Australian Government
Clean Energy Regulator

Diversity and Inclusion Strategy and Action Plan 2025-2027



Image - Australian Public Service Commission

CLEAN ENERGY REGULATOR

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Acknowledgement of Country

The Clean Energy Regulator (CER) acknowledges Australia's First Nations peoples as the Traditional Custodians of Country throughout Australia. We recognise the ongoing custodianship of land, sea and sky and the perpetual spiritual connection Aboriginal and Torres Strait Islander people hold with Country.

We pay our respects to Elders past and present and extend that respect to First Nations people throughout Australia.

Chief Executive Officer's Foreword

Our agency is committed to workplace diversity. We aim to create an environment that values and maximises the contribution of people from different backgrounds, experiences, and perspectives.

Diversity refers to how every person identifies with any variety of personal attributes and characteristics, and the respect for and appreciation of these qualities. Inclusion refers to the ability and willingness of all people in the workplace to fully contribute, collaborate and be engaged with everyone.

Our Diversity and Inclusion Action Plan 2025–2027 details objectives and goals for the next 3 years as we continue to foster an organisational culture where all voices are heard, respected, and valued. Every member of the agency contributes to those values, principles, and behaviours. These are integral elements of our cultural anchors.

Workplace inclusion is everybody's responsibility. I encourage staff to play an active role in the diversity and inclusion discussion and participate in the initiatives in this plan. In an increasingly competitive job market, attracting and retaining our future workforce is one of our most significant challenges. We are constantly seeking new ways to attract the right people from the broadest cross-section of the Australian community.

By continuing to embrace diversity we will build a strong, positive culture and deliver a flexible, inclusive workplace and a sustainable workforce.



David Parker AM
Chair, Clean Energy Regulator



Our commitment

The CER is dedicated to fostering a workforce that mirrors the diversity of the Australian community we serve. As a small agency, we take great pride in our collaborative and inclusive culture, recognising that our size presents both opportunities and challenges in achieving broad representation.

Our objective is to accelerate carbon abatement for Australia and Australia is diverse. We highly value the unique skills, differences, and diverse backgrounds of our team members. We understand that leveraging our employees' varied skills and experiences enhances innovation and elevates our service to stakeholders and the public.

We are committed to creating an inclusive environment where every individual feels respected, valued, and empowered to contribute to their fullest potential.

Overview

Diversity and inclusion are foundational to our work and culture at the CER and across the Australian Public Service. We are committed to fostering workplaces where every individual feels respected, valued, and empowered to thrive personally and professionally while contributing to meaningful outcomes for the Government and the Australian community.
We welcome and celebrate employees from all backgrounds, recognising the unique perspectives, skills, and experiences they bring. Our commitment to inclusion is supported by legislation, APS-wide policies, and a shared aspiration to create safe, respectful, and supportive working environments.

This strategy outlines the CER's ongoing commitment to diversity and inclusion, reinforcing our role in supporting the broader APS vision and embedding inclusive practices into everything we do.

Legislative and APS Framework References

This strategy aligns with the *Public Service Act 1999, Fair Work Act 2009, Sex Discrimination Act 1984, Disability Discrimination Act 1992, Racial Discrimination Act 1975, Age Discrimination Act 2004, Australian Human Rights Commission Act 1986, Work Health and Safety Act 2011,* APS Employment Principles, APS Values and Code of Conduct and the Australian Public Service Commissioner's Directions 2022.



Image – Australian Public Service Academy

What is Diversity?

At the Clean Energy Regulator, diversity refers to the rich mix of backgrounds, identities, experiences, and perspectives that our people bring to the workplace. More broadly, diversity refers to the variety of personal attributes and characteristics that individuals identify with, including[1] but not limited to:

- Aboriginal & Torres Strait Islander heritage
- Age
- Cultural background or affiliation
- Disability
- Education levels and experience
- Ethnicity
- Family and caring responsibilities
- Gender expression
- Gender identity
- Language
- Mental health
- Profession, role or work experience
- Religious beliefs or faith
- Sex
- Sexual orientation
- Social and community responsibilities
- Social class
- Values and perspectives

The APS embraces employees from diverse backgrounds and appreciates the variety of skills, knowledge, and experiences they contribute to the workplace.

