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**Equity and Diversity Plan 2023–2024**

**Acknowledgement of Traditional Owners**



“Travelling” by Gilimbaa

The Department of Transport and Main Roads acknowledges the Traditional Owners of the land and waterways. We also acknowledge their ancestors and Elders both past and present. The Department of Transport and Main Roads is committed to reconciliation amongst all Australians.

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# Foreword

I am pleased to present the Department of Transport and Main Roads' (TMR) first *Equity and Diversity Plan 2023-2024*. This plan further strengthens our commitment to current and future employees of the department to continue working together to improve the employee experience for everyone. While it is the first plan in this format, which focusses solely on the employee experience, TMR already has a strong equity, accessibility, diversity, and inclusion framework to build upon.

As the Acting Director-General, I am committed to delivering on my duty under the *Public Sector Act 2022* to promote and support a culture of respect and inclusion in the workplace. I will be working closely with my executive team to provide the strong leadership necessary to embed this culture across all areas of the department.

I am so proud of what we have already achieved on our equity and diversity journey at TMR. We are leading across government with the extensive program of work under our *Accessibility and Inclusion Strategy and Plan*. We are also progressing meaningful actions under our *Gender Equity Plan, Multicultural Action Plan, Disability Services Plan*, and our *Indigenous Strategy Roadmap and Action Plan*. Soon, TMR will embark on a journey to explore what "Reframing the Relationship" with Aboriginal people and Torres Strait Islander people means for us at TMR, as we begin this journey of truth telling, healing and treaty.

This one-year *Equity and Diversity Plan* brings together our existing actions relevant to employment matters and provides a foundation for critical reflection on what more is required. Over the coming year we will invite further contributions of our employees and research partners to deliver future iterations of this plan which are evidence based, co-designed with our people and reflective of our growing maturity.

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**Sally Stannard, Acting Director-General**

**Department of Transport and Main Roads**

Champion for Safety

Champion for Accessibility

Champion for Domestic and Family Violence Awareness.

# About the plan

The Department of Transport and Main Roads' (TMR) *Equity and Diversity Plan* (the Plan) identifies actions for improving equity and diversity to employment matters for:

* Aboriginal people and Torres Strait Islander people
* 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 questioning and asexual (LGBTIQA+).

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.

**Figure One: The Equity and Diversity Plan Framework**



## How we developed the actions

**We completed an Equity and Diversity Audit**

We completed an Equity and Diversity Audit in early 2023 as a first step to developing the *Equity and Diversity Plan* as outlined by the *Public Sector Act 2022*. The audit examined across diversity groups, the workforce representation in leadership roles, access to career opportunities, pay equity, and the attraction and retention of candidates from each diversity group.

**We looked at the data**

We looked at our available employee data to understand the current diversity of our workforce and how it compares with the workforce diversity targets set by the Public Sector Commission. This comparison helped to quantify the progress needed to achieve our diversity targets by 2026. Employee surveys including the Working for Queensland Survey 2022 and the Accessibility and Inclusion Survey provided insight into employee perceptions of equity, diversity, inclusion, and accessibility in TMR. This data provides a benchmark against which we will measure changes in employee experiences because of our actions under this Plan.

**We leveraged existing plans**

We leveraged existing actions within the larger TMR accessibility, equity, inclusion and diversity strategy and plan framework related to employment. This includes actions outlined in the following documents:

* *Gender Equity Plan 2022-2024*
* *Accessibility and Inclusion Plan 2023-2024*
* *Multicultural Action Plan 2022-2024*
* *Disability Services Plan 2022-2025*
* *Indigenous Strategy Roadmap and Action Plan 2023-2025*
* *RoadTek Respect Action Plan*.

**We collaborated with stakeholders**

The actions in this plan that have been drawn from existing plans were developed through stakeholder collaboration and consultation across all divisions of TMR and with our employee reference groups. New actions in this plan have been included to address gaps identified in the audit and have been framed to invite stakeholder collaboration and co-design over the coming year.

## How we will measure our progress

We will measure our overall progress towards improving equity and diversity in relation to employment matters through a range of mechanisms as outlined below. These channels, which provide both quantitative and qualitative data, will provide a holistic perspective on the department's journey towards achieving the objectives of this plan. While each specific initiative or action item will have a range of detailed metrics such as engagement rates, employee feedback and statistics and analytics, for the purpose of this plan, the following metrics will be used overall:

* Working for Queensland Survey Results ​
* Equal Employment Opportunity data
* Accessibility and Inclusion Survey Results (2020, 2022 and 2023) ​
* Australian Network on Disability Access and Inclusion Index data and results​
* Qualitative evaluation data from employee experiences and centrally led programs​
* Key performance indicators and evaluation tools
* Cultural Inclusion Academic Research (currently underway with Griffith University)
* ​Workforce diversity targets 2022-2026.

