

2024–2026

Equity and
Diversity Plan

THE PLAN

The Queensland Reconstruction Authority (QRA) Equity and Diversity plan (Plan) supports the aim of the *Public Sector Act 2022* (PS Act) to develop a diverse workforce that represents and reflects the diverse views, experiences and backgrounds of the people of Queensland.

This Plan is underpinned by Part two of the [Public Sector Act 2022](#) which aims to promote, support and progress equity and diversity in relation to employment matters, including Section 28, which requires the development of an equity and diversity plan.

The actions within the Plan are based on the 2026 QRA Equity & Diversity Audit Report. This Plan will be reviewed annually to reflect changes from contributing plans and the outcomes of the annual Equity & Diversity Audit. This will ensure we continue to understand our workforce composition and provide equitable access and positive employment experiences for all staff. The plan identifies actions for improving employment outcomes and employee experiences for:

- Aboriginal peoples and Torres Strait Islander peoples
- people with disability
- people from culturally and linguistically diverse backgrounds, who speak a language other than English at home
- women in leadership
- people who identify as lesbian, gay, bisexual, trans and gender diverse, intersex, queer and questioning (LGBTIQ+).

2026 QRA EQUITY & DIVERSITY AUDIT REPORT
OUTCOMES

Aboriginal peoples and Torres Strait Islander peoples

There is insufficient data available in the 2025 Working for Queensland (WfQ) survey or Equal Employment Opportunity (EEO) census survey to provide representative insights.

People with disability

There is a significant differentiation between the EEO census survey data, which indicates 2.5 per cent of employees live with disability, and the WfQ survey data, which indicates a higher percentage of 12 per cent.

People from culturally and linguistically diverse backgrounds

The proportion of culturally and linguistically diverse staff has surpassed the target, with EEO census data recording 12% and WfQ recording 13%.

Some of the reasons employees who are culturally and linguistically diverse are reluctant to share their data in the EEO census are as follows:

- *It is not relevant to my employment and does not impact my work (40%)*
- *I do not see any reason for or benefit in sharing this information with my agency (40%)*
- *I have never been asked for this information (20%)*

Women in leadership

QRA has surpassed the target for women in leadership, with 64 per cent of holders of Senior Officer positions and above women. It is also noted that, across all levels within QRA, women comprise 58 per cent of FTE employees and contractors.

People who identify as LGBTIQ+

Whilst there is no target for LGBTIQ+ representation, 5 per cent of employees identified as LGBTIQ+ in the WfQ survey data. There is no data recorded in the EEO census.

OUR PRIORITIES

QRA will foster and promote the principles of equity, diversity, and inclusion by:

- Building awareness and capability
- Engaging, learning, and understanding
- Strengthening and understanding data
- Embedding inclusive talent acquisition
- Celebrating and recognising our diverse backgrounds, cultures, and traditions.

OUR DIVERSITY TARGETS 2024–2026

Workforce targets provide focus for our initiatives aimed at increasing workforce diversity. The targets have been developed by the Queensland Public Sector Commission using benchmark data in 2022, diversity workforce reporting surveys, and Equal Employment Opportunity data. The targets are used to ensure we grow a public sector that represents and reflects the diverse views, experiences, and backgrounds of the people of Queensland.

There are significant variations between the number of employees identifying as belonging to target diversity groups in the EEO census in Aurion and the 2024 WfQ survey. QRA will continue to further develop a culture of safety around self-identification and encourage all employees to provide diversity information within Aurion to inform future audits and enable more meaningful analysis and reporting of our workforce data.

QRA DIVERSITY GROUP STATISTICS

DIVERSITY GROUP	2026 TARGET	EEO CENSUS / PAYROLL DATA ¹	2025 WfQ SURVEY ²
Aboriginal peoples and Torres Strait Islander peoples	4%	0.5%	No data available due to less than 10 responses
People with disability	12%	2.5%	10% 7% prefer not to say
People from culturally and linguistically diverse backgrounds, who speak a language other than English at home	12%	12%	13% 7% prefer not to say
Women in leadership – Senior Officer (SO), Senior Executive Service (SES)	50%	58% ³	WfQ data not required
SO	50%	64%	WfQ data not required
SES	50%	40%	WfQ data not required
LGBTIQ+	Not recorded	Not recorded	5%

¹ 66% response rate to EEO survey in Aurion ² 99% response rate to 2024 WfQ survey ³ Aurion data – 100% of staff reflected in payroll data

The Queensland Reconstruction Authority is committed to developing a diverse workforce that represents the diverse views, experiences and backgrounds of the people of Queensland. We will foster and promote the principles of equity, diversity and inclusion by focusing on five key focus areas to build and celebrate a representative and engaged workforce.