At the CER, diversity is not just about representation; it's also about valuing different perspectives and experiences to foster innovation, better decision-making, and a more equitable culture.

[1] Diversity Council Australia, *The Case for Inclusion @ Wor*k. Available at: The Case for Inclusion@Work 2023–2024, p 2

What is Inclusion?

Inclusion is an intentional and ongoing effort to ensure that all individuals regardless of their background, identity, or lived experience feel respected, valued, and empowered to contribute fully to the workplace. It involves creating an environment where differences are not only accepted but embraced, and where everyone has equitable access to opportunities, resources, and decision-making.

At the CER, inclusion means:

- Fostering a culture of belonging where all employees feel safe, heard, and supported
- Removing barriers to participation and advancement for underrepresented and marginalised groups
- Embedding inclusive practices in leadership, policy, recruitment, communication, and service delivery
- Encouraging diverse perspectives to enhance innovation, collaboration, and public trust

Inclusion is a cornerstone of our commitment to a fair, respectful, and high-performing public service.



Image – A Fresh Look At Diversity and Boards – Blue Avocado

The benefits of Diversity and Inclusion for the Clean Energy Regulator and our People

- **A more inclusive and respectful workplace -** Employees feel valued, respected, and empowered to contribute fully, regardless of background or identity.
- **Broader impact through diverse thinking –** Bringing together different perspectives leads to more inclusive, fair, and effective climate and energy solutions that better serve all Australians.
- **Greater opportunities for growth and development -** Inclusive practices help ensure fair access to leadership, training, and career progression for all staff.
- **Improved organisational performance** - Inclusive teams are more innovative, make better decisions, and are more adaptable—key traits for a regulator operating in a dynamic sector.
- **Improved wellbeing and job satisfaction -** A culture of belonging supports mental health, reduces stress, and fosters a positive work environment.
- **Stronger collaboration and teamwork -** Diverse teams bring different strengths and experiences, leading to richer collaboration and mutual learning.
- **Pride in contributing to a fairer Australia -** Working in an inclusive organisation gives employees a sense of purpose and pride in advancing equity and sustainability.
- **Attracting and retaining top talent** - A reputation for inclusion helps the CER compete for skilled professionals from a wide range of backgrounds, strengthening workforce capability.
- **Enhanced public trust and legitimacy -** A workforce that reflects the diversity of the Australian community builds confidence in the CER's fairness, transparency, and accountability.
- **Alignment with APS and Government priorities** - Embracing diversity supports the CER's obligations under APS Values, the Commonwealth Disability Strategy, and other whole-of-government initiatives.



Image – Banyule Community Health

APS Census results summary

Improvements across key agency indices demonstrate a strengthening culture of inclusion, equity, and wellbeing. These indicators, while not exclusively focused on diversity and inclusion, provide valuable evidence that our workplace is becoming more inclusive and supportive for all staff. These positive trends highlight the impact of our diversity and inclusion efforts and reinforce that our agency is becoming more supportive for all staff. Ongoing monitoring and analysis will ensure progress continues equitably across all groups.

Indices	2025 Result	2024 Result	Comparison
Employee engagement	78%	77%	+1%
Innovation	74%	70%	+4%
Wellbeing	76%	74%	+2%
Leadership – Immediate Supervisor	82%	80%	+2%
Leadership – SES Manager	78%	72%	+6%
Communication and change	76%	73%	+3%

Table 1 – Clean Energy Regulator 2025 Census – Index results – Employee engagement, innovation, wellbeing, leadership & communication, and change

Strategic goals for Diversity and Inclusion

The strategic goals that support the fostering of inclusion and diversity in the workplace are defined in the *Public Service Act 1999*, APS Values, Australian Public Service Commissioner's Directions 2022, the APS Code of Conduct and APS Employment Principles.

