



# Equity and Diversity Plan

2024 - 2026



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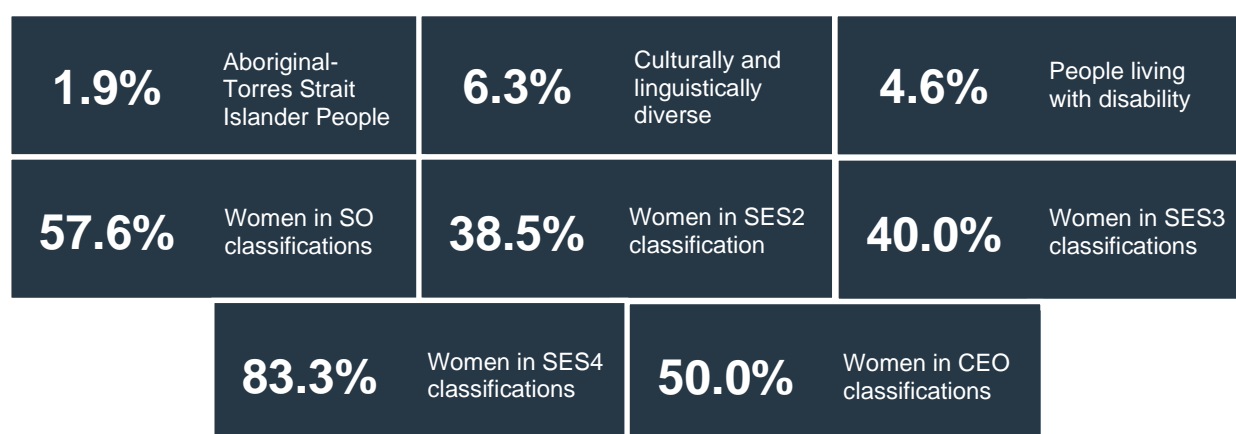
# Introduction

At the Department of State Development and Infrastructure (the department) we believe in representing the communities we serve. To be at our best, we need a workplace that deeply understands the Queensland community and Queenslanders and where our people feel included, valued, and connected.

We have continued to strive for a workplace that holds equity and fairness at its core and is representative of the people of Queensland, targeting four groups in particular:

1. Aboriginal People and Torres Strait Islander People – **seeking representation of 4%** of the department's workforce
2. People from culturally and linguistically diverse backgrounds – **seeking representation of 12%**
3. People with a disability – **seeking representation of 12%**
4. Women – **seeking representation of 50%** across all leadership levels at Senior Officer (SO) and Senior Executive Service (SES) classifications.

While progress has been made in recent years, target group members remain under-represented in many areas. This is illustrated below using data as represented in Aurion ESS as of September 2023, the period used in our most recent audit of equity and diversity in the department.



The department acknowledges its positive duty toward equity and diversity and the need to be open and transparent about the action it is taking in relation to this duty. The plan aims to collate and clearly illustrate activities in relation to key requirements outlined in the *Public Sector Act 2022*, namely:

- » The development of a diverse workforce that represents and reflects the diverse views, experiences, and backgrounds of the people of Queensland
- » Actively progressing equity and diversity in employment matters for the target groups, including gender pay equity
- » Demonstration of equal conditions of employment and equality in access to employment opportunities and leadership roles
- » Fostering a respectful and inclusive workplace culture in which all employees feel safe, valued, accepted, and supported at work and can participate equally
- » Creating a workplace free from unlawful discrimination.

The department further acknowledges the need to reframe the relationship with Aboriginal Peoples and Torres Strait Islander Peoples as Australia's first peoples including the development of an associated plan.

## Background and forming the plan

During early 2024 the department conducted an equity and diversity audit. The audit was the second of its kind, continuing under the guidance of the Office of the Special Commissioner, Equity and Diversity, Queensland Public Sector Commission. The purpose of the audit was to assess the presence of barriers within the department for different target groups, with a focus on achieving greater equality.

The audit 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, how different target groups intersect with one another, was also considered.

The findings of the 2024 audit reinforced many of the issues identified in 2023. 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 2023 to 2024 and the department also experienced a welcome reduction in the gender-pay gap both in terms of full-time and pro-rate pay. Particular actions across all components of the plan appear to be having an impact, albeit slowly.

Given much of the issues and sources of equality remain the same, the findings of both the 2023 and 2024 audits have informed the development of actions in the plan in its 2024 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 2023 in 2024. Given the progress, the department hopes that continued efforts will continue to see results.

While the overall plan draws on a range of efforts toward greater equity and diversity contained within pre-existing plans and frameworks, special attention has been given in the actions related to gender equity. This is the result of the department lacking a standalone plan for this purpose, as distinct from the plans and frameworks covering other aspects of equity and diversity and other target groups.

## Plans, Frameworks and Key Actions

### Aboriginal People and Torres Strait Islander People

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 People and Torres Strait Islander People.
- » Engaging with Aboriginal employees and Torres Strait Islander employees on issues affecting retention.
- » The employment of Aboriginal trainees and Torres Strait Islander trainees.
- » The delivery of cultural capability and cultural safety to achieve cultural growth.

### People with a disability

The department is seeking to grow equity and diversity of People 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 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.

In addition, measures have been identified to address workforce related inequities in the department. These are outlined at *Appendix 1: Additional actions for Women/Gender Equality*.



