

Diversity, Inclusion & Belonging Strategy

2025 - 2027



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The background of the page is an abstract artwork. It features a large, faint white circle in the upper left quadrant. The rest of the page is filled with vibrant, expressive brushstrokes in shades of orange, red, and blue. Interspersed among these strokes are numerous pink circles of varying sizes, some of which are solid and others that appear to be part of the brushwork. The overall effect is dynamic and colorful.

Acknowledgement of Country

WorkCover Queensland acknowledges the Traditional Custodians of Country throughout Australia and their connection to land, water, sky and community.

We acknowledge that while we are based on Turrbal and Yagera Country, our work connects us to people from many nations. We pay our respect to their Elders past and present and extend that respect to all First Nations peoples.



WorkCover Queensland Reconciliation Artwork

This artwork was created for WorkCover Queensland by Goreng Goreng artist, Rachael Sarra.

“WorkCover Queensland acts as a support system for people, both employees and employers. This artwork represents the support system WorkCover provides after an injury at work. Like cells in our bodies rebuilding and growing following injury and illness, they provide structure and support during the rehabilitation process.

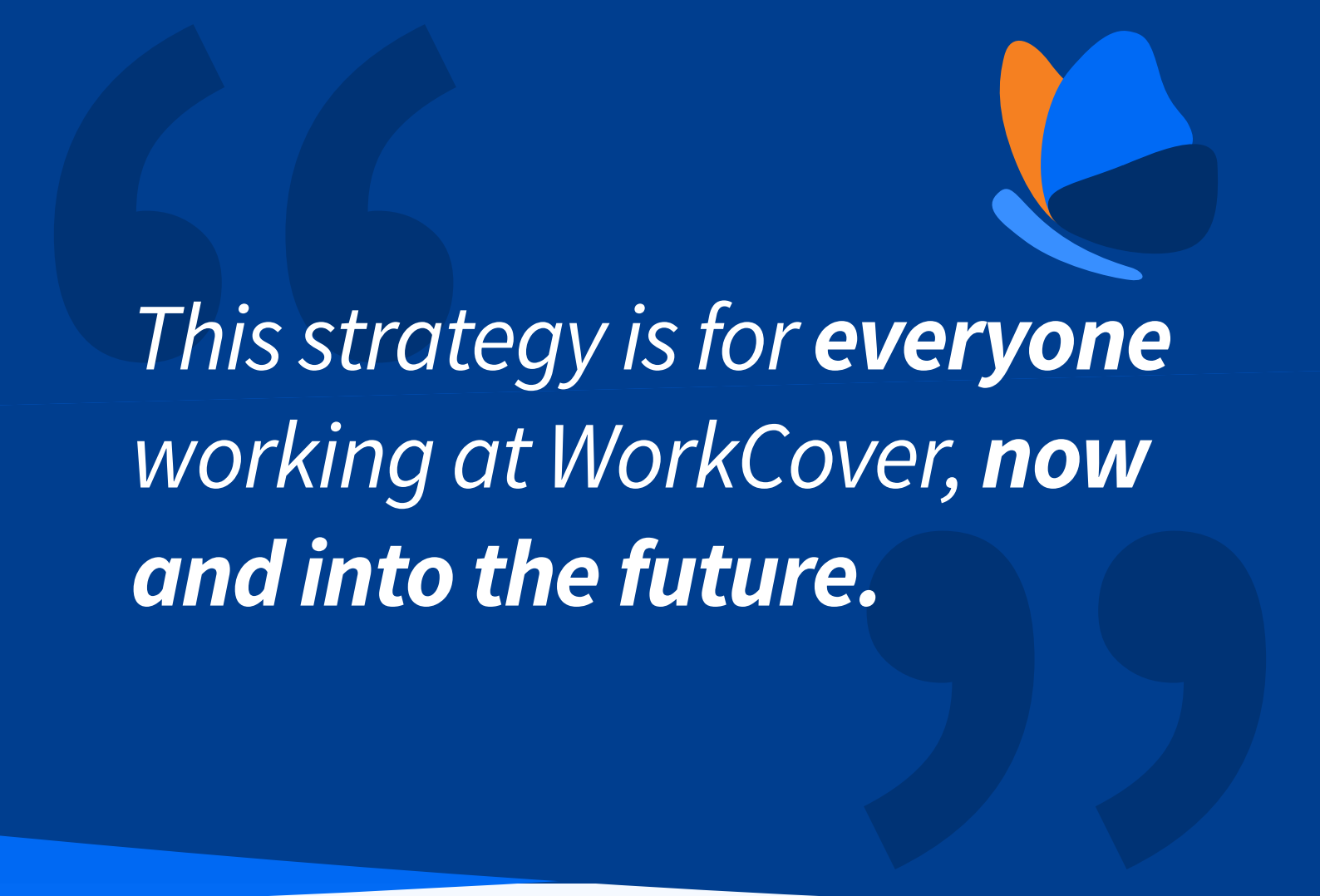
Built on a platform of strong, authentic relationships, WorkCover Queensland is focused on expanding their existing relationships to create a broader range of genuine and diverse connections with communities throughout Queensland.

