Australian Government
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

Diversity, Equity and Inclusion Strategy Roadmap

2025-26

Released: July 2025

The Diversity, Equity and Inclusion (DEI) Strategy 2025-28 outlines our department's commitment to embedding diversity and inclusion in all aspects of our work. A key mechanism to drive and track progress is the development of annual roadmaps.

This 2025-26 Roadmap sets out the practical actions we will take over the next 12 months to deliver on the goals of the DEI Strategy.

We are taking a phased and deliberate approach over the four years of the strategy. As we complete actions each year, we expect our maturity to increase, with future roadmaps reflecting this growth. The phases are:

• Building (2025-26)

• Embedding (2026-27)

• Consolidating (2027-28)

• Improving (2028 and beyond)

These annual roadmaps allow us to build on our progress, assess our impact and adjust course where needed.

The 2025-26 Roadmap has been co-designed with our Diversity Networks, Diversity Champions, the DEI Committee and representatives from Corporate Group. It reflects our shared commitment to embedding diversity and inclusion into the department's systems, strategies, leadership and culture.

All actions included in this roadmap are practical, measurable and provide clear line of sight from strategy to implementation.

Importantly, this roadmap captures the full scope of DEI actions being progressed under the strategy. If an initiative is not listed in the roadmap, it will not be tracked, reported on, or progressed through formal governance and reporting structures. This ensures focus, transparency and accountability.

Success will be measured annually, with a target of delivering at least 90 per cent of roadmap actions. This roadmap will also be publicly available on our website with the DEI Strategy.

Scope and Exclusions

This roadmap sets out all formal actions being tracked, governed and reported under the DEI Strategy.

Other key initiatives that support an inclusive workplace but sit outside the scope of this roadmap include:

- The *Our Stories on Country Agreement*, governed and reported separately to the First Nations Steering Committee.
- The *2024 Accessibility Report* recommendations, which are tracked by the Transformation Project Steering Committee and escalated to the Operations Committee as required.
- Network-specific action plans, which are owned and managed by each diversity network.

These initiatives are essential and complementary, but are governed through distinct processes to reflect their specific focus and accountability structures.

Our Strategic Context

Our DEI vision is:

A workplace where equity and inclusion are fundamental to everything we do because a workforce that reflects the diversity of the communities we serve enriches our decisions and strengthens our impact.

The DEI Strategy is structured around four strategic pillars:

- **Respected** - Our people feel respected for who they are and are able to be themselves.
- **Connected** - Our people feel connected to their colleagues and that they belong
- **Contributing** - Our people feel that they can contribute their perspectives and talents to the department
- **Progressing** - Our people feel they are progressing their careers with equitable access to opportunities and resources.

The staged delivery of roadmap actions recognises the need to build capability and momentum over time. In this first year, the department will focus on the first three pillars, *Respected*, *Connected* and *Contributing* as key enablers of an inclusive workplace. The *Progressing* pillar will be more fully implemented in future years as foundational work is completed.

Implementation and Accountability

Delivery Model

Everyone in the department has a responsibility to deliver on the DEI Strategy and roadmap.

All staff members can:

- visibly demonstrate inclusive behaviours
- attend diversity, equity and inclusion-related training sessions, workshops or discussions
- listen to colleague's perspectives, especially those from under-represented groups
- use inclusive language and respect cultural practices and pronouns.
- share ideas and best practices that align with diversity, equity and inclusion initiatives
- attend events organised by our staff-led diversity networks
- build relationships with colleagues from diverse backgrounds

- join staff-led Diversity Networks
- celebrate success and address challenges openly and constructively.

Our leaders will also:
- support flexible work practices to accommodate diverse needs
- avoid bias in decision making, hiring, promotions and daily interactions
- embed diversity, equity and inclusion principles into project planning, program delivery and client interactions
- participate and encourage others to participate in diversity, equity and inclusion training and events
- consider affirmative measures when filling vacancies.

Meaningful and lasting change requires shared ownership across the department. The strategy's success depends on active contribution from all business areas.

Business areas are expected to lead or support actions aligned to their functions.

Our staff-led Diversity Networks, Diversity Champions and DEI Committee play a central role in co-designing the roadmap and contributing to delivery of selected actions.

The DEI Section is responsible for coordinating roadmap development, supporting implementation, tracking progress and reporting to governance bodies.

Governance

Oversight is provided by the Diversity and Inclusion Committee, a Tier 1 committee under our governance arrangements. The committee oversees progress, provides advice, supports prioritisation and leads delivery of select actions.