Workforce targets are one strategy that 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. The following table provides an overview of the department's 2026 workforce targets:

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| --- | --- |
| **Categories** | **Workforce targets** |
| Women in leadership | 50% |
| Aboriginal people and Torres Strait Islander people | 4% |
| People with disability | 12% |
| Culturally and linguistically diverse  (Language other than English spoken at home) | 15% |

# Actions 2023–2024

\*Refer to specific action items in relevant plan.

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| --- | --- | --- | --- | --- | --- |
| **Category** | **Goal** | **Action** | **Existing/ New** | **Reference** | **Timeframe** |
| **Recruitment** | | | | | |
| **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. | Existing | * *Accessibility and Inclusion Plan (16)* * *Multicultural Action Plan (2.3 and 2.4)* * *Disability Services Plan (4.1)* * *Indigenous Strategy Action Plan (6.1.5)* | 2024 Q4\* |
| **Targeted strategies** | Increase diversity of people in leadership roles. | Develop targeted recruitment campaigns for specific leadership positions. For example, working with Disability Employment Service providers and using female and First Nations job boards. | Existing | * *Disability Services Plan (4.5)* * *Gender Equity Plan (4.3)* * *Indigenous Strategy Action Plan (2.2.2 and 2.2.3)* | 2024 Q4\* |
| **Identified roles** | Increase the representation of specific diversity groups across the business. | Develop and release new Identified Role Policy and Procedure supported by a communication campaign. | New |  | 2024 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. | Existing | * *Disability Services Plan (2.4)* * *Indigenous Strategy Action Plan (2.2.4)* | 2025 Q4\* |
| **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 continuing the TMR Graduate Program. | Existing | * *Accessibility and Inclusion Plan (17)* * *Disability Services Plan (2.3)* * *Indigenous Strategy Action Plan (2.1.1 and 2.1.4)* * *Gender Equity Plan (5.2)* | 2024 Q4\* |
| **Training** | | | | | |
| **Accessibility and Inclusion training** | Increase employee understanding of the breadth and depth of accessibility and inclusion. | Refresh and deliver annual mandatory training to all TMR staff around legislation, standards and guidelines relating to accessibility and inclusion. | Existing | *Accessibility and Inclusion Plan (18)* | 2024 Q4 |
| **Cultural Capability training** | Increase the cultural competency of all employees. | Conduct a departmental wide scan around cultural capability requirements and implement a staged roll out of cultural capability training modules. | Existing | * *Indigenous Strategy Action Plan (1.1.2 and 1.2.5)* * *Multicultural Action Plan (6.2)* | 2025 Q4\* |
| **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 (6.1)* * *Indigenous Strategy Action Plan (1.1.3)* * *Multicultural Action Plan (6.5)* | 2024 Q2\* |
| **Leader training** | Build capabilities of the leadership team in relation to accessibility, inclusion, diversity, and equity. | Develop and conduct annual training for all executive and senior managers around cultural awareness, inclusive mindsets, and development opportunities relating to accessibility and inclusion. | Existing | * *Accessibility and Inclusion Plan (2)* * *Indigenous Strategy Action Plan (1.1.4)* | 2024 Q4\* |
| **Communications and Engagement** | | | | | |
| **Leader champions**  \*Refer to specific action items in relevant plan. | Promote a workplace culture focused on accessibility and inclusion. | Empower and build engagement activities of the Champion of Accessibility and Champion of Inclusion and Diversity leaders. | Existing | * *Accessibility and Inclusion Plan (4)* * *Indigenous Strategy Action Plan (6.1.2)* | 2024 Q4 |
| **Employee networks** | Build diverse employee networks to support employees from diverse backgrounds. | Engage members of the Accessibility and Inclusion Advocacy Network, Gender Equity Group, Pride Network and Indigenous Employee Network through new engagement activities and initiatives. | Existing | * *Accessibility and Inclusion Plan (20)* * *Indigenous Strategy Action Plan (6.1.4)* | 2024 Q4 |
| Create an allyship network for employees to support, learn and advocate for everyone. | New |  | 2024 Q2 |
| **Key messages** | Improve storytelling and deliver important messaging to employees. | Deliver a suite of targeted messages to employees based on identified areas. For example:   * promote leadership programs to women with diverse experiences * provide educational opportunities and resources for women to better monitor and manage Superannuation balances. * re-affirm the departments commitment to zero-tolerance to racism and discrimination * showcase internal opportunities and success stories of the departments First Nations workforce * raise awareness around the importance of reconciliation and the path to treaty processes. | Existing | * *Gender Equity Plan (1.6 and 4.5)* * *Multicultural Action Plan (6.3)* * *Indigenous Strategy Action Plan (2.1.3, 2.1.5 and 1.2.3)* | 2024 Q4\* |