Through a strong sense of purpose, WorkCover Queensland continues to be the cells that connect and support people. With each new relationship, the cells of the network rebuild and grow, creating even stronger links throughout Queensland.”



Rachael Sarra

First Nations Goreng Goreng artist



***This strategy is for everyone
working at WorkCover, now
and into the future.***

A message from our Chief People and Strategy Officer

Inclusion belongs in every workplace. WorkCover's Diversity, Inclusion and Belonging Strategy 2025-2027 outlines our way forward to embrace and harness the diversity and uniqueness of all of our people. I believe we all contribute more for ourselves, our colleagues and the Queensland community when our diverse lived experiences, perspectives and backgrounds are valued and respected.

We are committed to key outcomes across the following areas:

- fostering a culture that is against discrimination of any type
- improving the employee experience of all of our people
- driving inclusion and allyship through our Amplify employee reference group, and
- building an inclusive workplace where everyone has a sense of safety and belonging.

This strategy is for everyone working at WorkCover, now and into the future.



Nicholle Duce

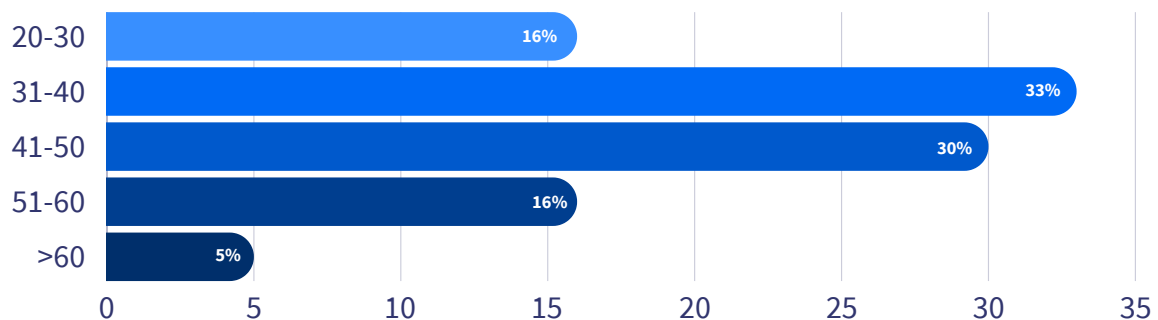
Chief of People and Strategy Officer
WorkCover Queensland

Our people data:

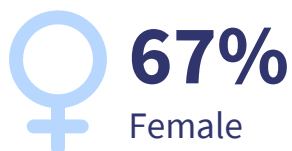
Self identified data from People Survey 2025



Age:



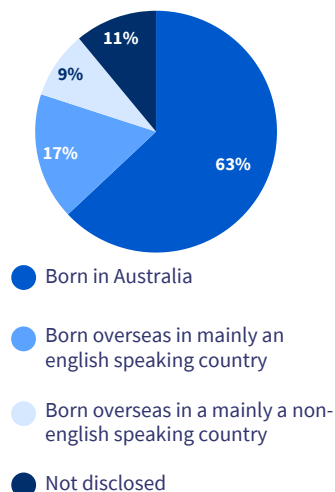
Gender:



Caregiver status:



Origin:



Groups:

First Nations	1.5%	~
Neuro-divergent	12.7%	↑ 2%
Disability	6%	~
LGBTQIA+SB	9.8%	↑ 1%

* Movement from People Survey 2024

2025-2027

Inclusion is for everyone

WorkCover aims to create a workplace where all of our people, regardless of age, background, carer's status, class, disability status, gender, race / ethnicity or sexual orientations:

- are respected and valued team members
- are connected to their team and the work we do for the Queensland community
- can contribute and progress at work.



Framework © Diversity Council Australia.
Visual design by WorkCover Queensland, 2025



Diwali event, 2024

Voices of WorkCover Queensland

When we bring diverse lived experiences into everything we do, we're able to design and deliver services that truly resonate with our customers, because we understand that who you are and your personal story shape your return to work. I'm proud to be part of a team that is here to genuinely support each other, and WorkCover as a business, to succeed.

Dee

Being part of Amplify allows me to embrace and celebrate my identity, sharing the traditions I grew up with alongside colleagues from diverse backgrounds. Amplify is fostering a space where everyone feels empowered to bring their culture into the workplace, sparking honest conversations and driving meaningful change.

