with disability and who speak a language other than English at home.
- There is significant use of, and broad access to, a range of flexible working arrangements that support inclusion in our workplace.

*GPG in earnings is calculated as the difference between the annual average full-time earnings of men and women, divided by the average full-time earnings of men, expressed as a proportion.

Our diversity group statistics ▼

Diversity Group	Sector target	MOHRI (Sept 2025)*	MOHRI (Sept 2024)	MOHRI (Sept 2023)	WfQ survey (2025)*	WfQ survey (2024)	WfQ survey (2023)
Aboriginal peoples and Torres Strait Islander peoples	4%	1.85%	1.94%	1.23%	1.69%	1.49%	-
People living with disability	12%	6.31%	5.96%	5.82%	7.23%	11.47%	9.5%
People from culturally and linguistically diverse backgrounds, who speak a language other than English at home	12%	7.85%	7.30%	3.83%	8.31%	12.51%	9.2%
Women in leadership — at the Senior Officer (SO), Senior Executive Service (SES) and chief Executive Officer (CEO) levels, with targets combining both classified and equivalent roles	50%	60.60%	58.1%	60%	-	-	-

*Data includes a mid-plan review in accordance with legislative requirements, incorporating data from the 2026 E&D audit and report.

Staff insights

When asked how leaders and managers can take a more active role in fostering diversity and inclusion and the types of changes or initiatives that would help to create a more inclusive and supportive workplace, QPT staff and leaders provided responses aligned with these themes:

- Consider ways to increase awareness and understanding of diversity, including reducing stigma around mental health, disability, and other diversity areas, through education and awareness initiatives.
- Explore opportunities to acknowledge and celebrate cultural and diversity-related events.
- Ensure flexible working practices are tailored to meet the diverse needs of staff while maintaining operational viability.
- Consider recruitment practices to ensure they are inclusive, accessible, and welcoming for diversity target groups.
- Provide regular updates on the progress of equity and diversity initiatives and ensure staff are aware of available resources and support.
- Consider how physical, digital, and psychosocial workplace environments can be made more inclusive and supportive for all staff.
- Explore ways to integrate equity and diversity considerations into operational processes.
- Consider initiatives to celebrate and recognise contributions to equity and diversity across the organisation.

Our priorities

Goal	Priority areas	Action/s	Measure/s	Lead area
Demonstrate senior leadership commitment to respectful and inclusive workplaces	1. Visible and authentic senior leadership commitment	The leadership champion to continue to work alongside the ED-ERG. Identify opportunities for the leadership champion to speak about the work of the ED-ERG (e.g. Town Halls, RMG, IPG).	Leadership champion attends ED-ERG meetings. Leadership champion has an active role in relevant staff events and initiatives (#9).	People and Culture
Build fair, respectful, and inclusive workplace cultures that foster workforce flexibility and wellbeing	2. Inclusive attraction and recruitment strategies	Identify and implement attraction and recruitment strategies that promote inclusive pathways for First Nations peoples and people with disability.	Partnerships established with diverse recruitment organisations to increase awareness, engagement, and applications from diversity groups. Increased number of staff who identify as Aboriginal and/or Torres Strait Islander and/or living with disabilities.	People and Culture
	3. Support for flexible working	Using WfQ data, identify roles / teams who report dissatisfaction with their ability to access flexible working arrangements, and consider actions that can reasonably be taken to improve access. Raise awareness of the various flexible work arrangements available to all staff.	Improved WfQ results relating to “flexibility I need” for relevant roles / teams.* Information on various flexible work arrangements made available. * Noting that flexible work arrangements are subject to operational requirements and not all flexible working arrangements can be supported for all roles.	People and Culture Managers
	4. Accessible workplaces	Identify opportunities to utilise existing resources that will increase accessibility of QPT digital and physical assets.	Options have been communicated to staff and embedded in processes (e.g. Induction).	Corporate Services — Facilities and Information and Technology
	5. Listen to, and co-design with, staff with lived experience	Work with the ED-ERG to include diverse staff views into QPT initiatives, including those of the E&D plan.	6 ED-ERG meetings held per year. Positive feedback from ED-ERG members about opportunities provided to be involved and / or impact workplace initiatives.	People and Culture
	6. Career development	Identify how the QPT can provide career advancement opportunities for staff in diversity target groups.	Options generated and assessed for implementation.	People and Culture

Goal	Priority areas	Action/s	Measure/s	Lead area
Enhance workforce capability and support continuous learning and development	7. Build awareness and capability	Provide additional capability uplift options for leaders and staff, including First Nations cultural awareness and capability training and anti-discrimination practices, to increase understanding of practical ways to create inclusive workplaces.	Capability development options provided. Staff attendance rates at capability development options. Positive WfQ results from staff identifying in diversity target groups about their workplace experience.	People and Culture
	8. Provide access to information and resources to support personal development	Provide educational resources to foster workplace inclusion and enhance cultural awareness. Promote engagement with Diversity Council Australia membership. Review onboarding practices to embed inclusion and diversity awareness for new recruits.	Increased DCA membership rates. Diversity awareness embedded into onboarding practices.	People and Culture
	9. Acknowledge, celebrate and build awareness of diversity	Recognise, promote and celebrate days/periods of significance for diversity groups by providing accessible, all-staff events: <ul style="list-style-type: none"> • International Women's Day • DFV Prevention Month • PRIDE Month • NAIDOC Week • Multicultural Queensland Month • Disability Action Week. Engage the ED-ERG to enhance the success of initiatives and events across QPT.	ED-ERG perspectives sought for all events. Increased attendance rates of staff and senior leaders at E&D events. Positive feedback from staff about value of events (e.g. from event 'chat' records and / or staff surveys).	People and Culture
Encourage increased reporting to better understand and analyse workforce data and workplace experience for diversity groups	10. Enhance data collection and analysis	Raise awareness of the staff workforce diversity census and encourage staff to complete / update their profile. Utilise HR dashboard workforce data to raise leadership awareness of the QPT workforce composition. WfQ survey results shared with ED-ERG.	Increased EEO census completion rates. Increased number of staff who identify in diversity groups.	People and Culture



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