

Equity and Diversity Plan

2024–2027



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Foreword

I am pleased to present the refreshed Trade and Investment Queensland (TIQ) Equity and Diversity Plan 2024–2027. This refresh ensures our plan remains aligned with our strategic priorities, legislative obligations and our commitment to creating an inclusive workplace where everyone can thrive.

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 instill this culture throughout the organisation.

This refreshed plan builds on the progress already achieved since its release in 2024. It incorporates completed initiatives into business-as-usual activities, updates ongoing actions and identifies priority initiatives to support delivery through to 2027. While significant progress has been made, we recognise there is more to do to foster a workplace where everyone feels respected, included and empowered to contribute.

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 a shared understanding of our purpose within the workplace.

Past approaches to equity, diversity, and inclusion often focused on visible characteristics, but we recognise diversity extends well beyond visible characteristics. 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 TIQ 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 in employment matters:

- 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.



2026 refresh

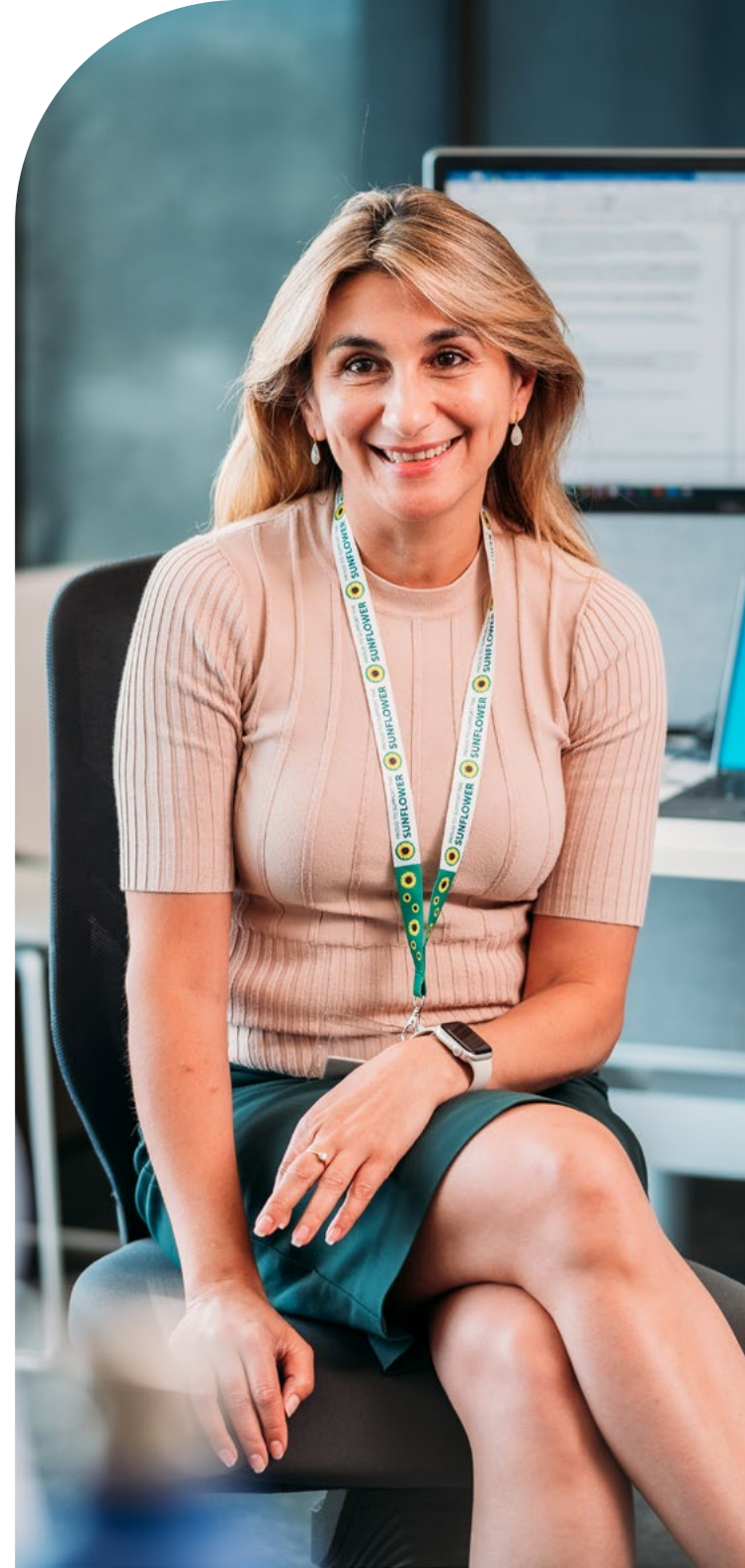
This action plan was reviewed and updated in 2026 to ensure it remains aligned with TIQ's strategic priorities, legislative requirements and organisational needs. The refresh incorporates completed initiatives into business-as-usual activities, updates existing actions, and introduces new initiatives to ensure the plan remains relevant through to July 2027.

