

Queensland Multicultural Policy & Queensland Multicultural Action Plan 2024-25 to 2026-27

2024-25 Progress Report

Queensland Treasury

Key Information

Multicultural Affairs Queensland, through the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism, is responsible for the *Multicultural Recognition Act 2016* (the Act).

The Queensland Multicultural Policy and [Queensland Multicultural Action Plan 2024-25 to 2026-27](#) (the Action Plan) have been established in compliance with the Act to provide a framework for achieving positive outcomes for Queenslanders from culturally and linguistically diverse backgrounds.

Section 24 of the Act requires Queensland Government agencies responsible for actions under the Action Plan to publicly report on their progress on an annual basis.

Scope of Reporting

The Queensland Multicultural Policy and Action Plan aim to achieve positive outcomes for Queenslanders from **culturally and linguistically diverse backgrounds**.

While Treasury implements measures to support diversity and inclusion for various cohorts, including Aboriginal and Torres Strait Islander peoples, women, youth, seniors, LGBTIQ+ communities and people with disability, the purpose of this report is to collect information about activities that specifically focus on achieving outcomes for:

people from 'culturally and linguistically diverse' backgrounds, which refers to people from a migrant or refugee background (which can include second or third generation migrants), people seeking asylum, and Australian South Sea Islander peoples¹.

Agency Commitments for 2024-25 to 2026-27

Queensland Treasury committed to undertaking activities in three out of the four Focus Areas.

Treasury did not originally have any commitments under Focus Area 3 at the commencement of the plan, however in 2025 Treasury has taken action to establish the Office of Social Impact towards this focus area of *Strengthening Our Economy* with regard to people from culturally and linguistically diverse communities.

Equity, Diversity, and Inclusion Framework

The Multicultural Action Plan forms part of Treasury's Equity, Diversity, and Inclusion Framework, detailed on the next page.

¹ Australian South Sea Islanders are the Australian-born direct descendants of people who were brought to Australia between 1863 and 1904 to work as indentured labourers in the primary industries. More than 50,000 people came from some 80 Pacific Islands, primarily Vanuatu and the Solomon Islands, and the majority were kidnapped, 'blackbirded' or deceived into coming.



Focus Area 1: Deliver Culturally Responsive Services

The Queensland Government remains committed to ensuring all government initiatives and services, including funded services, are culturally responsive, accessible and inclusive of all people across Queensland.

Agency actions	Progress/ status for 2024-25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
<i>Evaluate the accessibility and effectiveness of the Enable Grants Program in reaching and meeting the needs of culturally and linguistically diverse communities in accessing energy efficiency advice and activities and use findings to inform future energy program design and delivery.</i>	Delivered	The \$10M Enable Grants Program has delivered significant outcomes for culturally and linguistically diverse (CALD) communities by supporting NGOs to deliver targeted energy literacy and efficiency projects. The program has addressed unique challenges faced by CALD communities, improving access to energy efficiency advice and activities. Tenants Queensland’s (TQ) "EmPowering Renters" project reached 62% CALD participants (46% with limited or no English proficiency) by tailoring workshops, resources, and engagement strategies using the Rental Vulnerability Index (RVI). Multilingual materials and partnerships with Energetic Communities (ECAI) have improved understanding of energy bills, rebates, and energy efficiency. QDN’s (Queenslanders with Disability Network) "Bright Sparks" project has also delivered strong outcomes for CALD communities. In partnership with Multicultural Australia and Aboriginal and Torres Strait Islander Disability Network of Queensland (ATSIDNQ), QDN has delivered culturally inclusive workshops across Queensland, equipping CALD participants with tools to reduce energy consumption, access rebates, and secure better energy deals. ICAN’s (Indigenous Consumer Assistance Network) "Yarnin’ Energy" project and COTA’s (Council on the Ageing) "Energy4Seniors" project also supported CALD communities through tailored education and translated resources. The program highlights the need for culturally tailored resources, partnerships with CALD-focused organisations, and sustained access to information. Future programs should prioritise multilingual materials and targeted engagement to enhance inclusivity and outcomes for CALD communities.

