

# Diversity, Inclusion and Belonging

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Strategy and Action Plan  
2025–26



Crime and Corruption  
Commission

QUEENSLAND





## COMMITMENT TO FIRST NATIONS PEOPLES

Our commitment is to partner with Aboriginal and Torres Strait Islander peoples to form lasting relationships based on mutual trust, respect and understanding to support our vision for all Queenslanders to feel safe in the communities in which they live.

## HUMAN RIGHTS

We are committed to respecting, protecting and promoting human rights in all that we do and the decisions that we make.



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# Introduction

At the Crime and Corruption Commission (CCC), we believe diversity, inclusion and belonging are fundamental to a workplace where our people feel valued, respected and empowered to contribute to our collective success.

We want to create an inclusive culture where difference is celebrated, and everyone feels a true sense of belonging, regardless of race, gender, sexual orientation, age, disability, neurodiversity or any other characteristic.

Our diversity, inclusion and belonging (DIB) strategy and action plan is a practical commitment to:

- celebrating and embedding DIB into CCC ways of working
- raising awareness and knowledge, and reducing unconscious bias
- actively engaging our people to drive continuous improvement and innovation
- setting and monitoring targets.



# Introduction

The DIB strategy and action plan is our roadmap for ensuring DIB is a vital part of our day-to-day operations, measuring our improvement, and holding ourselves accountable.

## Diversity



## Inclusion



## Belonging

Ensuring we have a **wide range of differences** across our employee population.

Our focus is on establishing and monitoring targets.

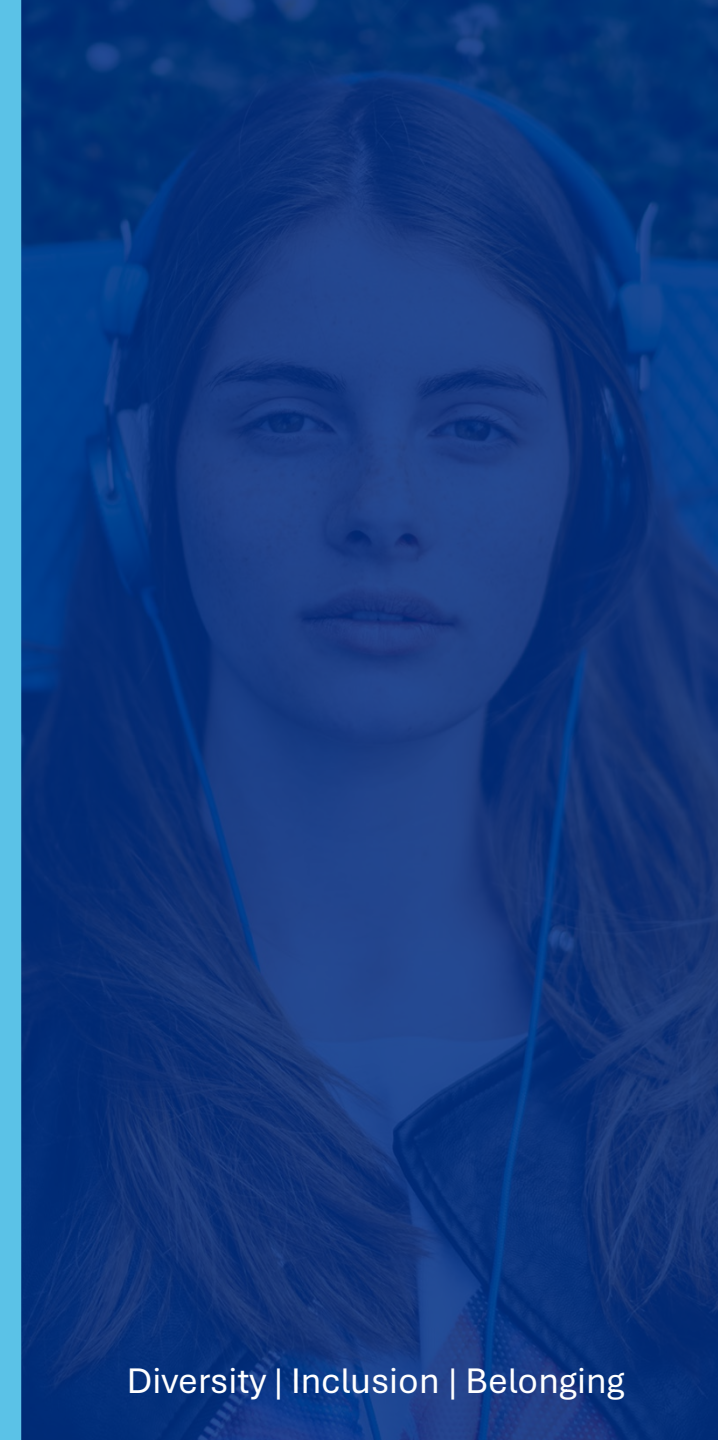
Maintaining an environment where **individuals feel valued, respected, and empowered** to contribute.

