



CDPP

Australia's Federal Prosecution Service

Diversity and Inclusion Strategy

2026–29



The Office of the Director of Public Prosecutions (Cth) (CDPP) acknowledges First Nations Australians as the traditional owners and custodians of country throughout Australia and recognises their continuing connection to land, sea, and community. We pay our respects to the people, the cultures, and the elders past and present.

See the [CDPP cultural elements fact sheet](#) for further information on the cultural elements artwork.

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Use of the Coat of Arms

The terms under which the Coat of Arms can be used are detailed on the following website - <https://pmc.gov.au/cca>.

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Director's foreword

I am pleased to present my Office's Diversity and Inclusion Strategy (the **Strategy**) 2026–29.

As Australia's independent federal prosecution agency, the Office of the Director of Public Prosecutions (Cth) (**CDPP**) plays a critical role in upholding the rule of law and maintaining public confidence in the justice system. To fulfil this role effectively, it is essential that our workforce reflects the diversity of the community we serve and is equipped with the capability, awareness and professional judgement required to engage with that community fairly, respectfully and without bias. Retaining our ongoing focus on **visibility, capability and inclusion**, the Strategy provides a clear basis for continued progress. It recognises the Office's continued efforts in embedding diversity and inclusion and represents a significant step forward in our approach. It builds on the foundations established through previous strategies and provides a clear and structured framework to guide our efforts over the next three years.

Diversity and inclusion are integral to the effective delivery of our work. A diverse and inclusive workforce supports high-quality, impartial decision-making, strengthens engagement with victims, witnesses and stakeholders, and enhances our ability to deliver a prosecution service that both reflects and is responsive to the needs of the Australian community. We publish statistics about our workforce quarterly in the Who we are placemat available at cdpp.gov.au/about-us.

The Strategy sets out a series of targeted priorities to strengthen relevant practices across the CDPP. These include developing a Reconciliation Action Plan (**RAP**), enhancing the capability of our workforce and leaders, growing our Diversity and Inclusion Network (the **Network**), providing greater access to learning tools and resources, and ensuring our policies, systems and processes support inclusive outcomes.

Achieving this will require coordinated and ongoing effort by all staff. Senior Leadership plays an important role in driving this work: through visible engagement, accountability and a strong focus on embedding inclusive behaviours and practices, we hope together to further develop the CDPP's progress against the Strategy.

I look forward to working together to implement the Strategy and to strengthening diversity and inclusion at the CDPP.

Raelene Sharp KC

Director of Public Prosecutions

Our commitment

Through the Strategy, the CDPP reaffirms its commitment to delivering fair, ethical, high-quality and independent prosecution services on behalf of the Australian community. Central to this is fostering a culturally competent, diverse and inclusive workforce, and building respectful, collaborative relationships with our partner agencies, witnesses and victims of crime.

We are committed to attracting, developing and retaining a diverse workforce, including through the continued development of meaningful career pathways and targeted initiatives that support capability and progression. We will maintain a safe and respectful workplace that is free from harassment, values individual differences, and harnesses the strengths that diversity brings to the Office.

Diversity and inclusion (**D&I**) is embedded in how we operate. It underpins sound professional judgement, reinforces integrity, and strengthens our ability to respond to the needs of the community. We will continue to address systemic barriers, including unconscious bias, and embed inclusive practices in our culture, systems and decision-making.

Senior leaders and managers will set clear expectations, model respectful behaviours, and foster positive team environments, with all staff contributing to a workplace culture that reflects the CDPP's values and supports D&I.

The Strategy is aligned to the [CDPP Corporate Plan 2025–29](#) and supports the delivery of the following strategic priorities:

Our Prosecution Practice – the individuality and diversity of our workforce is paramount to our success. Diversity of thought fosters innovation, collaboration, and delivers new perspectives to ensure the provision of a high-quality prosecution services to support the justice system in protecting the community.



Our Partners – inclusivity allows us to work collaboratively and openly with our colleagues, including those at partner agencies, sharing insights and experiences to ensure we have robust and mature partnerships that strengthens our shared impact and effectiveness.



Our People – the diversity of our people is celebrated and embraced, ensuring the unique qualities are valued, fostering an environment of inclusion, and belonging. Providing a highly skilled and adaptable legal practice, ensuring all staff contribute to the delivery of our strategic priorities.