Agency actions	Progress/ status for 2024-25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
<i>Work with PCYC Queensland to increase participation by people from culturally and linguistically diverse backgrounds in the Braking the Cycle program, funded by the Motor Accident Insurance Commission, which helps Queenslanders access the 100 hours of on-road driver training required to obtain their driver's license.</i>	Delivered	The Motor Accident Insurance Commission (MAIC) is the regulator of the Queensland CTP scheme. As part of its functions, it runs a grants program to invest in activities that reduce road trauma or where this is not possible mitigate its impacts by aiding recovery from their injuries. MAIC has provided support to PCYC Queensland to support the statewide operations of the Braking the Cycle (BTC). BTC is a learner driver mentor program that supports disadvantaged Queenslanders to obtain the 100 hours on road driving experience necessary to obtain their drivers licence. In 2024/25 the program operated in 37 MAIC funded sites. At these sites there were 2,286 participants within the program. The funding agreement in relation to MAIC includes a key performance indicator which captures data around the number of culturally and linguistically diverse people (CALD). In 24/25 14% of participants in the program identified as being CALD. Branches of significant CALD representation during this reporting period include Inala (57%), Hervey Bay (55%), Mount Gravatt (38%), Townsville (36%), Toowoomba (35%), Cairns (29%) and Crestmead (28%). Across the program during this financial year, 685 participants obtained their drivers licence. Of these, 165 identified as CALD participants.. This represents 24% of all licences during this period. Obtaining a drivers licence is a significant milestone given the opportunities and pathways that it presents into the future. PCYC report that 73% of program graduates report that their licence has been a means of enhancing their employability or accessing further training opportunities. While not all graduates gained employment directly through the program – their involvement in BTC has been instrumental in removing mobility obstacles, enabling participants to expand their opportunities and improve their overall career prospects.

Case studies or good news stories highlighting achievements



Sam from Beenleigh

When Sam arrived in Australia from Thailand, he didn't speak a word of English. Since joining the Braking the Cycle program, he has learned the language, developed road safety skills, passed his test, and gained his licence.

This achievement was life-changing—not only for Sam, but also for his family. Until recently, his dad was waking at 4am to drive him to work—now Sam is independent, confident, and on the road. He's also secured a job, making this a true success story for both Sam and BTC.

Focus Area 2: Drive Diversity and Inclusion across the Public Sector

A diverse and inclusive workforce that is representative of the community we serve is essential to ensuring we are a culturally responsive government.

Agency actions	Progress/ status for 2024-25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
All Agencies Action – Monitor data related to culturally and linguistically diverse employee representation and deliver strategies to achieve the whole-of-government target of 12 per cent for employees who speak a language other than English at home	Delivered	Queensland Treasury is proud of its culturally and linguistically diverse workforce. An analysis of Minimum Obligatory Human Resource Information (MOHRI) data found that Treasury is already exceeding the Queensland Public Sector 2026 target of 12% for representation of people who speak a language other than English at home (CALD2). MOHRI data in September 2024 showed that 14% of Treasury employees identified as CALD2 in payroll data, noting that only 63% of staff have responded. Additionally, records show that four Treasury employees identify as Australian South Sea Islander, however this figure is too small for further analysis. The 2024 Working for Queensland survey results indicated that 18% of staff speak a language other than English at home, noting that 98% of staff responded. Of these employees, 57% reported that they had shared this information in the HR System (MOHRI). Some didn't see it as relevant to their employment (41%), didn't see a benefit in sharing this (33%), while others did not believe they had ever been asked for this information (42%). Very few were worried about discrimination (5%). Most common languages spoken at home were Mandarin (15%), Hindi (12%), Cantonese (9%), Vietnamese (4%), Filipino (4%). Interestingly, 62% indicated another language many of which were grouped together due to the small number of responses in each (including Tagalog which is spoken in the Philippines). Even more employees (324 respondents) in the survey indicated that they speak a language other than English with their family and community. An analysis of MOHRI data by classification level showed that the distribution of CALD2 employees was very similar to the overall distribution, with employees represented at all levels including SO and SES. Almost half of Treasury employees (46.1%) were employed in mid-level positions (AO5-AO7 equivalent) compared to slightly more than half 52.7% of employees who identified as CALD2. Employees identifying as CALD2 were slightly under-represented in entry level positions (AO2-AO3). Three of six business areas exceeded the 2026 target of 12% representation of people who speak a language other than English at home (CALD2).

