

# Equity and Diversity Plan

2025-2026



**Queensland**  
Government

## **Acknowledgement of Country**

The Queensland Rural and Industry Development Authority acknowledges  
Traditional Owners of Country throughout Australia and recognises the  
continuing connection to lands, waters, and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures;  
and to Elders past and present.

## Message from the Executive Champion

I'm pleased to present the Queensland Rural and Industry Development Authority (QRIDA) Equity and Diversity Plan for 2025-2026.

As the Executive Champion of our Equity and Diversity Plan, I am proud to support our commitment to a workplace that is inclusive, equitable and reflective of the diverse communities we serve across Queensland.

QRIDA's core values – quality, resilient, integrity, dedicated and adaptable, guide us in creating a culture where every employee feels respected, supported and empowered to thrive.

This plan represents our shared responsibility to foster a safe, respectful, and mentally healthy workplace free from discrimination and bias. It is also a step toward building a diverse workforce that brings a wide range of experiences and perspectives to everything we do.

**Brendan Egan**  
**Chief Engagement Officer**

## Our plan

The Queensland Rural and Industry Development Authority (QRIDA) Equity and Diversity plan (Plan) supports the objective of the *Queensland Public Sector Act 2022*, aiming to cultivate a diverse workforce that represents and reflects the varied perspectives, experiences, and backgrounds of the people of Queensland.

This Plan aligns closely with QRIDA's core values. Our commitment to inclusion, equity and diversity supports the delivery of quality outcomes for Queenslanders by embracing a broad range of experiences and perspectives. We act with integrity by promoting fairness and respect in all that we do. We are dedicated to building a workplace that upholds dignity and values difference, while remaining resilient and adaptable in the face of evolving challenges. These values guide our approach as we work to create a culture that is inclusive, equitable and reflective of the community we serve.

The purpose of the Plan is to ensure that all QRIDA employees have access to equal pay and opportunities, regardless of their background or personal attributes. Additionally, QRIDA is committed to promoting a workplace that is inclusive and psychologically safe for everyone, this includes acknowledging and respecting all protected attributes under anti-discrimination legislation, such as age, race, disability, gender identity, sexuality, family responsibilities and more.

### **QRIDA's Plan identified actions for improving equity and diversity to employment matters for:**

- Aboriginal and Torres Strait Islander peoples
- People with disability
- People from culturally and linguistically diverse backgrounds
- Women in leadership
- People who identify as lesbian, gay, bisexual, trans and gender diverse, intersex, queer and asexual (LGBTIQ+)

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.

We will respect, protect and promote human rights in our decision making and actions.

## Objectives

Our vision is to create an inclusive and equitable workplace where all employees are empowered to achieve their full potential.

**To realise this vision, QRIDA has outlined the following objectives:**

- Foster an inclusive culture that values diversity and promotes equity
- Implement policies and practices that ensure equal opportunities for all employees
- Promote the wellbeing and mental health of all employees
- Address and eliminate any form of discrimination or bias in the workplace



Diversity targets

The Public Sector Governance Council has approved diversity targets for the Queensland public sector, as identified in the *Queensland Public Sector Act 2022*.

**Sector targets, to be achieved between 2023 and 2026, are as follows:**

**4%** – Aboriginal and Torres Strait Islander peoples

**12%** – people with disability

**12%** – culturally and linguistically diverse peoples who speak a language other than English at home

**50%** – women in leadership

(measured at the SO, SES2, SES3 and CEO levels, s122 and s155 SO/SES/CEO roles with targets).

QRIDA will review diversity target outcomes annually using the Minimum Obligatory Human Resource Information (MOHRI) data and Working for Queensland (WfQ) data.

Diversity group	Sept 2024 MOHRI	2024 WfQ	Sector targets
Women	53.5%	-	-
Women in leadership	20%	-	50%
Aboriginal and Torres Strait Islander staff	0.50%	7%	4%
People from culturally and linguistically diverse (CALD) backgrounds - <b>born overseas</b>	10%	15%	12%
People from culturally and linguistically diverse (CALD) backgrounds - <b>speak a language other than English at home</b>	2.5%	15%	12%
People with a disability	1.5%	19%	12%
People who identify as LGBTQIA+	-	11%	-

Snapshot of QRIDA workforce

Women



Women in leadership



Aboriginal & Torres Strait Islander Staff



Culturally & linguistically diverse people (born overseas)




Culturally & linguistically diverse people  
(speak a language at home other than English)



