



Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications and the Arts

Diversity, Equity and Inclusion Strategy 2025–28



Diversity, Equity
+ Inclusion



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Connections by Mahalia Mabo, a proud Manbarra, Nywaigi, and Meriam woman.

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts acknowledges the Traditional Custodians of the lands where we work and live. From the desert to the high country, connecting to our beaches and sand, through the snow, the rivers and saltwaters, in our cities, the bush and islands, we reflect, respect, and celebrate the unique and diverse communities we serve. We walk with Aboriginal and Torres Strait Islander peoples, celebrating the oldest continuing living cultures in the world – listening, learning and Yarning, to understand the past and work as one towards an inclusive future.

Our department is a proud member of professional diversity, equity and inclusion organisations:



Inclusive employer in the
Diversity Council of Australia
Inclusive Employer Index



AUSTRALIAN
NETWORK
ON DISABILITY

pridein
diversity



Bronze Tier status

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Message from the Secretary



Jim Betts

We are fortunate that our work touches the lives of all Australians. What we do connects and enriches the Australian community, underpins our economy and society, and empowers our regions.

Our department is committed to building a high-performing workforce that reflects the diversity of the community we serve. We must continue investing in a workplace to attract and retain exceptional talent. Diverse teams bring broader perspectives and more creative and innovative solutions to the complex challenges our community faces. Embedding diversity, equity and inclusion at all levels strengthens our ability to serve the public, deliver better outcomes, and maintain trust in government. Inclusive workplaces foster psychological safety, where employees are empowered to contribute ideas, challenge assumptions, and take the initiative.

Now more than ever, we must ensure our workforce is genuinely inclusive and our department is where everyone feels able to bring their authentic self to work.

Cultivating a diverse, equitable and inclusive culture will not be achieved by this strategy alone. It relies on treating our colleagues with kindness and compassion. We ask our people to work together to foster a place of belonging, where everyone can thrive.

A handwritten signature in black ink that reads "Jim Betts".

Jim Betts



Message from the Diversity Lead Champion



Stephen Arnott

I am proud to lead our department's diversity, equity and inclusion efforts. This strategy builds on the significant progress we have already made and reflects our ongoing commitment to fostering a workplace where everyone feels valued, respected and empowered to thrive.

Our people are at the heart of our success, and I want to acknowledge the invaluable contributions of our employee diversity networks, diversity champions, Diversity and Inclusion Committee members and People Branch colleagues who all play an integral role in embedding inclusion across our workplace. While we have made meaningful strides, we know there is still more to do.

This strategy has been developed in close consultation with our staff. More than 100 people participated in the process, sharing their insights through staff surveys, executive interviews and group discussions. Their diverse perspectives have helped shape the priorities and actions outlined in this strategy.

This document reaffirms our commitment to embedding inclusion in all aspects of our work. Creating an inclusive workplace is a shared responsibility, and I encourage everyone to take an active role in driving this work forward.

Thank you to everyone who contributed to the development of this strategy and to those who continue to champion diversity, equity and inclusion across our department. Together, we will build on our strong foundation and make sure that inclusion remains at the core of everything we do.

A handwritten signature in black ink, appearing to read 'Stephen Arnott', with a stylized, flowing script.

Stephen Arnott



Diversity, Equity and Inclusion Strategy 2025–28

The Diversity, Equity, and Inclusion Strategy 2025–28 outlines our commitment to creating a workplace where everyone feel they belong and are safe, valued, and empowered to succeed. It guides our efforts to embed a culture of inclusion and make sure our work reflects and supports the diverse communities we serve. Through this strategy, we hold ourselves accountable for promoting diversity, equity and inclusion and building a workplace where everyone can thrive.

For our First Nations Network this is also realised through the *Our Stories On Country* Agreement which sets the aspirations of Aboriginal and Torres Strait Islander people within the department to outline what they would like to see, feel, hear and be in the department. It is a key step toward achieving Priority Reform Three of the National Agreement on Closing the Gap.

The strategy should be read alongside the department's diversity network action plans.

The importance of diversity, equity and inclusion

Diversity, equity and inclusion values difference and creates a fair and welcoming workplace for everyone. We build trust in government when we invest in a workforce and systems which represent modern Australia. Different perspectives help us find new and better solutions to problems. People feel more valued and confident when they are encouraged and supported to share their identities and experiences at work.

Diversity, equity and inclusion benefit everyone. Embracing diversity, being inclusive, and supporting fairness creates a workplace where everyone belongs, can succeed and continues to learn.

The Diversity Council of Australia (DCA) found '3 out of 4 Australian workers support or strongly support their organisation taking action to create a workplace that is diverse and inclusive.'¹

Diversity, equity and inclusion can:

- Boost staff wellbeing and team performance.
- Attract and keeps great people.
- Improve engagement and career satisfaction.
- Reduce the rates of discrimination and harassment.

Diversity is the mix of people at our department.

Diversity is the visible and invisible differences between people including disability, sexual orientation, gender identity, age, cultural and linguistic diversity, and more.²

Equity helps achieve equal outcomes.

Everyone is different and experiences the world in a unique way. This means we need to provide different levels of support so we can be safe, healthy, happy and equal.³

Inclusion is getting this mix to work.

Inclusion occurs when diverse people are respected, connected, progressing and contributing to the success of an organisation.⁴

1 Diversity Council of Australia, [The Case for Inclusion at work 2023–2024](#), p. 4.

2 [Diversity Council of Australia](#).

3 [Australian Human Rights Commission](#).

4 [Diversity Council of Australia](#).



What is diversity and inclusion and why is it important?