Natasha

I'm grateful to the organisation for providing opportunities like the Emerging Leader Program, which supports my development and prepares me for future leadership roles. Being part of the program is helping me strengthen my capabilities, grow my network, and contribute more strategically.

Saby

We all bring unique perspectives and experiences to work. By creating the space and opportunity for my team, and employees across WorkCover to share their ideas, we lay the foundation for meaningful progress in every corner of WorkCover.

Britt

Respected:

When we feel **respected and valued** for our diverse lived experiences, perspectives and backgrounds, **we all contribute more for ourselves**, our colleagues and the Queensland community.



The activities outlined below are designed to strengthen employees' experience of respect at WorkCover. Success will be demonstrated by sustained growth in self-reported respect in the annual People Survey, supported by clear success measures linked to each individual activity.

Hidden Disabilities July 2025

Partner with Hidden Disabilities to bring awareness and visibility to non-visible disabilities both within our workplace and the broader community

Cultural Safety 2025 - 2026

Deliver on WorkCover's First Nations Learning and Development Framework, laying the foundation and building on a culturally safe workplace for First Nations peoples within WorkCover and the service we deliver to First Nations customers

Onboarding March 2026

Embed inclusion into WorkCover's onboarding experience, valuing new starters and their unique contributions and setting a clear expectation that inclusion is at the heart of who we are



Connected:

We **each** play an important role in the WorkCover and broader community. We believe **we all work better when we work together.**



A strong sense of belonging enables meaningful connection. The activities outlined below are designed to strengthen employees' sense of connection at WorkCover. Success will be demonstrated by sustained growth in self-reported belonging in the annual People Survey, supported by clear success measures linked to each individual activity.

Amplify

April 2026: Uplift Amplify's influence in fostering belonging and community

November 2025, 2026: Deliver an annual inclusion calendar of events (with both an internal and external focus), celebrating:

- Age and stage
- Culture, language and faith
- Disability and neurodiversity
- First Nations
- Gender
- LGBTQIA+SB
- Intersectionality

Program Alignment

2025 - 2027: Embed inclusion into core activity and program reviews including the performance management cycle, development programs and leadership capability e.g. Aspire, study assistance, graduate program

June 2027: Explore opportunities to attract and engage diverse talent through WorkCover's Employee Value Proposition (EVP)

Ongoing: Continue to align initiatives with the Psychosocial Safety Code of Practice

Navigating later career & retirement

February 2026: Evolve WorkCover's Retirement by Design program to provide a supported and connected later career and retirement experience

Progressing:

We're striving for a workplace where everyone has fair and equitable access to opportunities, because that's how real progress happens. When we learn and grow together, we unlock potential in ourselves, in our teams, and in the communities we serve across Queensland.



The activities outlined below are designed to enhance employees' experience of career prospects at WorkCover. Success will be demonstrated by sustained growth in self-reported perceptions of career opportunities in the annual People Survey, supported by clear success measures linked to each individual activity.

Employee Experience

October 2025: Refresh inclusion intranet content to act as a hub for communication, resources and collaboration

June 2026: Explore the experiences of First Nations, culturally and linguistically diverse and <25 year old employees to inform strategies to improve retention

September 2026: Develop and implement solutions to improve the experience of First Nations, culturally and linguistically diverse and <25 year old employees

Talent Acquisition

December 2026: Develop resources for leaders to build capability and confidence to recruit and onboard diverse team members

Remuneration

October 2025, 2026: Continue to carry out annual remuneration data reviews to identify and remedy pay gaps for marginalised groups

Diversity Data Governance

February 2026: Evolve WorkCover's diversity data governance framework

Contributing:

When we can contribute our diverse perspectives and ideas, our people and the Queensland community benefit.



The activities outlined below are designed to empower and create a workplace where we all have meaningful opportunities to contribute. Success will be demonstrated by sustained growth in self-reported perceptions of speaking up in the annual People Survey, supported by clear success measures linked to each individual activity.

Centring Voice

Ongoing

Centre voice and share stories celebrating diverse lived experience

First Nations Strategy

2025-2027

Deliver on WorkCover's First Nations Strategy and Innovate Reconciliation Action Plan, driving progress across:

- People
- Procurement and community engagement
- Customer experience

Access & Inclusion

2025-2028

Develop and deliver WorkCover's Access and Inclusion Plan

- Employee, customer and candidate experience
- Facilities and workplace adjustments
- Procurement
- Communications and digital accessibility

Consultation

Ongoing

Provide employees with opportunities for consultation on new policies and procedures



WorkCover

QUEENSLAND