

# Equity and Diversity Plan

2024-2027



**TRADE +  
INVESTMENT**  
QUEENSLAND



# Foreword

I am pleased to present the first Trade and Investment Queensland (TIQ) Equity and Diversity Plan 2024-27.

TIQ promotes a secure, healthy, and supportive work environment in which employees feel welcome, have a feeling of belonging, and are comfortable bringing their whole self to work. We value inclusion, diversity, and accessibility and are dedicated to creating a workplace that reflects the community we serve.

As Chief Executive Officer, I am committed to delivering on my duties under the Public Sector Act 2022 to promote and support a workplace culture of respect and inclusiveness. I will continue to work closely with my executive team to provide the strong leadership required to instil this culture throughout the organisation.

This three-year Equity and Diversity Plan brings together our previous employment-related efforts and serves as a foundation for critical reflection on what else is needed. We will invite further contributions from our employees and research partners over the next three years to create future editions of this plan that are evidence-based, co-designed with our people, and representative of our growing maturity.

Continuing to challenge and break down the barriers that encumber our ability to build an equitable, diverse, and inclusive workplace is everyone's responsibility. In doing this we can create a sense of belonging and an understanding of our purpose and meaning within the workplace.

Past approaches to equity, diversity, and inclusion often focused on visible characteristics, but we know it is much more. We consider many things such as cultural background, disability, gender, sexual orientation, experiences, age, and professional identity among many other things. Creating safe and healthy workplaces where diversity of thought is both welcomed, valued and contributes to capability building and development that enables Trade and Investment Queensland to drive government priorities through our expert advice and services and our vision of a strong economy for all Queenslanders.

Justin McGowan

Chief Executive Officer  
Trade and Investment Queensland



## Acknowledgement of Traditional Owners

Trade and Investment Queensland respectfully acknowledges the Traditional Owners and Custodians of the lands on which we exist and Elders past, present and emerging.

Trade and Investment Queensland also recognises those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders.

# About the plan

Trade and Investment Queensland (TIQ) Equity and Diversity Plan (the Plan) identifies actions for improving equity and diversity to employment matters for:

- + Aboriginal people and Torres Strait Islander peoples
- + People with disability
- + People from culturally and linguistically diverse backgrounds
- + Women in leadership
- + The LGBTIQ+ community

We acknowledge that our employees may identify with more than one of these individual diversity groups and therefore may also face intersectional barriers to equity and inclusion.

The intent of this Plan goes further than satisfying the requirement for it to exist under section 28 of the Public Sector Act 2022. It is the next step to mature our approach to equity and diversity within the employment landscape and will contribute to:

- + a strengthened, diverse, and inclusive workplace, leadership profile and culture
- + a workplace which represents the diverse communities we serve
- + greater employee engagement and sense of belonging
- + expanded, more diverse talent pools
- + enhanced innovation and creativity of problem solving
- + improved performance and retention

We recognise that achieving the full intent of the Public Sector Act 2022 is a long-term goal. We understand genuine progress will be in the actions and outcomes which focus on building the workplace culture to support sustainable change. Our priority is to build a collective understanding of equity, diversity, and inclusion to address the causes rather than the symptoms of inequity and exclusion.

# Trade and Investment Queensland Equity and Diversity Plan 2024-2027

## Our actions reflect our values

<p><b>Ambitious and decisive</b> We think big and take action, embracing risk</p>	<p><b>Client-focused</b> We provide services that exceed expectations</p>	<p><b>Empower our people</b> We devolve decision making, recognising everyone's capabilities</p>	<p><b>Accountable</b> We take responsibility for our actions and decisions and behave ethically</p>
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## Our Equity and Diversity Pillars

Our aim is to transform and support our global workforce, enabling them to achieve high performance and deliver meaningful result for Queensland while aligning with our purpose, vision and values. We strive action to promote, support and progress equity and diversity, including to ensure people who are members of diversity target groups are able to pursue careers and compete for recruitment, selection and promotion opportunities and to eliminate unlawful discrimination.