The department participated in the 2024 DCA Inclusive Employers Index to learn more about the experiences of our staff members. This voluntary survey collected data from 698 staff members, which is 31% of our workforce.⁵ The results show the value of diversity, equity and inclusion and showed staff working in inclusive teams were:



21.3 times more likely to feel satisfied at work



2.2 times more likely to have received helpful feedback



7.1 times less likely to leave the department in the next 12 months⁶

The strategy aligns with broader APS diversity initiatives and supports Strategic Priority 3 of the Department's Strategic Workforce Plan 2024–27, Embrace modern and inclusive ways of working and addresses the following risks identified in that plan.

- **R2:** failure to maintain a diverse, inclusive and psychologically safe workplace culture, resulting in reputational and wellbeing impacts, higher separation rates, difficulty to attract talent, unproductive stakeholder engagement, and policies or programs that are not fit-for-purpose or effective.
- **R6:** failure to meet staff expectations for flexibility, wellbeing and technology, leading to reputational damage, reduced workplace morale or engagement, and poor recruitment and retention outcomes.
- **R7:** failure to attract, retain and develop talent and leadership capability, leading to insufficient workforce capacity and poor leadership outcomes.⁷

⁵ A response rate of 20% was required to achieve a representative sample.

⁶ Diversity Council of Australia, 2024–25 Inclusive Employer Index, Department of Infrastructure, Transport, Regional Development, Communications and the Arts, p. 17.

⁷ Strategic Workforce Plan 2024–2027, p. 27.



Our diversity, equity and inclusion vision

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

Figure 1: Staff responses to ‘what does diversity, equity and inclusion mean to you?’





How we will achieve our vision



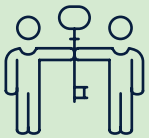
Measuring our diversity and inclusion

We will attract and engage high-quality staff members and provide opportunities for everyone to grow with fair and inclusive hiring practices which are free from bias.



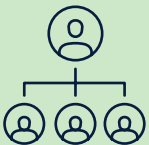
Investing in our employees

We will invest in and retain our staff members, providing learning opportunities to realise their potential and contribute fully at work.



Accessible workplaces

We will invest in our facilities, technology and content to make sure all staff members can fully participate in and contribute to our work.



Culture and management practice

We will make sure staff members, including supervisors and leaders, can embed inclusive culture across all levels.



Psychosocial safety

We will protect the wellbeing of staff members, reduce the stigma around mental health, detect and address challenges early and provide access to support.



Our diversity, equity and inclusion strategic pillars

This strategy is built on the 4 pillars of inclusion outlined by the Diversity Council of Australia. These pillars guide our actions to create an inclusive workplace and make sure our workplace fosters respect, connection, contribution, and growth for all.

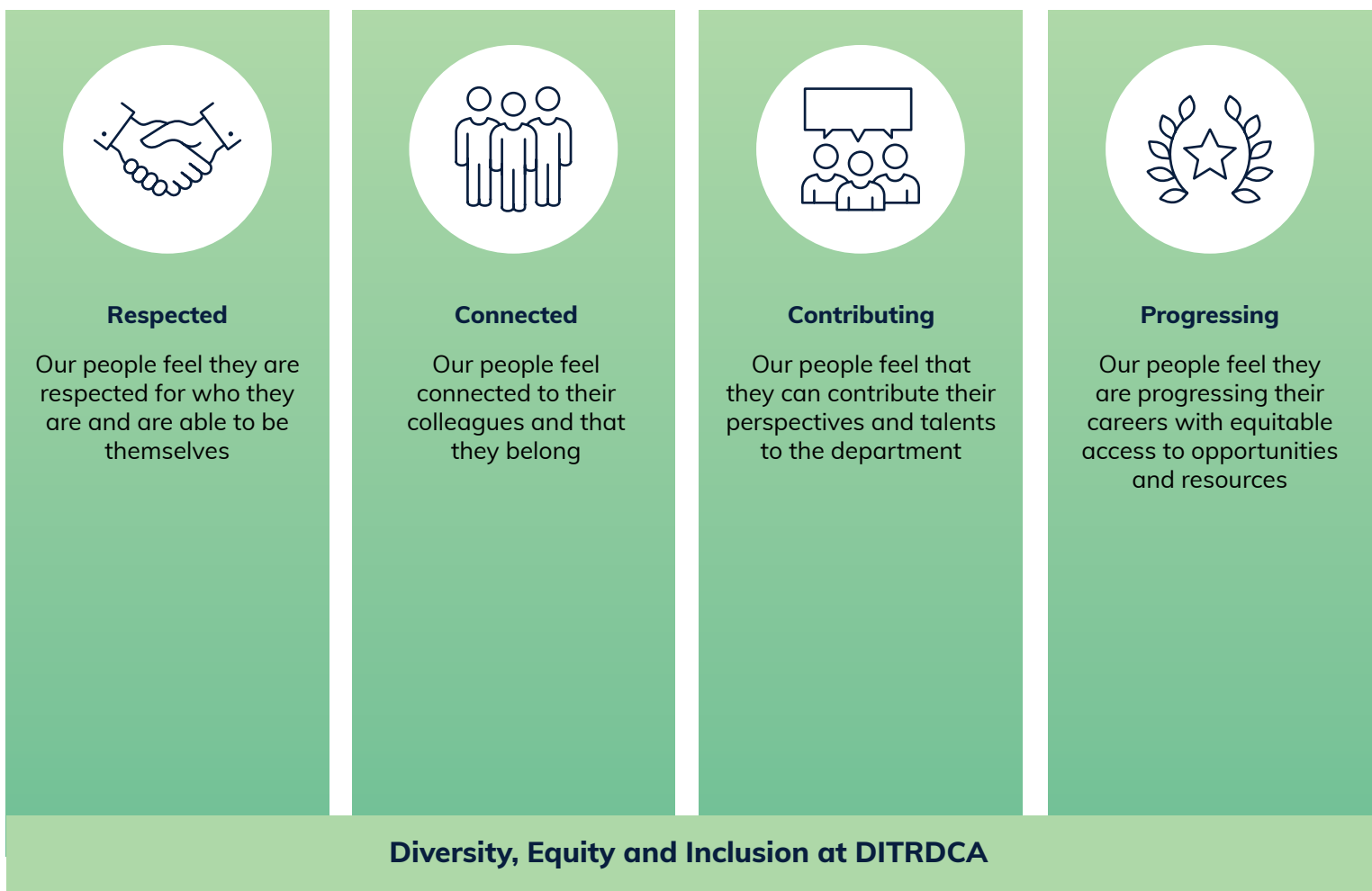
Respected – Everyone in our department is valued for who they are. Everyone is treated with fairness and dignity.