Agency actions	Progress/ status for 2024-25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
All Agencies Action – Monitor Working for Queensland survey results relevant to cultural diversity and inclusion and deliver strategies to improve inclusion for culturally and linguistically diverse employees, including Australian South Sea Islander peoples.	Delivered	Treasury values the diversity of its workforce and actively fosters an inclusive workplace including for employees from culturally and linguistically diverse backgrounds. The internal communication channels and Treasury's social media accounts regularly spotlight employees from across the agency and celebrate our diverse identities and stories, particularly in association with culturally significant events such as Lunar New Year and Ramadan. Other ways Treasury has celebrated workplace cultural diversity and inclusion include: • Multicultural Queensland Month (Aug 2024) – Treasury launched its Multicultural Network, led by the Executive Champion for Multicultural Treasury, Jasmina Nuhovic. The Network has grown to 63 members by 30 June 2025. • Harmony Week/International Day for Elimination of Racial Discrimination (Mar 2025) – Treasury launched a Multicultural Recipe Book sharing the stories and recipes of employees, hosted by Christine Castley CEO of Multicultural Australia, and hosted morning teas across the agency. 2024 Working for Queensland survey results bear out the impact of our commitment to fostering an inclusive workplace department's cultural and linguistic diversity. Treasury employees who speak a language other than English at home (CALD2) consistently reported higher satisfaction across all areas of the workplace than those who do not. They reported feeling: • more respected by their managers (95% vs 88%) • more listened to (90% vs 86%), and • were more likely to believe that Treasury values their wellbeing (81% vs 74%). Most CALD2 employees didn't see cultural background as a barrier to success (77% vs 79% of non-CALD2/non-Indigenous employees). A small number of people disclosed being direct descendants of South Sea Islanders brought to Australia between 1863 and 1904 to work as indentured labourers, known as Australian South Sea Islanders (ASSI), but this was insufficient to produce an agency report of their results.

Agency actions	Progress/ status for 2024-25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
All Agencies Action – Using the Diversity and Inclusion on Boards Toolkit, implement targeted actions to increase the cultural and linguistic diversity of representation on Queensland Government boards.	Delivered	Treasury is currently exploring options to implement targeted actions to increase the cultural and linguistic diversity of its boards and will provide further updates against this action in 2025/2026.
All Agencies Action – Agencies will provide DPC with data on the cultural and linguistic diversity of Queensland Government boards to enable Government to monitor and report on the diversity of Queensland Government bodies.	Delivered	Treasury provided 2024-25 data on the cultural and linguistic diversity of boards under its remit to DPC in July 2025 to support Government to monitor and report on the diversity of Queensland Government bodies.

Case studies or good news stories highlighting achievements

Meet Jasmina Nuhovic: Championing Multiculturalism at Treasury

Say 'zdravo' to **Jasmina 'Jas' Nuhovic**, Project Director for the FRAMES (Financial Reporting and Management Enhanced Systems) project, former junior tennis pro, maker of extraordinary Baklava, lover of food, and our new Executive Champion for Multicultural Treasury.



Pictured: Jasmina (left) serving her home-made baklava (right) to her team member Ammu

Born in Bosnia and Herzegovina she is fluent in multiple languages (four to be exact - German, Norwegian, Serbo-Croatian and English), has a deep appreciation for the power of multiculturalism and believes that representation is not just a buzzword, but essential in workplaces.

"Considering our rich ancestry and the fact that 1-in-5 Queenslanders were born overseas, multiculturalism is representative of our rich societal fabric," Jas said.

"By having multicultural representation in our workplaces, we simultaneously promote the values of diversity, openness and equality, which are cornerstones of every healthy and progressive workplace."

As the newly appointed Executive Champion for Multicultural Treasury, Jas is determined to join our other Executive Champions in providing oversight realising [Treasury's Equity, Diversity and Inclusion Plan](#). (She also plans on having a lot more multicultural morning teas across the department.)

Jas welcomes any employees who would like to join the Multicultural Treasury Network. You can [register your interest](#) online, or email [People and Culture](#) for more information.

Read more about Jas and her diverse background on [Nexus News](#).

*Zdravo is Bosnian for hello



Corporate news

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 Immersive reader

Celebrating Multicultural Queensland Month with Team Treasury

Communications

Lots of us have been eating well this month, with teams across the agency celebrating Multicultural Queensland Month with morning teas.

Treasury is home to a diverse workforce, with employees hailing from various cultural backgrounds. These multicultural morning teas provided a platform for individuals to showcase their heritage and traditions through food and engage in stimulating conversations about the significance of the food to each person's heritage.

Executive Champion for Multicultural Treasury, Jasmina Nuhovic, was delighted to see so many teams celebrate Multicultural Queensland Month.

"By coming together and sharing favourite dishes from our cultures, we can appreciate and learn from one another and foster an environment of respect, understanding, and unity," Jas said.

"Multicultural workplaces offer a unique advantage in terms of team dynamics, it's about the diversity of thought that leads to innovative problem-solving, enhanced creativity, and improved decision-making."

From QRO to Corporate and Strategic Communications — several teams hosted morning teas, testament to Treasury's commitment to inclusivity and celebrating diversity.



