



# Equity and Diversity Plan

Department of State Development,  
Infrastructure and Planning 2025-26

The Department of State Development, Infrastructure and Planning connects industries, businesses, communities and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

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# About the Equity and Diversity Plan

This Equity and Diversity Plan (the plan) has been developed using the Equity and Diversity Audit Reports and data sets for the Department of State Development, Infrastructure and Planning (DSDIP), including the Office of Industrial Relations (OIR), Office of the Work Health and Safety Prosecutor (OWHSP) and the Queensland Industrial Relations Commission (QIRC).

At the department, we are committed to representing the communities we serve. To achieve our best, we recognise the importance of a workplace that deeply understands the Queensland community and its people, and where everyone feels included, valued, and connected.

In line with this commitment, we continue to strive for a workplace that embodies equity and fairness at its core and truly represents the people of Queensland. Our focus remains on four key groups:

- » **Aboriginal peoples and Torres Strait Islander peoples:** aiming for 4% representation within our workforce.
- » **People from culturally and linguistically diverse (CALD<sup>1</sup>)** backgrounds: aiming for 12% representation.
- » **People with disabilities:** aiming for 12% representation.
- » **Women:** aiming to achieve and maintain 50% representation across all leadership levels at Senior Officer (SO) and Senior Executive Service (SES) classifications.

Through 2023 and 2024, the department continued to deliver several initiatives to support these goals, including a focus on building Cultural Capability. These efforts were designed to progress representation targets and to foster a culture of belonging and respect.

Whilst progress has been made in recent years, members of three of these target groups remain under-represented across the department. We remain committed to continuous improvement and will keep working towards a more inclusive and equitable workplace for all. The 30 September 2024<sup>2</sup> quarter data illustrates this ongoing challenge.

This plan aligns the department to the Queensland whole-of-government reporting requirements and the *Public Sector Act 2022*, which includes a positive duty for department chief executives to progress equity, diversity, respect, and inclusion in their agencies as well as obligations for gender and equity auditing. It also incorporates guidance from other Queensland Government strategies and plans for disability, domestic and family violence prevention, women and multiculturalism.

<sup>1</sup> Under the MOHRI process, CALD individuals are defined as those who identify as being born overseas (including English-speaking countries) and/or as speaking a language other than English at home, which includes Aboriginal, Torres Strait Islander, or Australian South Sea Islander languages.

<sup>2</sup> A note on data in this report: All data has been drawn from September 2024 Minimum Obligatory Human Resource Information (MOHRI) unless specifically stated otherwise. Other sources include the 2024 Working for Queensland survey results and applicant data from SmartJobs vacancy advertising.

Where possible, the data has been adjusted to reflect Machinery-of-Government arrangements. However, it should be noted there are limitations in doing this accurately given the changes are still being affected in their entirety and the analysis is occurring through the lens of a department that did not exist at the time the data were collected. Further, the Office of Industrial Relations (OIR), while joining the department as a business group as part of the Machinery-of-Government change, are of a size and level of independence that both parties have agreed for an independent and separate audit to take place regarding their equity and diversity.

These constraints, caveats and limitations considered, the data and analysis should be taken as an approximation of the current department as it would have stood as of September 2024 (less OIR) with the focus placed on broader themes and findings shown to be consistent across the time periods rather than a precise measurement of the exact current state.

# Target group representation

Data as of 30 September 2024 for DSDIP and OIR (including OWHSP and QIRC).

| Target group representation                     | DSDIP | OIR    |
|-------------------------------------------------|-------|--------|
| Aboriginal and Torres Strait Islander peoples   | 1.41% | 1.74%  |
| Culturally and linguistically diverse people    | 6.1%  | 6.39%  |
| People living with disability                   | 4.7%  | 3.68%  |
| Women in SO classifications                     | 59.3% | 50.85% |
| Women in SES2 classifications                   | 41.7% | 53.85% |
| Women in SES3 classifications                   | 69.2% | 0%     |
| Women in S122 HLSE classifications <sup>3</sup> | 0%    | 100%   |
| Women in SES4 classifications                   | 66.7% | 100%   |
| Women in CEO classifications                    | 0%    | 0%     |

## Background

During early 2025 the department conducted two equity and diversity audits encompassing the key operational areas of the department: 1) State Development, Infrastructure and Planning; and 2) Office of Industrial Relations, Office of the Work Health and Safety Prosecutor and Queensland Industrial Relations Commission. Audits were completed under the guidance of the Public Sector Commission. The purpose of the audits was to assess the presence of barriers within the key operational areas of the department for target groups, with a focus on achieving greater equality.