Connected – Our teams are supportive and collaborative. Staff members are part of a community.

Contributing – All staff are empowered to share their skills and ideas. We all make meaningful contributions to our work.

Progressing – Everyone has equitable access to opportunities for growth, learning, and career development.

Figure 2: Our strategic pillars



Our approach to diversity, equity and inclusion

Collaborative planning

We will create annual diversity, equity and inclusion roadmaps through a co-design process with:

- Staff-led Diversity Networks
- Diversity Champions
- The Diversity and Equity Committee
- The Diversity, Equity and Inclusion Team.

These roadmaps will outline clear actions to achieve the goals of the strategy. This will include:

- legislative and Australian Public Service requirements
- priority areas for the strategy
- peak body accreditation requirements and benchmarks
- collaborative, whole-of-department actions identified by Diversity Networks and Champions.

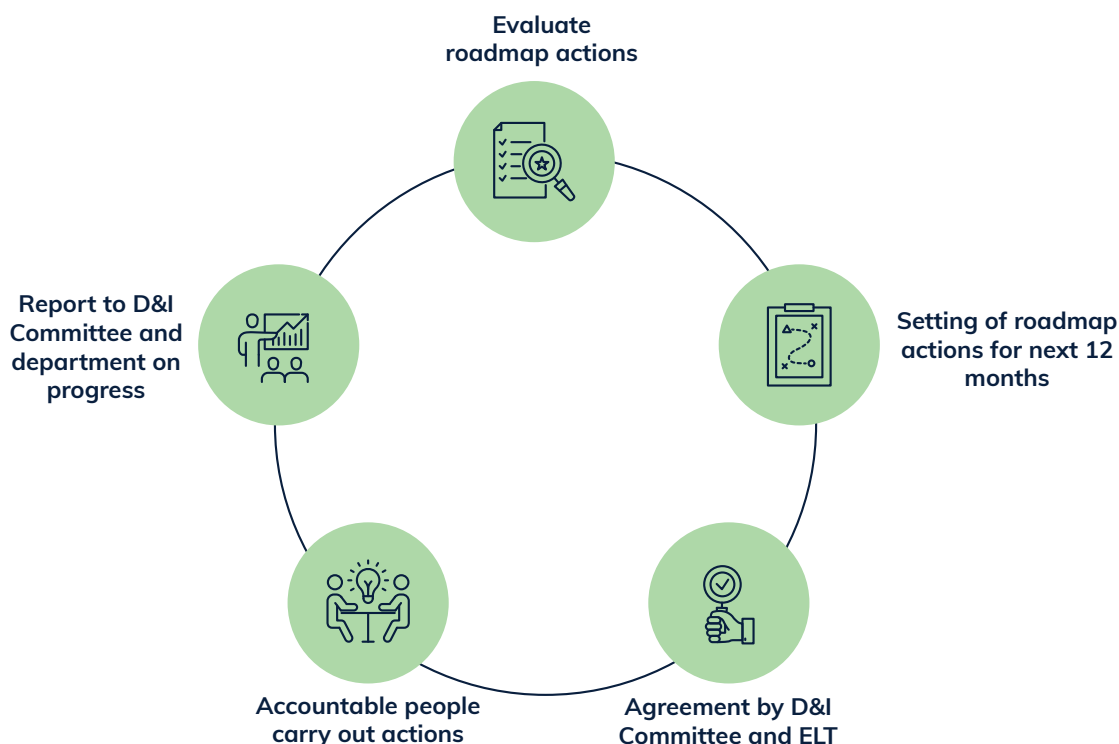
Tracking progress and accountability

We will make sure the department is progressing the strategy through a governance structure and accountability measures. These are shown in Figure 3.

- The Diversity and Inclusion Committee and the Executive Leadership Team will review progress and outcomes every quarter
- An annual progress report will be shared across the department to maintain transparency, keep accountability, and celebrate success.

This collaborative and accountable approach makes sure the strategy is effective and aligned to the department's goals.

Figure 3: Diversity, Equity and Inclusion Strategy 2025–2028 annual implementation cycle



Aligning with strategic priorities

This strategy is informed by APS diversity strategies. The strategy's actions and priorities on page 26 include those in the legislation, APS and departmental strategies and corporate documents shown in Figure 4.

Figure 4: Our strategic landscape

Legislative obligations

For example, *Disability Discrimination Act 1992*, *Workplace Gender Equality Act 2012*

National strategies

For example, *National Autism Strategy 2025-2031*, *Australia's Disability Strategy 2021-2031*, *National Agreement on Closing the Gap*

Australian Public Service strategies

For example, *APS Gender Equality Strategy 2021-26*, *APS Disability Employment Strategy 2020-25*, *APS Culturally and Linguistically Diverse Employment Strategy and Action Plan*, *Workforce Strategy 2025*

Departmental strategies

For example, *Diversity, Equity and Inclusion Strategy 2025–28*, *Strategic Workforce Plan 2024–27*, *Our Stories on Country Agreement*

Diversity, Equity and Inclusion Strategy annual roadmaps

Staff-led Diversity Network Action Plans



Workforce demographics

Our diversity data is collected through a human resources system and the APS Employee Census. The APS Employee Census is an anonymous survey, with a 91% overall response rate from department staff in 2024, whereas the workforce demographics shows what our staff have included in our human resource system. The higher rates for the APS Employee Census is attributed to people feeling more comfortable providing this information in an anonymous survey. Table 1 shows our current workforce demographics compared with relevant APS strategy targets. Figure 5 compares our workforce demographic in the 2024 APS Employee Census against APS targets and the Australian population.

