

Annual Report

2024-2025



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Acknowledgement of Country

The Australian Human Rights Commission acknowledges the Traditional Custodians of Country throughout Australia, and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders – past and present.

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Aboriginal and Torres Strait Islander people are advised that this document may contain images of persons who have passed away.

Annual Report 2024–2025

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15 September 2025

The Hon Michelle Rowland MP
Attorney-General
Parliament House
CANBERRA ACT 2600

Dear Attorney-General

Letter of Accountable Authority

It is my pleasure to present the Annual Report of the Australian Human Rights Commission for the period ending 30 June 2025. The report has been prepared in accordance with section 45 of the *Australian Human Rights Commission Act 1986* (Cth) and section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth).

As the Accountable Authority for the Commission, I am responsible for preparing and giving this report to you. I can confirm that our performance in 2024–25 is accurately described in the report, is consistent with the Commission’s responsibility and duties, and has contributed towards achieving our purpose.

The Annual Report was prepared under my authority and approved by signing of a memorandum.

A handwritten signature in black ink, appearing to read "Hugh de Kretser".

Hugh de Kretser
President

1. President's message: The year in review

Human rights are standards that governments have agreed to meet so that everyone can live a safe, free and dignified life. Human rights belong equally to all of us, no matter who we are or where we are. They are the key to living well. Human rights are about being treated fairly, treating others fairly and being able to choose how we live our lives together in our communities and society.

Human rights reflect values like equality, freedom, respect, dignity, kindness, thinking of others and looking out for each other. Human rights are Australian values.

Since 1986, the Australian Human Rights Commission (the Commission) has been protecting the human rights of all people in Australia. Our vision is an Australian society where human rights are respected, protected and promoted and every person is free and equal in dignity and rights.

Human rights challenges remain acute

The past year has seen continued human rights challenges for many Australians. Increases in the cost of living, while thankfully abating, have made it harder for many people to access housing, healthcare, education and energy. Wealth and income inequality are rising. The human rights divide between people in the cities and rural areas continues, particularly in relation to education, health and jobs.

Racism continues to cause harm and fracture our society. Jewish, Israeli, Palestinian, Muslim and Arab communities in Australia continue to experience racism connected to the ongoing violence in Gaza and beyond. For First Peoples communities, racism is a far too familiar experience.

The implementation of the Uluru Statement's call for Voice, Treaty and Truth has stalled at the national level following the failed 2023 Voice referendum. Progress is happening in some jurisdictions, particularly Victoria and South Australia, while Queensland abolished its truth and treaty process.



Hugh de Kretser
President

Australian governments are imprisoning First Peoples and removing their children into child protection systems at worsening rates. States and territories are increasingly pursuing harsh, counterproductive criminal justice policies that breach human rights standards. Only 4 of the 19 Closing the Gap targets are on track and there has been limited progress on raising the age of criminal responsibility. Most jurisdictions, including at the federal level, allow children as young as 10 to be arrested, prosecuted and locked up.

A more proactive, preventative approach to protecting rights

Against this backdrop, the Commission continues to outline reforms to better protect people's rights in Australia. This starts with a Human Rights Act. A Human Rights Act would protect people's rights in law, improve understanding of rights and give people the power to take action if their rights are breached. There is strong community support for reform. The Australian Parliament's own human rights committee has recommended adopting a Human Rights Act. It's a long overdue missing part of the democratic foundations of this country.

Building a culture of respecting human rights means strengthening everyone's understanding of their rights and responsibilities. We need to address poor public knowledge around civics and our democracy. Education standards in this area have been neglected and activities are inadequately resourced and sustained. We need a national action plan for human rights education. This would promote understanding of rights in schools, workplaces, communities and government and strengthen shared Australian values of fairness, equality and respect for each other.

Our discrimination laws are ageing, inconsistent, and place too much burden on individual people complaining to change unfair systems. They need to be modernised and improved with a stronger focus on prevention. The Australian Government's response to the Disability Royal Commission provides a pathway to reform our national disability discrimination laws and to make all our discrimination laws more effective and consistent.

The Commission's National Anti-Racism Framework provides a roadmap for addressing the scourge of racism in this country. We need to tackle racism in a systemic, national way. Our landmark Racism@University study is underway and will report on the prevalence of racism on campuses and deliver practical recommendations on how to respond.

Our *'Help way earlier!'* report, launched in August, calls for evidence-based and effective policies to improve children's wellbeing and community safety through improved youth justice systems. Commissioner Katie Kiss completed her national Informing the Agenda consultations to inform her upcoming Social Justice Report. The report will outline a fresh agenda for making the rights of First Peoples a reality in this country. Our report on COVID-19 calls for human rights to be placed at the centre of responses to emergencies and disasters. Our work on ageing is strengthening systems to address elder abuse and tackling the prejudice that sees older people excluded from workplaces and poorly treated in healthcare.

Our work on technology and human rights is at the forefront of policy debates. While technology is reshaping our society, advances continue to outpace regulation. Proactive regulation is needed to reap the benefits of new technology such as AI and neurotech while avoiding the harms.

Our partnerships with the Australian Defence Force, the Australian Federal Police and Australian Border Force are building their internal human rights capability and culture. At the international level, we continue to strengthen the human rights capacity of regional neighbours through ASEAN and in partnership with Vietnam and Laos as well as in the Pacific.

Ensuring people can access justice when they are discriminated against

The heart of the Commission's work has always been our access to justice services. We currently receive around 14,000 enquiries and close to 3,000 complaints of discrimination and human rights breaches each year. We provide free and accessible conciliation services to help resolve these complaints. The vast majority do not proceed into the federal court system.

During the year, we welcomed the findings of the Australian National Audit Office's audit of our complaint handling and agreed to their recommendations. We currently receive around 30% more complaints each year than we did prior to the pandemic. This has led to increases in the timeframes for resolving complaints. While we are making small inroads into the complaint backlog and reducing timeframes, funding is a major barrier to addressing this.

The positive duty to eliminate sexual harassment and other conduct

This year was the first full year of the Commission's new role as a regulator of the positive duty to eliminate sexual harassment, sex discrimination and other unlawful conduct in workplaces. Alongside our compliance tools and training, we launched 4 formal inquiries and engaged with 35 other employers in a voluntary capacity. We are currently focussing on the higher risk retail and hospitality sectors.

Turning 40

The Commission turns 40 next year. It will be a good opportunity to reflect on the impact of our work and celebrate nationally significant initiatives like our Bringing Them Home and Respect@Work reports. It will be a chance to recognise the positive social change brought about by our national anti-discrimination laws.

Thank you to our dedicated Commissioners and staff and to the many community, government and business partners who worked with us to advance human rights in this country over the year. Our lives are better, and our communities are stronger, safer, healthier and more prosperous when human rights are respected, promoted and protected.



Hugh de Kretser
President

2. The Commission

2.1 Our vision and purpose

The Commission is an independent statutory organisation, exercising functions under Australia's 4 federal discrimination laws. The Commission also has specific responsibilities under the *Native Title Act 1993* (Cth) and the *Fair Work Act 2009* (Cth).

Our vision is an Australian society in which human rights are respected, promoted and protected. Where every person is free and equal in dignity and rights. Where the Commission is connected to Australian communities and is a valued national institution having a positive impact on the human rights priorities facing Australia.

Our purpose is to promote and protect the human rights of everyone in Australia.

We are accredited internationally as an 'A' status national human rights institution (NHRI) by the Global Alliance of NHRIs (GANHRI). To achieve 'A' status, NHRIs must be established and operate in compliance with the United Nations Principles Relating to the Status of National Institutions for the Promotion and Protection of Human Rights – commonly known as the Paris Principles. The Paris Principles require us to have a broad mandate and functions, remain independent from government, have adequate power and resources, and work cooperatively in Australia and internationally.

An Australian society in which human rights are respected, protected and promoted through independent investigation and resolution of complaints, exercise of regulatory functions, contributions to law and policy reforms, research, education, partnerships, and monitoring and reporting on human rights.

AHRC Outcome Statement, Portfolio Budget Statement 2024-25



3. Our legislation and functions

3.1 Legislation

We are a body corporate established by the *Australian Human Rights Commission Act 1986* (Cth) (AHRC Act) and a Corporate Commonwealth Entity under the *Public Governance, Performance and Accountability Act 2013* (Cth).

It is our duty under the AHRC Act to ensure that we perform our statutory functions efficiently and with the greatest possible benefit to the people of Australia with regard for the indivisibility and universality of human rights.

3.2 Functions

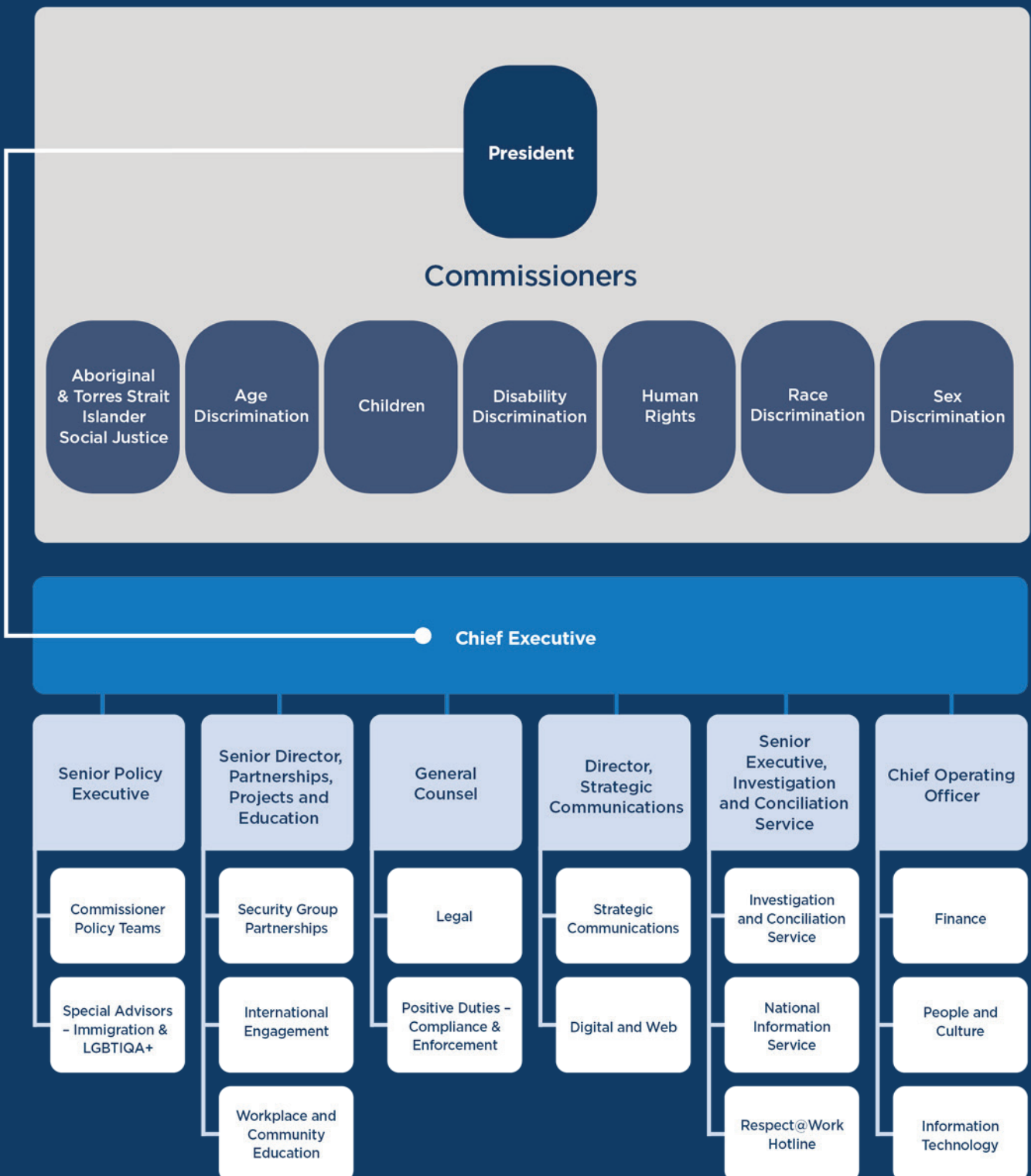
The Commission's key functions include:

- **Access to justice:** We help people to resolve complaints of discrimination and human rights breaches through our [investigation and conciliation services](#).
- **Fairer laws, policies and practices:** We review existing and proposed laws, policies and practices, and provide expert advice on how they can better protect people's human rights. We help organisations to protect human rights in their work. We publish reports on human rights problems and how to fix them.
- **Education and understanding:** We strengthen understanding, acceptance and public discussion of human rights. We deliver workplace and community human rights [education and training](#).
- **Compliance:** We are the regulator for positive duty laws requiring employers and others to proactively address sexual harassment, sex discrimination and other related unlawful conduct.

The Commission has published a [Statement of Intent](#) that outlines how we will deliver on the [Minister's expectations](#) regarding our statutory responsibilities for the positive duty to proactively address sexual harassment, sex discrimination and other related unlawful conduct. We have also published a [Compliance and Enforcement Policy](#) outlining how we will perform our positive duty functions.

4. Our structure and governance

4.1 Organisational structure 2024-2025



4.2 President, Commissioners and Chief Executive over the 2024-25 period



Hugh de Kretser
President
30 July 2025
onwards



**Emeritus Professor
Rosalind Croucher**
AM FAAL
President
1-29 July 2025



Katie Kiss
Aboriginal and Torres
Strait Islander Social
Justice Commissioner



Robert Fitzgerald AM
Age Discrimination
Commissioner



Anne Hollonds
National Children's
Commissioner



Rosemary Kayess
Disability Discrimination
Commissioner



Dr Lorraine Finlay
Human Rights
Commissioner



Giridharan Sivaraman
Race Discrimination
Commissioner



Dr Anna Cody
Sex Discrimination
Commissioner



Leanne Smith
Chief Executive

4.3 Location and national reach

The Commission conducts its activities nationally, including by maintaining a National Information Service, and conducting consultations, meetings and events across Australia. Our office is in Sydney. Like other Australian government agencies, we have a growing number of staff working remotely from locations across the country.