Team Treasury celebrate Multicultural Queensland Month

Corporate news

[See all](#)



Celebrating Multicultural Queensland Month with Team Treasury

DID YOU KNOW?

Did you know that 18% of Treasury's workforce speak a language other than English at home according to our latest Working for Queensland data? The most common languages our employees speak at home, other than English, are Mandarin (15%), Hindi (12%), Cantonese (9%), Vietnamese (4%) and Filipino (4%)*.

To celebrate Harmony Week (17 – 23 March), members of Treasury's Multicultural Network have shared their recipes and a slice of their heritage in the new *QT Multicultural Recipe Book: From our table to yours*. The recipes represent the diverse cultures that make up our workforce, each one telling a unique story about the traditions and experiences of the Network's members. Check out this mouth-watering cookbook and learn how to cook cuisine from cultures around the world.

Another great way to celebrate Harmony Week is to update your workplace diversity details in Aurion ESS – this data helps People and Culture to build a more diverse and inclusive workplace for all. Learn how to update your details in Aurion ESS by visiting [Nexus](#).

*Treasury's Working for Queensland survey data from September 2024.



Join Treasury's special Harmony Week activities

Celebrate Harmony Week with a special event *Jas Nuhovic in conversation with CEO Multicultural Australia*. The event will take place this Thursday 20 March at 9am on Level 24 in 1 William Street.

Jas is the Executive Champion for Treasury's Multicultural Network and will interview [Christine Castley](#). The conversation will be centred around first-hand views on challenges and opportunities of multicultural identity in a workplace and broader community, and how its acknowledgement and celebration fosters better connection, belonging and thriving environments. [Register today](#) for in person and virtual attendance.

You can also join the Harmony Week morning tea at 10am Thursday 20 March on the Level 24 Atrium at 1 William Street. Bring a plate to share which represents your heritage and wear orange to show your support.

Queensland Revenue Office (QRO) is also hosting Harmony Week morning teas across their Brisbane and regional offices. QRO employees are encouraged to keep an eye on their emails for event details.

If Harmony Week events interest you, consider joining Treasury's Multicultural Network which has members from across our department. Find information about how to [join Treasury's peer networks](#) on Nexus.



Celebrating the rich tapestry of cultures that make up Queensland!

Home to people from over 220 countries, speaking more than 180 languages and practising over 110 religious beliefs, our sunshine state is a thriving multicultural hub.

To celebrate Harmony Week, Queensland Treasury's Multicultural Network invited [Christine Castley](#), CEO of [Multicultural Australia](#) to talk about her first-hand views on challenges and opportunities of multicultural identity in the workplace and community.

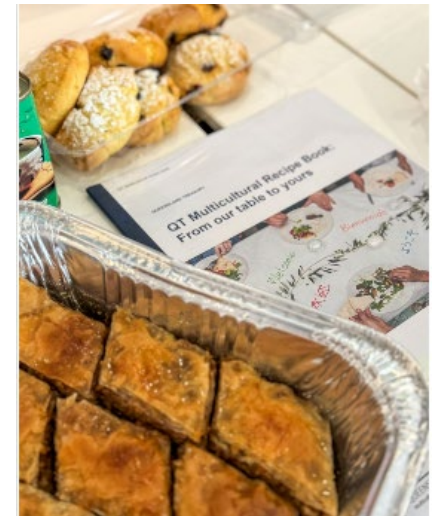
The network also launched our very own Multicultural Recipe Book. These recipes represent the diverse cultures that make up our workforce, each one telling a unique story about our traditions and experiences.

Harmony Week is a time to celebrate and recognise inclusiveness, respect and belonging for everyone. Thank you to [Marshiah Mupinyuri](#), [Diederik V. Louise Liddiard-Smith](#), [Heidi Bushell](#) and [Jasmina Nuhovic](#) as the Multicultural Executive Representative for mobilising the network and organising the morning tea.

Find out more about Harmony Week at www.harmony.qld.gov.au

#HarmonyWeek #QueenslandTreasury #TeamTreasury

[Akash Punjabi](#), Sarina Huddy, Ash Sayle, [Elina Lane](#), Melissa Pignolet, Titi Salau, [Christine Castley](#), [Jasmina Nuhovic](#), Alison Sullivan, [Louise Liddiard-Smith](#), [Ammu Pravda](#)



Pictured above: Our Multicultural Treasury network celebrating Harmony Week.

