



National Injury Insurance
Scheme, Queensland



Equity and Diversity Plan

2026–2028



Message from CEO

As acting CEO of the National Injury Insurance Agency, Queensland (NIISQ Agency), I am pleased to present our Equity and Diversity Plan 2026–2028. This plan reflects our ongoing commitment to progressing equity and diversity in employment matters and fostering a respectful, inclusive, and culturally safe workplace where all employees can contribute, thrive and help shape NIISQ's future. Our inaugural Equity and Diversity Plan 2024–2026 helped establish important foundations for this work. It strengthened our focus on inclusive workplace practices, improved our understanding of the diversity within our workforce, and provided a clear framework for action. The 2026–2028 plan builds on these foundations as we continue to mature our approach, grow our organisational capability and strengthen workforce diversity across the Agency.



Equity and diversity are central to NIISQ Agency's strategic objectives of building a future-ready and capable workforce and delivering sustainable, high-quality outcomes. By attracting, developing, and retaining people with different experiences, perspectives, and strengths, we build the capability, agility and confidence needed to respond to change and deliver for participants and stakeholders.

We are always striving to be a more inclusive workplace, where everyone feels valued. Inclusive workplaces create the conditions for people to share ideas, challenge assumptions, improve systems and work together in new ways. This plan sets out practical actions to continue building a workplace where everyone feels respected, valued and supported to contribute. To ensure our actions remain responsive, meaningful, and aligned with the needs of our workforce and the communities we serve this plan will be regularly reviewed.

Sincerely,

Gaenor Walker
Acting Chief Executive Officer



Acknowledgement of Country

The NIISQ Agency acknowledges the Traditional Owners of the lands on which we live and work and recognise their connection to land, sea and community.

We acknowledge Elders of the past, present and emerging for they are the holders of culture, knowledge, wisdom and leadership that is passed from generation to generation.



About this plan

The NISQ Agency Equity and Diversity Plan 2026-28 is our second two-year plan, building on the foundations of our inaugural plan. Through the 2024-26 Equity and Diversity Plan we strengthened workforce policies and procedures, enhanced recruitment and onboarding practices, progressed cultural capability initiatives and improved access to wellbeing and inclusion supports. These actions helped embed equity, diversity, and inclusion more clearly in our workforce practices and provided a strong platform for the next stage of this work.

The 2026-28 Equity and Diversity Plan has been developed in response to key observations made through the 2026 Equity and Diversity Audit which found that:

- Aboriginal and Torres Strait Islander employees remain under-represented in the NISQ Agency workforce.
- Representation of people with disability has improved but remains below the Agency's target.
- Culturally and Linguistically Diverse employee representation remains a significant strength of the Agency's workforce diversity profile.
- There was an improvement in the representation of women in Senior Officer (SO) leadership roles, tempered by a decline in female representation in AO8 roles.

As the shared MAIS-Q Reconciliation Action Plan (Innovate) concludes in December 2026, the NISQ Agency will incorporate ongoing reconciliation commitments into this Equity and Diversity Plan. This approach will ensure the important work of reconciliation and advancing cultural capability continues in a coordinated and sustainable way.

The NISQ Agency is committed to building and maintaining a diverse, equitable and inclusive workplace where all employees feel valued, respected, and empowered to contribute their best work. To support continued progress, we remain committed to the following workforce diversity targets:

Diversity group	Agency target	Qld public sector target	Current representation
Aboriginal and Torres Strait Islander employees	2%	4%	0.74%
Culturally and Linguistically Diverse employees	12%	12%	28%
Employees with Disability	15%	12%	5.9% (26% WfQ)*
Women in Leadership	50%	50%	75%

*WfQ = Annual Qld Government Working for Queensland survey where employees can anonymously share their diversity information.



Objectives

The overarching objectives of this Equity and Diversity Plan are:

- Objective 1:** Strengthen cultural capability, cultural safety, and inclusive leadership across the Agency.
- Objective 2:** Improve workforce representation, attraction, retention, and career development outcomes for under-represented groups.
- Objective 3:** Foster an inclusive, respectful, and equitable workplace where all employees can thrive.
- Objective 4:** Embed sustainable and evidence-based approaches to diversity, equity and inclusion through continuous improvement, partnerships, and workforce data.

This plan will be delivered alongside the NIISQ Disability Service Plan (DSP). The DSP will expand on the Agency's actions for both employees with disability as well as our scheme participants and address accessibility of our workplace and our actions in the community.



Actions

Action	Success looks like	Linked objective
Action 1: Align and incorporate relevant commitments from the MAIS-Q Reconciliation Action Plan into the NISQ Equity and Diversity Plan 2026-2028, ensuring continued focus on Aboriginal and Torres Strait Islander employment, cultural capability, and engagement outcomes.	First Nations priorities are embedded within mainstream workforce and inclusion strategies, supported by clear accountability, monitoring, and reporting, to deliver sustained and measurable reconciliation outcomes.	- Objective 1: Strengthen cultural capability, cultural safety, and inclusive leadership across the Agency. - Objective 4: Embed sustainable and evidence-based approaches to diversity, equity and inclusion through continuous improvement, partnerships, and workforce data.
Action 2: Implement culturally safe recruitment and selection practices including flexible assessment options and culturally informed interview approaches.	- Strengthen cultural capability, cultural safety, and inclusive leadership across the Agency. - Improve workforce representation, attraction, retention, and career development outcomes for under-represented groups.	- Objective 1: Strengthen cultural capability, cultural safety, and inclusive leadership across the Agency. - Objective 2: Improve workforce representation, attraction, retention, and career development outcomes for under-represented groups.