| **Employee workplaces** | | | | | |
| **Accessible workplaces**  \*Refer to specific action items in relevant plan. | Build the accessibility of TMR's workplaces. | Conduct ongoing review of the accessibility and inclusiveness of TMR workplaces and make improvements. | Existing | * *Accessibility and Inclusion Plan (15)* * *Disability Services Plan (3.2)* * *Indigenous Strategy Action Plan (4.1.1, 4.1.2, 4.1.3 and 4.1.4)* | 2024 Q4\* |
| **Workplace adjustments** | Improve process for employees requiring adjustments in the workplace. | Implement a workplace adjustment program that considers accessibility and cultural needs. | Existing | * *Disability Services Plan (2.2)* * *Indigenous Strategy Action Plan (2.1.6)* | 2024 Q4\* |
| **Learning and development** | | | | | |
| **Targeted programs for women** | Enhance opportunities for career development for women. | Continue current programs such as the Women in Construction, Women in Maritime, Women in Engineering and Wonder Women initiatives as well as:   * implement the Leading Women in TMR Program (AO6 – SES) * review the Women in Leadership mentoring program. | Existing | *Gender Equity Plan (1.1, 1.3 and 1.4)* | 2024 Q4\* |
| **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 | * *Gender Equity Plan (1.5)* * *Indigenous Strategy Action Plan (2.1.1, 2.1.4, 2.2.3 and 2.1.6)* | 2024 Q4\* |
| **Targeted programs for employees with disability.**  \*Refer to specific action items in relevant plan. | Enhance opportunities for career development for people with disability. | Explore, co-design and implement learning and development opportunities for employees with disability. | New |  | 2025 Q1 |
| **Flexible working** | | | | | |
| **Promotion of flexible working** | Increase the number of employees accessing flexible working arrangements. | Deliver a suite of targeted messages to employees regarding flexible working. For example:   * promote shared care responsibilities for everyone * promote manager training to enable and manage flexible working * highlight leadership team members engaging in flexible working * raise awareness around Sorry Business and cultural leave. | Existing | * *Gender Equity Plan (2.1, 2.6 and 2.8)* * *Indigenous Strategy Action Plan (6.1.5)* | 2024 Q4\* |
| **Flexible working resources** | Increase the number of employees accessing flexible working arrangements. | Develop a suite of resources to support shared-caring responsibilities and flexible working arrangements including:   * resources to support the "Keeping in touch" program (the available 10 paid keeping in touch days). * a 'Return to work' resource package for employees and managers * an online parenting workshop. | Existing | *Gender Equity Plan (2.2, 2.3 and 2.5)* | 2024 Q4\* |
| **Flexible working targets**  \*Refer to specific action items in relevant plan. | Increase the number of employees accessing flexible working arrangements. | Set targets for engagement in flexible working for all genders and across classification levels. | Existing | *Gender Equity Plan (2.7)* | 2024 Q4 |
| **Plans, Strategies, Research** | | | | | |
| **Reframing the Relationship Plan** | Set the direction for to ensure ongoing respectful engagement with Aboriginal people and Torres Strait Islander people. | Develop a Reframing the Relationship Plan to align with the Queensland Government Reconciliation Action Plan 23-25, which supersedes previous Cultural Capability Action Plans. | Existing | *Indigenous Strategy Action Plan (1.1.1)* | 2025 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). | Existing | *Disability Services Plan (2.1)* | 2024 Q4 |
| **Cultural inclusion research** | Understand opportunities to improve the employees experience for Aboriginal employees and Torres Strait Islander employees. | Commission of the *TMR Workplace Cultural Inclusion Research Project* through the Transport Academic Partnerships Program which explores the cultural inclusion of Indigenous Australians in the provision of public services and work opportunities. | Existing | *Indigenous Strategy Action Plan (1.2.1)* | 2024 Q3 |
| **Wellbeing opportunities** | Improve employee wellbeing of Aboriginal people and Torres Strait Islander people and people with disability. | Engage with Aboriginal employees and Torres Strait Islander employees and employees with disability to explore factors that are contributing to lower wellbeing scores than other employee cohorts and co-design actions to reduce or eliminate these factors. | New |  | 2024 Q4 |
| **Reporting** | | | | | |
| **Gender neutral pay review**  \*Refer to specific action items in relevant plan. | Understand and identify opportunities to reduce the gender pay gap | Conduct a gender neutral pay review quarterly. | Existing | *Gender Equity Plan (4.4)* | 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. | Existing | *Indigenous Strategy Action Plan (2.2.1)* | 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. | Existing | *Gender Equity Plan (5.5)* | 2024 Q4 |
| **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 |  | 2024 Q2 |