Our principles

This strategy is underpinned by 3 key principles:



Visibility: The CDPP's commitment to a diverse and inclusive culture is actively and visibly promoted.



Capability: The CDPP workforce is equipped with the knowledge and capability needed to embrace and continue to embed workplace inclusion.



Inclusion: The CDPP drives a consistent, supportive, and respectful approach to inclusion and seeks to create career pathways for diverse talent.

Diversity and inclusion at the CDPP

The CDPP recognises that diversity comprises many forms, including cultural and linguistic background, gender, disability, sexual orientation, age, neurodiversity, caring responsibilities and lived experience. Inclusion focuses on creating an environment where all people feel respected, valued and able to contribute.

The CDPP has established a range of initiatives and practices that support D&I within the workplace. This work continues to evolve, reflecting a maturing and more coordinated approach across the Offices.

Our overarching approach to D&I is focused on:

- Uplifting workforce capability and awareness of D&I;
- Effectively utilising data such as workforce profile data, external counsel data and the APS Census to track progress;
- Ensuring consistent application of inclusive practices across teams and business areas;
- Attraction and retention of a diverse workforce;
- Creating equitable access to opportunities across the Office; and
- Fostering a stronger sense of belonging for all staff.

Our people contribute a broad range of experiences, perspectives and capabilities that shapes how the CDPP delivers its work and engages with the community.

The CDPP's diversity profile (page 5) informs the identification of priorities and future areas of focus. The D&I program is supported by a structured framework (page 7), which guides implementation and supports a more consistent, enterprise-wide approach.

The CDPP's D&I Network

The Network is a central mechanism for advancing D&I across the Office. It provides a structured, national approach to engaging staff, promoting awareness, and supporting the delivery of the CDPP's D&I priorities.

The Network is a representative, employee-led working group and is championed at the senior executive level by a D&I Champion and Deputy D&I Champions, who provide visible leadership, advocacy and strategic direction for D&I across the CDPP.

Deputy D&I Champions represent key diversity groups, including:

- Aboriginal and Torres Strait Islander peoples;
- Culturally and linguistically diverse (**CALD**) communities;
- People with disability;
- Neurodiverse people;
- LGBTQIA+ people; and
- Women.

**69% of the CDPP workforce
feel the CDPP D&I Network
supports their awareness of D&I
(up from 41% in 2024)**

2025 Census

Through its activities, the Network plays a key role in strengthening capability, fostering engagement, and supporting a consistent and inclusive workplace culture. Members promote awareness of D&I within their local areas, contribute to education and engagement initiatives, and support the delivery of key activities, including days of significance and national programs.

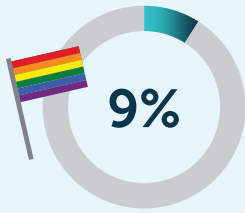
The Network supports the implementation of the D&I Strategy and contributes to identifying emerging priorities and opportunities for improvement, helping to ensure that D&I initiatives remain relevant, practical and responsive. It also plays an important role in connecting staff perspectives with decisions that affect the way we work.