The committee reports directly to the Executive Leadership Team (ELT), which is responsible for setting and overseeing the department's strategic direction, including delivery of the DEI Strategy and this roadmap.

Mandatory APS Reporting

We will meet all mandatory reporting obligations within reporting timeframes. Our external reporting obligations include:
- **APS Gender Equality Strategy 2021-26.** Reporting lead: People Branch - DEI Section
- **Workplace Gender Equality Act 2012 Reporting.** Reporting lead: People Branch - DEI Section
- **National Autism Strategy.** Reporting lead: People Branch - DEI Section
- **APS Culturally and Linguistically Diverse Employment Strategy and Action Plan.** Reporting lead: People Branch - DEI Section
- **National Agreement on Closing the Gap (agency level Priority Reforms implementation)** Reporting lead: First Nations Partnership Division
- **APS Disability Employment Strategy 2020-25.** Reporting lead: People Branch - DEI Section
- **Work Health and Safety Act - psychosocial hazards provisions.** Reporting lead: People Branch - Safety, Wellbeing & Performance Section
- **Multicultural Access and Equity Report 2025-26.** Reporting lead: People Branch - DEI Section
- **APS Agency Survey.** Reporting Lead: People Branch - Workforce Analytics, Capability & Strategy Section

Diversity Targets

We set ambitious diversity targets for 2025-26, aligned with APS strategies and national benchmarks. These are not ceilings but reflect our commitment to removing barriers and building a workforce that reflects Australia's diversity.

We use the APS Employee Census as our primary data source. With a 91% response rate in 2024, it offers reliable, confidential insights.

The DEI Section will report annually to the DEI Committee on progress against these targets.

Aboriginal and Torres Strait Islander Representation

- **Australian Population:** 3.8%[1]
- **APS Target:** 5% by 2030[2]
- **2025-26 Department Target:** 5%
    - **Graduates:** 5%
    - **APS 1-6:** 5%
    - **EL1-2:** 5%
    - **SES:** 5% (Noting that we cannot measure this target reliably, as a 5% threshold in a 100-person cohort equates to fewer than the 10 responses required for reporting)

People with Disability

- **Australian Population:** 21.4%[3]
- **APS Target:** 7%[4]
- **2025-26 Department Target:** 15%
    - **Graduates:** 7%
    - **APS 1-6:** 19%
    - **EL1-2:** 11%
    - **SES:** 7%

Neurodivergent Employee

- **Australian Population:** 15-20%[5]
- **APS Target:** No target set.
- **2025-26 Department Target:** 11.5%
    - **Graduates:** 15%
    - **APS 1-6:** 17%
    - **EL1-2:** 8%
    - **SES:** 5% (Noting that we cannot measure this target reliably, as a 5% threshold in a 100-person cohort equates to fewer than the 10 responses required for reporting)

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[1] Estimates of Aboriginal and Torres Strait Islander Australians, Australian Bureau of Statistics, 2021 Census
[2] Boosting First Nations employment, Australian Public Service Commission, 2024
[3] Disability, Ageing and Carers, Australia: Summary of Findings, Australian Bureau of Statistics, 2022
[4] Australian Public Service Disability Employment Strategy 2020–25
[5] What is neurodiversity? Factsheet, Australian Disability Network, 2022

Culturally and Linguistically Diverse (CALD) Employee

- **Australian Population:** 24%[6]
- **APS Target:** SES representation tiered target of 13% (Dec 2026), 15% (Dec 2028), 17% (Dec 2030), with a goal of 24% by 2030[7]
- **2025-26 Department Target:** 22.5%
  - **Graduates:** 24%
  - **APS 1-6:** 25%
  - **EL1-2:** 22%
  - **SES:** 12%

LGBTQIA+ Representation

- **Australian Population:** 4.5% of Australians 16 years and over are LGBTI+[8]
- **APS Target:** No target set.
- **2025-26 Department Target:** Maintain 13%
  - **Graduates:** 6%
  - **APS 1-6:** 19%
  - **EL1-2:** 10%
  - **SES:** 11%

Gender Equity

- **Australian Population:** 50.7%[9]
- **APS Target:** Gender balance[10]
- **2025-26 Department Targets:**
  › Maintain gender balance across all levels
  › Increase the number of men taking carers leave or parental leave by 5% per year
  › Demonstrated year-on-year improvement in employee uptake with flexible work options as reported in the APS Employee Census.

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[6] APS Culturally and Linguistically Diverse Employment Strategy and Action Plan, 2024
[7] APS Culturally and Linguistically Diverse Employment Strategy and Action Plan, 2024
[8] Estimates and characteristics of LGBTI+ populations in Australia, Australian Bureau of Statistics, 2022
[9] Population, Australian Bureau of Statistics, APS Census 2021
[10] APS Gender Equality Strategy 2021–26.