There are also legislative instruments that support diversity and inclusion in the workplace, including but not limited to, *Racial Discrimination Act 1975, Sex Discrimination Act 1984, Age Discrimination Act 2004, Disability Discrimination Act 1992, Work Health and Safety Act 2011, and Australian Human Rights Commission Act 1986*.

The Diversity and Inclusion Action Plan 2025–2027 is aligned to the current agency cultural anchors, corporate objectives and corporate plan to achieve a diverse and inclusive workforce.

Actions presented also align with the CER's current diversity profile and for the future workforce, which considers:

- Aboriginal and Torres Strait Islander peoples
- Age diversity
- Cultural and linguistic diversity

- Gender and sexual diversity
- People with disability.

We are committed to supporting a workplace that is fair for all. The agency will show commitment to diversity and inclusion by:

- Ensuring leadership is accountable for driving and promoting diversity and inclusion
- Challenging traditional recruitment, development and retention processes
- Contributing to whole of government diversity initiatives and goals
- Recognising and promoting our diversity
- Celebrating our achievements.

Our diversity profile

The CER acknowledges the valuable and diverse contributions of all employees, recognising that diversity manifests in many forms. While we welcome and celebrate all types of diversity, our strategy will focus on specific areas. As of 30 June 2025, 63% of CER's workforce identified as belonging to one or more of the listed diversity groups.

Diversity Group	CER Representation	APS Representation
Cultural and Linguistic Diversity (CALD)	27%	27%
Disability	10%	13%
First Nations	0%	3%
Gender Equity - Women	50%	59%
Generational Diversity		
• **Young (<25 yrs old)**	9%	5%
• **Mature (>55 yrs old)**	9%	15%
LGBTIQA+	10%	10%

*Table 3 – Clean Energy Regulator's Diverse Workforce Representation – 30 June 2025 – APS Census *Percertage rounded to nearest whole percent.*

Gender breakdown

Classification	Male	Female	Non-Binary	Totals
Graduate	2	4	0	6
APS 2	1	0	0	1
APS 3	1	4	0	5
APS 4	24	32	0	56
APS 5	24	53	0	77
APS 6	64	63	1	128
EL 1	46	67	0	113
EL 2	28	17	0	45
SES 1	2	7	0	9
SES 2	2	0	0	2
Contractors	114	38	0	152
Total	309	285	1	595

Table 4 – Clean Energy Regulator's APS Worker Classification by Gender and Total Count – 30 June 2025



Image – The Salvation Army

Diversity and Inclusion Action Plan 2025–2027

Agency Diversity

The CER values the diversity of its people as a key strength. Our workforce reflects the richness of the Australian community, bringing together a wide range of backgrounds, experiences, and perspectives. We are committed to building and sustaining a workplace that embraces this diversity where all employees feel respected, supported, and empowered to contribute. By fostering an inclusive culture, we enhance our capability to deliver innovative, effective, and equitable outcomes for the Australian public.

Goal	Actions
All employees are aware of the agency's Diversity and Inclusion Action Plan 2025-2027	• Develop a communications plan to ensure employees are informed of the Diversity and Inclusion Action Plan 2025–2027. • Update the internal intranet, REGi, to reflect diversity and inclusion initiatives and days of significance. • Inform new agency employees of the Diversity and Inclusion Action Plan 2025-2027 at Agency and Managers Induction.
Remove racism, discrimination, bullying and harassment.	• Continue mandatory bullying and harassment online training that assist employees to identify what is appropriate or inappropriate behaviour and learn how to effectively call out this behaviour. • Continue to provide access to and promote the SBS Inclusion Program – Appropriate Workplace Behaviour Course. • Regularly review policies and procedures to ensure the use of inclusive language. • Improve visibility and accessibility of reporting processes for racism, discrimination, bullying, and harassment.
Significant diversity and inclusion related events and initiatives are delivered to enable employee participation	• Identify key events and days of significance relevant to the diversity and inclusion networks, in consultation with the diversity and inclusion networks. • Maintain and regularly review the calendar of events in consultation with relevant diversity and inclusion networks to facilitate forward planning and enable agency engagement. • Develop a communications plan, to encourage agency engagement with events and days of significance.