Our focus is on leadership and systems, policies and processes.

Embedding a sense of **acceptance, connectedness and value**, creating trust and shared purpose.

Our focus is on active engagement.

We are launching this DIB action plan with a solid foundation of preliminary work that has already been delivered.



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Setting diversity targets is important for several key reasons:

- Targets provide clear benchmarks against which progress can be measured
- Targets signal a clear intention to prioritise diversity
- Targets reflect the demographic of the community in which the agency serves
- Targets hold the agency accountable for commitments to diversity

A proposed action of the DIB plan is to promote completion of the payroll census data.

# Understanding who we are

**Table 1**

Employees have the discretion to log diversity census information into the payroll system and various surveys. The information below is @ 25 March 2025.

	Demographics	PSC Target	CCC Target	CCC Demog	Status
1	<b>Aboriginal and Torres Strait Islander</b> As of the 2021 Australian Census, <b>3.8%</b> of Australia's population identified as Aboriginal and/or Torres Strait Islander – approximately 983,000 people.	3%	2%	1.3%	-0.7%
2	<b>Culturally and linguistically diverse people</b> As of the 2021 Australian Census, approximately <b>51.5%</b> of Australia's population was CALD meaning they were either born overseas, had at least one parent born overseas or spoke a language other than English at home. In the same Census, approximately <b>24.8%</b> of Australia's speak a language other than English at home.	10%	10%	7.8%	-2.2%
3	<b>People with a disability</b> 2018 Australian Bureau of Statistics Survey of Disability, Ageing and Carers reported <b>18%</b> of Australians had a disability.	8%	8%	2.3%	-5.7%
4	<b>Women in leadership</b> As of the 2021 Australia Census, women make up <b>50.7%</b> of Australia's population.	50%	50%	54.8%	+4.8%
5	<b>LGBTQIA+</b> As of the 2021 Australian Census, approximately <b>4%</b> of Australian's aged 15 and over explicitly identified as LGBTQIA+ based on sexual orientation and gender identity data. However, this figure is likely an undercount due to limitations in data collection and social stigma. Research by Pride in Diversity and La Trobe University suggest the actual percentage may be <b>10%</b> or higher, especially among younger generations.	--	4%	6%	+2%
6	<b>Neurodivergent</b> An estimate of <b>15-20%</b> estimate for neurodiversity in Australia is based on a combination of global prevalence studies and Australian-specific data. The Australian Bureau of Statistics does not provide a single figure for neurodiversity and estimates come from various sources.	--	15%	10.4%	-4.6%

In presenting the table above it is recognised that there is ambiguity and subjectivity in defining and measuring diversity targets and this information is provided as a guide to understanding the current make up of our workforce.

Data for items 1-3 is sourced from the payroll system which has provision for discretionary recording of census data.

Data for item 4 is based on the establishment, across the SO, SES and CEO classifications.

Data for items 5-6 is sourced from the Working for Queensland Survey 2024.

# Our strengths

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A Diversity and Inclusion survey was deployed across CCC in 2024 to inform the development of the DIB strategy and action plan.

Our people agree that:

- Information about pay is communicated in a transparent and accessible way
- My manager understands the need to be flexible when it comes to balancing my work and personal commitments
- I understand why diversity and inclusion are important to meeting our corporate and community obligations
- I can access flexible work arrangements (eg. working hours, job share, working from home, part-time work)
- This organisation has appropriate programs and policies (eg. carers leave) in place to allow me to manage my personal and work commitments easily



# Our opportunities

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From our diversity and inclusion survey we know that we can do more to:

- Offer training and development in how to be inclusive of my colleagues at work
- Include the topic of diversity and inclusion as part of our onboarding and induction
- Have leaders in our organisation show their commitment to building an inclusive organisation through what they say and do
- Provide more information on relevant diversity and inclusion policies, processes, practices and resources including where and who to go to for help and support on resolving related issues and complaints
- Regularly communicate with all staff about issues of diversity and inclusion

We have actively considered this feedback in developing the DIB action plan.