2025-26 Priority Actions

All pillars

> **We will progress our commitment to creating a workplace where everyone feels they belong and are safe, valued and empowered to succeed.**

How we will achieve this:

1. **Ensure diversity data requirements are considered in the requirements of the new Enterprise Resource Planning (ERP) system.** *New initiative.*

   Lead: ERP Branch | Reporting Coord: People Branch - DEI Section | Due: Ongoing project

2. **Analyse APS Employee Census diversity data, guided by DEI Committee priorities, and aligned with what is feasible within existing resources.** *Continuing initiative.*

   Lead: People Branch - Workforce Analytics, Capability & Strategy Section | Due: Dec 2025

3. **Analyse psychosocial safety across diversity groups by overlaying the DCA Inclusive Employer Index results with data from the APS Address tool and the People at Work Survey, and report insights to the DEI Committee.** *New initiative.*

   Lead: People Branch - Safety, Wellbeing & Performance and DEI Sections| Due: Jun 2026

4. **Deliver at least 4 education sessions available to all staff on inclusive topics.** *New initiative.*

   For example:
   – Diversity, Equity and Inclusion 101
   – Engagement and Partnership Guide
   – Explaining workplace adjustments
   – Understanding neuro-inclusion
   – Navigating flexible work arrangements
   – Managing remote/hybrid teams
   – Understanding flexible work options
   – Running accessible online meetings
   – Unconscious bias

   Lead: People Branch - DEI Section | Presenters: Subject matter experts | Due: Quarterly

5. **Scope a project to strengthen inclusive and adaptive leadership capability by developing a proposal for a manager-focused program that supports inclusive practices in recruitment, team planning, workplace flexibility and day-to-day leadership.** *New initiative.*

   This project will include:
   – identifying required training, resources, and tools
   – exploring delivery options such as workshops or facilitated training
   – consulting with key stakeholders across the department
   – preparing a business case and submitting a funding request for consideration in the 2026-27 budget.

   Lead: People Branch - DEI Section | Due: June 2026

6. **Report DEI learning and development annually to DEI Committee as a way of tracking participation in training completion across divisions, and inform the setting of training targets for 2026-27 by People Branch.** *Continuing initiative.*

   Lead: People Branch - Workforce Analytics, Capability & Strategy Section | Due: August 2026

7. **Analyse diversity data, such as pay gap analysis and take up of carer's leave and parental leave. Report on results to the DEI Committee annually.** *New initiative.*

   Lead: People Branch - DEI Section | Support: Data, Systems & Information Management Branch | Due: Dec 2025

8. **Report on the Diversity Council of Australia (DCA) Inclusive Employers Index survey results to the DEI Committee.** *Continuing initiative.*

   Lead: People Branch - DEI Section | Due: Mar 2026

9. **Scope a project that aims to build confidence and wellbeing for diverse employees through training and/or mentoring, and prepare a business case for consideration in the 2026-27 budget.** *New initiative.*

   Lead: People Branch - DEI Section | Due: Mar 2026

10. **Facilitate mentoring opportunities that support two-way learning across experience levels and report to DEI Committee on completion.** *Continuing initiative.*

    Lead: Diversity Networks | Ongoing

11. **Deliver agreed recommendations from Stand Strong Against Gender Violence report.** *Continuing initiative.*

    Lead: Gender Equality Network | Support: People Branch | Date: Nov 2025

Pillar 1: Respected

We will foster a safe and respectful workplace culture for all staff, where diversity, equity and inclusion is prioritised

How we will achieve this:

12. **Develop a Cultural Safety Framework and Anti-Racism Strategy.** *New initiative.*

    Lead: First Nations Partnerships Division| Due: Dec 2026

13. **Work towards achieving Workplace Gender Equality Agency Employer of Choice citation.** *New initiative.*

    Lead: People Branch - DEI Section | Due: Jun 2026

14. **Maintain Australian Workplace Equality Index Bronze Tier accreditation (LGBTQIA+ inclusion).** *Continuing initiative.*

    Lead: People Branch - DEI Section | Due: Jun 2026

15. **Maintain recognition as a DCA Inclusive Employer.** *Continuing initiative.*

    Lead: People Branch - DEI Section | Due: Jun 2026

16. **Celebrate staff who build belonging through Secretary's Awards (Culture, Diversity and Inclusion category).** *Continuing initiative.*

    Lead: People Branch - Workforce Analytics, Capability & Strategy Section | Due: Jun 2026