In Australia:	As of 31 December 2024, the human resources system shows our workforce is made up of:	The 2024 APS Employee Census showed:
<ul style="list-style-type: none"> • 21% of the population identifies as having a disability. • 4% are Aboriginal and Torres Strait Islander peoples. • 24% identify as CALD. • 50.7% identify as women. • 10% are LGBTQIA+. 	<ul style="list-style-type: none"> • 5.5% of staff identifying as having a disability. • 3.3% of staff identifying as Aboriginal and Torres Strait Islander peoples. • 16.6% of staff identifying as CALD. • 60.6% of staff identifying as women. 	<ul style="list-style-type: none"> • 13% staff identify as having a disability. • 4% of staff identify as Aboriginal and Torres Strait Islander peoples. • 21% of staff identify as CALD. • 57% of staff identify as women. • 14% of staff are LGBTQIA+.

Table 1: diversity profile breakdown by classification as reported in our human resource system

Category	APS	EL	SES	Department	Target
Disability	7.0%	3.9%	5.9%	5.5%	7% ⁸
Aboriginal and Torres Strait Islander peoples	4.4%	2.6%	3.0%	3.3%	5% APS and EL ⁹ 3% SES ¹⁰
CALD	18.9%	15.0%	7.4%	16.6%	24% ¹¹
Women	62.6%	58.6%	57.4%	60.6%	Gender balance ¹²
Department	49.5%	44.7%	5.8%		

8 APS Disability Employment Strategy 2020–2025.

9 Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24. 5% representation at APS 4 to APS 6 levels by 2022 and EL1 and EL2 levels by 2024.

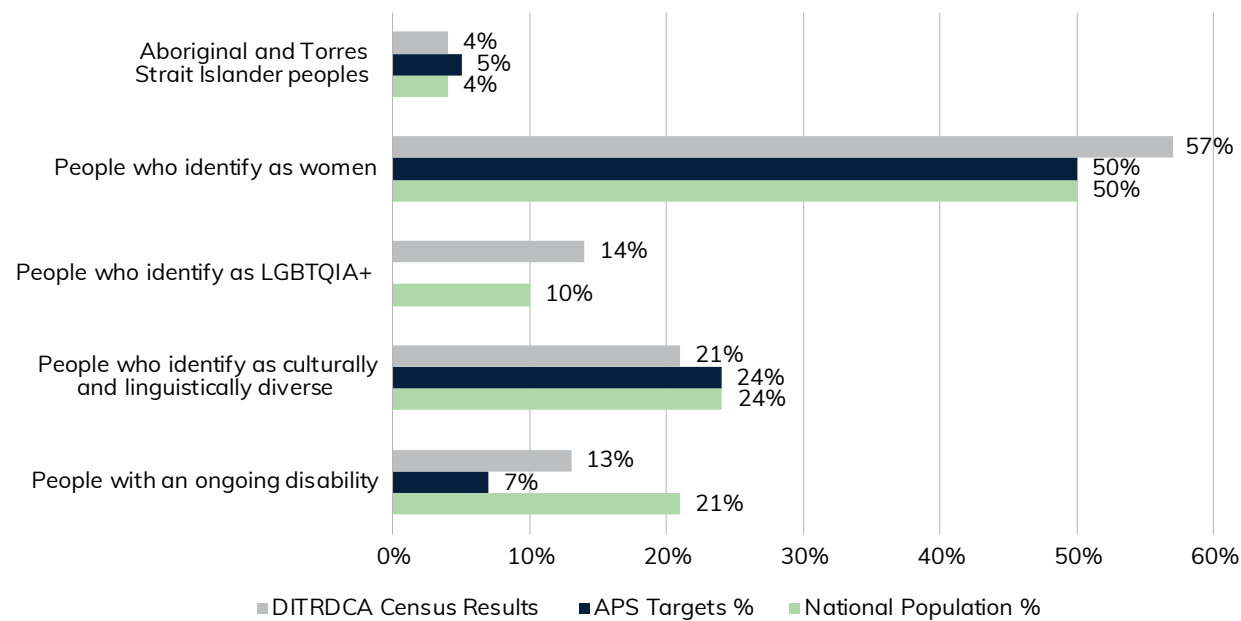
10 Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24. 3% representation at the SES levels by 2024.

11 CALD Employment Strategy and Action Plan. Tiered targets. 17% by December 2030, with a plan reaching 24% benchmark beyond 2030.

12 The commitment in the APS Gender Equality Strategy 2021–26 seeks to maintain gender balance across levels.



Figure 5: Our 2024 APS Employee Census results against APS targets and national population data^{13 14 15}



13 Note that these figures are representative of the total number of respondents, ie. 91% of staff, [2024 APS Employee Census Highlights Report](#), p. 20.

14 APS target results are drawn from the following APS strategies: APSC (Australian Public Service Commission) (2020a) [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024 | Targeted Investment](#), APSC website, accessed 11 December 2024; — (2020b) [Australian Public Service Disability Employment Strategy 2020–25 | Part 3: Increasing the recruitment of people with disability and building a more inclusive APS](#), APSC website, accessed 11 December 2024; APSC (2022) [Australian Public Service Gender Equality Strategy 2021–26 | Taking action on gender equality—minimum standards for agencies](#), APSC website, accessed 11 December 2024; and APSC (2024) [Australian Public Service Culturally and Linguistically Diverse Employment Strategy and Action Plan | Headline action 5: Representation](#), APSC website, accessed 11 December 2024. There is no easy measurement of CALD and metrics can vary, but the APS CALD Employment Strategy uses language-based metrics for consistency and benchmarking.

