

Leading inclusive workplaces

Presentation by Robert Setter | Commission Chief Executive



**Queensland
Government**



Diversity targets by 2022

50%

Women in all senior officer, senior executive roles

3%

Aboriginal and Torres Strait Islander people


8%

People with disability

10%

People from non-English speaking backgrounds

Endorsed by Chief Executive Leadership Board



“Not all diverse organisations are inclusive, and not all inclusive organisations are diverse.”

Kevin Cox

former Anti-Discrimination Commissioner



Organisations with inclusive cultures:

2x

more likely to meet
or exceed financial
targets

3x

more likely to be
high performing

6x

more likely to
be innovative
and agile

8x

more likely to
achieve better
business
outcomes



*“Diversity is **who** we are.
Inclusion is **how** we treat each other.”*

Angel Dixon
Disability advocate



Inclusive workplaces:

- have at their heart **genuine respect** for the people they work with, and the people they serve
- enable employees to **feel safe** to bring their whole selves to work, to perform and be at our best
- are purposeful in how they feature workplace cultures that **embrace difference**
- inclusive workplaces attract leaders and employees who are better equipped to **collaborate, adapt and innovate**
- are not always the smoothest of sailing, as difference by its nature can stretch and **challenge us**, causing us to **pause, reflect and adapt.**



Influence of leaders:

Working for Queensland survey's inclusion index tell us:

- the **behaviour of leaders** can drive up to 49% points of difference between the proportion of employees who feel highly included and those who do not.
- an increase in people's **feeling of inclusion** translates into an increase in **positive perceptions** of their workplace, leadership and fairness.



Our approach: focus, inform, enable and empower

- *Public Service Act 2008*
- Inclusion and diversity strategy 2015–2020
- Gender equity strategy 2015–2020
- Gender Pay Equity review and annual audit
- Moving Ahead: strategic approach to increasing participation of Aboriginal and Torres Strait Islander people 2016–2022
- LGBTIQ+ inclusion strategy 2015–2022




Leaders at all levels

Six signatures traits of highly inclusive leaders:

- commitment
- courage
- cognisance of bias
- curiosity
- cultural intelligence
- collaboration

Source: Deloitte





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