 <b>Aboriginal and Torres Strait Islander Peoples</b>	 <b>Women and Gender Equality</b>	 <b>Culturally and Linguistically Diverse Groups</b>	 <b>People with Disability</b>	 <b>LGBTIQ+</b>
<p>Build cultural competency to provide a fair, inclusive culturally safe and capable agency, with a workforce and leadership that is reflective of the community; and promoting the dignity, belonging and greater involvement of Aboriginal and Torres Strait Islander peoples in the public sector by supporting their aims, aspirations, and employment needs.</p>	<p>Continue and publicly commit to gender equality, ensuring women and girls are safe, valued, and able to freely participate and succeed in economic, social, and cultural opportunities available.</p>	<p>Build a unified, harmonious, and inclusive work culture. Facilitating pathways to economic participation and confront racism and discrimination to make Queensland a place of welcome for everyone.</p>	<p>Fostering an accessible and inclusive workplace that ensures people with disability can fulfil their potential, as equal members of the community, achieving their full potential whilst feeling safe and protected.</p>	<p>Committed to promoting and supporting equality for the LGBTQ+ community. Participation in education, will drive cultural change and develop greater inclusion measures for all employees.</p> <p>Advancing a culture of safety, respect, and inclusion, supporting our LGBTQ+ employees to #BeYou and bring their whole self to work, every day.</p>

# Outcomes Framework

Reconciliation Action Plan	Priorities
<p>Queensland Government Reconciliation Action Plan 2023-2025 (The Public Sector Act 2022 (section 23))</p>	<ul style="list-style-type: none"> <li>+ Relationships</li> <li>+ Respect</li> <li>+ Opportunities</li> <li>+ Accountability and governance</li> <li>+ Build a more skilled and diverse workforce</li> <li>+ Focus on youth and plan for future success</li> <li>+ Build our partnership with industry</li> <li>+ Increase entrepreneurship, business growth and innovation</li> <li>+ Increase the representation of specific diversity groups across the business</li> </ul>
Queensland Women's Strategy	Priorities
<p>Queensland Women's Strategy 2022-2027 (The Public Sector Act 2022 (section 27))</p>	<ul style="list-style-type: none"> <li>+ Economic security</li> <li>+ Women's safety, health, and wellbeing</li> <li>+ Elevating First Nations women</li> <li>+ Diverse backgrounds and experiences</li> <li>+ Empowerment and recognition</li> </ul>
Multicultural Action Plan	Priorities
<p>Multicultural Action Plan 2023-2025 (Multicultural Recognition Act 2016 (section 19, section 20, section 22))</p>	<ul style="list-style-type: none"> <li>+ Economic participation</li> <li>+ Recruitment and workplace culture</li> <li>+ Cultural diversity data</li> <li>+ Interpreters and communication strategies</li> <li>+ Address racism and discrimination, and promote inclusion</li> </ul>

## Outcomes Framework

Disability Service Plan	Priorities
Queensland's Disability Plan 2022-2027 (The Disability Services Act 2006 (section 221))	<ul style="list-style-type: none"><li>+ Community attitudes</li><li>+ Recruitment and workplace culture</li><li>+ Safety, rights and justice policy</li><li>+ Personal and community support</li></ul>
LGBTIQ+ Inclusion Strategy	Priorities
Queensland Public Sector LGBTIQ+ Inclusion Strategy 2023-2027 (The Public Sector Act 2022 (section 28))	<ul style="list-style-type: none"><li>+ Support and foster respectful and inclusive culture</li><li>+ Improve the knowledge base for LGBTIQ+ workforce issues</li><li>+ Continue to raise awareness and improve understanding</li><li>+ Build sector leaders' capability</li><li>+ Embed a human-centred approach</li><li>+ Reduce the incidents of sexual harassment and workplace bullying</li></ul>

# Equity and Diversity Plan Milestones:

Category	Goal	Action	Status	Governing Framework	By when
<b>Recruitment</b>					
Practices and resources	Create more inclusive recruitment practices.	Review recruitment practices and develop resources and tools to improve accessibility and inclusiveness of recruitment. Specifically considering initiatives related to unconscious bias and promoting the benefits of inclusive workplaces in job descriptions.	New	+ Multicultural Action Plan	2025 Q3
Targeted strategies	Increase diversity of people in leadership roles.	Pilot targeted recruitment campaigns for specific leadership positions. For example, working with Disability Employment Service providers and using female and First Nations job boards.	New	+ Disability Service Plan + Gender Equality Plan + Reconciliation Action Plan	2025 Q2
Identified roles	Increase the representation of specific diversity groups across the business.	Develop and release new Identified Role Procedure supported by a communication campaign.	New	+ Reconciliation Action Plan	2026 Q2
		Pilot a project to trial 'identified roles' within existing programs or initiatives, specifically for people with disability and Aboriginal people and Torres Strait Islander people.	New	+ Reconciliation Action Plan	2026 Q2
Entry pathways	Provide more employment pathway opportunities.	Establish entry pathways for people who have been traditionally disadvantaged when accessing meaningful employment. Specifically, by implementing traineeship programs, mentoring, work placement and work experience opportunities, as well as exploring the Treasury Graduate Program.	New	+ Disability Service Plan + Reconciliation Action Plan + Gender Equality Plan + LGBTIQ+ Action Plan	2025 Q4
		Continue to promote entry pathways for people who have been traditionally disadvantaged when accessing meaningful employment. Specifically, by participating in the Careers Pathway Program.	Existing	+ Reconciliation Action Plan	2026 Q2