Attraction and retention	• Promote fair, equitable and accessible recruitment and selection of employees. • Implement affirmative measures recruitment practices. • Implement initiatives that promote a culture of inclusion in the workplace and demonstrate the value of diversity and inclusion to the agency. • Foster a diverse supportive work environment assisting the agency retain staff and position us as an employer of choice. • Continue workshops focused on improving application and interview skills.
Maintain and support diversity and inclusion networks.	• Continue to support diversity and inclusion networks. • Increase visibility of networks through greater collaboration and communication. • Continue to empower Executive Sponsor leadership and involvement in each of the networks or committees.

Culturally and Linguistically Diverse (CALD)



At the agency, we celebrate Australia's cultural diversity – it is about inclusiveness, respect and belonging for everyone who calls Australia home. As of June 2025, 27% of our employees identify as being from a non-English speaking background, according to APS Census data. The celebration of this cultural diversity is congruent with eliminating racial discrimination.

The Action Plan supports the Australian Public Service Commission's Culturally and Linguistically Diverse Employment Strategy and Action Plan.

The following actions focus on removing barriers for those from diverse backgrounds.

Goal	Actions
Ensure an equitable and inclusive workplace that is free from racism, discrimination, bullying and harassment	• Review internal policies and procedures to ensure effectiveness when addressing racism and discrimination[2]. • Continue to provide access to and promote the SBS Inclusion Program – Appropriate Workplace Behaviour Course[3].
Recognise and understand the diversity of the workforce[4]	• Continue to provide access to and promote the SBS Inclusion Program – Cultural Diversity Course.

[2] ibid
[3] SBS Inclusion Program, available at Inclusion Program
[4] Ibid (n5)

Support and empower people to make a full contribution and fulfil their potential	• Support managers to attract and develop multicultural teams and support the career progression and mobility opportunities for CALD employees[5]. • Uplift manager and leader cultural knowledge by collaborating with other APS departments agencies on learning experiences. • Offer relevant learning and development opportunities as required, including writing skills courses. • Ensure agency communication channels consider accessibility and readability.
Improve recruitment and promotion processes	• Ensure recruitment and promotion processes provide opportunities that are fair and equitable using diversity sensitive practices. • Include a commitment to diversity and inclusion in all recruitment materials, to attract and encourage people with CALD backgrounds to apply.
Support CALD employees in the workplace	• Regular CALD Network meetings are conducted as a work-related activity. • Provide culturally appropriate leave arrangements in line with the Clean Energy Regulator Enterprise Agreement 2024-2027 and the Miscellaneous Leave Policy. • Executive Sponsor leadership and involvement.
Increase awareness	• HR to provide support to the CALD network, through facilitation of initiatives and events for days of significance to the CALD Network. • Awareness raising activities which may include training and events in conjunction with the CALD Network.

Disability

Building an inclusive, diverse workforce benefits everyone – our employees, our agency and our community. As of June 2025, 10% of our staff identify as having a disability, according to APS Census data.

All staff play a vital role in creating and sustaining an accessible workplace where everyone can thrive. The Action Plan supports the Australian Public Service Commission APS Disability Employment Strategy 2020-25, aligns with the National Disability Strategy and reinforces the Australian Government's commitment to the United Nations Convention on the Rights of Persons with Disabilities. Discrimination on the basis of disability is unlawful under Part 2 of the *Disability Discrimination Act 1992*.