15 National population data is drawn from ABS statistics and peer-reviewed journal articles: ABS (Australian Bureau of Statistics) (2022) [Disability, Ageing and Carers, Australia: Summary of Findings, 2022 | Key statistics: Disability](#), ABS website, accessed 11 December 2024; Centre for Population (2023) [National, state and territory population overview | Australia: Age structure by sex](#), June 2023, Centre for Population website, accessed 11 December 2024.



Our commitment to representation

The Australian Public Service Commission sets targets for workforce diversity to ensure inclusion and equity across the APS.

- Aboriginal and Torres Strait Islander peoples: 5% across all levels, including 3% in senior roles (SES)
- Staff with disability: 7% across all levels
- CALD staff: 17% or higher across all levels by 2030, aiming toward benchmark of 24%
- Gender balance: Equal representation of women and men across the workforce.

We are committed to meeting or exceeding the targets set above and we are committed to ensuring staff members who identify as neurodivergent and who are carers are represented.

This will make sure the department has a workforce which reflects the diversity of the Australian population and realises the benefits of that diverse workforce. In 2024, our department achieved Inclusive Employer status from the Diversity Council of Australia. We also obtained Bronze Tier status in the Australian Workplace Equality Index. These achievements demonstrate our commitment to fostering an inclusive workplace.

Together, we will continue to foster an inclusive workplace that celebrates our differences and leverages the unique perspectives of our people to best serve the public.

Our path forward

We recognise the importance of improving in areas where we currently fall short of APSC targets, such as Aboriginal and Torres Strait Islander peoples, CALD, and disability representation. We will act to:

- Improve our recruitment and retention strategies.
- Provide equitable opportunities for growth and leadership.
- Foster a workplace culture where every staff member feels valued and supported to succeed.

Our experiences of inclusion

A workplace where all staff feel culturally and psychosocially safe is essential for fostering trust, engagement, and productivity. Inclusive leadership, teams, and behaviours make sure every individual is valued and supported.

Our results from the 2024 APS Employee Census show us how staff view current diversity, equity and inclusion efforts at the department. Figure 6 shows that of the 91% of staff who responded to the 2024 APS Employee Census, 86% responded positively to the question of whether the agency supports and actively promotes an inclusive workplace culture.

While our results exceeded national averages, closer analysis of the survey results highlighted significant disparities for certain diversity groups. Addressing these disparities is essential to ensuring all staff feel valued, included, and supported in their roles. Through the strategy's targeted actions, we are committed to closing gaps and creating a workplace where everyone can thrive.



Figure 6: APS Employee Census 2024 — Our diversity and inclusion data¹⁶









16 Please refer to the [DITRDCA 2024 APS Employee Census Highlights Report](#), pp. 23–25.

Diversity Networks

Our 5 staff-led diversity networks and 1 staff support network advocate for inclusion, raise awareness, and help shape policies. We actively encourage all of our staff to join these networks and participation is recognised as work time. These networks reflect the unique and overlapping identities of our workforce, supporting staff to overcome challenges and celebrate their diverse perspectives. Table 2 shows our staff-led diversity and staff support networks.

Table 2: Our Staff-led Diversity and Staff Support Networks

	Cultural and Linguistic Diversity Network		Disability, Neurodiversity and Allies Network
	First Nations Network		Gender Equality Network
	Mental Health and Wellbeing Network*		Pride and Allies Network

Memberships and recognition

We work with leading organisations, including:

- **Diversity Council of Australia (DCA)**
 - The DCA is an independent, not-for-profit body leading diversity and inclusion in Australia.
 - Our membership with the DCA provides us with resources, training and support to improve our workplace diversity and inclusion.
 - In 2024 we were recognised by DCA as an Inclusive Employer. DCA assessed our **Inclusive Employer Index data** and shows we demonstrated a higher level of inclusivity compared to the average Australian workforce.
- **ACON Pride in Diversity**
 - Pride in Diversity is Australia's first and only national not-for-profit employer support program for all aspects of LGBTQ workplace inclusion.
- In 2024 we achieved Bronze Tier Status in the **Australian Workplace Equality Index** which covers the 'foundational' and baseline of LGBTQ+ inclusion efforts across an organisation. It contains criteria which are the building blocks for creating an inclusive culture within an organisation.
- **Australian Disability Network**
 - The Australian Disability Network is Australia's peak body helping employers to build the confidence and capability to welcome and include people with disability as employees and as customers.
 - We are a gold member with the ADN which gives us access to high-level training and other resources to improve the experience of our staff.

* The Mental Health and Wellbeing Network is inherently a holistic aspect of staff care and is supported through the Work Health and Safety team.





Supporting an inclusive workplace

Everyone in the department can act to achieve the ambitions outlined in this strategy. We do this through our interactions, behaviours and choices.

Everyone

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

Leaders and Managers

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.

Diversity Champions

The department has a well-established diversity and inclusion governance structure guided by the Diversity Lead Champion. The Lead Champion chairs the department's Diversity and Inclusion Committee and provides strategic oversight, leadership support, learning, and advocacy for diversity and inclusion across the department.

Each diversity group is also supported by a dedicated SES Champion. Our Diversity Champions provide visible leadership and advocacy, and together with all senior leaders, are committed to supporting all employees. These champions promote and drive equal access and inclusion for specific diversity groups, promote continuous learning and advocacy, and provide strategic oversight and leadership across the department.