Category	Goal	Action	Status	Governing Framework	By when
<b>Training</b>					
Accessibility and Inclusion training	Increase employee understanding of the breadth and depth of accessibility and inclusion.	Establish and deliver annual mandatory training to all TIQ employees around legislation, standards and guidelines relating to accessibility and inclusion.	New	+ Disability Service Plan + Reconciliation Action Plan + LGBTIQ+ Action Plan	2024 Q3
Cultural Capability training	Increase the cultural competency of all employees.	Establish and deliver annual cultural capability mandatory training to all TIQ employees. Implement a staged roll out of cultural capability training modules.	New	+ Reconciliation Action Plan + Multicultural Action Plan	2024 Q2
Anti-racism and anti-discrimination training	Increase staff awareness of what constitutes racism and discrimination and their skills to eliminate its occurrence.	Provide anti-racism and anti-discrimination training for all staff, including what it is, and how to prevent and respond to it.	Existing	+ Multicultural Action Plan + Disability Service Plan + Reconciliation Action Plan + Gender Equality Plan + LGBTIQ+ Action Plan	2024 Q2
Leader training	Build capabilities of the leadership team in relation to accessibility, inclusion, diversity, and equity.	Establish, and deliver annual training for all executive and senior managers around cultural awareness, inclusive mindsets, and development opportunities relating to accessibility and inclusion.	New	+ Disability Service Plan + Reconciliation Action Plan + Multicultural Action Plan + LGBTIQ+ Action Plan	2024 Q4



Category	Goal	Action	Status	Governing Framework	By when
<b>Communications and Engagement</b>					
Employee networks	Promote a workplace culture focused on accessibility and inclusion.	Empower and build engagement activities, calling for nominations for workplace Champions.	New	+ Accessibility and Inclusion Plan + Reconciliation Action Plan + LGBTIQ+ Action Plan	2025 Q2
	Build diverse employee networks to support employees from diverse backgrounds.	Empower and build engagement activities through allyship members of the Accessibility, Inclusion, Advocacy, Gender Equality, LGBTIQ+ Pride Network and Indigenous Network/s through new engagement activities and initiatives.	New	+ Disability Service Plan + Reconciliation Action Plan + Multicultural Action Plan + LGBTIQ+ Action Plan + Gender Equality Plan	2025 Q2
		Create an allyship network for employees to support, learn and advocate for everyone.	New	+ Disability Service Plan + Reconciliation Action Plan + LGBTIQ+ Action Plan	2024 Q4
Key messages	Improve storytelling and deliver important messaging to employees.	Deliver a suite of targeted messages to employees based on identified areas. For example:	Existing	+ Gender Equality Plan	2024 Q2
		Communication and engagement is gender neutral and the organisation demonstrates a reputation for inclusive behaviour.			
	Develop targeted communication and engagement plans that consider multiple formats and modes of delivery, including use of Plain English and audio-visual resources, and targeted and trusted communication channels utilised by diverse communities.	Existing	+ Disability Service Plan + Multicultural Action Plan		
	Provide educational opportunities and resources for all genders to better monitor and manage Superannuation balances.	New	+ Gender Equality Plan		
	Increase cultural diversity and understanding through key awareness initiatives.	Existing	+ Reconciliation Action Plan		

Category	Goal	Action	Status	Governing Framework	By when
<b>Employee workplaces</b>					
Accessible workplaces	Build the accessibility of TIQ's workplaces. Creating a culture where employees feel comfortable in disclosing.	Conduct ongoing review of the accessibility and inclusiveness of TIQ workplaces and include accessibility in procurement policy.	New	+ Disability Service Plan + Reconciliation Action Plan + LGBTIQ+ Action Plan	2026 Q2
Workplace adjustments	Improve process for employees requiring adjustments in the workplace.	Implement a workplace adjustment program that considers accessibility and cultural needs.	New	+ Disability Service Plan + Reconciliation Action Plan	2024 Q2
Workplace inclusion	Strengthen capability, innovation, and governance.	Provide education and resources to increase the understanding of disabilities, including those that are not always visible. Implementing and creating a culture of inclusion through the Hidden Disabilities Sunflower Network/Program.	Existing	+ Disability Service Plan	2024 Q2
		Programs, and services are co-designed with Aboriginal and Torres Strait Islander peoples.	New	+ Reconciliation Action Plan	2024 Q2