FOCUS AREA	BUILD AWARENESS AND CAPABILITY	ENGAGE, LEARN, AND UNDERSTAND	STRENGTHEN AND UNDERSTAND DATA	EMBED INCLUSIVE TALENT ACQUISITION	CELEBRATE AND RECOGNISE
Why it matters	Building awareness and capability is the essential foundation for lasting equity and diversity progress, empowering everyone in QRA to contribute to a more inclusive workplace.	Engaging with the underlying reasons for inequities is required for deeper understanding, and to ensure the design of targeted solutions address the core issues to create a more equitable workplace.	There are significant data variations between the EEO census and WfQ survey. Strengthening our data collection and analysis capability is integral to gain an understanding of our workforce demographics, and progress towards our equity and diversity targets.	By identifying under-represented diversity groups within our workforce and leveraging contemporary recruitment practices, we can build a workforce that reflects the diversity of the Queensland community we serve.	By actively recognising and celebrating our diverse backgrounds, cultures, and traditions we foster a strong sense of belonging and create a workplace that values and integrates diverse perspectives and contributions.
Success looks like	We have an inclusive, culturally safe, and respectful workplace where everyone understands equity and its impact. This fosters positive cultural change and builds a diverse workforce where everyone feels included.	We have a culture of open dialogue and information sharing, resulting in a better understanding of our people's experiences, both real and perceived barriers, and the underlying causes of inequities faced by diverse groups. We co-design targeted strategies that take down these barriers and foster an inclusive workplace.	We have the evidence and clear metrics to make informed decisions that drive progress towards our equity and diversity goals.	Our workforce mirrors the vibrant diversity of the Queensland community we serve. We use inclusive recruitment and selection practices, ensuring everyone from diverse backgrounds has equal access to career opportunities, can compete fairly for promotions, and feels valued throughout their career journey.	We have a vibrant and inclusive workplace where diverse backgrounds, cultures, and traditions are celebrated and valued.
Actions	- We will embed and promote online and in-person training programs for all staff (2026 QRA Learning and Development Plan) - We will deliver the 'Cultural Competency and Respectful Relationships Knowledge Uplift' to enhance cultural capability to support reframing the relationship with Aboriginal peoples and Torres Strait Islander peoples - We will develop and implement an accessible and inclusive communication plan to raise awareness and educate our people on the 'why, what, and how' of equity, diversity, and inclusion, including: - communicating key findings from equity and diversity audits - promoting diversity, inclusion, and human rights learning and resources - promoting career pathways for underrepresented cohorts by increasing visibility of staff from diverse backgrounds to promote role models, career pathways and address stereotypes and myths.	- We will implement an engagement and consultation plan to consider inequities in our workforce, identify causal factors, and co-design solutions. Issues for consideration include: - career progression barriers - flexible and part-time working experiences - impacts of family responsibilities - recruitment and selection experiences - barriers to attracting and retaining people from diversity groups - reasonable adjustments. - We will encourage employees who are separating from QRA to complete the exit survey, so that response data can be used to provide additional insights on engagement, inclusion, relationships, and career development. - We will review the questions asked in the exit survey to make sure we are receiving feedback on areas that matter most to QRA. - We will continue to review insights from the WfQ survey to inform diversity and inclusion initiatives.	- We will implement a campaign to: - communicate the importance of data collection (WfQ and EEO census) and its role in achieving diversity goals - Address concerns of discrimination and/or the security and privacy of the data provided. - We will design a reporting framework to regularly collect demographic information, including: - WfQ survey results - EEO census results - talent attraction and applicant trends - separations and exit survey data. - We will include visual representations of EEO data in Chief Financial Officer (CFO) report to track progress towards diversity goals and identify areas of focus. - We will explore additional data sources, including inclusion of an equity and diversity question in the 2024 flexible work survey/policy review.	- We will review recruitment and selection tools and resources to support inclusive recruitment practices. - We will build selection panel capability to make selection decisions that contribute to our equity, diversity, respect, and inclusion obligations. - We will support panel chairs to ensure selection and onboarding processes are inclusive, including the provision of additional support or adjustments for applicants from diversity groups. - We will promote QRA as a diverse and inclusive employer; and include diversity and inclusion statements in role description and job advertisement templates. - We will seek partnerships with organisations that promote diversity and inclusion to expand the QRA recruitment network. - We will encourage candidates who identify as a target group individual to self-identify during the recruitment process. - We will implement contemporary attraction approaches including exploring non-traditional pipelines to access talent from diversity groups.	- We will maintain and promote a diversity and inclusion calendar of events and take an active part in these events to provide opportunities to increase understanding and appreciation of diversity in all its forms and to encourage and empower staff to celebrate difference (2026 QRA Health, Wellbeing and Safety Plan). - We will provide an accessible and culturally safe environment that promotes psychological health and wellbeing. - We will ensure all QRA employees are aware of, and have the opportunity to participate, recognise, promote, and celebrate key dates. - We will produce visual symbols of celebration such as posters, badges and lanyards. - We will explore a First Nations art project to celebrate and honour Aboriginal and Torres Strait Islander cultures. (Progression will be determined following costings and cultural consultation).
Timeframes	Actions initiated/delivered by December 2026	Actions initiated/delivered by December 2026	Actions initiated/delivered by December 2026	Actions initiated/delivered by December 2026	Actions initiated/delivered by December 2026
Progress measures: Short to medium-term	- Delivery of key messages - Participation in discretionary training - Compliance with mandatory training - Staff profiles in news articles	- Participation in consultation process - Development of actions to address issues - Leadership visibility on championing equity and diversity issues	- Enhanced suite of equity and diversity data - Agreed datasets for audits and reports - Identified success metrics - Increase in EEO census completions	- Enhanced talent attraction and selection toolkit - Evaluation of recruitment and selection tools and resources and capability development initiatives	- Delivery of calendar events - Participation in diversity and inclusion events - Visual symbols produced and utilised
Progress measures: Long term	- Working for Queensland (WfQ) survey responses - Equity and diversity audit indicators	- WfQ survey responses - Equity and diversity audit indicators	- WfQ survey responses - Equity and diversity audit indicators	- WfQ survey responses - Equity and diversity audit indicators	- WfQ survey responses - Equity and diversity audit indicators