Our Diversity Champions:

- liaise regularly with the Diversity Network Co-Chairs and members to learn about challenges and opportunities for greater inclusion through regular meetings and engagement.
- advocate the value of diversity and inclusion for improving performance and the wellbeing of everyone and support relevant events and initiatives.
- support the Secretary and our People, Culture and Change Division to implement department and APS-wide strategies.
- Work together regularly with all Diversity Champions to identify department and APS-wide opportunities for improving diversity and inclusion outcomes, including in areas of intersectionality.
- Consistently raise awareness and understanding among staff members of diversity issues and opportunities through regular communication.
- Actively engage with staff members from different diversity groups to learn about challenges and opportunities for greater inclusion.
- Participate in relevant committees and working groups.
- Commit to understanding relevant policies and translating opportunities into action.
- Monitor progress regularly and be accountable for results.



Executive Leadership Team and the Diversity and Inclusion Committee

The Executive Leadership Team (ELT) is responsible for planning, leading and overseeing the strategic direction of the department.

The Diversity and Inclusion Committee is a Tier 1 Committee under the department's [governance arrangements](#) and reports directly to the ELT to provide strategic advice and leadership around diversity, equity and inclusion. The Committee is made up of our SES Diversity Champions, Diversity Network Co-Chairs and elected staff representatives. The Committee provides strategic advice and leadership to achieve an impactful and sustainable culture that values the skills and capabilities of a diverse workforce.

Our Diversity and Inclusion Committee:

- sets the strategic direction for diversity and inclusion in the department through an agreed forward agenda set in the first quarter of the year
- champions inclusion and diversity initiatives and behaviours
- develops strategies and initiatives to address inclusion and diversity issues and opportunities that relate to the department and/or Australian Public Service
- establishes and monitor progress against diversity targets and key deliverables
- advises on any barriers in departmental policies, processes and systems that may be reviewed
- leads by example, by displaying and actively encouraging inclusive behaviours and attitudes.
- gives a voice to diversity groups by sharing their experiences and ideas.
- oversees and drive implementation of this strategy and its roadmaps.

Diversity, Equity and Inclusion team

We have a dedicated Diversity, Equity and Inclusion team in People Branch made up of professionals with diverse backgrounds, skills and lived experiences. Their goal is to create a welcoming environment where all employees feel they belong, are respected, connected, contributing and able to progress in the department.

Our Diversity, Equity and Inclusion team:

- Serves as the liaison point for enquiries related to:
 - Disability and neurodiversity
 - Gender equality
 - Cultural, racial, religious and linguistic diversity
 - LGBTQIA+ inclusion
 - Aboriginal and Torres Strait Islander staff
- guides staff and managers through complex and sensitive diversity, equity and inclusion issues, while ensuring confidentiality.
- tracks and report against Australian Public Service (APS) inclusion strategies and targets.
- advises business areas on their legal and policy obligations related to diversity, equity and inclusion.
- manages industry benchmarking submissions to measure and improve inclusion outcomes.
- contributes to initiatives that increase the representation and involvement of diverse employees.
- collaborates with staff-led diversity networks to break down barriers, celebrate diversity in all its forms, promote a culture of inclusion and belonging and take an intersectional approach.
- reports against the strategy and annual roadmaps.
- provides secretariat support for the department's Diversity and Inclusion Committee.



Our strategic framework for action

All pillars

We will:

1. Progress our commitment to creating a workplace where everyone feels they belong and are safe, valued, and empowered to succeed.

How will we achieve this?

- Attracting and engaging high-quality staff members and providing opportunities for everyone to grow with fair and inclusive hiring practices which are free from bias.
- Investing in and retaining our staff members and providing learning opportunities for our people to realise their potential and contribute fully at work.
- Investing in our facilities, technology and content to make sure all staff members can fully participate in and contribute to our work.
- Ensuring staff members, including supervisors and leaders, can embed inclusive culture across all levels.
- Protecting the wellbeing of staff members, reducing the stigma around mental health, detecting and addressing challenges early and providing access to support.

Lead

- All staff

How will we measure success?

The department achieves annual recognition as an inclusive employer from the Diversity Council of Australia.

More than 90 per cent of the annual roadmap delivered.



Pillar 1: Respected

Our people feel they are respected for who they are and are able to be themselves

We will:

2. Foster a safe and respectful workplace culture for all staff, where diversity, equity and inclusion is prioritised

How will we achieve this?

- Staff have high-quality, evidence-based training and resources so they understand and can model safe and respectful behaviour.
- Staff-led diversity, equity and inclusion networks have support for their goals and activities.
- A safe, respectful, diverse, equitable and inclusive culture is embedded into departmental activities, including (but not limited to):
 - workforce planning and capability building
 - policies, procedures and products
 - performance management.
- Staff and teams who model inclusive and equitable behaviour are supported and celebrated as part of departmental reward and recognition mechanisms.

Lead

- People Branch
- Staff-Led Diversity Networks
- Supervisors

How will we measure success?

- The department's APS Census results on the number of staff members reporting they feel safe, valued and respected at work improves each year.
- Departmental policies and procedures include relevant and up-to-date diversity, equity and inclusion information and considerations.
- The rewards and recognition framework include recognition of diversity, equity and inclusion.
- We have developed an evaluation and improvement framework for diversity, equity and inclusion initiatives.

We will:

3. Reduce discrimination and psychosocial hazards

How will we achieve this?

- Staff members receive regular and ongoing communication and education on:
 - positive duty requirements and legislative obligations
 - APS Values, Code of Conduct and Employment Principles
 - departmental standards for safe and respectful behaviour
 - reporting and whistle-blowing mechanisms.
- Supervisors have high-quality evidence-based training and resources to:
 - build and maintain psychosocially safe teams, where health and wellbeing are prioritised
 - understand incivility, bullying, harassment, erasure or discrimination, and what to do when this occurs or is witnessed
 - how to engage with others in a psychosocially safe manner which reduces the occurrence and impact of workplace hazards.