Category	Goal	Action	Status	Governing Framework	By when
<b>Learning and development</b>					
Targeted programs for LGBTIQIA+	Enhance LGBTIQIA+ opportunities career development and supporting team members.	Provide opportunities to attend QLD Public Sector LGBTIQIA+ Leadership & Allyship Summit.	New	+ LGBTIQ+ Action Plan	2024 Q3
		Continue to ensure all employees are able to access and enjoy workforce participation with the same rewards, resources, opportunities and outcomes regardless of gender or sexual orientation.	Existing	+ LGBTIQ+ Action Plan	2024 Q1
Targeted programs for women	Enhance opportunities for career development for women.	Provide opportunities to attend QLD Public Sector Women in Leadership Summit.	Existing	+ Gender Equality Plan	2024 Q4
		Continue to ensure all employees are able to access and enjoy workforce participation with the same rewards, resources, opportunities and outcomes regardless of gender			
Targeted programs for Aboriginal employees and Torres Strait Islander employees	Enhance opportunities for career development for Aboriginal employees and Torres Strait Islander employees.	Review existing opportunities (including mentor offerings), openly engage with managers on how to support First Nation's team members to participate in professional development, secondment, or higher duty opportunities, and promote the Career Pathways program.	Existing	+ Reconciliation Action Plan	2025 Q2
		Raise awareness around sorry business and cultural leave.			
Targeted programs for employees with disability	Enhance opportunities for career development for people with disability.	Explore, co-design and implement learning and development opportunities for employees with disability.	New	+ Disability Service Plan	2025 Q4

Category	Goal	Action	Status	Governing Framework	By when
<b>Flexible working</b>					
Promotion of flexible working	Increase the number of employees accessing flexible working arrangements.	<p>Deliver a suite of targeted messages to employees regarding flexible working. For example:</p> <ul style="list-style-type: none"> <li>+ promote shared care responsibilities for everyone</li> <li>+ promote manager training to enable and manage flexible working</li> <li>+ highlight leadership team members engaging in flexible working</li> </ul>	Existing	+ Gender Equality Plan	2024 Q4
Flexible working resources	Increase the number of employees accessing flexible working arrangements.	<p>Develop a suite of resources to support shared-caring responsibilities and flexible working arrangements including:</p> <ul style="list-style-type: none"> <li>+ resources to support the “Keeping in touch” program (the available 10 paid keeping in touch days).</li> <li>+ a ‘Return to work’ resource package for employees and managers</li> <li>+ parenting leave and supports.</li> </ul>	Existing	+ Gender Equality Plan	2024 Q4
Flexible working targets	Increase the number of employees accessing flexible working arrangements.	Set targets for engagement in flexible working for all genders and across classification levels.	New	+ Gender Equality Plan	2026 Q4

Category	Goal	Action	Status	Governing Framework	By when
<b>Plans, Strategies, Research</b>					
Reframing the Relationship Plan	Set the direction for to ensure ongoing respectful engagement with Aboriginal and Torres Strait Islander peoples.	This plan will act as our agency Reframing the Relationship Plan to align with the Queensland Government Reconciliation Action Plan 23-25, which supersedes previous, Cultural Capability Action Plans.	New	+ Reconciliation Action Plan	2024 Q4
Disabling barriers	Remove barriers to employment for people with disability.	Implement the Queensland Government Disabling the barriers to employment in the Queensland public sector (Implementation Plan).	New	+ Disability Service Plan	2024 Q4
Economic participation	Queensland gets the most benefit from our diversity and global connections.	Undertake Export and Investment roadshows for Migration Queensland business visa holders and migration agents/immigration lawyers in a Queensland regional area – in conjunction with Mayors, local councils, and businesses – to facilitate investment.	Existing	+ Multicultural Action Plan	2024 Q4
	Individuals are supported to participate in the economy.				

Category	Goal	Action	Status	Governing Framework	By when
<b>Reporting</b>					
Gender neutral pay review	Understand and identify opportunities to reduce the gender pay gap.	Conduct a gender neutral pay review bi-annually.	New	+ Gender Equality Plan	2024 Q4
First Nations workforce review	Understand and identify opportunities to reduce the career disparity of First Nations employees.	Conduct a review of employment and participation data of First Nations employees yearly.	New	+ Reconciliation Action Plan	2024 Q4
Exit analysis	Understand and identify opportunities for employee retention.	Improve engagement with exiting employees through promotion of exit survey and analysis of why they are leaving.	New	+ Gender Equality Plan	2025 Q1
Equal Employment Opportunity data	Improve reporting of diversity data in payroll system.	Explore the barriers to employees disclosing diversity Equal Employment Opportunity data and co-design solutions to build safety and willingness to disclose.	New	+ Disability Service Plan	2024 Q2



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