# How we will get there

The CCC can be proud of the progress that has been made in fostering a diverse, inclusive and belonging-driven workplace.

We already have initiatives in progress which cultivate a diverse and inclusive environment. We also recognise that this work is ongoing.

Over the next 12 months we are committed to building on these efforts. We will focus on continuous improvement, ensuring our policies, practices and culture evolve to reflect the values of diversity and inclusion.

## Diversity

What this means for us	Ensuring we have a wide range of differences across our employee population
We will keep doing	<ul style="list-style-type: none"><li>■ Monitoring statistics including, Aboriginal and Torres Strait Islander, people with a disability, women, cultural and linguistically diverse peoples</li></ul>
We will expand our approach by	<ul style="list-style-type: none"><li>■ Increasing demographics which are monitored to include LGBTQI+, neurodiversity</li><li>■ Delivering a campaign to increase completion of equity and diversity census data in the payroll system</li><li>■ Reviewing recruitment attraction approaches and extend campaigns where practicable</li><li>■ Reviewing selection processes to ensure differences are managed equitably</li></ul>

# How we will get there

## Inclusion

What this means for us	Maintaining an environment where individuals feel valued, respected, and empowered to contribute
We will keep doing	<ul style="list-style-type: none"><li>▪ Delivering consistent onboarding experiences, promoting commitment to first nations peoples and reconciliation, human rights, organisational values, safety and wellbeing, flexible working</li><li>▪ Delivering leadership and management professional development opportunities to existing and emerging leaders that includes content on diversity and inclusion</li><li>▪ Regularly reviewing and updating policies, procedures and guidelines</li><li>▪ Committing to a Reconciliation Action Plan supported by a Cultural Advisory Group</li><li>▪ Regularly monitoring employee engagement</li></ul>
We will expand our approach by	<ul style="list-style-type: none"><li>▪ Undertaking a review to ensure diversity and inclusion language and principles are integrated and applied consistently across policies, procedures, processes and practices</li><li>▪ Integrating key content into leadership and management professional development activities i.e. unconscious bias</li></ul>

# How we will get there

## Belonging

What this means for us	Embedding a sense of acceptance, connectedness and value, creating trust and shared purpose
We will keep doing	<ul style="list-style-type: none"> <li>▪ Delivering a range of learning and development workshops and professional development opportunities which all allow employees to connect across divisions</li> <li>▪ Offering Peer Support Officer and Mental Health First Aid (MHFA) training</li> <li>▪ Facilitating employee led Organisational Wellness Group to develop targeted a wellness action plan</li> <li>▪ Supporting employee led Values and Culture Group (VCG) to promote the 1CCC values and behaviours across the CCC</li> <li>▪ Supporting the annual 1CCC PAICE employee awards and Team CCC Day</li> </ul>
We will expand our approach by	<ul style="list-style-type: none"> <li>▪ Increasing community of practice opportunities across divisions i.e. Wellness Support Group for graduates of Peer Support Officer and MHFA training, leadership network program</li> <li>▪ Increasing awareness through new learning and development opportunities i.e. neurodiversity, trauma informed practice</li> <li>▪ Corporately promoting and supporting a schedule of events celebrating diversity i.e. NAIDOC, Harmony Day, IDAHOBIT, Neurodiversity Celebration Week, International Women's Day, IDPwD.</li> </ul>



# How you can contribute

| We all have a role in progressing the DIB

## Leaders

**Accountability** – take responsibility for driving DIB outcomes

**Role Modelling** – set the tone through actions, demonstrating inclusive behaviours

**Psychological Safety** – create an environment in which employees feel safe to voice concerns and ideas

**Continuous Learning** – engage in ongoing education on unconscious bias, inclusive leadership and cultural competency

## All employees

**Active Participation** – engage in DIB initiatives, training and discussions

**Allyship** – support underrepresented colleagues and speak up against bias

**Open Dialogue** – encourage honest conversations and learning from different perspectives

**Collaboration** – work together to foster an inclusive team environment

# Contact

## Contact details

- @ [mailbox@ccc.qld.gov.au](mailto:mailbox@ccc.qld.gov.au)
- 📞 07 3360 6060 or  
Toll-free 1800 061 611  
(in Queensland outside Brisbane)
- ✉ Crime and Corruption Commission  
GPO Box 3123, Brisbane QLD 4001
- 📍 Level 2, North Tower Green Square  
515 St Pauls Terrace,  
Fortitude Valley QLD 4006

## More information

- 💻 [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au)
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