**71% of staff agree that the CDPP
is taking action to promote
an inclusive workplace
(up from 57% in 2024)**

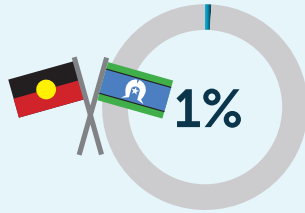
2025 Census

Our diversity profile

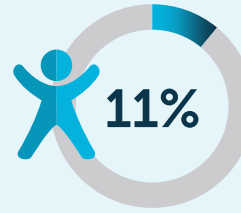
Diversity statistics¹



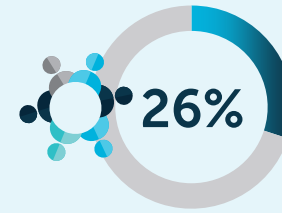
of respondents identified as LGBTIQA+



of employees identify as Aboriginal and Torres Strait Islander

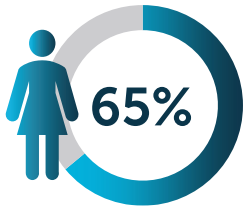


of employees identified as having a disability

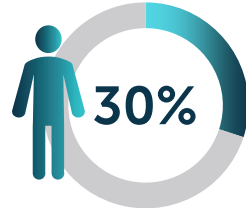


of employees identify as culturally and linguistically diverse

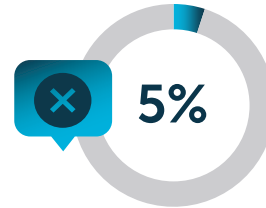
Gender statistics¹



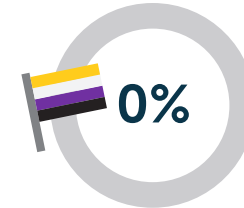
Gender - female



Gender - male

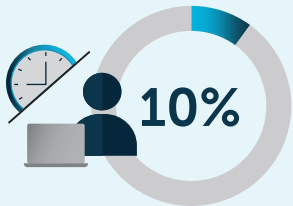


Gender - prefer not to say

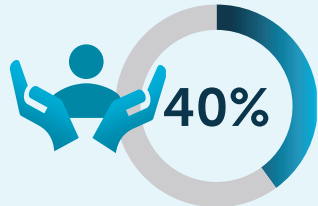


Gender - Non-binary and use of a different term

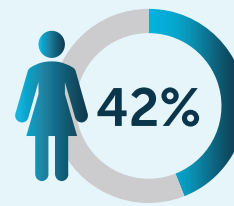
Workforce profile



Part-time²

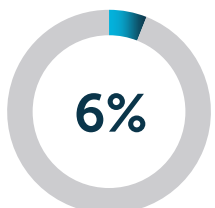


Carers¹

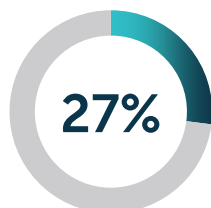


Women in senior leadership roles²

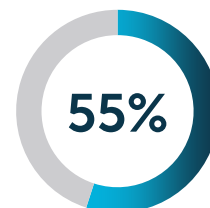
Generational statistics²



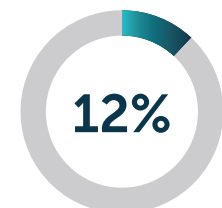
Baby Boomers (1946 – 1964)



Gen X (1965 – 1980)



Gen Y (Millennials) (1981 – 1996)



Gen Z (1997 – 2012)

¹ Data from Census 2025

² Data from Aurion as at 30 June 2025

Our D&I foundations

The CDPP's D&I program comprises a range of foundational initiatives, structures and practices that support the D&I Strategy. These include:

Leadership and governance

- D&I Network with representation across all practice groups and corporate areas.
- D&I Champion and Deputy Champions representing key diversity groups.

Workforce and inclusion practices

- Targets for the engagement of external counsel to support diversity.
- The CDPP style guide affirming the use of inclusive language.
- Alignment of internal policies, procedures and guidance materials with D&I principles and obligations.

Capability and awareness

- Structured learning and awareness programs for new and existing staff.
- Recognition of annual days and weeks of significance.

Engagement and partnerships

- Annual D&I staff survey and ongoing staff consultation.
- Partnerships with external organisations, including with the Diversity Council of Australia and Australian Disability Network.

National commitments

- Activities supporting the Closing the Gap National Agreement.
- *One Community* CDPP cultural elements and use of Acknowledgement of Country.

Progress is monitored and reported to the Executive Committee (**ExCo**) on the implementation of the Strategy, including evaluation of the effectiveness of initiatives and actions. Together, these elements provide a strong foundation for the continued development and maturity of D&I.

Our framework for success

The CDPP's D&I framework establishes a clear governance and delivery model to support implementation of the Strategy and achievement of its objectives. It aligns with the CDPP Corporate Plan and integrates D&I into CDPP planning, decision-making and operations. Responsibility for delivery is embedded across the Office, with defined roles supporting coordination, implementation and oversight.

The Enabling Services Group drives implementation of the Strategy, including the development of initiatives, provision of guidance, communication and support to managers and staff to embed inclusive practices.

The D&I Network, supported by the Diversity Champion and Deputy Champions, provides a structured mechanism for consultation, engagement and input into priorities and initiatives. The Network works in partnership with the People Branch to support implementation and promote awareness across the Office.