4.4 Responsible minister

In this period the Hon Mark Dreyfus KC MP was the Attorney-General responsible for the Commission to 12 May 2025. The Hon Michelle Rowland MP was appointed Attorney-General on 13 May 2025. The Attorney-General has various powers under the *Australian Human Rights Commission Act 1986* (Cth).

4.5 Governance

The Commission operates under *the Australian Human Rights Commission Act 1986* (Cth), the *Public Service Act 1999* (Cth) and the *Public Governance, Performance and Accountability Act 2013* (Cth). The implementation of these responsibilities is described in our Governance Framework which we updated in June 2025.

The President and Commissioners form the Commission. The Commission holds quarterly Commission meetings where the President, Commissioners and senior executives review progress against strategic and annual work plans and discuss strategic issues.

The Commission has 4 Governance Committees chaired by Commissioners with staff representation. They report to the quarterly Commission meetings. The committees are:

- Budget
- Partnership and Projects
- Organisational Development and Culture
- Strategic Issues and Engagement.

Our management culture promotes an open and proactive approach to managing risk. We achieve this through our governance, risk and compliance mechanisms, such as our external Audit and Risk Committee and our Governance Committees. Our risk management framework provides a mechanism for proactively identifying and mitigating risks across the organisation, and for monitoring our operating environment. The Commission obtains appropriate ethics approval for all relevant major activities.

4.6 Audit and Risk Committee

Under the *Public Governance, Performance and Accountability Rule 2014* (Cth) (PGPA rule) requirement (section 17(2)(b)), our Audit and Risk Committee has assessed the performance statement contained in this report, reviewing the completeness and appropriateness of the information, systems and framework, and performance reporting.

Under the PGPA Rule requirement (section 17BE), the following information is provided:

(a) Electronic address of the Audit and Risk Committee Charter:

https://humanrights.gov.au/sites/default/files/ahrc_audit_and_risk_committee_charter.pdf

(b) Audit and Risk Committee members in 2024–2025:

- Linda Waugh (Chair)
- Navaka Arachchige
- Clare Bower

(c) Qualifications, knowledge and experience of committee members:

Linda Waugh is the Chair of the Audit and Risk Committee. She is the Integrity Commissioner for the Queensland Government. Ms Waugh has over 20 years' experience working in public sector integrity and oversight bodies in both the federal and state governments. She has a breadth of experience across complaints and investigations,

risk and governance, policy reform and education, systems reviews, and auditing and legislative reviews. Ms Waugh holds a Bachelor of Arts, a Post Graduate Diploma of Psychology and a Master of Business Administration.

Navaka Arachchige is a member of the Committee. He has over 15 years of public sector experience in finance and corporate services including governance, audit, risk and procurement. Mr Arachchige holds membership of the Association of Certified Chartered Accountants UK and the Chartered Institute of Management Accountants UK. He also holds a Master of Commerce specialising in management information systems from the University of NSW.

Clare Bower is an experienced governance, risk and audit professional with more than 20 years' experience advising and serving Australian and global organisations, including federal and NSW public sector departments, major ASX listed companies, and the not-for-profit sector. Her most recent full-time role was as a senior partner at Deloitte Australia. She was the Australian leader of Deloitte's Risk Services Public Sector and Not for Profit Industry Group.

(d) The Audit and Risk Committee held 5 meetings in 2024-2025 on these dates:

- 19 August 2024
- 20 September 2024
- 9 December 2024
- 17 March 2025
- 6 June 2025

(e) Member remuneration 2024-2025:

- Ms Linda Waugh - \$3,300
- Mr Navaka Arachchige - \$2,000
- Ms Clare Bower - \$5,000.

In June 2025 the Commission introduced a new remuneration structure for the Committee members.

5. Annual Performance Statement



As the Accountable Authority for the Australian Human Rights Commission, I present the Commission's 2024–2025 Annual Performance Statement.

The statement has been prepared as required under section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth).

In my opinion, this statement accurately presents the performance of the Commission in the reporting period and complies with section 39(2) of the *Public Governance Performance and Accountability Act 2013* (Cth).

A handwritten signature in black ink, appearing to read "Hugh de Kretser".

Hugh de Kretser

President

15 September 2025

5.1 Introduction to the results

Measuring our impact in the context and nature of our work is important but complex. The ultimate results of our activities are often long-term and incrementally achieved.

The methods we use to report against our performance measures reflect our size and approach to the work that we do.

We map qualitative and quantitative progress indicators to each of our outcomes. They are designed to provide reasonable evidence of contribution to the outcome. They include output, process and outcome measures.

Our progress indicators are supported by data from monitoring and evaluation methods. These include outcome mapping, citation analysis, surveys, case studies and narrative stories of change. While some of these methods measure the direct attributions of our work, others capture our contributions to the outcomes. The outcomes are often best understood when seen in the context of multi-year programs, advocacy and submissions.

5.2 Statement against outcomes

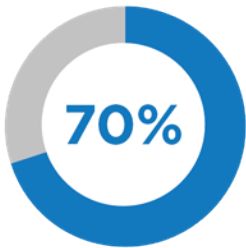
Improving enjoyment of human rights by all, supporting access to justice and remedies for people and communities whose rights are breached

Outcome: 1.1 We deliver a fair and effective investigation and conciliation of complaints service.

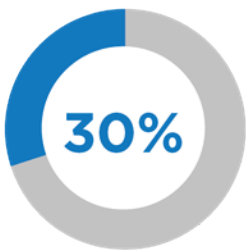
Indicators:

- 85% of complaints are finalised in under 12 months
- 40% of complaints are resolved by conciliation
- 85% of parties to complaints are satisfied with the service they receive
- instances where the terms on which investigations and conciliation disputes are resolved include systemic outcomes that accord with the objective of the law
- instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.

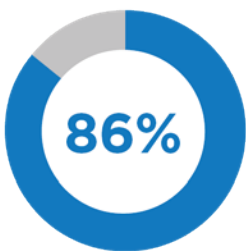
Actuals



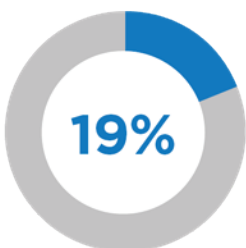
of complaints were finalised in under 12 months



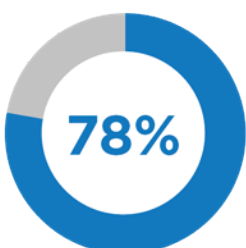
of complaints were resolved by conciliation



of parties to complaints were satisfied with the service they received



of conciliation outcomes were resolved including systemic outcomes that accord with the objective of the law



of survey participants responded that participation in the conciliation process results in increased understanding of rights and responsibilities in the law

Analysis of performance (complaints):

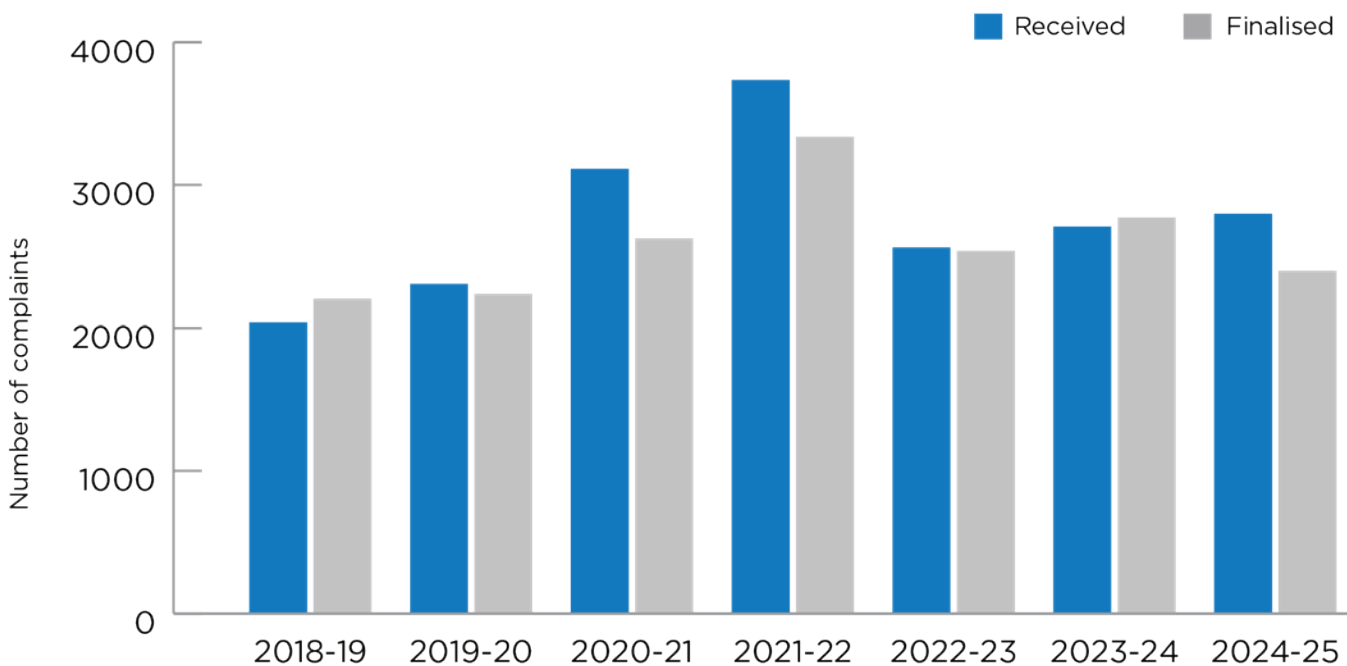
The Commission received 2,797 complaints and finalised 2,399 complaints during 2024-2025. Of the complaints finalised during this period, only one of our performance indicators was achieved, with 86% of parties to complaints reporting they were satisfied with the service they received.

The percentage of complaints finalised within 12 months is at a record low of 70%. This is predominantly due to ongoing high demand. Complaint numbers rose sharply during COVID-19 and then dropped back to a new normal which is around 30% higher than pre-COVID-19 levels. We currently have a backlog of complaints waiting to be allocated to a case officer. This means several months may pass before some complaints are actioned.

The Commission is taking proactive steps to address these issues. We are increasing staffing to address the ongoing increased demand. We operate a triage system to ensure that priority complaints, where there is risk of imminent adverse action, are allocated promptly. We are also piloting a program to explore alternative processes to manage complaints.

In February 2025, the Australian National Audit Office published their [performance audit report](#) on our complaint handling function. We agreed or agreed in principle to all 5 recommendations and are implementing them. (see section 7.7 for more information).

Complaints received



Year	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Received	2,037	2,307	3,113	3,736	2,562	2,708	2,797
Finalised	2,202	2,237	2,624	3,338	2,538	2,771	2,399

In 2024-2025 we received 144 racial hatred complaints (13% higher than the 5 year average) including a number of high profile complaints related to the domestic impacts of violence in the Middle East. More complaints were received under the Sex Discrimination Act (626) than in any previous reporting year. This is likely a result of amendments to the Sex Discrimination Act in 2021 and 2022 which expanded the protections for people experiencing workplace harassment and discrimination.

However, complaints under the Disability Discrimination Act continue to be the most common with over 1,300 complaints received in 2024-2025. An increasing number of people identify as having psychosocial (431) and neurological (374) disabilities.

The Commission continues to provide flexibility in our complaint processes so that they are safe

and accessible for people. We take statements for people who cannot put their claim in writing, engage with support workers and advocates and provide tailored communication, allowing additional time to process information. These activities, which increase access to justice, also adversely impact complaint handling timeframes.

Complaint handling delays have coincided with a lower percentage of complaints resolved through conciliation. In 2024-2025, 30% of complaints were successfully conciliated, a drop from 33% recorded in 2023-2024.

The finalisation of legacy COVID-19 complaints continues to contribute to the lower conciliation rate. In 2024-2025 the Commission finalised 281 COVID-19 related complaints of which only 2% were resolved

through conciliation. This is largely due to complaint subject matter (actions of governments) and very entrenched complaint party views. We experienced a significant drop in the number of COVID-19 related complaints in the second half of 2024-25 indicating this trend is likely to abate.

The *Australian Human Rights Commission Amendment (Costs Protection) Act 2024* came into effect in October 2024. Under the previous cost rules, people who could not resolve their complaint at conciliation and chose to take the complaint to court, faced a significant costs bill if they lost their case as the court would normally order that they pay the winning party's legal costs as well as their own. This was a significant barrier for ordinary people bringing federal discrimination law cases to court. The new cost provisions remove this barrier and are much more favourable for people bringing complaints. The Commission is closely monitoring the impact of the changes including in relation to engagement with the conciliation process.

The Commission continues to receive positive unsolicited feedback from people saying that participating in a trauma-informed dispute resolution process increases awareness and understanding through respectful dialogue. For example, this feedback from a family who made a complaint about their son's experience of disability discrimination in school:

'Even if our conciliation is not ultimately successful our family has been immeasurably blessed by the experience. The message that [our son] heard - that his existence is valuable and his opinions matter was an important and formative growth moment for him. We look forward to seeing a bright future in which he is willing to advocate for himself, and if nothing else is to be gained from the experience that alone has made the experience worthwhile. Thank you.'