Scope of the 2026 refresh

This document represents a refresh undertaken in the final year of TIQ's existing Equity and Diversity Plan 2024-2027. The refresh focuses on:

- Embedding completed initiatives into business-as-usual activities
- Updating existing actions to reflect current priorities
- Introducing a small number of targeted initiatives informed by the 2026 Equity and Diversity Audit

As approximately 12 months remain in the life of the current plan, the actions have been prioritised to ensure they are realistic, achievable and capable of being delivered by July 2027. A new multi-year Equity and Diversity Plan will be developed following completion of this plan.



Trade and Investment Queensland

Equity and Diversity Plan 2024-2027

Our actions reflect our values

Ambitious and decisive We think big and take action, embracing risk	Client-focused We provide services that exceed expectations	Empower our people We devolve decision making, recognising everyone's capabilities	Accountable We take responsibility for our actions and decisions and behave ethically
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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 results for Queenslanders while aligning with our purpose, vision and values. We take 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.

 Aboriginal and Torres Strait Islander peoples	 Women and gender equality	 Culturally and linguistically diverse groups	 People with disability	 LGBTIQ+
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.	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.	Build a unified, harmonious and inclusive workplace culture by facilitating pathways to economic participation and confronting racism and discrimination to make Queensland a place of welcome for everyone.	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.	Committed to promoting and supporting equality for the LGBTIQ+ community. Participation in education, will drive cultural change and develop greater inclusion measures for all employees. Advancing a culture of safety, respect, and inclusion, supporting our LGBTIQ+ employees to #BeYou and bring their whole self to work, every day.

Legislative and strategic context

TIQ's Equity and Diversity Plan 2024–2027 has been developed in accordance with the *Public Sector Act 2022* and informed by the outcomes of the most recent TIQ's equity and diversity audit, workforce data, employee feedback and whole-of-government priorities.

The Plan supports TIQ's commitment to fostering an equitable, diverse and inclusive workplace that reflects the communities we serve and enables all employees to contribute and succeed.

Implementation of this Plan is supported by relevant Queensland legislation, whole-of-government priorities and agency strategies. As these priorities evolve, TIQ will continue to review and update its actions through the annual Equity and Diversity Audit and action planning process to ensure ongoing alignment with contemporary public sector expectations.

This Plan should be read alongside relevant Queensland legislation and current Queensland Government policies and priorities relating to equity, diversity, inclusion and human rights, including:

- *Public Sector Act 2022*
- *Human Rights Act 2019*
- *Anti-Discrimination Act 1991*
- *Multicultural Recognition Act 2016*

TIQ will continue to align its equity and diversity initiatives with relevant whole-of-government priorities and strategies as they are updated or replaced throughout the life of this Plan.