Goal	Actions

[5] APS Culturally and Linguistically Diverse Employment Strategy and Action Plan 2024

Attract and recruit more employees with disability[6]	• Review and evaluate agency recruitment practices to ensure alignment with inclusive practices. • Advertise every opportunity under RecruitAbility. • Improve disability confidence of hiring managers and selection panels through disability confidence training. • Include a commitment to diversity and inclusion in all recruitment materials, to attract and encourage people with disability to apply.
Support employees in the workplace	• Regular Disability Network meetings are conducted as a work-related activity that supports employees. • Executive Sponsor leadership and involvement.
Increase awareness	• HR to provide support to network, through facilitation of initiatives and events for days of significance to the Disability Network. • Awareness raising activities which may include training and events in conjunction with the agency's Disability Network.

Age

With a competitive job market increasing, workforce participation for mature age workers is critical to Australia's future prosperity. As of June 2025, 9% of our staff are mature age employees, according to APS Census data.

The following actions focus on removing barriers for mature age employment.

Goal	Actions
Ensure an equitable and inclusive workplace that is free from discrimination, bullying and harassment	• Review internal policies and procedures to ensure effectiveness when addressing discrimination. • Continue to provide access to and promote the SBS Inclusion Program – Generational Diversity Course [7].
Improve attraction and retention processes to ensure generational diversity	• Include a commitment to diversity and inclusion in all recruitment materials, to attract and encourage people of all ages to apply.

**Mature age workers are those over 55*

[6] Australian Public Service Disability Employment Strategy 2020-25.
[7] SBS Inclusion Program, available at Inclusion Program

LGBTQIA+



By exploring lesbian, gay, bisexual, transgender, queer, intersex, asexual and or gender diverse (LGBTQIA+) issues in the work context, a culture evolves that facilitates, embraces and celebrates diversity. As of June 2025 10%, of our staff identify as LGBTIAQ+, according to APS Census data.

A healthy and thriving workplace culture empowers people from minority communities to lead and succeed. The agency is committed to fostering a safe and supportive culture, where LGBTQIA+ employees feel respected, valued and are empowered to bring their whole selves to work.

The below actions focus on removing barriers for the LGBTQIA+ community.

Goal	Actions
Ensure an equitable and inclusive workplace that is free from discrimination, bullying and harassment	• Awareness raising activities which may include training and events in conjunction with the agency's LGBTQIA+ network. • Network events established by the staff network. • Employees have access to the SBS Inclusion Program – LGBTIQ+ Course.
Support LGBTQIA+ employees in the workplace	• Regular LGBTQIA+ Network (P@CER – Pride @ CER) meetings are conducted as a work-related activity that supports LGBTQIA+ employees. • Executive Sponsor leadership and involvement.
Increase awareness	• HR to provide support to network, through facilitation of initiatives and events for days of significance to the LGBTQIA+ (P@CER) Network. • Awareness raising activities which may include training and events in conjunction with the agency's LGBTQIA+ (P@CER) Network.
Provide LGBTQIA+ employees with opportunities at all classification levels	• Employee surveys capture information on employee satisfaction regarding access to effective learning and development opportunities offered by the workplace. • Employee surveys capture information on employee satisfaction with opportunities for career progression that the workplace provides. • Managers and LGBTQIA+ employees are supported by HR with information about career planning and capability and development options with reference to APS frameworks for mapping capability requirements for different roles by classification level. • Include a commitment to diversity and inclusion in all recruitment materials, to attract and encourage LGBTQIA+ people to apply.

Gender Equity



The Sex Discrimination Commissioner works in partnership with a broad range of groups to promote gender equality and counter discrimination, sexual harassment, violence against women and other barriers to gender equality. The agency is committed to aligning our strategies to support the Commissioners work and directions.

We will continue to ensure equal participation of all genders in all areas of our work.

As of June 2025, our workforce is made up of 50% of staff identifying as female, 46% of staff identifying as male and 4% of staff preferring not to say, according to APS Census data.

The Action Plan supports the Australian Public Service Commission Australian Public Service Gender Equality Strategy 2021-26.