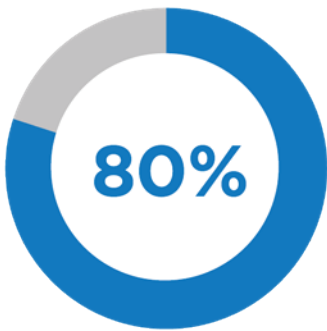
Survey satisfaction

When we finalise a complaint, we send a voluntary survey to the parties seeking feedback on our service. The survey is sent to all parties, except where a matter has been withdrawn or discontinued before a respondent is notified, or in circumstances where further contact with the Commission may cause distress to the relevant parties or staff.

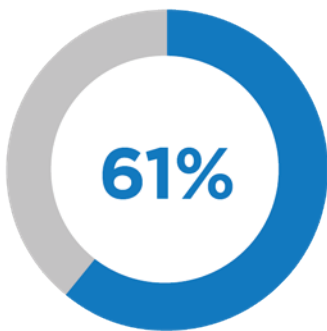
In 2024-2025 we improved our internal controls for the participant satisfaction survey. We sent 1,263 surveys and received 308 responses (24% response rate). The responses were very evenly matched between complainants (155) and respondents (153). This is an increase on the 2023-2024 response rate of 14%.

Feedback from respondents

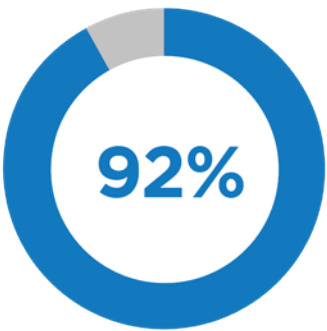
'Our conciliator was a great asset to the discussion, her strength was acknowledging people's experiences, clarifying what we are talking about and what realistically can be addressed. Her presentation of both parties made a difference to the outcome.'



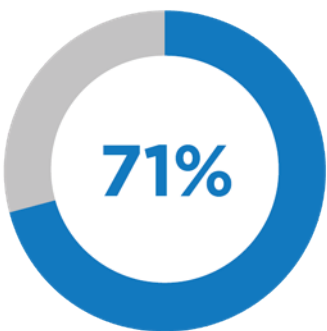
Complainants satisfied



**Complainants rate service
Very good / Excellent**



Respondents satisfied



**Respondents rate service
Very good / Excellent**

Feedback from complainants

'Thanks for everything :). One step and one person at a time to improve awareness and understanding for vulnerable demographics. You never know who someone knows and how they might help, or what that might mean down the track for someone else with a disability and an assistance dog, to be welcomed and understood, where they feel safe so they can make wonderful holiday memories. Just a small kindness has the capacity to change someone's life for the better.'

'It is an excellent service, fair, neutral, objective, impartial and at the same time provides an inbuilt pedagogical learning curve to help complainants form reasonable expectations and compromises and achieve rational objectives.'

In 2024-2025, 19% of the outcomes achieved in conciliated complaints included outcomes with benefits for people beyond the individual complainant. Examples include:

- the development of anti-discrimination policies and training within workplaces
- a nationwide audit of entertainment venues with the aim of increasing accessibility and providing accurate information to prospective patrons
- inviting complainants to participate in the development of service improvements.

In relation to conciliated complaints, survey data shows 78% of participants said the complaint process assisted them to better understand their rights and responsibilities under federal human rights and anti-discrimination laws.

Case study 1: Conciliated complaint with a systemic outcome

A complaint was lodged on behalf of a woman with permanent paraplegia who uses a wheelchair. The woman encountered an inaccessible birthday venue after having been assured in advance that the premises were fully accessible. She and her family were unable to proceed with their planned celebration. The company that operates numerous hospitality venues, including the venue in question, responded by acknowledging her and her family's frustration and that the venue is not suitable for wheelchair access.

The company committed to:

- refreshing team members at the venue on internal procedures regarding accessibility inquiries and booking communications, so that potential customers are informed of the venue's accessibility limitations
- undertaking a group-wide accessibility review so that all patron-facing messaging, including on its website and app, reflects the accessibility features of each venue
- updating the website to provide clear accessibility information and amending the external booking platform to include a prompt for guests to contact the venue directly to discuss access requirements prior to booking.

This outcome is an example of systemic change that can be achieved through alternative dispute resolution.

Case study 2: Conciliated complaint with individual and systemic outcome

A woman with chronic pain and anxiety attended a tertiary education institution. She alleged the education provider did not accommodate her disabilities or provide her with the reasonable adjustments she required to meaningfully participate in the course. When advised of the complaint the education provider indicated an openness to further dialogue in the interest of fostering a positive and inclusive learning environment for all members of the community.

The complaint resolved with a personal written apology and a written commitment to:

- train all teaching staff on reasonable adjustments, equity and access plan implementation, and effectively communicating and applying adjustments
- develop inclusive teaching practice modules with strategies for teachers to use to maximise learning for students with different learning abilities
- establish a senior student access role to mentor staff and develop new processes based on user feedback
- prioritise regular informed feedback and creating dedicated feedback channels.

These outcomes were empowering for the woman and contributed to positive systemic change.

Outcome: 1.2 We support meaningful cultural change towards safer, respectful and more equitable workplaces in Australia

Indicators:

- increase in duty holders understanding of the positive duty obligation
- increase in duty holders taking proactive steps to eliminate and prevent relevant unlawful conduct.

The 2024-2025 reporting period is the first fully operational year of the Commission’s regulatory positive duty function. The positive duty requires workplaces to take proactive action to prevent sexual harassment, sex discrimination and other unlawful conduct.

During 2024-2025 we managed 72 reports and started 4 inquiries. We engaged 35 workplaces on a voluntary basis with ongoing monitoring of 15 organisations. Reports were predominantly received from accommodation and food services, arts and recreation, retail trade and healthcare industries.

We also partnered with educational institutions on 2 national research projects and conducted over 50 external stakeholder engagements.

Actuals

13

entities taking proactive steps

9,835

downloads of resources (including information resources, guidelines and fact sheets)

14,201

views of webinars and animation resources

149,515

webpage views across the positive duty resources

96%

of respondents (N=150) in the e-learning series report the Commission’s resources improved their understanding of the positive duty

6

meetings with duty holders initiated by correspondence from the Commission (through education and requests for information letters)

18

education letters sent to duty holders

11

assessments undertaken within voluntary information sessions

1.2.3 Regulatory best practice principles

Working with organisations and businesses

The Commission engages with workplaces to assist them to achieve compliance with the positive duty. In 2024-2025 we contacted 35 employers following analysis of media reports, information from other regulators and reports we received from workers. These organisations employ more than 125,000 people across industries like professional services, hospitality, arts and retail.

We asked these organisations to share their current measures and plans for complying with their legal obligations under the positive duty. We then provided tailored information and resources to help them meet their legal duties.

Our approach focuses on practical steps. For example, we recently advised one employer to prioritise worker consultation. We explained that employees should have input on what makes them feel safe at work, be able to share their experiences of harmful behaviour, identify workplace risks, suggest solutions, and evaluate whether current strategies actually work.

Enhancing regulatory coordination

Our positive duty regulatory functions complement workplace health and safety and fair work regulatory frameworks. We identified areas where improved collaboration could strengthen regulatory effectiveness by sharing leading practices, enhancing communication between regulators and ensuring consistency in guidance materials to avoid confusion and lessen the burden for organisations and businesses.

Building strategic partnerships

In September 2024 we delivered the first National Regulator Roundtable, bringing together 32 representatives from 20 agencies across state and federal work health and safety, anti-discrimination, human rights, equal opportunity, and fair work jurisdictions. The roundtable explored regulatory risks and collaboration opportunities among agencies addressing sexual harassment, sex discrimination and sexist conduct.

We built on this by establishing a Positive Duty Working Group in the Australian Council of Human Rights Agencies to promote collaboration and knowledge sharing with partner state and territory human rights commissions who have positive duty functions. The working group meets quarterly.

Providing simple and accessible education

We launched our free, short and accessible [Positive Duty e-learning](#)s to help organisations and businesses understand their obligations. There were more than 10,000 visits to the e-learning page. Nearly all participants (96%) who provided feedback said the courses improved their understanding of the positive duty. They described the e-learning as 'easy to use' and 'clear and concise', telling us that completing them helped them to 'understand (their) obligations and what steps to take to satisfy the positive duty.'

Participants said they're planning 'to cascade this training to all board directors', organising 'conversations, signage, and line manager training', running 'a workshop with our team', and working 'to develop a prevention plan with employees'.

Our other resources are also making an impact. People have downloaded our factsheets 4,053 times, posters 2,249 times and viewed our animations 12,861 times. These simple, accessible tools help organisations and businesses understand their legal obligations and create safer workplaces.

Strengthening Australia’s human rights framework, embedding human rights issues at a national level

Outcome: 2.1 The leadership and advocacy of the President and Commissioners on thematic areas or identified human rights issues, improves the enjoyment of human rights affected groups.

Indicators:

- research, reporting and advice activities of the Commission are
 - viewed as evidenced, persuasive and credible by stakeholders
 - increased understanding of the human rights issues and impacts raised
 - strengthened stakeholder capacity to promote and advocate for the human rights issues raised
- instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for.

Actuals



34

major reports, publications and resources



9

major events



339

speeches and presentations



149

web news items



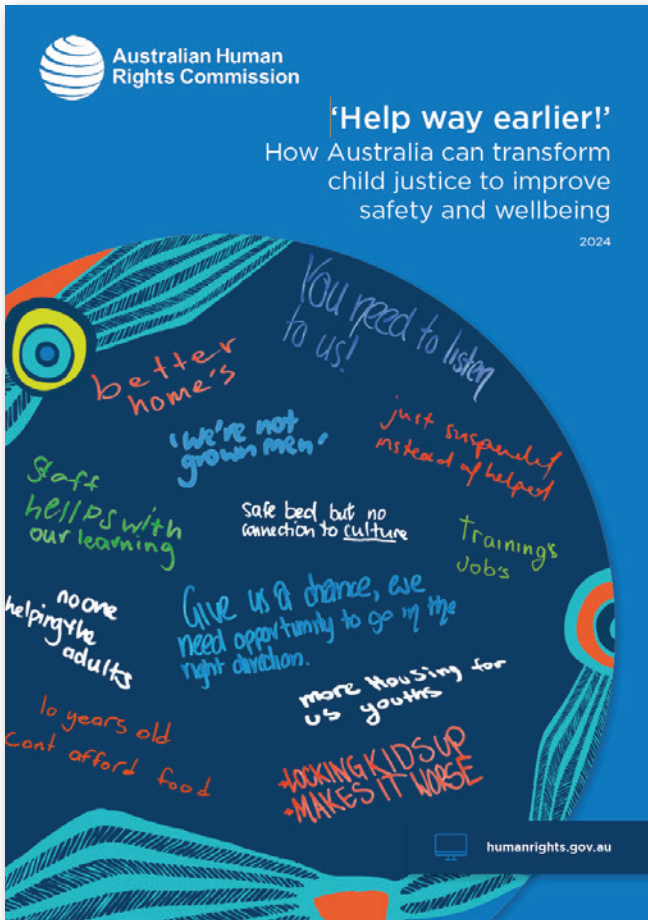
20

opinion pieces



44

projects attracting strategic partnerships



‘Help way earlier!’ report

In August 2024, the National Children’s Commissioner tabled in Parliament her report [‘Help way earlier!’: How Australia can transform child justice to improve safety and wellbeing](#) report.

The report sets out a human rights-based approach to the reform of child justice and related systems across Australia. The voices of children and young people, families and their communities are at the centre of the report. It highlights their views on why children come into contact with the criminal justice system and what needs to be done to prevent their involvement in that system. It also drew on written submissions and stakeholder consultations.

‘Help way earlier!’ found that Australian governments and parliaments are failing to implement evidence-based reforms to protect child rights and reduce offending. It recommends a national approach to

child justice and related systems across Australia. It emphasises that all Australian governments have a role in addressing the national youth justice crisis and that jurisdictional buck passing has to stop. The report and its recommendations received widespread support.

On 11 September 2024, the Senate referred [‘Australia’s youth justice and incarceration system’](#), to the [Legal and Constitutional Affairs References Committee](#), for inquiry and report. The Senate Committee released its interim report on 28 February 2025, prior to Parliament rising for the federal election. The Committee cited the ‘Help way earlier!’ report 22 times, including in its recommendations calling for further action on the report and for assessing the adequacy of the national response to child justice issues.

The Committee noted:

‘The high regard with which Ms Hollonds’ *‘Help way earlier!’: How Australia can transform child justice to improve safety and wellbeing* report was received, including its 24 recommendations for reform’.

Two hundred and twenty five submissions were made to the Senate inquiry. Of the 216 publicly available, 102 submissions referenced our report at least once. The [Close the Gap Campaign report](#) also recommended that governments fully implement the recommendations from ‘Help way earlier!’ and the Chair of the UN Child Rights Committee wrote to the Australian Government about responding to the report. Further public statements of support for the report include the Law Council of Australia’s Policy Statement on Child Justice Reform and advocacy by Human Rights Watch.

The report has received excellent media coverage. The National Children’s Commissioner also delivered an Australian Press Club speech highlighting its findings and recommendations.

Our focus is on maintaining momentum for implementation of the report’s recommendations and for the new Australian Government to re-initiate the work of the Senate Inquiry into Australia’s youth justice and incarceration system.



Renowned journalist and MC Narelda Jacobs and Race Commissioner Giridharan Sivaraman at the launch of the National Anti-Racism Framework. Parramatta Townhall, 26 November 2024.

Launch of the National anti-racism framework

The [National anti-racism framework](#) is a comprehensive roadmap for governments, business and community organisations to address all forms of racism and promote racial equality in Australia. The framework was funded by the Government in 2022 and launched by the Commission in November 2024 after an extensive research and consultation process.