Leaders are responsible for applying inclusive practices within their teams and supporting participation in D&I initiatives. **Senior executives** provide oversight and ensure alignment with CDPP priorities.

Progress is monitored and reported to ensure accountability and continuous improvement. This includes:

- reporting on workforce diversity data and trends
- evaluating the effectiveness of initiatives
- identifying emerging risks, gaps and opportunities.

The Executive Committee provides oversight of the Strategy, including monitoring progress and ensuring alignment with broader CDPP priorities.

Together, these elements provide a structured and accountable framework to support sustained progress in D&I at the CDPP.



Our strategic priorities

Visibility

Objective	Strategic Priority	Accountability	Timeframe	What success looks like
The CDPP's commitment to D&I is actively and visibly promoted.	Deliver a coordinated program of identified days/ weeks of significance.	Diversity Champion Deputy Diversity Champions D&I Network	Annually	<ul style="list-style-type: none"> Events and activities deliver messaging aligned to the CDPP's D&I objectives, with content that is targeted, meaningful and focused on building staff awareness. Strong and sustained staff participation, evidenced by consistent attendance and positive feedback via post-event evaluation surveys (where applicable).
	Promote D&I awareness, understanding and inclusion through regular, targeted communication, supporting D&I objectives.	People Branch	Ongoing	<ul style="list-style-type: none"> D&I related content is regularly published on the CDPP's intranet, with a focus on promoting a culture of inclusion, education and awareness. Communication effectiveness and engagement is measured and assessed through the annual CDPP D&I survey results. Communication regularly incorporates and embeds the CDPP's cultural elements (where appropriate). Individual communication plans are developed and implemented for all days/weeks of significance, with defined messaging, target audience and delivery approach.
	Strengthen the visibility, representation and impact of the D&I Champion and Deputy Champions to actively support and drive D&I.	Diversity Champion Deputy Diversity Champions D&I Network	Ongoing	<ul style="list-style-type: none"> The D&I Champion and Deputy Champion roles are coveted positions and represent a range of diversity groups. The D&I Champion and Deputy Champions engage with relevant external D&I forums and network to build relationships, promote the work of the Office, and leverage insights to inform and enhance D&I practices.
	Meet Workplace Gender Equality Agency (WGEA) obligations under the Workplace Gender Equality Act 2012 , using outcomes to inform gender equality priorities across the CDPP.	People Branch	Ongoing	<ul style="list-style-type: none"> Outcomes from WGEA analysis inform targeted D&I actions, priorities and initiatives across the CDPP (where applicable). Gender equality targets are established in line with WGEA requirements (where applicable), with progress monitored and outcomes informing ongoing D&I priorities and actions.



Capability

Objective	Strategic Priority	Accountability	Timeframe	What success looks like
The CDPP workforce is equipped with the knowledge and skills required to embrace and continue to embed workplace inclusion across the Office.	Equip the workforce with the knowledge, skills and understanding required to effectively support and promote D&I.	People Branch D&I Network	Ongoing	<ul style="list-style-type: none"> A program of learning opportunities is established and endorsed by the Network. Best practice D&I learning is delivered to all new staff and embedded through the refreshed CDPP induction program. Recruitment panels demonstrate confidence and capability to undertake fair and bias-free recruitment, supported by the introduction of unconscious bias awareness learning. Managers demonstrate confidence and effectiveness in leading and managing a diverse workforce, supported by the introduction of disability confident manager learning. D&I learning is delivered through Executive Leadership forums, supporting capacity uplift and leadership engagement. Increased workforce knowledge and understanding of D&I matters, measured through the CDPP APS Census and annual D&I survey results.
	Support targeted D&I development programs which build capability and support career pathways across the workforce, including staff from diverse backgrounds.	People Branch	Ongoing	<ul style="list-style-type: none"> Growth in the CDPP's diversity entry-level pathway program offerings. Increased staff engagement with external D&I-related development programs and events. Continued CDPP participation in the Women in Law Enforcement Strategy Program.
	Demonstrate senior leadership commitment to leading and modelling D&I across the CDPP.	People Branch D&I Champion	Ongoing	<ul style="list-style-type: none"> Senior leaders actively and regularly promote inclusion within their teams, reflected in improved staff perceptions of inclusion (APS Census results). Senior leaders visibly support, contribute to and participate in D&I-related initiatives, events and learning.