Goal	Actions
Improved attraction, recruitment and retention.	• Ensure recruitment practices and methods have no gender bias. • Include a commitment to diversity and inclusion in all recruitment materials, to attract and encourage people with diverse genders to apply. • Ensure gender diversity in selection processes, including gender-balanced selection panels[8].
Create a respectful workplace	• Review reporting processes for bullying, sexual harassment and sexual assault in the workplace. • Support employees experiencing family and domestic violence through the Family and Domestic Violence Policy. • Provide access to the SBS Inclusion Program – Appropriate Workplace Behaviour Course[9]. • Review internal and external communication for gender inclusive language, including agency intranet, policy and guideline documents and recruitment materials. • Ensure continuous access to superannuation resources and actively promote information sessions. • Maintain the role of Workplace Harassment Contact Officers and Mental Health First Aid Officers. • Continue to support the gender equity employee network through the role of Executive Sponsor and celebration of days of significance.

[8] APS Gender Equality Strategy 2021-26
[9] SBS Inclusion Program, available at Inclusion Program

Shift gender stereotypes	• Review Parental Leave Policy, to ensure there is no gender bias. • Encourage the continuous support and development opportunities for women in STEM roles.
Provide flexible working	• Provide gender neutral flexible working arrangements in line with the Clean Energy Regulator Enterprise Agreement 2024-2027 and the Flexible Work Policy[10]. • Equip managers with the tools and capability to lead flexible working teams. • Provide support to managers to engage and apply the Flexible Work Arrangements Policy. • Provide equal learning and development opportunities for employees with flexible working arrangements.
Support employees in the workplace	• Regular Gender Equity Network meetings are conducted as a work-related activity that supports employees. • Executive Sponsor leadership and involvement.
Increase awareness	• HR to provide support to network, through facilitation of initiatives and events for days of significance to the Gender Equity Network. • Awareness raising activities which may include training and events in conjunction with the agency's Gender Equity Network.

First Nations



The agency is committed to ensuring employees have a better understanding of culture, history and traditions of Indigenous Australians. As of June 2025, Aboriginal and Torres Strait Islander persons make up 0% of the agency's cohort, according to APS Census data, rounded to the nearest whole percent. The action plan is aligned with the APSC employment strategy for Indigenous Australians.

The below actions focus on removing barriers for Indigenous Australians in the agency.

Goal	Actions
Leave	• Provide culturally appropriate leave arrangements in line with the Clean Energy Regulator Enterprise Agreement 2024-2027 and the Miscellaneous Leave Policy.

[10] Clean Energy Regulator Enterprise Agreement 2024 - 2027

Learning & development opportunities	• Provide opportunities for Indigenous staff to be mentored by senior managers (EL2 and above). • Internal or external Indigenous mentoring programs – Indigenous APS employees to share their knowledge and experience with less experienced employees.
Attraction and recruitment	• Ensure recruitment tools and methods are not biased and where possible utilise affirmative measures to attract Indigenous applicants at all levels. • Advertise vacancies (general and entry level programs) through a range of media avenues to attract the attention of Indigenous jobseekers (e.g. University, TAFE, career hubs, Koori Mail) and utilising affirmative measures recruitment campaigns where possible. • Work closely with Universities Indigenous career hubs to improve awareness of opportunities as they arise.
Increase awareness	• Cultural Awareness training offered to all staff to occur annually. • Employees have access to the SBS Inclusion Program – First Nations Course (v2.4). • HR to support the First Nations Network through facilitation of initiatives and events for days of significance to the Network. • Promote Reconciliation and NAIDOC week and other days of significance agency wide, to increase awareness. • Continue to adhere to Indigenous Procurement Policy (IPA). • Regular First Nations Network meetings are conducted as a work-related activity that supports employees. • Executive Sponsor leadership and involvement. • Acknowledgement of country to be delivered at all agency events and meetings where deemed appropriate. • Retaining our EAP contract with Certified Supply Nation Provider, the Anna Centre.