The development of the framework centred the experiences of First Peoples and other communities affected by racism across the country. The framework has 63 recommendations across the legal, justice, health, education, media and arts sectors as well as workplaces and data collection. The Commission seeks agreement from all levels of government on strong commitments, roles and responsibilities for the framework. A key recommendation calls on the Australian Government to establish a National Anti-Racism Taskforce to implement the Framework’s recommendations, along with a dedicated strategy for eliminating racism experienced by First Peoples.

The Commission has received widespread community and political support for the framework in both its development phase and since the release of the finalised proposal.

‘The development of a comprehensive National Anti-Racism Framework is ... critical to addressing and mitigating the effects of racism across these essential sectors.’

First Nations Co. (2024), *An Anti-Racism Framework: Voices of First Nations Peoples*

‘The data from the consultations and survey make clear that in relation to race discrimination, the need for a sound human rights protection system in Australia cannot be underestimated.’

Muralidharan, P., Hosseini, Y. and Arashiro, Z (2024), *An Anti-Racism Framework: The Perspectives of Multicultural Australia*

The framework is a multiyear project that builds on a number of reports released by the Commission including our *Race Reporting Handbook*, *An Anti-Racism Framework: The Perspectives of Multicultural Australia* and *An Anti-Racism Framework: Voices of First Nations Peoples*.

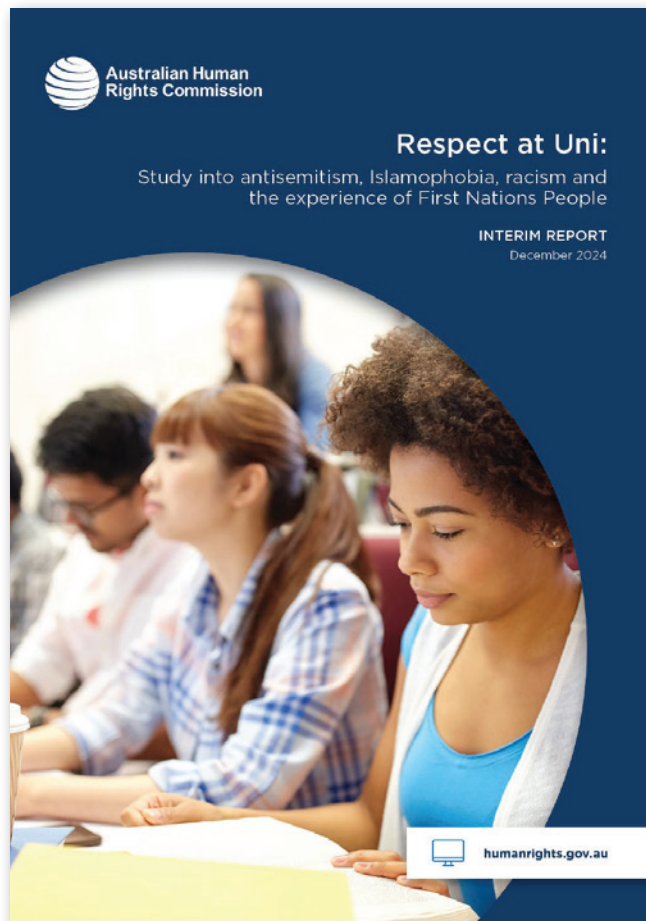
Racism@Uni prevalence study and Interim Report

The Commission is leading the Racism@Uni Study, a national first to comprehensively investigate the prevalence, nature and impact of racism at Australian universities. The Study was commissioned by the Department of Education in May 2024 in response to the Universities Accord report and concerns about the rise in antisemitism and Islamophobia in universities following the October 7 terror attack in Israel and Israel's subsequent attacks in Gaza. The Commission's National Anti-Racism Framework also recommends a focus on racism in universities.

The Racism@Uni Study is designed through a trauma-informed lens, developed under expert guidance and conducted in ways that centre cultural safety. The Study has been approved through 3 ethics research committees, including a specific approval for Aboriginal and Torres Strait Islander research.

The Commission published the [Racism@Uni Study Interim Report](#) in December 2024. The interim findings reveal trends in racism, including increased antisemitism and Islamophobia, with significant impacts on wellbeing, participation, and performance.

The Study will establish baseline data on the prevalence, nature and impact of racism and make practical recommendations to address racism. It is guided by an expert advisory committee with membership from First Peoples and other communities affected by racism. Other members include anti-racism experts, academic and professional staff from universities and representatives from peak bodies like Universities Australia and the National Union of Students. The Study is also guided by a Senior Officers Working Group with representatives from 7 federal government departments, regulators and special envoys to ensure that the Study engages with government efforts to address racism in universities. The Study also involves significant engagement with Vice Chancellors.



Recurring themes identified in the Interim Report that are being further explored include:

- racism's impacts on student and staff wellbeing, safety and progression
- the load carried by Indigenous students and staff
- the impacts of antisemitism and Islamophobia on students and staff
- the experiences of staff and students from Indigenous, Jewish, Palestinian, Arab, African and Asian backgrounds
- the ineffectiveness of complaint handling mechanisms
- the importance of racial literacy.

The Racism@Uni Study is a unique opportunity for the university sector to lead anti-racism action. Forty-two of 43 universities have agreed to participate in the national prevalence survey of student and staff. The findings and data will build the foundation for informed, structural and effective anti-racism action by universities and government to cultivate safe and inclusive university environments for all students and staff. The Commission will deliver a final report to the Australian Government in late 2025.

Free and Equal

The Commission's Free and Equal project sets out a national reform agenda for improving the protection of people's human rights in Australia with [7 key recommendations](#):

1. Establish an Australian Human Rights Act.
2. Modernise Australia's anti-discrimination laws.
3. Develop a national human rights education action plan.
4. Create a national human rights tracker to measure progress and regress on human rights.
5. Deliver an annual national human rights statement to Parliament.
6. Strengthen the role of Parliament in protecting human rights.
7. Ensure an effective and sustainable Australian Human Rights Commission and a vibrant civil society to protect human rights.

The project's recommendations have been endorsed and amplified by subsequent recommendations of the Parliamentary Joint Committee on Human Rights in its 2023 inquiry into Australia's Human Rights Framework and the Disability Royal Commission.

In particular, the Parliamentary Joint Committee on Human Rights recommended establishing an Australian Human Rights Act. This recommendation was supported by 87% of submissions to its inquiry. The Committee's proposed model bill is consistent with the Commission's proposed model for a Human Rights Act. The Disability Royal Commission made 15 recommendations to reform the Disability Discrimination Act consistent with the Commission's proposed reforms to federal discrimination law.

In 2024-2025 the Commission continued advocacy and awareness raising on our Free and Equal recommendations including in the disability and older person's sectors. The Free and Equal recommendations will also be a focus of our work on Australia's Universal Periodic Review. The Universal Periodic Review is a review by the UN Human Rights Council of each country's human rights record which happens every 5 years. Australia's review will occur in January 2026.

Speaking from Experience

In June 2025, the Commission launched [Speaking from Experience](#), a project focussed on the lived experience of people who have been sexually harassed at work. Through in-person consultations and written and audio submissions, over 300 people from across Australia shared what was helpful, what was unhelpful, and what must change to make workplaces safer and more inclusive.

Workplace sexual harassment is very common in Australia - 1 in 3 people have experienced it in the previous 5 years. We know this from the Respect@Work Inquiry and our latest national survey.

Speaking from Experience centred these diverse voices and put their experience at the forefront of our sexual harassment prevention work. Our goal was that through their voices, we would help marginalised workers across Australia recognise workplace sexual harassment and get the help and support they need if they experience it.

We also know that perpetrators of workplace sexual harassment more often target people who face complex and intersecting forms of discrimination - for example, young workers, LGBTIQ+ workers and women workers who are also Aboriginal or Torres Strait Islander, from culturally and racially marginalised groups or who have disability.

'We're trying to protect ourselves... sometimes if you want to speak up, we put our [visa] status at greater risk... it's quite difficult for most of us...it's a lose/lose situation...'

'I think it's incumbent on the people ... looking into it [workplace sexual harassment] to ensure they are providing accessible processes that take into consideration language barriers, or trauma and all these other factors that [can] impact a victim.'

‘Employees need to know their rights in terms of what they can do if they’ve been harassed.’

The project’s design was informed by a victim-survivor advisory group, trauma and violence-informed practice experts and a range of end-users including advocates, researchers, regulators and industry bodies.

We developed a suite of [resources](#) for workers, employers and advocates. The resources will help workers recognise workplace sexual harassment and provide a trauma-informed information pathway so they can get the help they need.

Contributors made it clear that change is needed to reduce barriers to information, safety, justice and accountability, and victim-survivors must be heard and supported after being harassed. The project’s [final report](#) and [community guide](#) reflect these calls for change and make 11 recommendations for change.



Left: Rachael Scott, Claire Farrugia and Neilab Osman from the Speaking from Experience team with the final report
Below: Speaking from Experience report launch in Parramatta



Women in immigration detention report

In December 2024, the Commission published [*Not just an afterthought: The experience of women in immigration detention*](#).

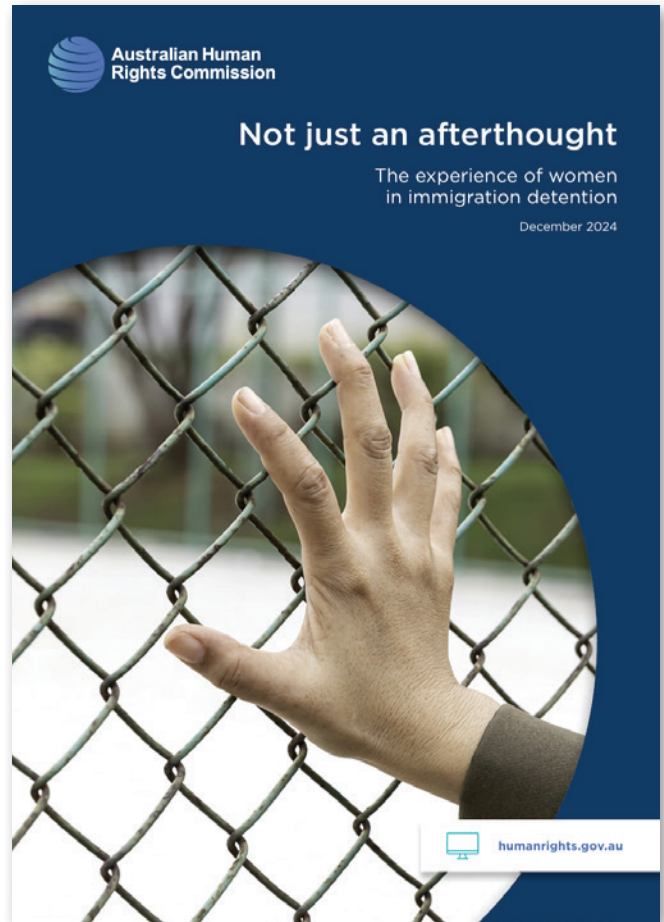
It called for significant reform to the country's immigration detention system, after finding that women's rights, safety and wellbeing are being widely overlooked in an overwhelmingly male system. These failures compounded the risk to women of harassment, violence and ill health.

The report followed a series of inspections in April and May 2023 of Australia's immigration detention centres which hold women including Broadmeadows Residential Precinct and parts of the adjoining Melbourne Immigration Detention Centre, Villawood Immigration Detention Centre in Sydney, and Perth Immigration Detention Centre.

We contracted Sisters Inside to provide a gendered and lived experience of incarceration perspective to the inspection process. By focusing on the experiences of women in detention, including transgender women, the Commission highlighted their distinct needs and vulnerabilities that are often unrecognised and unmet. The report called for targeted reform to address these gaps.

The Department of Home Affairs accepted or partially agreed with 11 of the report's 31 recommendations. Authorities rectified other issues raised by the Commission, such as ensuring women detained at Villawood could physically access the centre's shop to make personal purchases.

The report has fostered ongoing engagement with the department to support implementation of the recommendations. This continued collaboration enables deeper, sustained impact and long-term reform.



The Commission continues to work closely with the department on progressing implementation. In particular:

- the development of gender sensitive training for all staff working in immigration detention centres where women are detained
- the development of a policy and guidance relating to the accommodation, welfare, security, and management of transgender persons in immigration detention.

Commission answers call for work on deepfakes and democracy

The Commission has focused on the significant impact arising from the use of emerging technologies on human rights and particularly artificial intelligence (AI). We are building understanding of the human rights implications of advances in AI technology and placing the need for regulatory and other responses on the national policy agenda.

In May 2024 we made a [submission](#) to the Select Committee on Adopting AI which raised serious concern about the impact that deepfakes were having on democratic processes. In October, the Committee's [interim report](#) recognised our concern and quoted the Commission before ultimately making the recommendation that the 'Australian Government undertake a thorough review of potential regulatory responses to AI-generated political or electoral deepfake content ...'. This recommendation was reinforced in the Committee's [final report](#). The Government is yet to formally respond to this recommendation.

The Commission has now initiated a project to further investigate deepfakes, democracy and human rights. The project will deliver a background report to build digital literacy, empowering individuals and communities to understand and respond to deepfake threats.

The Committee report supports informed civic engagement, helping people exercise their rights in democratic processes. Our subsequent project work will build on this to develop further insights into public understanding of deepfakes, the human rights impacts and potential legal and policy responses. It will also consider how deepfakes may disproportionately impact marginalised groups, including women, negatively racialised communities or people with disability.

Children's Rights Impact Assessment tool

In October 2023 we developed a [Child Rights Impact Assessment \(CRIA\) tool](#) to help governments assess the impact of proposed laws and policies on children's human rights. The tool continues to be used to support government decisions, to ensure that the unique needs and voices of children and young people are heard.