People with a disability







# Queensland Rural and Industry Development Authority





 <b>Focus Area</b>	 <b>Goal</b>	 <b>How</b>	 <b>Measure</b>
<p><b>Strengthen data and accountability</b></p> <p>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.</p>	<p>Establish key metrics and indicators to assess the progress of equity and diversity initiatives.</p> <p>Collect and analyse data on a regular basis to better understand workplace demographics, representation, and employee satisfaction.</p>	<p>Develop a data collection plan, including frequency and methods of data gathering (e.g. Pulse surveys, HR systems, focus groups).</p> <p>Implement regular data analysis and reporting processes to monitor progress and identify areas for improvement.</p> <p>Communicate findings and progress to all stakeholders, including employees and leadership, to foster transparency and accountability.</p>	<p>A clear and standardised data collection plan is developed and implemented by June 2026.</p> <p>Findings are shared through accessible reports and dashboards with stakeholders.</p>
	<p>QRIDA employees feel safe sharing their diversity information in our payroll system. Collected information is comparable to the WfQ Survey.</p>	<p>Provide resources and tools to educate employees on the importance of equity and diversity in the workplace.</p> <p>Clearly communicate how this information will be used to support achieving our diversity targets</p> <p>Create resources on how and what to share (factsheet, procedure etc).</p>	<p>Completion rate of EEO information in Aurion increased by 10%.</p> <p>Variation in rates between EEO Census and WfQ Survey decreases.</p>
<p><b>Recruitment</b></p> <p>Changes to the <i>Public Sector Act 2022</i> necessitate the adoption of new recruitment practices at QRIDA to enable diversity of applicants.</p>	<p>Ensure recruitment practices are inclusive, flexible, and promote equality of opportunity.</p>	<p>Develop and deliver revised guidelines, policies, and training, in line with the changes to the <i>Public Sector Act 2022</i>.</p> <p>Build capability so managers are confident to apply diversity principles under the <i>Public Sector Act 2022</i>.</p> <p>Develop and provide unconscious bias training to all QRIDA selection panel members.</p> <p>Review Exit Survey process.</p>	<p>Increased in the diversity of applicants at each recruitment stage (application, interview, offer).</p> <p>Increased representation of target groups in successful appointments.</p> <p>All QRIDA panel members have completed appropriate training within 12 months preceding participation in a recruitment and selection process.</p>



# Queensland Rural and Industry Development Authority

 <b>Focus Area</b>	 <b>Goal</b>	 <b>How</b>	 <b>Measure</b>
<b>Gender equity</b>  Diversity in the workplace and on leadership teams is a critical success factor in making better decisions and developing more innovative business solutions.	<p>Increase representation of women in leadership roles to 50%.</p>	<p>Review and revise recruitment and job advertising materials to ensure they reflect QRIDA's commitment to gender equity and diversity. This includes:</p> <ul style="list-style-type: none"> <li>• using inclusive language</li> <li>• promoting flexible working arrangements</li> </ul> <p>Design and implement targeted leadership development programs for women.</p>	<p>Increase in the proportion of women applicants for leadership roles.</p> <p>Increased participation of women in leadership development programs.</p>
	<p>Reach a Gender Pay Gap (GPG) within the -5%/+5% Workplace Gender Equity Agency target range.</p>	<p>Facilitate focus groups with women at middle classification levels to better understand perceived and actual barriers to progression into senior roles.</p> <p>Audit lower-classification roles to assess how role titles and descriptions may influence gendered application patterns.</p>	<p>Decrease to QRIDA's GPG based on average salary.</p> <p>Completion of focus groups with actionable insights documented.</p> <p>Increased gender diversity in applicant pools for lower-classified roles.</p>
<b>Support for Aboriginal and Torres Strait Islander peoples</b>  Limited representation and support for Aboriginal and Torres Strait Islander peoples within the organisation.	<p>Provide an environment of cultural safety where Aboriginal and Torres Strait Islander employees can flourish as part of QRIDA's workforce.</p>	<p>Develop and implement targeted recruitment strategies to attract Aboriginal and Torres Strait Islander applicants.</p> <p>Provide cultural competency training for all staff to foster an inclusive and respectful workplace environment.</p> <p>Regularly review and update policies and practices to ensure they are inclusive and supporting of Aboriginal and Torres Strait Islander peoples.</p>	<p>10% increase in favourable responses to WfQ survey questions:</p> <ul style="list-style-type: none"> <li>• My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues</li> <li>• I feel my manager or supervisor takes responsibility to ensuring the cultural safety of Aboriginal and Torres Strait Islander employees</li> <li>• I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees</li> </ul>

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 <b>Focus Area</b>	 <b>Goal</b>	 <b>How</b>	 <b>Measure</b>
<b>Flexible working arrangements</b>  Equity and diversity report indicates that flexible work options may not fully accommodate the diverse needs of our growing workforce.	Implement flexible work arrangements to better accommodate diverse workforce needs and further promote work-life balance.	Review and update the Flexible Work Arrangements Framework and QRIDA Working Arrangements Policy and Procedure to ensure alignment with the Government Flex Connect Framework.  Conduct a needs assessment to identify specific flexible work options that would benefit employees.  Incorporate feedback from employees to tailor the policy to QRIDA's organisational culture and workforce.	Increase in the number of flexible work arrangements recorded.
	All employees understand workplace adjustments are available and feel comfortable to access them.	Embed good workplace adjustment practices and promote and educate staff on workplace adjustments and available resources.	Workplace adjustments are included in onboarding & induction materials and manager training.
<b>Foster an inclusive and culturally safe workplace</b>  Lack of diversity in the workforce may limit the range of perspectives and ideas within the organisation.	Foster an inclusive and culturally safe workplace by promoting diversity awareness and supporting an environment where all employees feel valued and respected.	Establish an ally network for employees to support, learn and advocate for everyone.  Complete the Australian Workplace Equality Index and monitor progress .	Improvement visibly through: <ul style="list-style-type: none"> <li>• Working for Queensland Survey</li> <li>• EEO Census Diversity Information</li> <li>• Exit Surveys Information</li> <li>• Workplace Health and Safety Information</li> <li>• Participation and feedback on cultural events, news etc.</li> </ul>