Inclusion

Objective	Strategic Priority	Accountability	Timeframe	What success looks like
<p>The CDPP drives a consistent, supportive, and respectful approach to inclusion and seeks to create career pathways for diverse talent.</p>	<p>Develop a Reconciliation Action Plan (RAP) to embed reconciliation across the CDPP and drive practical actions which strengthen relationships and outcomes for Aboriginal and Torres Strait Islander peoples.</p>	<p>People Branch</p>	<p>Short-term (6-12 months)</p>	<ul style="list-style-type: none"> • A CDPP RAP is developed in alignment with the Reconciliation Australia RAP Program, Commonwealth Priority Reforms Roadmap and to deliver on the National Agreement on Closing the Gap. • A CDPP RAP is endorsed in accordance with the Reconciliation Australia framework and approval processes. • The CDPP RAP includes defined actions, deliverables, and accountability mechanisms to support implementation. • Consultation and engagement with Aboriginal and Torres Strait Islander stakeholders.
	<p>Develop and promote the CDPP's commitment to CALD inclusion, aligned with the APSC Culturally and Linguistically Diverse Action Plan 2025–2028.</p>	<p>People Branch</p>	<p>Medium-term (12-24 months)</p>	<ul style="list-style-type: none"> • A CDPP CALD commitment statement is developed, endorsed and published on the intranet and external website. • The CDPP CALD commitment statement is aligned to the CDPP's strategic priorities and targeted to support the CDPP workforce and community we serve.
	<p>Establish a CDPP D&I policy to define expectations for inclusive behaviours, provide practical guidance, and embed consistent, inclusive decision-making and workplace practices across the Office.</p>	<p>People Branch Diversity Champion D&I Network</p>	<p>Short-term (6-12 months)</p>	<ul style="list-style-type: none"> • A CDPP D&I policy is developed in consultation with the Network, endorsed and published, and is accessible to all staff. • The CDPP D&I policy provides clear guidance on inclusive behaviours and practices and aligns with relevant legislation, APS framework and CDPP priorities. • Increased staff awareness and understanding of inclusive behaviours is observed, with evidence of application in decision-making and workplace practices by staff and managers.
	<p>Undertake a structured review of D&I practices and obligations across the CDPP to strengthen governance, ensure compliance, and optimise the provision of D&I support services in the CDPPs core functions.</p>	<p>People Branch</p>	<p>Long-term (24+ months)</p>	<ul style="list-style-type: none"> • A comprehensive scan on current D&I practices and obligations across the CDPP is completed, identifying gaps and opportunities. • Compliance with D&I-related obligations (including legislation, APSC directions and Australian standards) is demonstrated across core functions. • A framework is established to monitor and track D&I practices and compliance across the Office. • Increased awareness and use of D&I support services is evidenced in the delivery of core functions.

Accountability, reporting, and evaluation

Senior leaders are accountable for demonstrating visible leadership and oversight of D&I across the CDPP. All staff contribute to fostering a respectful and inclusive workplace through their behaviours, collaboration and engagement.

The Strategy aligns with the CDPP Corporate Plan 2025–29 and is supported by established reporting and evaluation mechanisms to monitor progress and inform continuous improvement.

The Strategy is delivered through a set of strategic priorities, supported by defined success indicators that provide a practical basis for assessing implementation.

Performance in implementing the strategic priorities will be reported to the Executive Committee biannually, providing oversight of delivery and enabling timely identification of risks, gaps and opportunities. Reporting will be underpinned by metrics that assess the impact of implementing the strategic priorities.

In addition, to inform broader insights and continuous improvement of workforce experience and inclusion outcomes, the CDPP will continue to monitor and analyse workforce and other CDPP data, including:

- diversity representation, recruitment and retention trends;
- internal survey results and APS Census data; and
- external counsel data.

The CDPP will also assess progress against external benchmarks, including by:

- participating in programs through the Diversity Council of Australia and the Australian Disability Network.
- analysing data from the APS Census, WGEA, Access and Inclusion Index (Australian Disability Network), Australian Workplace Equality Index (Pride in Diversity), and the Inclusive Employers Index (Diversity Council of Australia) to identify trends and inform action.

Together, these mechanisms support a consistent, evidence-based approach to strengthening D&I outcomes across the CDPP.