In July 2024, the Australian Government Senate Inquiry on the Climate Change Amendment (Duty of Care and Intergenerational Equity) Bill - known as the Duty of Care Bill - recommended that the Australian Government consider the wide use of the CRIA tool to assist in policy development and decision making. The Government agreed in principle to this recommendation, stating that 'it will consider how it can make use of the tool, including in the context of climate change policy development.'

The Australian Government's *COVID-19 Response Inquiry Report* released in October 2024 recognised that dedicated impact assessments would help ensure decision-makers consider the consequences of response measures on children and young people in future pandemics. The Commission has also briefed multiple federal, state and territory government departments on the CRIA tool.

Outcome: 2.2 Law and policy makers, at all levels, consider and address the human rights impacts we identify throughout submissions

Indicators:

- high proportion of Committee inquiry reports reflect and cite the Commission’s advice
- instances of our recommendations to UN mechanisms being reflected in treaty body concluding observations and other reports
- majority of our applications to the courts for leave to appear are accepted
- instances of our court submissions reflected in the final judgement of the matter.

Actuals



47

submissions (including 7 to UN mechanisms)



149

citations recorded

For the 2 years covering July 2023 to June 2025 the Commission made 108 submissions including 21 to UN mechanisms with 303 citations.



100%

of our applications to the courts for leave to appear were accepted

The Commission was granted leave to appear as *amicus* in *Tickle v Giggle*. The court directly acknowledges it is ‘substantially assisted’ by the submissions of the Sex Discrimination Commissioner.

Analysis of performance against the outcome

Human rights scrutiny and making parliamentary submissions processes are important mechanisms for strengthening the protection of human rights in Australia. Our subject matter expertise and inclusive and independent community engagement are highly regarded by law and policy makers.

The Commission tracks all submissions to parliamentary inquiries, UN mechanisms and submissions to the courts using citation analysis. We count the number of times our submission is reflected in a final parliamentary report. This could be:

- a direct reference to the Commission's submission
- a direct reference to an issue identified through Commissioners or Commission staff appearing before the inquiry
- reference to the Commission's advice being referred to and supported by other submissions to the inquiry.

This reporting period the Commission completed 47 submissions with 149 citations. This is a 'point in time' analysis of submission and citations, as submissions may be made in one reporting period, and the final parliamentary report may be finalised in another. For the 2 years covering July 2023-June 2025 the Commission completed 108 submissions with 303 citations.

Similarly, our submissions to the courts may be made in one reporting year, and the final judgement in the matter may be determined in the following.

Giggle for Girls Pty Ltd v Tickle appeal

In August 2024, the Federal Court held that Roxanne Tickle was discriminated against when she was refused access to a social media app described as being 'made for women by women'. The court ordered the respondents to pay \$10,000 in compensation and her legal costs.

This is the first case to be heard by the Federal Court dealing with discrimination on the ground of gender identity. The first instance judgment confirmed that trans women can access protections against discrimination when they are excluded from access to services, for example because the service provider refuses to recognise their gender.

The Sex Discrimination Commissioner participated in the hearing as a 'friend of the court'. In this role, the Commissioner is not a party to the legal case but provides the Court with expert guidance on how the Sex Discrimination Act should be applied. The Court said that it was substantially assisted by counsel for the Commissioner.

Sex Discrimination Commissioner Dr Anna Cody said:

'Gender equality means equal treatment for people of all genders, including trans people. Sex and gender identity are interconnected, not mutually exclusive, and access to justice for one group does not come at the expense of another, but rather strengthens our collective commitment to equality and justice for all.'

The Court found that Ms Tickle, a trans woman, was excluded from the app based on her appearance, and that this was discrimination on the ground of her gender identity.

After the Court's decision was handed down, the respondent appealed to the Full Court of the Federal Court. The Sex Discrimination Commissioner has again been granted leave to appear as *amicus curiae* in the appeal to be heard in August 2025. The first instance judgment confirmed that the provisions were constitutional and consistent with Australia's international human rights obligations. Those findings are not challenged on appeal.

Better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own context.

Outcome: 3.1 Our education activities increase capabilities among individuals, communities and organisations to promote and protect human rights and address discrimination.

Indicators:

- at least 80% of learners report they have benefitted from Commission training
- number of organisations working with the Commission to develop human rights education/training activities.

Actuals



99% of survey respondents in the workshops reported they benefitted from the training



97% paid eLearning course participants reported they benefitted from the training



The Commission worked with **63** agencies in training and information sessions



70 agencies to deliver e-learning modules

Summary of the Commission's education deliverables

Workshops

48

workshops delivered (in-person and virtual)

808

workshop participants

Self-paced e-learning courses: fee-for-service training

70

agencies purchased courses

3085

individuals completed a course

Self-paced e-learning courses - free training

The Commission provides a series of 11 modules on the National Principles for Child Safe Organisations, which have been heavily utilised.

8715

individuals completed Module 1: Introduction to the National Principles for Child Safe Organisations

67,151

modules completed (note: not unique individuals)

Increase in delivery of Disability Awareness Training

For the past 10 years, complaints under the Disability Discrimination Act on average make up around 40% of all complaints to the Commission. There has also been an increase in demand for our Disability Awareness Training. To meet this demand we updated our workshop and boosted our training capacity.

The workshop trains participants in understanding common definitions and models of disability, the prevalence and diversity of disability in Australia, relevant legislative frameworks, identifying barriers to and taking steps to enhance accessibility and inclusion for people with disability.

The Commission delivered 6 Disability Awareness Training workshops attended by 115 participants. Post-workshop survey results showed improved learning outcomes for all workshops. Feedback included:

‘Accessibility versus inclusivity - makes total sense but hadn’t turned my mind to it before. And greater consideration of invisible/non-apparent disability.’

‘The different models were new to me and very interesting.’

‘Excellent facilitation, great resources.’

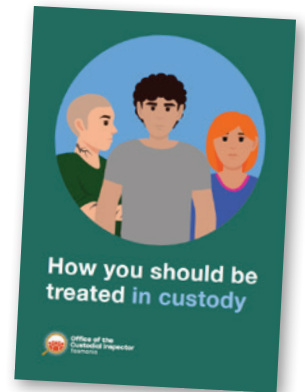
‘Great having presenters with lived experience.’

How you should be treated in custody

The Commission partnered with the Office of the Custodial Inspector Tasmania (CI) to develop a plain English booklet, *How you should be treated in custody*.

The resource addresses the needs of people in custody with low literacy levels. It outlines the standards people in custody should be able to expect, and how they can assert their rights.

The booklet is relevant, accessible and grounded in lived experience. The plain English booklet was co-developed using a human rights-based approach, including focus group testing with people in custody.



Improving employment opportunities for people with disability

The Equality at Work project aims to fulfil the right of people with disability to employment on an equal basis with others. Equality at Work pilot employment programs are designed to address discriminatory barriers to employment and increase the capacity of employers to successfully recruit and retain people with disability. All pilot employment opportunities are in open employment and offer competitive wages that are at or above the national minimum wage.

Guided by people with disability, Equality at Work links employers to new talent pools and builds communities of practice between employers. The Commission draws on its human rights expertise and experience in conciliating disability discrimination complaints to provide tailored support to employers.

These pilots offer a practical prototype for all organisations to assess and improve their policies, practices and processes to uphold the rights of their employees with disability.

Through a funding partnership with the Paul Ramsay Foundation, the Commission launched the second phase of the project in April 2025 by bringing together people with disability, employers and government representatives to [co-design an action plan](#). The co-design team developed a series of tools that will guide the project and help us measure how well the project achieves its goals over the next 2 years.

Outcome: 3.2 Our information resources, services, events and campaigns reach, inform and influence users and audiences.

Indicators:

- an average engagement rate of 2% or higher for Commission social media posts about our education and information activities. This is measured through our click through rate
- high rates of participants finding our events and campaigns engaging and relevant
- instances of legal information, resources, guidelines and exemptions process help employers and organisations to comply with Australian discrimination and human rights law.

Actuals



Overall average social media engagement



3.9% X (Twitter)



5.6% LinkedIn



4.39% Instagram



6.72% Facebook



public campaigns and events took place this reporting period with high levels of engagement recorded through Facebook, X (Twitter), Instagram and LinkedIn



resources were developed this reporting period

Public presence

2024-25

2023-24



Major events

9

7



Web news

149

87



Opinion pieces

20

25

Digital engagement

2024-25

2023-24



YouTube videos

36

60



YouTube subscribers

11,113

9,634



Website visitors

3,201,149

5,526,152



Website pageviews

8,020,148

11,985,526



Facebook followers
(Commission only)

112,000

111,117



X followers
(Commission + Commissioners)

76,931

73,445

The decreases in web visits and page views are likely due to the increased use of artificial intelligence summarising results in search engines. It is also likely due to the number of pages on our website being cut from 8,000 to 3,400 after a clean-up of out of date content.

Maintaining our international standing as a strong human rights institution representing human rights in Australia, and contributing to human rights advancement globally

Outcome: 4.1 Our activities increase the capacity of vulnerable groups, communities and their advocates to understand and advocate for human rights.

Outcome: 4.2 Our activities increase the capacity of governments, organisations and other groups to understand and address the human rights impact of their actions, particularly when working with vulnerable groups and communities.

Indicators:

- instances of participants and stakeholders in our consultations and research activities reports and other participation activities that are beneficial and empowering
- instances of stakeholders in our activities with organisations reporting that our work has contributed to increased understanding of the impact of their systems and operations on human rights
- instances of stakeholders in our activities with organisations making changes to promote human rights in their context
- instances of partners
 - increased knowledge and application

of human rights frameworks, principles, and practices to advance human rights reforms

- practice, policy reform related to human rights principles which are reviewed or developed because of technical cooperation activities.

Actuals

The following narrative examples of change show how projects across the Commission ensure better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own context.

Informing the Agenda

The Informing the Agenda project commenced on 1 August 2024. The project was designed to inform the term priorities of the Aboriginal and Torres Strait Islander Social Justice Commissioner, Katie Kiss and to hear directly from First Peoples and their communities across Australia about the issues affecting their lives.

The project provided a range of options to give First Peoples flexibility and make the process inclusive. We engaged 723 people through 36 face to face and 7 online consultations. A public survey open to Aboriginal and Torres Strait Islander people aged over 18 years was completed by 979 participants. A public submission process received 28 submissions.

Our 7 online engagements with communities were an important way for people who could not meet us in person to have a genuine seat at the table. These sessions complemented the project's face to face engagements and created safe, accessible spaces for Aboriginal and Torres Strait Islander people to share their priorities, challenges and solutions directly with the Commissioner.

Some of the online sessions were designed for specific groups including Elders, First Peoples with disability, and the LGBTIQ+ community to ensure diverse

voices were heard. Communities played a vital role in spreading the word and encouraging participation.

During the disability online session, one story highlighted the importance of online engagement. An Aboriginal Elder, who lives with multiple disabilities and was very unwell, joined from her home. She spoke courageously about her disabilities and terminal illness and how she felt isolated and was struggling to navigate the NDIS after changes to her management plan:

'Please, I'm desperate — I'm terminal, I'm dying. No one is helping me, and they just change my plan without hearing from me. I need dialysis at home but now they won't fund it and I have to travel to a hospital. I'm too sick for this.'

The Commission followed up with the Elder in the days and weeks that followed, offering practical support and connecting her with both local and national contacts and services she was not otherwise aware of or had had issues making contact with previously.

The Informing the Agenda consultations will be included in the Aboriginal and Torres Strait Islander Social Justice Commissioner's forthcoming *Social Justice Report*.

Seen and Heard project

Seen and Heard is a national project led by the Commission and funded by the Department of Home Affairs. The project was established in response to increased racism faced by Arab, Jewish, Muslim and Palestinian communities in Australia following the violence in the Middle East from 7 October 2023 onwards. The project engages directly with communities to understand their experiences and concerns and to learn from their proposed solutions.

Seen and Heard is a qualitative project focussed on listening, creating space for people to share their experiences, reflecting on what those experiences mean, and contributing to a broader understanding



Above: Aboriginal and Torres Strait Islander Social Justice Commissioner Katie Kiss at various Informing the Agenda consultations.

of how racism is experienced in everyday life. Insights gained from meetings with community leaders and consultation sessions with affected community members are informing a social media campaign. These insights will also be presented and made publicly available in a report to support future policy and community support measures.

The Commission held 28 community engagement sessions involving over 450 community members. The engagement process is now finalised. Feedback from community has consistently highlighted the value of the consultations, with many participants expressing a sense of catharsis and empowerment.

'This was an emotionally difficult experience but at the same time completely empowering and enriching. Thanks for the opportunity.'

'It was a cathartic, important experience for me. I also loved how the AHRC representatives conducted themselves and felt heard by them.'

Many people in the community said they had lost trust in institutions, including the Commission. However, the community engagement sessions have helped ease some of their concerns and rebuild trust and connection.

'I came away with a gratitude to the AHRC that they were listening and that they did care. I encourage them to continue in this work and find as many ways as possible to reunite people and build trust. This may be the first step but it must not be the last.'

This feedback shows the importance of continued, community-led engagement as both a source of insight and a form of support. By embedding community perspectives into its work, the Commission is laying the groundwork for more responsive and effective anti-racism initiatives.

Bandarran Marra'gu Gathering Strength Summit

The Bandarran Marra'gu Gathering Strength Summit was held in May 2025 in partnership with the Queensland Human Rights Commission and the Queensland Family and Child Commission. The Summit created space for First Peoples to do the talking - to each other, partners and governments - on their own terms. It was an act of collective strength, truth-telling and forward planning at a moment when many were seeking new pathways to reclaim momentum for rights and self-determination including making the rights in the United Nations Declaration on the Rights of Indigenous Peoples a reality.