Equity and Diversity Plan actions:

Recruitment and selection				
Category	Goal	Action	Status	By when
Inclusive recruitment and selection practices	Strengthen equitable, accessible and inclusive recruitment and selection practices to attract and retain a diverse workforce.	Review and enhance recruitment and selection policies, procedures, tools and resources to improve accessibility, reduce bias and support equitable employment outcomes and promote inclusive recruitment and selection strategies.	In progress	2027 Q2
		Build leadership, hiring manager and panel capability through guidance, training and practical resources on inclusive recruitment, unconscious bias and equitable selection practices.	In progress	2027 Q2
		Monitor recruitment practices and outcomes to identify opportunities to improve workforce diversity and inclusion.	In progress	2027 Q2
Identified roles	Increase employment opportunities for Aboriginal and Torres Strait Islander peoples.	Embed the Identified Roles Procedure within TIQ's Recruitment and Selection Policy and supporting recruitment processes.	In progress	2027 Q2
		Explore and pilot the use of identified roles within selected programs or initiatives to support increased representation and participation of Aboriginal and Torres Strait Islander peoples and people with disability.	Planned	2027 Q2
Targeted attraction strategies	Increase the representation of specific diversity groups across the business.	Develop targeted attraction strategies that broaden candidate pools and improve employment opportunities for identified diversity groups.	Planned	2027 Q2
		Build partnerships with Disability Employment Service providers, Aboriginal and Torres Strait Islander organisations and other employment networks to promote employment opportunities at TIQ.	Planned	2027 Q2
Entry pathways	Provide employment pathway opportunities for people from underrepresented groups and those who may experience barriers to employment.	Develop and implement TIQ's Entry Pathways and Mentoring Program, including traineeships, mentoring, work placements, work experience, job shadowing and graduate pathways to support more diverse employment outcomes.	Planned	2027 Q2

Employee workplaces				
Category	Goal	Action	Status	By when
Accessible and inclusive workplaces	Build accessible, inclusive and culturally safe workplaces where employees feel supported to disclose their needs and access workplace adjustment.	Promote disability confidence and inclusive workplace practices through education and awareness initiatives and activities such as Mindful Mates, the Hidden Disabilities Sunflower Program and International Day of People with Disability.	In progress	2027 Q2
		Engage employees and relevant stakeholders in the design and review of workplace policies, programs and initiatives to ensure they reflect diverse perspectives and lived experience.	In progress	2027 Q2
		Finalise and implement the Workplace Adjustment Procedure and supporting guidance for employees and managers.	In progress	2027 Q2
Aboriginal and Torres Strait Islander inclusion	Ensure workplace initiatives reflect the perspectives and aspirations of Aboriginal and Torres Strait Islander peoples.	Continue to engage Aboriginal and Torres Strait Islander employees and stakeholders in the co-design and review of workplace initiatives, policies and practices.	In progress	2027 Q2

Learning, development and awareness programs				
Category	Goal	Action	Status	By when
Mindful Mates Program	Promote wellbeing, equity, diversity, inclusion and cultural capability across TIQ.	Deliver the Mindful Mates Program as TIQ's annual wellbeing, equity, diversity, inclusion and cultural capability awareness program. Through a coordinated calendar of learning, engagement activities, guest speakers and campaigns, promote participation and awareness in key awareness events including Pride Month, Inclusion at Work Week, International Day of People with Disability, NAIDOC Week, Multicultural Queensland Month and other equity, diversity and inclusion learning and awareness activities.	Ongoing	2027 Q2
Accessibility and inclusion learning	Build workforce capability to create an accessible, inclusive and respectful workplace.	Deliver training to all TIQ employees on diversity and inclusion, building core inclusion capabilities such as awareness of diversity, intersectionality, cognitive bias, and skills in self-awareness, curiosity, respect and empathy.	In progress	2027 Q1
		Promote awareness through including Pride Month sessions and initiatives, Inclusion at Work Week and International Day of People with Disability.	In progress	2027 Q1
Cultural capability learning	Increase the cultural competency of all employees.	Establish and deliver annual cultural capability training to all TIQ employees to promote awareness through initiatives, as well as online training, Multicultural Queensland Month and NAIDOC week.	Ongoing	2026 Q4
Anti-racism and anti-discrimination learning	Increase staff awareness of what constitutes racism and discrimination and their skills to eliminate its occurrence.	Implement and promote online learning modules to build awareness and capability in cultural diversity, LGBTIQ+ inclusion, disability inclusion, gender equity, generational diversity and respectful workplace behaviours. Support learning through the promotion of the Workplace Bullying, Discrimination, Harassment and Violence Policy and associated reporting and response processes.	In progress	2027 Q2

Learning, development and awareness programs cont.