Focus Area 3: Strengthen Our Economy

The Queensland Government will take specific actions to identify and address the barriers that people from culturally and linguistically diverse backgrounds face to participate in economic opportunities in line with their skills and ambitions.

Agency actions	Progress/ status for 2024-25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
<i>Create an Office of Social Impact within Queensland Treasury and work alongside impact investors, community, faith groups, philanthropists, corporates and social enterprises to co-design a roadmap for social enterprise and impact investing in Queensland.</i> <i>Establish a \$20 million per year Social Entrepreneurs Fund to support social enterprises who benefit the public, community and environment and reinvest most of their profits for that purpose to access loans and grants.</i>	Delivered	The government has established the Office of Social Impact to deliver on its election commitments, including the creation of a Social Entrepreneurs Fund and the co-design of a roadmap for social enterprise and impact investing by the end of 2025. These initiatives aim to support a sustainable and thriving for-purpose sector, driving transformative change to improve the lives of marginalised Queenslanders, which may include those from culturally and linguistically diverse (CALD) communities. A key focus is increasing workforce participation among Queenslanders facing barriers to employment. Members of the CALD community are among those who are often underrepresented in the labour market as well as active as founders in the social enterprise sector. The social enterprise sector plays a vital role in empowering vulnerable job seekers by addressing employment barriers and creating pathways to economic independence and social inclusion, including for persons from CALD backgrounds. The government's commitments have potential to deliver several benefits for CALD Queenslanders, including: 1. Increased job participation and economic opportunities: Greater access to employment, entrepreneurial opportunities and skills development. 2. Enhanced access to funding: Opportunities for CALD-led social enterprises to secure investment, driving growth and positive community impacts. 3. Capacity building for entrepreneurs: Access to training, mentorship and networking opportunities to build sustainable and impactful enterprises.

Case studies or good news stories highlighting achievements

[The Impact Revenue Investments program](#) is an innovative Queensland Government initiative supporting social enterprises to create meaningful social change. As a foundational measure under the Social Entrepreneurs Fund, the program provides revenue incentives to help eligible organisations scale, grow sustainably and amplify their social impact.

The program offers funding of up to \$200,000 over two years including:

- a \$30,000 upfront payment in Year 1
- additional payments based on trading revenue growth: \$4 for every \$10 growth in Year 1 (capped at \$100,000, including the \$30,000 upfront payment) and \$2 for every \$10 growth in Year 2 (capped at \$100,000).

Funding is flexible, allowing organisations to allocate funding toward operational or capital expenses as needed. Structured peer-to-peer learning opportunities will also be made available as part of the program to support organisations to succeed.

[Noting Round 1 is now closed]

Focus Area 4: Promote Social Cohesion

All Queenslanders have a responsibility to foster social cohesion in our communities. The Queensland Government will take action to respect and celebrate the contributions of Queenslanders from diverse backgrounds.

Agency actions	Progress/ status for 2024-25	Outcomes achieved for people from culturally and linguistically diverse backgrounds
All Agencies Action – Take a strong stance against racism, and actively promote anti-racism messages to staff, clients and communities in line with each agency’s unique context.	Delivered	Queensland Treasury has zero tolerance for racism and is committed to preventing racism by promoting its support of the “Racism. It Stops With Me” campaign. A variety of anti-racism resources are made available via the intranet to support staff to response to and prevent racism. Treasury also encourages completion of the SBS Inclusion Program series as part of onboarding and professional development. This series has been designed to improve understanding of inclusion and provide staff with the necessary tools to actively promote diversity. Course topics include Appropriate Workplace Behaviour, Inclusive Recruitment, First Nations, and Core Inclusion.

Case studies or good news stories highlighting achievements

Racism. It stops with me.

26 Aug 2024



In recognition that diversity is one of Queensland’s greatest strengths, and of our multicultural workforce, Treasury proudly gets behind the [Racism. It stops with me](#) campaign.

Treasury is committed to being a safe and respectful workplace. Staff are encouraged to speak up and [take action](#), and to reach out for HR and [EAP](#) support if they witness inappropriate or unreasonable behaviour at work.

However, racism is more than just harmful words or individual actions. It includes biases in our society, its laws, institutions and ways of thinking.

Racial inequality affects all of us, whether directly or otherwise, and there is a role for all of us to play in addressing it.

Anti-racism means more than being ‘not racist’. It means actively committing to action against racism wherever it occurs. Anti-racism means standing shoulder to shoulder with those advocating for justice.

By taking a stand against racism, we can build a fair and equal society – for all.

Learn more by registering for [How to be an anti-racist in the workplace](#) (webinar 11am-12pm, Friday 30