Over 3 days in Magun-dgen/Meanjin on the lands of the Yuggera, Turrubal and Quandamooka Peoples, more than 300 delegates including Elders, youth, community-controlled organisations and government representatives came together to share knowledge and shape solutions.

The Summit was co-designed with local Elders, young leaders and community organisations. Sessions were facilitated by community members, ensuring cultural protocols were respected and everyone could contribute safely. Interpreters, cultural mentors and dedicated youth spaces supported full and inclusive participation.

'Our strength is in our voices and our voices have always held the solutions.'
Elder, Bandarran Marra'gu Summit

Discussions and agreed actions were documented in a [public communique](#) and the Bandarran Marra'gu Roadmap. Early outcomes include:

- local councils pledging new co-design approaches
- government agencies committing to direct partnerships with community-controlled organisations
- a new youth leadership network formed to continue the work.



Mabo Oration - smoking ceremony

The Summit learnings and commitments show how communities and governments can work together to uphold rights and ensure change is led by those who know what works best for them.



Barry Walden at the Marra'Gu Gathering Strength Summit 2025

Building connections through the International Human Rights Network

First Peoples continue to face barriers to having their rights fully realised. International frameworks, such as the UN Declaration on the Rights of Indigenous Peoples (Declaration), offer powerful tools for communities to hold governments to account. However, many communities and organisations lack clear pathways to engage with these mechanisms.

The Commission convenes regular online meetings with Indigenous community leaders, legal experts and human rights advocates through the Australian International Human Rights Network (IHRN). The network supports practical knowledge, skills and relationships to ensure First Peoples can use the international human rights system to advance local priorities and solutions.

Over 30 community leaders and advocates engaged in meetings throughout the year. IHRN members shared experiences of using the Declaration to strengthen land rights campaigns, cultural heritage protections and better outcomes for children and families. They contributed to international reporting and review processes such as Australia's Universal Periodic Review and treaty body submissions.

The IHRN strengthens community capacity to hold Australia to account for its commitments. It directly supports self-determination, builds community capability, and upholds the Declaration as a living instrument for change.



Age Discrimination Commissioner Robert Fitzgerald AM and Director Jacqueline Au at the United Nations Open-Ended Working Group on Ageing (OEWGA)

Advocacy for a Convention on the Rights of Older Persons

For 15 years the Commission has advocated for the development of a binding international convention to protect the rights of older persons. In 2025, after 14 sessions, the UN Open-ended Working Group on Ageing (OEWGA) formally acknowledged the significant gaps in the protection of older people’s rights.

On 2 April 2025, the UN Human Rights Council, with Australia’s support, agreed to establish an intergovernmental process to draft a new international human rights treaty for older persons. This milestone coincided with the Commission’s launch of the Human Rights as We Age Network (Network), led by the Age Discrimination Commissioner. The Network brings together key civil society organisations across sectors where older people live, work and participate.

The UN Human Rights Council’s decision to begin the process of drafting a treaty, along with the creation of the Network, shows how the Commission’s consistent, coordinated and practical efforts to promote and protect the rights of older people – both in Australia and internationally.

The Commission has consistently worked with civil society organisations to advance the rights of older people and ensure their voices are represented in global forums. As one advocate reflected:

‘After 15 years of advocacy, we are now finally at the starting line.’

The Commission’s work had a clear impact – its submissions were quoted in official UN reports, showing its influence. Experts and civil society leaders, like Professor Andrew Byrnes, have also publicly recognised the important role the Commission played. Age Discrimination Commissioner Robert Fitzgerald outlined the significance of the outcome for the rights for older people internationally:

‘Both practically and symbolically, a new Convention would be a crucial step towards ensuring Australia’s diverse older persons – and older people across the world – are treated with dignity, entitled to live free from abuse, and empowered to participate on an equal basis with others.’

Human Rights as We Age Network Co-Chair Sue Hendy stated:

‘This network will play an important role in advancing the rights of older people. Together we can and will make a difference in pursuing a world without ageism, where people can age with dignity and unhindered by negative attitudes and stereotypes.’

The next phase of our advocacy is to encourage the Australian Government to formally support the drafting and adoption of a convention.

Supporting Quality Engagement - empowering children and young people

The Supporting Quality Engagement project, funded by the Department of Social Services, engages vulnerable and marginalised children across the country to ensure their voices help shape how national frameworks for child wellbeing are put into practice. In the second year of this 3-year project, the focus was on *Safe and Supported: The National Framework for Protecting Australia's Children 2021-2031*. Consultations related to the operation of the planned refresh of the national standards for out-of-home care, with a focus on supporting children and young people's identity.

Our practice is guided by the [Lundy model](#), an internationally recognised right to participate. Our work to empower children and young people through the project has included:

- the practice of concept testing and consulting with children and young people
- centring children's voices in our reports
- co-facilitating some consultations with young people
- engaging a young artist to create the illustration for the 2024 report
- engaging UC Change, a youth reference group with experience of out-of-home care set up by the NSW Department of Communities and

Justice, to work with us in developing the 2024 report, *A ground to grow from*.

More than 500 children and young people were consulted and reported feeling empowered through the process.

'The attitude you guys have shown has been important.'

'...having you guys come back continuously, demonstrates that you have taken things on board, has been beneficial.'

'...showing up builds trust.'

In one large engagement, we joined Canterbury-Bankstown Council's Children's Week Summit, to engage with 77 primary school aged participants, who spoke about issues of values, identity and culture, and how to best support children and young people.

Engaging children and young people more intentionally at more points in the project has influenced our practice significantly. Participants' repeat engagement with UC Change created an opportunity for them to see how their contributions had impacted our process, and to see the influence they had over the development of the report.



Children share their ideas at a consultation in Bankstown, Sydney.

The project is funded until December 2025. This last stage of the project will focus on national frameworks aimed at preventing family violence and deliver a final project report and participation companion guide which will outline how to best engage with children and young people in setting and implementing policy and programs.

Ensuring LGBTIQ+ people are included in the Australian Census

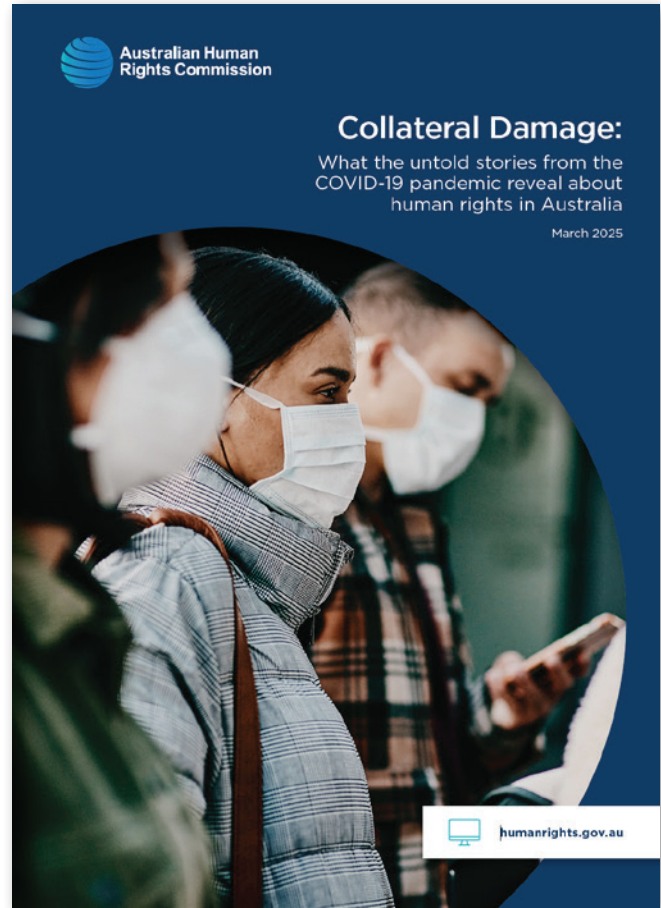
In 2024, the Australian Government made an initial decision not to include new questions about LGBTIQ+ people in the 2026 Census, maintaining the same questions as the 2021 Census. This meant important information about sexual orientation, gender identity and people with variations in sex characteristics wouldn't be collected, impacting the planning and funding of LGBTIQ+-inclusive government policy and services, particularly health.



The Commission raised concerns about this decision, saying it could be seen as unfair treatment under the law and would make it harder to understand and support LGBTIQ+ communities. Our advocacy was grounded in the Sex Discrimination Act (1984) and our approach recognised the harm caused by exclusion and focusing on the resilience and rights of LGBTIQ+ communities. The Commission also took part in the Census advisory group to support better inclusion.

The Australian Government agreed to include questions on sexual orientation and gender identity for people aged 16 and over in the 2026 census. The Commission and other advocates continue to call for the removal of age limits and the inclusion of all relevant questions.

The inclusion of sexual orientation and gender identity questions represents progress toward more inclusive national data. These outcomes were supported by expert advice, public feedback, and legal analysis, reflecting a growing recognition of the importance of counting LGBTIQ+ Australians in national statistics.



COVID-19 pandemic and human rights

The Commission released a major new report in March 2025, *Collateral Damage: What the untold stories from the COVID-19 pandemic reveal about human rights in Australia*. The report tells the stories of Australians who were impacted by Australia's COVID-19 pandemic response measures and asks how human rights can be better safeguarded during future emergencies.

The report is centred on the experiences of 5,000 people including survey responses, personal stories and community consultations. It outlines the human impact of measures on all people, including international and domestic border closures, lockdowns, school disruptions, quarantine and healthcare restrictions.

The report highlights the urgent need for a human rights-centred approach to ensure equitable, effective and compassionate emergency responses in the future.



A workshop as part of AICHR's Regional Training Programme on Human Rights, held in Kuala Lumpur.

Supporting ASEAN to engage in strategic human rights priorities

The Association of Southeast Asian Nations (ASEAN) is an intergovernmental organisation of 10 Southeast Asian countries. The ASEAN Intergovernmental Commission for Human Rights (AICHR) is the principal regional human rights body. It has significant potential to influence the protection and promotion of human rights in the region. The Commission continues to engage with AICHR through DFAT-funded projects.

AICHR operates on a 5-year work plan which has historically been developed by ASEAN governments with limited stakeholder input. It lists a broad range of priorities reflecting diverse interests of member states but has been criticised for lacking coherent strategic direction and ambition.

The Commission is supporting the review and development of the 2026-2030 Five Year Work Plan by providing relevant and timely technical input to support activities. It involves regular and proactive dialogue to build mutual understanding and trust. We have emphasised accountability and the development of a more rigorous and strategic work plan with engagement from a wider range of stakeholders.

With Commission support, AICHR has taken several unprecedented steps to ensure that the next plan can have a greater impact on human rights in the region. Our project has supported independent monitoring and evaluation of the 2021-2025 Work Plan to identify achievements and areas for improvement. We also supported a regional consultation on the next work plan, which involved a broad range of stakeholders such as civil society organisations and NHRIs. This is the first time that civil society has been consulted directly on the overall strategic direction of AICHR.

These activities have contributed to an observable shift in the ambition and strategic direction of the forthcoming work plan compared to the previous plan.

The 2026-2030 Work Plan addresses emerging and complex human rights challenges, such as digital threats, artificial intelligence, and pandemic response, while also enhancing cross-sectoral integration, stakeholder engagement and structured monitoring. This newer plan reflects a forward looking, programmatic and inclusive approach, positioning AICHR as a more responsive and impactful regional body.

Human rights curriculum for Lao Political Training Academy

Since 2013, under the Australia-Laos Bilateral Human Rights Dialogue, the Commission has delivered human rights technical cooperation in Laos to strengthen the capacity of government and non-government actors to engage in the international human rights system. The National Academy of Politics and Public Administration (NAPPA) is a Party organisation which trains all senior government officials. It is an influential institution with significant responsibility for educating future political leaders.

NAPPA's course material on human rights was significantly out of date and its staff lacked the knowledge and confidence to update it. This meant that all senior government officials were lacking the opportunity to be trained on human rights, limiting their ability to protect and promote human rights in their future decisions throughout key government roles. NAPPA requested support to revise the course material for their modules on human rights.

The Commission worked closely with NAPPA, the Australian Embassy, our government partners in Laos (the Department of Treaty and Law in the Ministry of Foreign Affairs) and an external consultant to develop a tailored curriculum on international human rights to meet the needs of teachers and students. The Commission adopted a participatory and inclusive approach to the curriculum redesign by ensuring that all stakeholders were thoroughly consulted on the needs and priorities for educating Lao government officials about human rights.

NAPPA now has a more accurate, engaging and relevant curriculum to educate government officials about human rights in Laos. The curriculum includes lesson plans, presentations, activities and assessments which will likely be used for many years to come. The teachers who were involved in the training on the curriculum have reported a notable increase in their knowledge about human rights (34% increase after the training), and a significant improvement in their understanding of effective teaching methodologies (45% increase).



Program Manager Bridget O'Farrell at the training program on the National Academy on Politics and Public Administration (NAPPA) Human Rights Curriculum, held in Vientiane, Laos.

Human rights education in partnership with Vietnam Ho Chi Minh National Academy of Politics

Vietnam has committed to integrate human rights into its education system through its Universal Periodic Review process. However practical implementation remains a challenge. Human rights education is not yet systematically embedded in the school curriculum and many educators lack the training, resources, and confidence to teach these concepts effectively.

Under the longstanding Australia-Vietnam Bilateral Human Rights Dialogue and DFAT-funded Vietnam Human Rights Technical Cooperation Program, the Commission partners with Vietnam Ho Chi Minh National Academy of Politics to support Vietnam's efforts to advance human rights education. The Academy is mandated to lead this work nationally but faces capacity constraints and limited access to international expertise.