Category	Goal	Action	Status	By when
Targeted programs for women	Support gender equality by providing equitable opportunities for women to attract, develop, progress and thrive throughout their careers at TIQ.	Deliver resources, learning opportunities and awareness initiatives that support women's career development, leadership capability and workforce participation, including support before, during and after parental leave.	In progress	2027 Q2
Targeted programs for Aboriginal and Torres Strait Islander employees	Enhance career development opportunities for Aboriginal and Torres Strait Islander employees.	Review existing career development opportunities (including mentoring) and work with managers to support new and existing Aboriginal and Torres Strait Islander employees to participate in professional development, secondments and higher duties. This includes: • Develop, implement and promote a Career Pathways Program • Develop, implement and promote a Job Shadowing Program • Develop, implement and promote a new leave policy, including cultural leave and Sorry Business leave	In progress	2027 Q2
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, including: • Develop, implement and promote a Career Pathways Program • Develop, implement and promote the Job Shadowing Program	Planned	2027 Q2

Flexible working				
Category	Goal	Action	Status	By when
Promotion of flexible working	Support an inclusive and flexible workplace by providing employees and managers with the tools, guidance and leadership support to access and implement flexible work arrangements.	Develop and implement a suite of flexible working resources, including a Flexible Work Policy, updated Flexible Work Statement and Right to Disconnect Guidelines.	In progress	2026 Q4
		Promote flexible working through targeted communications, manager capability resources and leadership role-modelling to increase awareness and support equitable access to flexible work arrangements.	Ongoing	2027 Q2
		Develop and implement a reporting and monitoring tool to improve oversight of flexible work arrangements and support consistent, equitable access across TIQ.	In progress	2026 Q4
Strategies, plans and research				
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).	Planned	2027 Q2
Women in international leadership	Strengthen pathways for women in international leadership.	Strengthen pathways for women into international leadership positions through succession planning, leadership development, acting opportunities and targeted talent identification.	Planned	2027 Q2

Reporting and monitoring				
Category	Goal	Action	Status	By when
Gender neutral pay review	Understand and identify opportunities to reduce the gender pay gap.	Conduct a gender neutral pay review annually as part of the Equity and Diversity Audit and discuss findings and strategies for reducing gender pay gap with TIQ's leadership team.	Ongoing	2027 Q2
Aboriginal and Torres Strait Islander workforce review	Understand and identify opportunities to improve employment and career outcomes for Aboriginal and Torres Strait Islander employees.	Conduct a review of employment and participation data of Aboriginal and Torres Strait Islander employees annually as part of the Equity and Diversity Audit, and discuss findings and strategies for improving employment and career outcomes for Aboriginal and Torres Strait Islander employees.	Ongoing	2027 Q2
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.	Planned	2027 Q2
Equal Employment Opportunity data	Improve reporting of diversity data in payroll system.	Explore the barriers to employees disclosing diversity of Equal Employment Opportunity data and co-design solutions to build safety and willingness to disclose.	Ongoing	2027 Q2
Monitoring evaluation and reporting	Use workforce data and evidence to continuously improve equity, diversity and inclusion outcomes.	Use annual Equity and Diversity Audit findings to identify trends, inform workforce planning and evaluate the effectiveness of diversity initiatives.	Ongoing	2027 Q2
Governance				
Governance and accountability	Strengthen governance, oversight and accountability for equity, diversity and inclusion.	Report annually to the Executive Leadership Team on implementation of the Equity and Diversity Action Plan, including progress against actions, emerging risks and priority initiatives.	Ongoing	2027 Q2

Delivering the Plan

This refreshed Equity and Diversity Plan reflects the remaining implementation period of the 2024–2027 plan. As the refresh has been undertaken in mid-2026, the actions focus on priority initiatives that can be delivered over the final 12 months of the plan while continuing to build on the work already completed since 2024.

Actions will be implemented progressively through to 2027 and reviewed regularly to ensure they remain aligned with organisational priorities, legislative requirements and the evolving needs of our workforce.

Progress will be monitored through established governance and reporting arrangements, with completed initiatives embedded into business-as-usual practices wherever appropriate. Outcomes will also help inform the development of TIQ's next Equity and Diversity Plan.





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