Lead

- People Branch
- Communications and Change
- Supervisors

How will we measure success?

- Internal surveys and reporting show staff members have an increased understanding of incivility, bullying, harassment and discrimination and promote acceptable behaviour.
- Guidance on performance management including expectations and deliverables is included in performance management systems.
- The number of supervisors engaging in training on how to have positive performance exchanges increases.



Pillar 2: Connected

Our people feel connected to their colleagues and that they belong

We will:

4. Build a departmental community with a strong sense of belonging where people can bring their authentic selves to work

How will we achieve this?

- There is a communication and engagement campaign to build awareness of the strategy.
- Staff have opportunities to participate in activities to build communities and networks.
- Attendance at diversity, equity and inclusion events and community building activities is built into performance management.
- Staff members engage in inter-departmental collaboration to support diversity, equity and inclusion initiatives, events, knowledge-sharing and networking.
- Staff have high-quality, evidence-based training and resources on effectively building team culture and positive connections in the workplace.

Lead

- People Branch
- Communications and Change
- Staff-led Diversity Networks
- Managers

How will we measure success?

- The department's results for staff wellbeing, engagement, job satisfaction and retention through the APS Census improve.
- Intranet articles and other corporate communications include diversity, equity and inclusion messaging.
- There is increased participation in department-wide diversity, equity and inclusion events and initiatives.
- The department maintains accreditations with peak bodies.
- Performance management guidance includes information about attendance at diversity, equity and inclusion events.

We will:

5. Embed intersectionality into our ways of working and departmental culture

How will we achieve this?

- Staff members receive support according to an evidence-based understanding of their career stages.
- Staff members have access to guidance on considering diverse and intersecting identities, issues and impacts are considered when developing and updating policies, procedures, processes and systems.
- Staff have access to resources and services which support their careers such as community, professional development, financial guidance, health and wellbeing.

Lead

- People Branch

How will we measure success?

- We develop a framework for providing support and resources to staff at different stages of their careers and able to reflect individual goals.
- We review and update policies, procedures, processes and systems annually to include considerations of diversity, equity and inclusion, especially intersectionality.



Pillar 2: Connected

Our people feel connected to their colleagues and that they belong (cont.)

We will:

6. Provide effective accessibility supports and workplace adjustments as part of standard practice

How will we achieve this?

- Staff members have an improved experience at work with barriers to equity and inclusion identified and addressed.
 - Digital accessibility is improved and central to our departmental service offering. This includes digital platforms, content, products, systems, applications and hardware.
 - Departmental facilities and resources are accessible and accessibility is considered in procurement and project management activities.
- The Workplace Adjustment Policy and associated documents and systems are revised so they are inclusive, equitable, user-centred and fit-for-purpose.
- Managers have access to training and are actively encouraged to improve their understanding of workplace adjustments as standard practice, their benefits, and scope.

Lead

- IT Division
- People Branch
- Managers

How will we measure success?

- We increase our compliance with WCAG 2.2 (and successors) and best practice.
- We implement any improvements to digital, physical and environmental accessibility in consultation with staff members with lived experience and peak bodies.
- We implement changes to the Workplace Adjustment Policy and associated documents and systems in consultation with staff members with lived experience.
- There is an increase in the number of managers trained the department's approach to workplace adjustments.



Pillar 3: Contributing

Our people feel they can contribute their perspectives and talents to the department

We will:

7. Consult with staff to obtain input from staff on matters relevant to their work and lived experience

How will we achieve this?

- Annual departmental surveys (including those run by peak bodies such as the DCA) provide data on workforce demographics and lived experience of staff members.
- Staff members have access to and awareness of channels to share experiences, provide feedback, and concerns.
- Stakeholder engagement principles and values are embedded in staff engagement and consultation.
- Leaders have access to data around diversity, equity and inclusion metrics and lived experience of staff.

Lead

- People Branch
- Communications and Change
- Staff-led Diversity Networks

How will we measure success?

- There is a dashboard of diversity, equity and inclusion metrics accessible to all staff.
- We see an increase in the number of staff members reporting they feel consulted at work through the APS Employee Census.
- There is a framework for considering diversity, equity and inclusion when the department conducts stakeholder engagement.
- We know how many staff members are trained in human-centred design and stakeholder engagement.

We will:

8. Foster a culture where the expertise, ideas and contributions of all team members are sought out and valued

How will we achieve this?

- We draw on the expertise, ideas, contributions and experience of our staff from diverse backgrounds.
- Leadership performance reviews include diversity, equity and inclusion-related objectives and metrics, and leaders have support to demonstrate they are contributing to culturally safe workplaces, programs and policies.
- Staff members are encouraged and expected to value the expertise, ideas, contributions and experience of their colleagues in performance documentation, and have support to do so.
- Leadership initiatives and learning opportunities allow staff members to share their knowledge, skills and experience.

Lead

- People Branch
- Communications and Change
- Managers
- Diversity Champions

How will we measure success?

- Performance management guidance includes requirements for leaders to value the expertise, ideas, contributions and experience of others in the workplace.
- There is an increase in staff members engaging in professional development activities to learn effective strategies for broad and inclusive collaboration.
- There is an increase in staff members engaging in leadership initiatives and professional development activities to share their knowledge, skills and experience with colleagues.



Pillar 4: Progressing

Our people feel they are progressing in their careers with equitable access to opportunities and resources

We will:

9. Continue to build a diverse workforce through prioritising diversity, equity and inclusion in recruitment

How will we achieve this?

- Staff members make use of affirmative measures for recruitment and the RecruitAbility scheme and understand the benefits of these measures.
- Hiring areas use inclusive recruitment practices and processes by default and attract diverse applicants with equitable opportunities to demonstrate their expertise and experience.
- Staff members on recruitment panels have high-quality evidence-based training and resources on inclusive recruitment methods and how to use these in practice.

