

DEPARTMENT OF NATURAL RESOURCES AND MINES, MANUFACTURING, AND RURAL AND REGIONAL DEVELOPMENT

QUEENSLAND MULTICULTURAL ACTION PLAN REPORT FOR 2025-2026

Focus Area One: Deliver Culturally Responsive Services

The Queensland Government remains committed to ensuring all government initiatives and services, including funded services, are culturally responsive, accessible and inclusive of all people across Queensland.

Agency actions supporting Focus Area One	Progress status for 2025-2026	Targeted inclusion of CALD cohort	Outcomes achieved for people from culturally and linguistically diverse backgrounds
Provide the option for employees to include their national language(bilingual) within or close to their signature block	Delivered	Yes	Employees are now able to include their national language alongside English within or adjacent to their email signature block. This initiative increases the visibility of the department's linguistic diversity, supports inclusive communication, and helps customers and colleagues identify employees who may be able to assist in another language.
Ensure frontline staff have information on how to access interpreters for linguistically diverse customers	Delivered	Yes	Information and guidance on accessing interpreter services has been developed and made available to frontline employees. This ensures frontline staff are equipped to engage effectively with linguistically diverse customers and can confidently access professional interpreting services when required.
Publish a directory of staff with bilingual capabilities within the Cultural Atlas and promote this resource across the department	Delivered	Yes	A directory of employees with bilingual capabilities has been published on the departments Mosaic SharePoint page. This resource enables staff to identify colleagues with language skills, fostering collaboration, improving communication with culturally and linguistically diverse stakeholders, and enhancing service delivery across the department.

Focus Area Two: Drive Diversity and Inclusion across the Public Sector

A diverse and inclusive workforce that is representative of the community we serve is essential to ensuring we are a culturally responsive government.

Agency actions supporting Focus Area Two	Progress status for 2025-2026	Targeted inclusion of CALD cohort	Outcomes achieved for people from culturally and linguistically diverse backgrounds
All Agencies Action – Monitor data related to culturally and linguistically diverse employee representation and deliver strategies to achieve the whole-of-government target of 12 per cent for employees who speak a language other than English at home.	Ongoing	No	Through the annual Count Me In Campaign, the department was able to increase the representation of its Culturally and Linguistically Diverse (CALD) workforce and is currently exceeding the whole-of-government target of 12% for employees who speak a language other than English at home. The department has increased the profile and visibility of its Mosaic network through an Executive Champion and a targeted campaign to increase engagement with the Mosaic employee network. The department completed its 2026 Equity and Diversity Audit which included a comprehensive evaluation of Working for Queensland survey results and workforce data. The department also focused on inclusive recruitment through: • Inclusive Marketing and Communication: Role profiles continue to include inclusive language, encouraging culturally diverse applicants to apply. • LinkedIn Engagement: The Department leveraged its LinkedIn page to advertise job opportunities to a wide and diverse audience. • Inclusion and Diversity Focus: Role profiles include a dedicated inclusion and diversity component, highlighting the Department’s

Agency actions supporting Focus Area Two	Progress status for 2025-2026	Targeted inclusion of CALD cohort	Outcomes achieved for people from culturally and linguistically diverse backgrounds
			commitment to fostering a safe, inclusive, and respectful workplace. Applicants from diverse backgrounds, including CALD individuals, are actively encouraged to apply. - University Career Fairs and Networking Events and Work Integrated Learning Initiatives: The Department participated in university career fairs and networking events to connect with diverse talent, including international students, and supports development opportunities of students, including international students through Work Integrated Learning placements across a variety of disciplines. - Right to Work in Australia Education: Developed and published <i>Skilled Migration Guidelines</i> to support recruitment panels and managers in confirming work rights and applying consistent processes for recruiting and supporting eligible skilled migrants in compliance with legislative requirements.
All Agencies Action – Monitor Working for Queensland survey results relevant to cultural diversity and inclusion and deliver strategies to improve inclusion for culturally and linguistically diverse employees, including Australian South Sea Islander peoples.	Ongoing	No	The 2025 Working for Queensland Survey indicated that 18% of employees were born overseas and approximately 11% of employees speak a language other than English at home. Noticeable improvements for CALD employees were observed in the in the 2025 Working for Queensland Survey, including: - A significant increase in overall CALD representation, up 5% since 2022 - Slight increase in representation at the SES level (now 11.5%) - Increase in representation of CALD employees in the ‘professionals’ role category by more than 11% since 2022. - High representation in recruitment applicant pools at 27% with an appointment rate of over 7%

Agency actions supporting Focus Area Two	Progress status for 2025-2026	Targeted inclusion of CALD cohort	Outcomes achieved for people from culturally and linguistically diverse backgrounds
			• Perception of fairness in recruitment and progression are 7% above agency in 2025 • The percentage of CALD employees that consider race as a barrier has halved since 2022 as has the percentage experiencing discrimination • CALD employees received higher rates of opportunities at the SO/SES level (44/50%) • CALD respect, inclusion, safety, and psychological safety scores are 10% above agency in 2025 These achievements reflect the department's ongoing commitment to fostering an inclusive workplace where diversity is celebrated and representation is prioritised. These achievements also reflect the success of key action delivered under the department's Multicultural Action Plan – for cultural safety and respect 2025-2027 published in 2025. Key actions completed during the 2025-2026 period included: • The delivery of a training and awareness sessions during Multicultural month 2025: ○ Culture at work, what it means and why it matters including a representative panel ○ Understand racism and learn how you can effectively take action ○ Supporting employees new to the Australian super and taxation system (QSuper) ○ Cultural Showcase – a celebration of culture and food