The audits encompassed various aspects such as the representation of target groups in the workforce, representation in leadership roles, access to career opportunities, pay equity, and the recruitment and attraction of candidates. Intersectionality, or how different target groups intersect with one another, was also considered.

The findings of the 2025 audits reinforced many of the issues identified in 2024. While it remains evident that much work is required to achieve the ultimate version of equality the department is striving for, it is also the case that positive gains have been made. A number of key representation statistics improved from 2024 to 2025, with parts of the department experiencing a welcome reduction in the gender-pay gap both in terms of full-time and pro-rata pay. Particular actions across all components of the plan appear to be having an impact, albeit slowly.

Given many of the issues and sources of equality remain the same, the findings of previous audits have informed the development of actions in the plan in its 2025 iteration. Actions outlined represent direct responses to potential barriers identified in the audit processes, combined with other anecdotal factors and issues raised through the plan's development phase. The actions remain largely consistent with the previous plans. Given the progress, the department hopes that continued efforts will continue to see results.

<sup>3</sup> S122 High Level Senior Executive (HLSE) - OIR Senior Executive contract classification code

# Business-as-usual actions

As we continue to evolve in this area, our plan demonstrates our progress by incorporating actions into business-as-usual operations to ensure sustained success.

These include:

- » Celebrate and/or acknowledge key dates for all diversity groups through internal communication channels.
- » Undertake annual awareness campaigns, highlighting the importance of regularly updating data to accurately reflect department workforce diversity.
  - Identify champions to promote benefits of disclosing diversity information and sharing personal success stories.
  - Promote initiatives that highlight benefits of sharing data and positive outcomes derived from better understanding department workforce composition, including data dashboards and work group information sharing.
- » Monitor and report to relevant governance committees on:
  - workforce data and Working for Queensland survey results
  - gender pay equity gaps
  - women in leadership roles analysis and recommendations
  - separation and turnover rates.



# Plans, frameworks and key actions

## Aboriginal Peoples and Torres Strait Islander Peoples

The department is seeking to grow equity and diversity of Aboriginal peoples and Torres Strait Islander peoples through the standalone Yhurri Gurri Framework and Yhurri Gurri Participation Plan (YGPP).

Measures for improving equity and diversity in the department captured under the YGPP include:

- » the department being an employer of choice for Aboriginal peoples and Torres Strait Islander peoples
- » engaging with Aboriginal employees and Torres Strait Islander employees on issues affecting retention
- » employment pathways of Aboriginal peoples and Torres Strait Islander peoples trainees and graduates
- » the delivery of cultural capability and cultural safety to achieve cultural growth.



## People living with a disability

The department is seeking to grow equity and diversity of people living with a disability through a standalone Disability Services Plan.

Measures for improving equity and diversity in the department captured under the Disability Service Plan include:

- » attracting and retaining more people with a disability and improving representation in leadership roles
- » making disability awareness training available to all employees
- » providing reasonable adjustments to meet individual needs as required
- » the celebration of key dates for awareness and education, such as Disability Awareness Week.

## Culturally and linguistically diverse people

The department is seeking to grow equity and diversity of culturally and linguistically diverse people through a standalone [Multicultural Action Plan](#).

Measures for improving equity and diversity in the department captured under the Multicultural Action Plan include:

- » providing training and resources to support employees to be inclusive and diverse
- » internal promotion of the Multicultural Queensland Charter for consideration in developing departmental policies and/or delivering services
- » maintaining policies to ensure a workplace free of discrimination.

## Women

The department is seeking to grow equity and diversity of women through contributions to the Government's [Queensland Women's Strategy](#) and a continued focus on the prevention of domestic and family violence.

Measures for improving equity and diversity in the department captured under these strategies include:

- » maintaining a focus on achieving and preserving pay equity and equal access and uptake of flexible work arrangements, including parental leave
- » improving diversity of leadership through support, training and pathways for women to achieve in their chosen career
- » challenging attitudes and behaviours contributing to gender-based inequality, and which can act as drivers of Domestic and Family Violence through training programs and other awareness raising activities
- » building on the department's existing efforts in offering the DFV Recognise Respond Refer training, two new online training modules on [coercive control](#), developed by the Queensland Centre for Domestic and Family Violence Research ([QCDFVR](#)), are now available for all employees



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