Action	Success looks like	Linked objective
Action 3: Support pathways into the workforce by offering at least one student placement annually for Aboriginal and/or Torres Strait Islander students and students with disability.	- Student placements support pathways into employment, contributing over time to increased representation of Aboriginal and/or Torres Strait Islander people and people with disability in the workforce. - NISQ Agency is recognised as a supportive and culturally safe placement provider for Aboriginal and/or Torres Strait Islander students and students with disability.	Objective 2: Improve workforce representation, attraction, retention, and career development outcomes for under-represented groups.
Action 4: Deliver ongoing development opportunities for all staff, focused on building racial literacy, cultural safety, and practical skills for identifying and addressing inequity.	- Improvements in Working for Queensland survey responses relating to cultural safety. - Employees show increased confidence in applying racial literacy, cultural safety and identifying and addressing inequity.	Objective 1: Strengthen cultural capability, cultural safety, and inclusive leadership across the Agency.



Action	Success looks like	Linked objective
Action 5: Deliver and evaluate the 'Leading a Modern Workforce' program for executive leaders.	- Executive leaders show increased confidence and capability in applying inclusion, cultural safety and equity commitments in day-to-day leadership decisions. - Executive leaders demonstrate alignment and shared accountability in modelling inclusive leadership.	Objective 1: Strengthen cultural capability, cultural safety, and inclusive leadership across the Agency.
Action 6: Strengthen partnerships with First Nations and culturally diverse stakeholders to inform policy, programs, and workplace practices.	- Proactive partnering with First Nations and culturally diverse stakeholders is embedded in business practices. - A network of First Nations partners is cultivated to enable timely and meaningful engagement and input into organisational projects and priorities.	Objective 4: Embed sustainable and evidence-based approaches to diversity, equity and inclusion through continuous improvement, partnerships, and workforce data.
Action 7: Progress implementation of the NISQ Agency Disability Employment Model, with regular review and evaluation to ensure it remains effective and responsive.	- Inclusive practices are embedded in processes and initiatives at all stages of the employee lifecycle. - Employees, students and job candidates with disability feel respected, enabled and have equitable access to opportunities.	- Objective 2: Improve workforce representation, attraction, retention, and career development outcomes for under-represented groups. - Objective 3: Foster an inclusive, respectful, and equitable workplace where all employees can thrive. - Objective 4: Embed sustainable and evidence-based approaches to diversity, equity and inclusion through continuous improvement, partnerships, and workforce data.



Action	Success looks like	Linked objective
Action 9: Improve the workforce representation of staff living with disability and First Nations employees to meet or exceed our target.	- The number of employees identifying as First Nations and people with disability through the employee diversity census meets or exceeds the NIISQ Agency workforce diversity target. - Variance between workforce data sources is reduced over time, and data quality improves	Objective 2: Improve workforce representation, attraction, retention, and career development outcomes for under-represented groups.
Action 10: Maintain ongoing communication about the purpose and use of diversity data and monitor for emerging barriers to employees sharing this information, adapting strategies as needed.	Employees understand the importance and purpose of diversity data collection and choose to proactively share their diversity information	Objective 4: Embed sustainable and evidence-based approaches to diversity, equity and inclusion through continuous improvement, partnerships, and workforce data.
Action 11: Promote inclusive behaviours and reinforce organisational expectations through targeted communication and engagement activities and the provision of accessible resources, guidance, and tools to support staff to apply inclusive practices.	- Our people are aware of the needs of diverse groups and what that means for them as colleagues, supervisors, and in the design and implementation of policies and services to the Queensland community. - Results continue to improve for equal opportunity, cultural safety and psychological safety indicators in the annual Working for Queensland survey.	- Objective 1: Strengthen cultural capability, cultural safety, and inclusive leadership across the Agency. - Objective 3: Foster an inclusive, respectful, and equitable workplace where all employees can thrive. - Objective 4: Embed sustainable and evidence-based approaches to diversity, equity and inclusion through continuous improvement, partnerships, and workforce data.



Action	Success looks like	Linked objective
Action 12: Review recruitment and higher duty arrangements and succession practices for leadership roles to identify and address unintended gender bias.	- Leadership recruitment and progression practices support gender equity, with barriers identified and steps taken to address unintended bias. - Data continues to be monitored for early detection and addressing of systemic or practice issues that create barriers to leadership progression for women.	- Objective 2: Improve workforce representation, attraction, retention, and career development outcomes for under-represented groups. - Objective 4: Embed sustainable and evidence-based approaches to diversity, equity and inclusion through continuous improvement, partnerships, and workforce data.

**NIISQ Agency**

GPO Box 1391
Brisbane QLD 4001

1300 607 566
enquiries@niis.qld.gov.au

niis.qld.gov.au