Lead

- People Branch
- Managers

How will we measure success?

- Entry and exit surveys show an increase in staff joining the department due to our reputation for diversity, equity and inclusion.
- Our workforce represents the Australian population across all levels and diversity groups. Targeted incremental benchmarks will be included in the annual roadmap, ensuring alignment with Australian population statistics, APS strategies and endorsed network action plans.

We will:

10. Establish tailored supports to assist staff at different stages of their career

How will we achieve this?

- We have training and mentorship programs tailored to support the career progression of staff from under-represented groups.
- Leadership development programs allow staff members from under-represented groups to build skills and confidence.
- We track and analyse retention rates of diverse employees and report findings annually.

Lead

- People Branch
- Internal Communications

How will we measure success?

- Staff from diverse backgrounds report a greater satisfaction with their career progression through the APS Census or other pulse surveys.
- There is an increased number of staff from diverse backgrounds in leadership roles.
- There is an increased retention rate for staff, including those from diverse backgrounds.





Appendix A – Glossary

Aboriginal and/or Torres Strait Islander People – individuals with an Aboriginal and/or Torres Strait Islander background. The term recognises Aboriginal people and Torres Strait Islander people as two distinct, and sometimes intersecting cultures, rather than grouping them into one single culture.¹⁷

Accessibility – ensuring systems, products, and environments are created in a way that ensures they are useable by everyone.

Affirmative Measures – strategies used by recruitment panels to ensure marginalised groups have equal opportunity and are represented throughout the workforce.

Age – the length of time since a person was born.

Ally – a person who works in solidarity and partnership with a marginalised group to help address the systemic and interpersonal marginalisation they face.¹⁸

Carer – a person who provides unpaid care to family members or friends who may have disability, mental illness, chronic conditions, terminal illness, alcohol or drug issues, or who are frail aged.¹⁹

Culturally and Linguistically Diverse People (CALD) – this term can be used to describe those who differ racially, religiously, culturally or linguistically from the majority groups within a population, noting that not everyone in this grouping experiences the same impacts.²⁰

Digital Accessibility – ensuring digital systems, applications, and devices designed to be able to be used by everyone equitably. Digital accessibility features may include captions on videos, alt text on documents, and text-to-speech software.

Disability – persons are considered to have a disability if they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least six months and restricts everyday activities.²¹

Diversity – the visible and invisible differences that exist between people including (but not limited to): disability, sexual orientation, gender identity, age, and cultural and linguistic diversity.

Equality – the idea that every person is entitled to and deserves equal opportunities, value, and recognition. In this context, equality means everyone gets the same items or things.

Equity – equity involves providing resources based on need to help people achieve their full potential and have the same opportunities as others, taking into consideration historical and social boundaries for marginalised groups. In this context, equity means everyone can access the same outcomes.

17 DCA (n.d) [Aboriginal & Torres Strait Islander Peoples – Overview](#), DCA, accessed 18 November 2024.

18 Diversity Council Australia (DCA) (n.d) [D&I Allyship and Champions](#), Diversity Council Australia, accessed 18 November 2024.

19 Carers Australia (n.d) [Who is a Carer?](#), Carers Australia, accessed 18 November 2024.

20 The term CALD is contested, with alternate terms being preferred by some groups. CALD does not fully capture the depth and richness of cultural diversity, which can include ethnic identity, language, country of birth, national origin, heritage/ancestry, race, and religion. Adapted from Australian Public Service Commission (APSC) (n.d) [Terminology | Australian Public Service Commission](#), APSC, accessed 5 December 2024.

21 [Definition of disability | Australian Public Service Commission](#), accessed 18 December 2024.



Gender – the socially constructed roles, behaviours, expressions and identities of girls, women, boys, men, and gender diverse people.²²

Gender Equality – a situation in which access to rights or opportunities is unaffected by gender.

Inclusion – is a feeling of being part of something. It is helped by an environment where people from different backgrounds feel respected, connected, contributing, and progressing.²³

Intersectionality – refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.²⁴

LGBTQIA+ – an umbrella acronym for the Pride Community, meaning lesbian, gay, bisexual, transgender, queer, intersex, and asexual. The '+' represents the additional identities that fall under this umbrella.

Mental Health – a state of mental wellbeing that enables people to cope with the stresses of life, realise their abilities, learn well and work well, and contribute to their community.²⁵

Neurodiversity – is an umbrella term used to describe the neurological ways that people process information – people are often identified as neurotypical or neurodivergent.²⁶

Non-binary – someone who does not identify as a man or a woman, or solely as one of those two genders.²⁷

Psychosocial Wellbeing – the wellbeing of an employee in relation to their environment, interactions, and conditions.

Race – refers to the social construct of categorising people based on perceived physical characteristics, cultural identities, and ancestral backgrounds.

Sex – refers to a set of biological attributes in humans, it is primarily associated with physical and physiological features including chromosomes, gene expression, hormone levels, and reproductive/sexual anatomy.²⁸

22 DCA (n.d) [Overview - Gender, DCA](#), accessed 18 November 2024.

23 Diversity Council Australia (DCA) (2023) [Inclusion@Work Index 2023-2024](#), DCA, page 3, accessed 19 November 2024.

24 Victorian Government (2021) [Understanding Intersectionality](#) Victorian Government, accessed 18 November 2024.

25 World Health Organisation (WHO) (n.d) [Mental Health](#) World Health Organisation, accessed 18 November 2024.

26 [Australian Neurodiversity Toolkit - Australian Disability Network](#), accessed 18 December 2024.

27 DCA (n.d) [Overview - LGBTQIA+](#), DCA, accessed 18 November 2024.

28 DCA (n.d) [Overview - Gender](#), DCA, accessed 18 November 2024





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