Agency actions supporting Focus Area Two	Progress status for 2025-2026	Targeted inclusion of CALD cohort	Outcomes achieved for people from culturally and linguistically diverse backgrounds
			The publication of a cultural events calendar including employee led Viva Engage post to promote and educate on major cultural events. Delivery of the SBS Inclusion e-learning modules - First Nations Cultural Awareness Training and Cultural Diversity Training
All Agencies Action – Using the Diversity and Inclusion on Boards Toolkit , implement targeted actions to increase the cultural and linguistic diversity of representation on Queensland Government boards.	Ongoing	No	The department is committed to enhancing cultural and linguistic diversity on Queensland Government boards and is leveraging the Diversity and Inclusion on Boards Toolkit to ensure that board representation reflects the rich diversity of Queensland's communities, including individuals from culturally and linguistically diverse (CALD) backgrounds.
All Agencies Action – Agencies will provide DPC with data on the cultural and linguistic diversity of Queensland Government boards to enable Government to monitor and report on the diversity of Queensland Government bodies. ¹	Delivered	Yes	DNRMMRRD provided 2025-26 data on the cultural and linguistic diversity of boards under its remit to DPC in July 2026 to support Government to monitor and report on the diversity of Queensland Government bodies.

Focus Area Two: Case studies or good news stories (Optional, not mandatory)

¹ **Please note** – If your agency does not have any boards, as defined by the [category of boards](#), then agencies can put N/A for the 2025-26 progress status and in the outcomes achieved column.

Agency workforce data indicates the whole-of-government target of 12% for employees who speak a language other than English at home has been exceeded, with 18% of employees born overseas.

The department has a large and growing Mosaic network to understand the lived experience of cultural and linguistic diversity and ensure the codesign of strategies and initiatives

Focus Area Three: Strengthen Our Economy

The Queensland Government will take specific actions to identify and address the barriers that people from culturally and linguistically diverse backgrounds face to participate in economic opportunities in line with their skills and ambitions.

Agency actions supporting Focus Area Three	Progress status for 2025-2026	Targeted inclusion of CALD	Outcomes achieved for people from culturally and linguistically diverse backgrounds
Promote the Women in Manufacturing Diversity, Equity and Inclusion Toolkit and deliver Toolbox Talks across the Queensland manufacturing industry to increase economic opportunities for culturally and linguistically diverse workforce participation.	Ongoing	No	The Women in Manufacturing Program aims to attract and retain more women in Queensland’s manufacturing industry. As part of the Program, the Queensland Government rolled out a new Women in Leadership Program in 2025-26 to take women leaders and decision-makers across Queensland’s manufacturing industry to the next level. The program is designed for women who keep Queensland’s manufacturing operations running — top and middle level leaders who manage production lines, solve on-the-spot challenges, and drive continuous improvement every day. This bespoke program delivers practical leadership tools, accelerates professional growth, and sparks powerful connections among women shaping the future of manufacturing in Queensland. The program is targeted at decision makers working in manufacturing operations in the Toowoomba, Sunshine Coast and Brisbane regions. Throughout 2025-26: • Six group workshops were held across Toowoomba, Sunshine Coast and Brisbane. • 58 individual coaching sessions were delivered.

Focus Area Four: Promote Social Cohesion

All Queenslanders have a responsibility to foster social cohesion in our communities. The Queensland Government will take action to respect and celebrate the contributions of Queenslanders from diverse backgrounds.

Agency actions supporting Focus Area Four	Progress status for 2025-2026	Targeted inclusion of CALD	Outcomes achieved for people from culturally and linguistically diverse backgrounds
All Agencies Action – Take a strong stance against racism, and actively promote anti-racism messages to staff, clients and communities in line with each agency's unique context.	Delivered	No	DNRMMRRD upholds a zero-tolerance policy towards racism and is committed to its prevention by actively supporting the "Racism. It Stops With Me" campaign by undertaking annual training. As part of this commitment, the department, through the Human Rights Commission, delivered training focused on race-based discrimination and racism in August 2025. The department also delivers a comprehensive First Nations Cultural Safety training program: Building on the Strengths of our Stories (BOTS) which is mandatory for all staff and includes responsibilities for addressing systemic racism. Reporting Improvements: The 2025 Working for Queensland (W4Q) Survey revealed that there was a 4% decline in the percentage of First Nations employees reporting racism, while the percentage of CALD employees reporting racism halved to 4%. A greater proportion of employees who experienced racism addressed the behaviour directly with the person involved (around 21%, up from 13% in 2024). Overall, nearly 80% of employees felt that they could effectively intervene if they observed racism in the workplace. This suggests that racism training and reporting initiatives are helping to build confidence in addressing inappropriate conduct.