

Safe. Respected. Included.

Our commitment to diversity, equity and inclusion 2026–2028

Strength in Diversity

We are not all the same and that is our greatest strength.



Our commitment

We are dedicated to creating **workplaces that are inclusive, respectful, and culturally safe**, where diversity is valued and everyone feels a sense of belonging.

As one of the largest employers in the region, we provide hospital and healthcare services to our regional and rural communities. We recognise that an inclusive culture is essential to delivering equitable, person-centred care for the diverse communities we serve, and to achieve our vision of caring for our communities – *Healthier Together*.

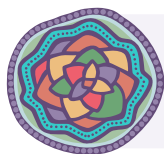
Purposeful alignment

To streamline implementation and avoid duplication, our diversity, equity and inclusion priorities are integrated into our Strategic Plan, our People First Strategy, and our Aboriginal and Torres Strait Islander Health Equity Strategy. This approach ensures **accountability, aligns efforts with organisational priorities, and supports coordinated delivery** across the organisation.

Equity Everyday principles

We will keep working to make diversity, equity and inclusion a natural part of how we work and who we are, ensuring:

- **Everyone feels respected, valued, safe, and included** — regardless of their background, age, gender, beliefs, abilities, skills, or career journey.
- **We lead with inclusion every day** — creating environments where everyone can contribute, grow, and thrive.
- **Flexible work is a meaningful part of how we operate** — not just an option, but a practice that supports both people and organisational outcomes.
- **We create space for honest conversations** — providing culturally safe ways to escalate concerns, fostering a safe and supportive culture where people feel confident to speak up, challenging inappropriate behaviour, and holding ourselves accountable to our values.
- **Everyone shares responsibility for inclusion** — recognising that every person in our organisation shares ownership for creating a respectful workplace.



Acknowledgment of Traditional Owners

Darling Downs Health respectfully acknowledges the Traditional Owners, both past and present, of the region we service.

Strategic Goals

Person-centred care

Delivering care that is focused, compassionate, and accessible

Proud and connected Workforce

Grow a creative and skilled workforce through a safe and rewarding culture

Data to action

Informed decisions, robust governance, better health

Authentic partnerships and collaboration

Strategic meaningful partnerships

Lead beyond today

A future-ready health service evolving and delivering care that meets the needs of the region

Improvement opportunities

Advance diversity, equity and inclusion across our workforce

We are doing well in building a culturally diverse workforce, even **surpassing our cultural and linguistically diverse employment target** and attracting people from a wide range of backgrounds. There's now a real opportunity to build on this momentum by increasing the representation of Aboriginal and Torres Strait Islander peoples, plus other diversity groups ensuring our organisation reflects the profile of our community.

Sustain a workforce aligned to our future needs

By continuing to **invest in development opportunities, clear career pathways, and addressing structural barriers**, we can support everyone to grow their careers with us and build a solid and diverse pipeline of future leaders.

Maximise the benefits of generational diversity

We benefit from a five-generation workforce with a great mix of early-career talent and highly experienced people, **bringing together fresh ideas, broad perspectives and deep knowledge**. This puts us in a strong position to leverage on the strengths of all five generations, combining experience and organisational knowledge with deliberate strategies for career pathways, cross-generational learning, succession planning, mentoring and knowledge transfer.

Diversity



all the **differences** between people

Equity



meeting the unique needs of **each person**; removing barriers, promoting justice, fairness and impartiality

Inclusion



where the diverse mix of people feel they belong; **respected, accepted and connected**

= **Darling Downs Health** where everyone feels **safe, respected and included**