Appendix 1: Additional actions for Women/Gender Equality

Issue	Goal	Action	Responsibility	Metrics for success	Timing
Insufficient representation of women in leadership roles	Increase and/or maintain representation of women in leadership roles to 50% in all senior classifications	Continue to review recruitment and selection processes to ensure they integrate good practice and reduce bias in hiring	Chief Human Resources Officer	50% in all leadership classification levels by 2025	Start: June 2023  Projected end: 2026
		Introduce requirement for departmental selection panel members to undertake unconscious bias training either standalone or through general recruitment and section training programs	Chief Human Resources Officer	All panel members have completed appropriate training within the 12 months preceding participation in a recruitment and selection process	
Insufficient representation of women in applicant pools for leadership roles	Increase the percentage of women applicants for leadership roles	Develop job advertising campaigns and/or materials that: <ul style="list-style-type: none"><li>promote the department’s commitment to gender equality and diversity</li><li>promote the benefits of working for department, such as flexible working</li><li>share stories of success from senior female leaders within the department</li></ul>	Strategic Communications / Chief Human Resources Officer	10% increase of women applicants for leadership roles	Start: June 2023  Projected end: 2026
The department underutilises its internal talent pipeline for filling senior roles (i.e. women occupy 65% of AO6 to AO8 and equivalent classification level roles but this reduces in some senior leadership levels)	Invest in leadership orientated professional development of AO6 to AO8 and equivalent employees (a cohort heavily dominated by women)	Promote leadership orientated professional development opportunities such as career coaching, networking, mentoring, higher duties and opportunities to work on new and challenging work and projects	Chief Human Resources Officer / All leaders	Maintain representation of women in AO6 to AO8 and equivalent classification levels at 50% or higher	Start: June 2023  Projected end: 2026
		Implement leadership program for AO8 employees, focussed on strengths	Chief Human Resources Officer	10% increase to Working for Queensland Survey questions for women: <ul style="list-style-type: none"><li><i>My manager/supervisor proactively supports my professional development by connecting me with learning and development opportunities</i></li></ul>	Action partially complete – continuing to monitor impact.
		Embed refreshed performance development framework centred around strengths and individual role design.	Chief Human Resources Officer / All leaders	90% completion rate of MyPDA in ELMO (the department’s learning management system)  10% increase to Working for Queensland Survey questions for women: <ul style="list-style-type: none"><li><i>My manager/supervisor provides me with constructive feedback to help improve my performance</i></li></ul>	Refreshed framework complete – continuing to monitor targets.

Issue	Goal	Action	Responsibility	Metrics for success	Timing
Career advancement for women may be impacted by career breaks for long leave (e.g. for parental leave and/or caring purposes)	Minimise the impacts that career breaks may have on career advancement opportunities	Increased awareness of options for keeping-in-touch practices and enhanced approach to onboarding for employees returning from extended parental leave (e.g. information for managers, parent portal)	Chief Human Resources Officer / All leaders	10% increase to Working for Queensland Survey question: <ul style="list-style-type: none"><li><i>All employees, regardless of gender, have equitable access to work experiences that support career progression.</i></li></ul>	Start: June 2023  Projected end: 2025
Part-time work is a barrier to career advancement due to a lack of part-time work and flexibility in senior leadership roles	Increase promotion and development opportunities for workers who are accessing part-time and other flexible work arrangements	Showcase role models and publishing case studies of people who work part-time in or use flexible work arrangements in leadership roles.	Strategic Communications / Chief Human Resources Officer	10% increase to Working Queensland Survey question: <ul style="list-style-type: none"><li><i>Being a part-time manager is an option in this organisation"</i></li></ul>	Start: June 2023  Projected end: 2025
		Create awareness of potential discrimination in work practices such as hiring, promotion and access to development opportunities (e.g. lack of part-time in leadership roles and higher duties opportunities)	Chief Human Resources Officer	Percentage of women in higher duties arrangements undertaken by part-time workers is to align with the percentage of part-time workers in the department	
Short-term and long-term earning capacity for women is reduced by part-time work and a disproportionate share of unpaid caring responsibilities	Better share of caring responsibilities by achieving an increase of men and partners accessing flexible work arrangements and other leave/support for the purpose of caring arrangements	Undertake a campaign to encourage men and partners to take up flexible work arrangements and extended parental leave (e.g. stories from males accessing long spousal leave)	Chief Human Resources Officer / Strategic Communications	10% increase to Working for Queensland Survey questions: <ul style="list-style-type: none"><li><i>Flexibility is the norm in my workplace</i></li><li><i>All employees, regardless of gender, are actively encouraged to adopt flexible work options</i></li><li><i>All employees, regardless of whether they have responsibilities as a carer, are actively encouraged to adopt flexible working arrangements in this organisation</i></li></ul>	Start: June 2023  Projected end: 2026
		Continue to promote the Flex-connect framework and principles and behaviours for managers and employees to implement successful flexible work arrangements	Chief Human Resources Officer / All leaders		
The pay difference between men and women can be influenced by dynamics regarding pay negotiation and there can be a lack of pay gap awareness in decision makers	Women and men are equally engaged in pay discussions and decision makers are prompted to consider biases	Pay parity reviewed regularly and information available for awareness when managers are undertaking SO and SES annual performance assessments	Chief Human Resources Officer / Senior Leaders	Reduction in pay discrepancy between men and women (based on full-time-equivalent pay for all roles)	Ongoing, yearly
		Include specific prompts for decision makers to consider gender equality, noting the existing pay-gap, when negotiating, recommending, or approving a starting salary within the salary range for a position, based on demonstration of relevant skills, knowledge and abilities of the best suited applicant	Chief Human Resources Officer/All Leaders	As above	Start: July 2024  Projected end: Prompts included by September 2024 then ongoing.
Limited understanding and controls around sexual harassment, sex discrimination, sexist language and sexist workplace norms can lead to a work environment proliferates inequality.	A safe and supportive work environment that is free of sexual harassment and discrimination	Review department's policy position and materials related to sexual harassment and discrimination in line with public sector reforms.	Chief Human Resources Officer	Policy developed and/or materials updated and published.	Action complete – continuing to monitor impact.







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