In response, the Commission collaborated with the Academy to deliver 3 human rights education workshops in 2024 and 2025, attended by 120 school teachers and educational officials from across Vietnam. The workshops were designed to give participants the tools and knowledge they need to



Senior Policy Officer Karina Scott and Program Officer Elsa Chen at Human Rights Education training for teachers in Can Tho, Vietnam. Photo by Vietnam Ho Chi Minh National Academy of Politics.

teach children about human rights and how to stand up for their rights in everyday life.

The workshops included a mix of formal lectures, interactive activities and group presentations to encourage active participation. This format fostered dialogues, peer learning and reflections, ensuring that diverse voices were heard and valued.

A representative from a local disability rights organisation shared their first-hand experience with access to education adding a powerful lived experience perspective and deepened participants' understanding of inclusion.

The training program was co-designed with the Academy, reflecting a commitment to locally led development. Feedback from participants include a reported increased understanding of human rights and improved skills and confidence for teaching.

Our follow-up survey found:

- strong relevance and value of the training to participant's roles as educators
- increased confidence, awareness, and enthusiasm for delivering human rights education
- a shift in mindset and classroom engagement, leading to more respectful, inclusive and participatory environments

- a strong desire for continued learning and capacity building.

Participant reflections:

'...adults (teachers, parents) often assumed that children "must obey" and "must follow", rarely listening to their opinions and feelings. After the training course, I realised that human rights - especially children's rights - are not lofty theories, but very close and practical principles: respecting differences, listening to opinions, not hurting children's honour and spirit...'

'.. the most valuable aspect of the training was that it helped me gain a clearer and more complete understanding of human rights, not only in theory but also in a practical context'

The initiative empowered the Academy to continue delivering training independently, without direct involvement from the Commission. Many participants expressed strong desires to deliver the same training in their own schools and a number of schools have already done this, outside of our program. This marks a significant step towards long-term sustainability and institutional capacity building.

Security group partnerships

The Commission focuses on human rights in action, promoting a culture of human rights protection in Australia through education and collaboration. We work in partnership with the Australian Federal Police, Australian Border Force and the Australian Defence Force and Department of Defence, to support cultural reform, bringing an independent and impartial perspective to these relationships. These collaborations aim to embed human rights principles in hierarchical, command-driven environments.

In the past 12 months these partnerships have delivered initiatives to reduce and prevent unacceptable behaviour, strengthen gender equality, advance organisational strategies for fairness and inclusion and communicate these priorities to their workforces. Initiatives draw on Australian and global evidence to ensure practical impact and alignment with good practices. The Commission is developing monitoring and evaluation frameworks to track cultural transformation over time. These efforts underscore the Commission's commitment to fostering accountable, inclusive cultures that uphold human rights in national security institutions.

Australian Federal Police cultural reform partnership

In July 2025, the Australian Federal Police (AFP) committed to a further 5-year term with the Commission to continue our cultural reform partnership. The partnership supports the AFP to embed a human rights approach and promote a culture that values diversity and inclusion, in which staff feel safe, connected, respected and engaged.

This year we have been progressing a draft Culture Framework which identifies AFP's current state and desired future state and includes key levers for cultural reform including leadership, connection and systems. Participation has been a critical component in the development of AFP's Culture Framework.

The Commission facilitated a series of focus groups with a cross-section of the AFP workforce and interviews with leadership on the draft framework. The data collected provides a baseline for measuring and assessing AFP organisational culture.

The Culture Framework is the AFP's first enterprise-wide approach to workplace cultural reform. The framework will also advance equal opportunity in the workplace and support implementation of the positive duty to eliminate sexual harassment, sex discrimination and other unlawful conduct.



6. Financial Statements



STATEMENT BY THE ACCOUNTABLE AUTHORITY, CHIEF EXECUTIVE AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the corporate Commonwealth entity will be able to pay its debts as and when they fall due.

Handwritten signature of Hugh de Kretser in black ink.

Hugh de Kretser
President and
Accountable Authority
12 September 2025

Handwritten signature of Leanne Smith in black ink.

Leanne Smith
Chief Executive
12 September 2025

Handwritten signature of Maria Moore in black ink.

Maria Moore
Chief Financial Officer
12 September 2025

Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

To the Attorney-General

Opinion

In my opinion, the financial statements of the Australian Human Rights Commission (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority, Chief Executive and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the President is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Accountable Authority is also responsible for such internal control as the Accountable Authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Authority is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Accountable Authority is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Independent Auditor's Report (continued)

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Saminda Maddumahewa

Audit Principal

Delegate of the Auditor-General

Canberra

15 September 2025

Statement of Comprehensive Income for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	30,831	27,764	28,967
Suppliers	1.1B	8,672	9,802	16,090
Depreciation and amortisation	2.2A	2,472	3,907	2,505
Finance costs	1.1C	615	160	611
Write-down and impairment of other assets	1.1D	-	14	-
Total expenses		42,590	41,647	48,173
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	12,938	10,345	13,972
Interest	1.2B	1,565	1,358	700
Other revenue	1.2C	78	24	-
Total own-source revenue		14,581	11,727	14,672
Gains				
Other gains	1.2D	136	399	-
Total own-source income		14,717	12,126	14,672
Net cost of services		(27,873)	(29,521)	(33,501)
Revenue from Government	1.2E	32,129	31,315	32,129
Surplus/(deficit) before income tax on continuing operations		4,256	1,794	(1,372)
Total comprehensive income/(loss)		4,256	1,794	(1,372)

The above statement should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Statement of Comprehensive Income for not-for-profit Reporting Entities

The 2024-25 budget for Revenue from Government, employee expenses and supplier expenses includes provision for activities that were contingent upon law reform. The proposed activities remained unlegislated throughout 2024-25 and the Commission did not undertake them. The funds were not able to be repurposed to other activities.

The large reduction in supplier expenses is also driven by expenditure deferred to future years in particular for the Commission's Student Consent survey and 'Seen and Heard' projects.

Interest revenue was higher than budget due to higher than budget cash and cash equivalents balances.

Statement of Financial Position as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	36,828	28,549	16,014
Trade and other receivables	2.1B	334	798	1,083
Total financial assets		37,162	29,347	17,097
Non-financial assets¹				
Land and buildings	2.2A	19,606	21,656	19,856
Property, plant and equipment	2.2A	683	891	441
Intangibles	2.2A	163	16	93
Other non-financial assets	2.2B	344	332	377
Total non-financial assets		20,796	22,895	20,767
Total assets		57,958	52,242	37,864
LIABILITIES				
Payables				
Suppliers	2.3A	1,240	1,360	1,557
Other payables	2.3B	13,219	10,577	2,719
Total payables		14,459	11,937	4,276
Interest bearing liabilities				
Leases	2.4A	18,807	19,942	18,687
Total interest bearing liabilities		18,807	19,942	18,687
Provisions				
Employee provisions	3.1A	4,810	4,417	4,197
Other provisions	2.5A	749	1,069	700
Total provisions		5,559	5,486	4,897
Total liabilities		38,825	37,365	27,860
Net assets		19,133	14,877	10,004
EQUITY				
Contributed equity		18,561	18,561	18,561
Reserves		2,599	2,599	2,599
Retained surplus/(Accumulated deficit)		(2,027)	(6,283)	(11,156)
Total equity		19,133	14,877	10,004

The above statement should be read in conjunction with the accompanying notes.

¹ Right of use assets are included in the line item 'Land and buildings'.

Statement of Financial Position as at 30 June 2025 (continued)

Budget Variances Commentary

Statement of Financial Position for not-for-profit Reporting Entities

As at 30 June 2025 the Commission's cash balance is higher than budget due to the improved operating result as well as an increase in revenue received in advance for contracts with customers which are delivered over time (included in the balance of 'Other payables').

The balance of 'Other payables' includes a large contract with the Department of Education and four new contracts with the Department of Foreign Affairs and Trade which were not expected and were executed after the Commission's 2024-25 budget was published in May 2024.

Also contributing to the higher than expected balance of 'Other payables' is the pause in activities for the Student Consent survey project; the Commission's 'Seen and Heard' project extending beyond 30 June 2025 and one project funder paying their 2025-26 instalment in June (ahead of schedule).

Statement of Changes in Equity for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		18,561	18,561	18,561
Closing balance as at 30 June		18,561	18,561	18,561
ACCUMULATED LOSSES				
Opening balance				
Balance carried forward from previous period		(6,283)	(8,077)	(9,784)
Comprehensive income				
Surplus/(deficit) for the period		4,256	1,794	(1,372)
Total comprehensive income		4,256	1,794	(1,372)
Closing balance as at 30 June		(2,027)	(6,283)	(11,156)
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		2,599	2,599	2,599
Closing balance as at 30 June		2,599	2,599	2,599
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period		14,877	13,083	11,376
Comprehensive income				
Surplus/(deficit) for the period		4,256	1,794	(1,372)
Total comprehensive income		4,256	1,794	(1,372)
Closing balance as at 30 June		19,133	14,877	10,004

The above statement should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Statement of Changes in Equity for not-for-profit Reporting Entities

The closing balance of the Commission's accumulated losses at 30 June 2025 are lower than budget primarily due to the lower actual expenditure in 2024-25. Some of the expenditure originally budgeted to be spent in 2024-25 has been deferred to 2025-26.

The impact of the reduction in accumulated losses is an improved total equity position as at 30 June 2025.

Cash Flow Statement for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Government		32,129	31,315	32,129
Sale of goods and rendering of services		16,177	11,613	8,847
Interest		1,552	1,336	700
GST received		920	1,340	1,614
Other		-	399	-
Total cash received		50,778	46,003	43,290
Cash used				
Employees		30,273	27,416	28,967
Suppliers		9,673	11,197	16,090
Interest payments on lease liabilities		615	2	611
GST paid		194	98	1,614
Total cash used		40,755	38,713	47,282
Net cash from/(used by) operating activities		10,023	7,290	(3,992)
INVESTING ACTIVITIES				
Cash received				
Proceeds from sales of property, plant and equipment		22	-	-
Cash used				
Purchase of property, plant and equipment		233	2,543	-
Net cash from/(used by) investing activities		(211)	(2,543)	-
FINANCING ACTIVITIES				
Cash used				
Payment of make good provision on end of lease		269	-	-
Principal payments of lease liabilities		1,264	2,605	1,255
Total cash used		1,533	2,605	1,255
Net cash from/(used by) financing activities		(1,533)	(2,605)	(1,255)
Net increase/(decrease) in cash held		8,279	2,142	(5,247)
Cash and cash equivalents at the beginning of the reporting period		28,549	26,407	21,261
Cash and cash equivalents at the end of the reporting period	2.1A	36,828	28,549	16,014

The above statement should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Cash Flow Statement for not-for-profit Reporting Entities

In 2024-25 cash received from operating activities is higher than budget in part due to cash received in advance for 'Sales of goods and rendering of services'. This is provided to the Commission to deliver on new and discrete programs of work within the Commission's area of expertise. In many cases these programs are delivered over a number of financial years so the cash in- flows and out-flows may occur in different financial years.

Also contributing to higher than budget cash from operating activities is lower than expected supplier payments due to the pause in the Student Consent survey project; cash not used for unlegislated activities; savings in the National Anti-Racism Strategy and delays in cash outflows as a result of the extension of time to deliver the 'Seen and Heard' project activities.

Overview

The Australian Human Rights Commission (the Commission) is an Australian Government controlled entity. It is a not-for-profit entity. The Commission's objective is to ensure that Australians have access to independent human rights complaint handling and public inquiry processes and benefit from human rights education, promotion, monitoring and compliance activities.

The Commission is structured to meet the following outcome:

An Australian society in which human rights are respected, protected and promoted through independent investigation and resolution of complaints, exercise of regulatory functions, contributions to law and policy reforms, research, education, partnerships, and monitoring and reporting on human rights.

The continued existence of the Commission in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the Commission's administration and programs.

The Commission activities contributing toward these outcomes are classified as departmental. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the Commission in its own right.

The Basis of Preparation

The financial statements are required by:

- a) section 42 of the *Public Governance, Performance and Accountability Act 2013*

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*; and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

Taxation

The Commission is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events After the Reporting Period

The Commission is not aware of any significant events that have occurred since balance date that warrant disclosure in these financial statements.

Financial Performance

This section analyses the financial performance of Australian Human Rights Commission for the year ended 30 June 2025.

1.1 Expenses

	2025 \$'000	2024 \$'000
1.1A: Employee benefits		
Wages and salaries	24,088	21,801
Superannuation		
Defined contribution plans	3,114	2,805
Defined benefit plans	728	667
Leave and other entitlements	2,632	2,139
Other employee expenses	269	352
Total employee benefits	30,831	27,764

Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section.

1.1B: Suppliers

Goods and services supplied or rendered

ICT services and support (1)	358	601
Insurance	40	69
Office consumables	61	118
Official travel	1,462	1,511
Postage and freight	12	16
Printing and publication	116	253
Professional services and fees (2)	3,568	4,234
Property related outgoings	624	925
Reference materials, subscriptions and licenses	793	818
Staff training (3)	453	370
Telecommunications	96	95
Venue hire and other costs (4)	37	295
Remuneration of auditors	46	46
Website development costs (5)	815	183
Other	129	168
Total goods and services supplied or rendered	8,610	9,702
Goods supplied	177	371
Services rendered	8,433	9,331
Total goods and services supplied or rendered	8,610	9,702

Financial Performance (continued)

	2025 \$'000	2024 \$'000
1.1B: Suppliers (continued)		
Other suppliers		
Workers compensation expenses	52	35
Low value leases	10	65
Total other suppliers	62	100
Total suppliers	8,672	9,802

(1) The 2023-24 figure has been disaggregated to provide additional information regarding website development costs. The decrease in ICT services and support in 2024-25 reflects savings in data charges resulting from the Commission's transition from providing remote access for staff to laptop devices and other one-off project activities in 2023-24.