17. **Review reporting channels and guidance on respectful behaviour and positive duty obligations to ensure they are inclusive, culturally safe, and responsive to the needs of diverse employees to inform Front Door Compliant project.** *Continuing initiative.*

    Lead: People Branch – DEI Section. Due: Jun 2026

18. **Check whether our anonymous reporting tool for psychosocial safety hazards is easy to find and use for all employees, including those from diverse backgrounds and with different accessibility needs.** *New initiative.*

    Lead: People Branch – DEI Section. Due: Jun 2026

Pillar 2: Connected

We will build a departmental community with a strong sense of belonging where people can bring their authentic selves to work

How we will achieve this:

19. **Develop a communication plan and deliver activities to inform all staff on the DEI Strategy and Roadmap.** *New initiative.*

    Lead: People Branch - DEI Section | Support: Communication Branch | Due: Nov 2025

20. **Deliver at least 1 all-staff event per network, aligned with cultural observances or international days / months.** *Continuing initiative.*

    Lead: Diversity Networks | Support: Communication Branch - Internal Communications Section | Due: Jun 2026

21. **Support portfolio staff to attend our all-staff events if agreed by organising diversity network.** *New initiative.*

    Lead: People Branch - DEI Section | Support: Networks | Due: Jun 2026

22. **Each diversity network to host at least 1 community-building activity.** *Continuing initiative.*

    Lead: Diversity Networks | Due: Jun 2026

23. **Hold quarterly co-chair meetings with internal communications and DEI Section to strengthen collaboration and drive intersectional initiatives.** *Reinstated initiative.*

    Lead: People Branch - DEI Section | Due: Quarterly

24. **Build on the success of the *Stories That Shape Us* and *Just Ask* videos, and deliver a lived experience storytelling initiative or event.** *Continuing initiative.*

    Lead: Communication Branch - Internal Communications Section | Support: Diversity Networks | Due: Jun 2026

Pillar 3: Contributing

We will consult with staff to obtain input from staff on matters relevant to their work and lived experience.

How we will achieve this:

25. **Deliver an annual report to the DEI Committee outlining how lived experience and subject matter expertise shaped employment policies and practices.** *New initiative.*

    Lead: People Branch Policy Owners | Reporting: Employment Policies and Procedures Update Program Manager | Due: Jun 2026

26. **Consult diversity networks on workplace design and future of work initiatives, and explain how their input informed decision-making.** *Continuing initiative.*

    Lead: Future Workplaces Team | Due: Ongoing

Tracking and Reporting Progress

This roadmap is the department's primary DEI reporting tool. It brings together key metrics, evaluation mechanisms and governance oversight. Progress will be informed by:

- The DCA Inclusive Employer Index
- APS Employee Census results
- Internal workforce analytics

To maintain transparency and accountability, we will:

27. **Hold quarterly DEI Committee meetings, with minutes and actions tracked.** *Continuing initiative.*

    Lead: People Branch - DEI Section | Due: Jun 2026

28. **Share an annual DEI progress report on 2025-26 roadmap delivery with all staff to foster transparency and celebrate progress.** *New initiative.*

    Lead: DEI Committee | Reporting Lead: People Branch - DEI Section | Due: Sep 2026

29. **Share key diversity data, including APS Census (action 2) and DCA results (action 8), with all staff.** *Continuing initiative.*

    Lead: People Branch - DEI Section | Due: April 2026

Document Control

Refer to the following table for the approver and latest version of this document.

Version	Release date	Approver	Reason for update
1.0	July 2025	Jess Hall, Diversity Lead Champion	Approved version.
0.5	24 June 2025	Melanie Skinner, Diversity, Equity and Inclusion Director	Internal consultation on actions with lead business areas. Consultation closed on 4 July 2025.
0.4	26 May 2025	Stephen Arnott, Lead Diversity Champion	Roadmap priorities shared with DEI Committee. Feedback closed 4 June 2025.
0.3	29 April 2025	Jesse Boyd, Diversity, Equity and Inclusion Assistant Director	Consultation with DEI Committee. Consultation on priorities closed 5 May 2025 and diversity targets on 8 May 2025.

Version	Release date	Approver	Reason for update
0.2	14 April 2025	Jesse Boyd, Diversity, Equity and Inclusion Assistant Director	DEI Roadmap spreadsheet released for workshop participant feedback. Consultation closed 28 April 2025.
0.1	26 March 2025	Jesse Boyd, Diversity, Equity and Inclusion Assistant Director	Initial release of roadmap for internal consultation, informed by workshop held on 3 March 2025. Consultation closed 4 April 2025.