(2) The decrease in professional services and fees in 2024-25 reflects a reduction in expert advice fees, community consultations and resource development for our National Anti-Racism Framework which was completed and launched in November 2024. This has been offset by an increase in payments to partners for our international human rights programs conducted in collaboration with the Department of Foreign Affairs and Trade.

(3) The increase in staff training costs in 2024-25 reflects the Commission's approach to improve investment in staff development.

(4) The decrease in venue hire costs in 2024-25 reflects the Commission's costs to host a one off 'Free and Equal' conference in June 2024.

(5) Website development costs in 2024-25 include the cost to redesign and replatform our website.

Accounting Policy

Short-term leases and leases of low-value assets

The Commission has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). The Commission recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

1.1C: Finance costs

Interest on lease liabilities	615	160
Total finance costs	615	160

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 2.2 and 2.4A.

Accounting Policy

All borrowing costs are expensed as incurred

1.1D: Write-down and impairment of other assets

Impairment of property, plant and equipment	-	14
Total write-down and impairment of other assets	-	14

Financial Performance (continued)

1.2 Own-Source Revenue and Gains

	2025 \$'000	2024 \$'000
OWN-SOURCE REVENUE		
1.2A: Revenue from contracts with customers		
Rendering of services	12,938	10,345
Total revenue from contracts with customers	12,938	10,345
Major product / service line:		
Service delivery	12,938	10,345
	12,938	10,345
Type of customer:		
Australian Government entities (related parties)	11,629	8,595
State and Territory Governments	123	407
Non-government entities	1,186	1,343
	12,938	10,345
Timing of transfer of goods and services:		
Over time	12,015	9,184
Point in time	923	1,161
	12,938	10,345

Accounting Policy

Revenue from the rendering of services is recognised when performance of specific service obligations, that are required and enforceable under a contract or agreement made between the Commission and the customer, sufficiently allow the Commission to determine when they have been satisfied.

The principal activities from which the Commission generates its revenue include, service fees and direct cost recoveries from the supply of domestic and international human rights technical assistance programs, development of education resources and delivery of training services and interest earned on short-term bank deposits.

The Commission predominantly provides services to its customers under agreed terms and conditions contained in contracts or agreements made between the two parties. The nature, timing of satisfaction of performance obligations, and any significant payment terms are specified in the agreed terms and conditions, milestones and payment schedules.

The transaction price is the total amount of consideration to which the Commission expects to be entitled in exchange for transferring promised services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both. No consideration from contracts is excluded in the transaction price. In the event that a change is required to any of the terms and conditions contained in a contract or agreement, including transaction price, a Contract Variation is agreed between the parties. The Commission has a right to consideration from a customer in an amount that corresponds directly with the value to the customer of the Commission's performance completed to date under the original contract or subsequent variations to the contract.

Where performance obligations are satisfied over time, revenue is recognised monthly in arrears following a review of costs incurred for the delivery of service obligations for the project(s) and activities related to the customer contract. Costs incurred are primarily recurring in nature, and the customer simultaneously receives and effectively gains control of the services as the Commission performs its obligations.

Revenue for performance obligations satisfied at a point in time is recognised in accordance with specified milestones for the performance of obligations in the contract, for example "acceptance of a final report by the customer". Customer contracts with performance obligations satisfied at a point in time are short-term and include agreed dates for completion of milestones and transferral of any deliverable(s), this also indicates when a customer obtains control of outputs from the promised services. Milestone completion is confirmed with relevant contract manager prior to revenue recognition.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Financial Performance (continued)

	2025 \$'000	2024 \$'000
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1.2B: Interest

Deposits	1,565	1,358
Total interest	1,565	1,358

Accounting Policy

Interest revenue is recognised using the effective interest method.

1.2C: Other revenue

Grants	32	-
Resources received free of charge		
Remuneration of auditors	46	-
Other	-	24
Total other revenue	78	24

Accounting Policy

Resources Received Free of Charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Volunteer and Pro-bono Services

On the initial recognition of volunteer and pro-bono services as an asset or an expense, the Commission recognises any related amounts in accordance with the relevant standard. The Commission recognises the excess of the fair value of the volunteer services over the recognised related amounts as income immediately in the income statement.

1.2D: Other gains

Other	136	399
Total other gains	136	399

1.2E: Revenue from Government

Attorney-General's Department:		
Corporate Commonwealth entity payment item	32,129	31,315
Total revenue from Government	32,129	31,315

Accounting Policy

Revenue from Government

Funding received from the Attorney-General's Department (received by the Commission as a Corporate Commonwealth entity) is recognised as Revenue from Government unless the funding is in the nature of an equity injection or a loan.

Financial Position

This section analyses the Australian Human Rights Commission assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

2.1 Financial Assets

	2025 \$'000	2024 \$'000
2.1A: Cash and cash equivalents		
Cash on hand or on deposit	36,828	28,549
Total cash and cash equivalents	36,828	28,549

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- cash on hand; and
- demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

2.1B: Trade and other receivables

Goods and services receivables

Goods and services	98	638
Total goods and services receivables	98	638

Other receivables

Interest	80	67
GST Receivable from the Australian Taxation Office	106	93
Other	50	-
Total other receivables	236	160
Total trade and other receivables (gross)	334	798
Total trade and other receivables (net)	334	798

Trade and other receivables (net) expected to be recovered

No more than 12 months	334	798
Total trade and other receivables (net)	334	798

Credit terms for goods and services were within 30 days (2024: 30 days)

Accounting Policy

Financial assets

Trade receivables are measured at amortised cost using the effective interest method adjusted for any loss allowance

Financial Position (continued)

2.2 Non-Financial Assets

2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

	Property Leases	Leasehold Improvements	Plant and Equipment	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024					
Gross book value	20,516	1,639	1,076	910	24,141
Accumulated depreciation, amortisation and impairment	(486)	(13)	(185)	(894)	(1,578)
Total as at 1 July 2024	20,030	1,626	891	16	22,563
Additions					
Purchase or internally developed	-	-	81	152	233
Right-of-use assets	128	-	-	-	128
Depreciation and amortisation	-	(163)	(289)	(5)	(457)
Depreciation on right-of-use assets	(2,015)	-	-	-	(2,015)
Total as at 30 June 2025	18,143	1,463	683	163	20,452
Total as at 30 June 2025 represented by					
Gross book value	20,644	1,639	1,157	1,062	24,502
Accumulated depreciation, amortisation and impairment	(2,501)	(176)	(474)	(899)	(4,050)
Total as at 30 June 2025	18,143	1,463	683	163	20,452
Carrying amount of right-of-use assets	18,143	-	-	-	18,143

No property, plant and equipment and intangibles are expected to be sold or disposed of within the next 12 months.

Revaluations of non-financial assets and intangible assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 2.2. On 30 June 2025, an independent valuer conducted the revaluation. The independent valuation was not materially different to the carrying value of assets, therefore no adjustments were made to carrying value.

Financial Position (continued)

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$5,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the Commission where there exists an obligation to restore the property to its original position. These costs are included in the value of the Commission's right of use asset with a corresponding provision for the 'make good' recognised.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

The option to renew for an additional five years has not been included in the term for the calculation of the right of use asset or lease liabilities associated with the current building lease held, as it is not considered reasonably certain the option will be exercised. This also impacts the obligation to pay the make good amount, recorded as a provision in these financials, as if the option was renewed the make good amount is not required to be paid.

On initial adoption of AASB 16 the Commission has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the Commission using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2025	2024
Leasehold improvements	Lease term	Lease term
Plant and equipment	3 to 10 years	3 to 10 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Financial Position (continued)

Impairment

All assets were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Commission were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

The Commission's intangibles comprise internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Commission's software are 2 to 5 years (2024: 2 to 5 years).

All software assets were assessed for indications of impairment as at 30 June 2025.

Accounting Judgements and Estimates

The fair value of infrastructure, plant and equipment has been taken to be the market value of similar assets as determined by an independent valuer.

	2025 \$'000	2024 \$'000
2.2B: Other non-financial assets		
Prepayments	344	332
Total other non-financial assets	344	332
Other non-financial assets expected to be recovered		
No more than 12 months	331	322
More than 12 months	13	10
Total other non-financial assets	344	332

No indicators of impairment were found for other non-financial assets.

Financial Position (continued)

2.3 Payables

	2025 \$'000	2024 \$'000
2.3A: Suppliers		
Trade creditors and accruals	1,240	1,360
Total suppliers	1,240	1,360
2.3B: Other payables		
Salaries and wages	828	693
Superannuation	141	111
Revenue received in advance	12,250	9,773
Total other payables	13,219	10,577

2.4 Interest Bearing Liabilities

	2025 \$'000	2024 \$'000
2.4A: Leases		
Lease liabilities	18,807	19,942
Total leases	18,807	19,942
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	1,975	1,866
Between 1 to 5 years	11,469	8,457
More than 5 years	8,375	13,225
Total leases	21,819	23,548

Total cash outflow for leases for the year ended 30 June 2025 was \$1.878m (2024: \$2.607m)

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D, 1.2E and 3.2.

Accounting Policy

For all new contracts entered into, the Commission considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Financial Position (continued)

2.5 Other Provisions

	Provision for restoration ¹ \$'000	Total \$'000
2.5A: Other provisions		
As at 1 July 2024	1,069	1,069
Additional provisions made	17	17
Amounts used	(269)	(269)
Amounts reversed	(68)	(68)
Total as at 30 June 2025	749	749

1. Provision for restoration at 30 June 2025 relates to leasehold improvements for the Commission's property lease which expires on 30 June 2034. During 2024-25 the Commission paid out the make good provision for our previous property lease.

People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

3.1 Employee Provisions

	2025 \$'000	2024 \$'000
3.1A: Employee provisions		
Leave	4,810	4,417
Total employee provisions	4,810	4,417
Employee provisions expected to be settled		
No more than 12 months	2,212	2,176
More than 12 months	2,598	2,241
Total employee provisions	4,810	4,417

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the Commission's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2025. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. The Commission recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

The Commission's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes. The Commission makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Commission accounts for the contributions as if they were contributions to defined contribution plans. The liability for superannuation recognised as at 30 June represents outstanding contributions.

Accounting Judgements and Estimates

The long service leave has been estimated in accordance with the FRR taking into account expected salary growth, attrition and future discounting using the government bond rate.

People and relationships (continued)

3.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Commission. The Commission has determined the key management personnel to be the President, Commissioners and Chief Executive. Key management personnel remuneration is reported in the table below:

	2025 \$'000	2024 \$'000
Short-term employee benefits	3,394	2,654
Post-employment benefits	346	237
Other long-term employee benefits	78	64
Total key management personnel remuneration expenses¹	3,818	2,955

The total number of key management personnel that are included in the above table are 10 (2024: 13).

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Commission.

3.3 Related Party Disclosures

Related party relationships:

The Commission is an Australian Government controlled entity. Related parties to the Commission are Key Management Personnel and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchases of goods and services;
- asset purchases, sales transfers or leases;
- debts forgiven; and
- guarantees.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Commission, it has been determined that there are no related party transactions to be separately disclosed (2024: Nil).

Managing uncertainties

This section analyses how the Australian Human Rights Commission manages financial risks within its operating environment.

4.1A: Contingent assets and liabilities

Quantifiable Contingencies

At the time signing these financial statements, the Commission had no quantifiable contingent liabilities.

Unquantifiable Contingencies

As at 30 June 2025 the Commission was a respondent to three judicial review proceedings in the Federal Court and one judicial review proceeding in the Federal Circuit and Family Court. In one of the judicial review proceedings, the appellant is seeking to challenge a decision by the Administrative Review Tribunal that upheld an administrative decision by the Commission. If the Commission is unsuccessful, it would be liable to pay the appellant's costs which the Commission cannot reliably estimate at this time. In the remaining three judicial review proceedings, the Commission has filed a submitting notice and there are other parties on the record acting as a contradictor. It is not usual for any costs order to be made against the Commission in these kinds of proceedings and we do not expect there to be any financial impact on the Commission. In addition, the Sex Discrimination Commissioner was granted leave to appear as amicus curiae in an appeal to the Full Court of the Federal Court that is listed for hearing in August 2025. We do not expect that the Sex Discrimination Commissioner will have any liability to pay the costs of the parties in this proceeding.

In April 2025 the Commission became aware that a data breach had occurred. The Commission has issued a public notice on our website and notified the Office of the Australian Information Commissioner. The Commission has taken the necessary steps under the *Privacy Act 1988* in relation to notifying individuals. The Commission has received no claims in relation to the incident and it is not possible to quantify the financial impact (if any).

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

4.2 Financial Instruments

	2025 \$'000	2024 \$'000
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4.2A: Categories of financial instruments

Financial assets at amortised cost

Cash on hand or on deposit	36,828	28,549
Trade and other receivables	334	798
Total financial assets at amortised cost	37,162	29,347

Financial Liabilities

Financial liabilities measured at amortised cost

Trade creditors and accruals	1,240	1,360
Total financial liabilities measured at amortised cost	1,240	1,360

Accounting Policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the entity classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Comparatives have not been restated on initial application.

Managing uncertainties (continued)

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

	2025 \$'000	2024 \$'000
4.2B: Net gains or losses on financial assets		
Financial assets at amortised cost		
Interest revenue	1,565	1,358
Net gains on financial assets at amortised cost	1,565	1,358

Managing uncertainties (continued)

4.4 Fair Value Measurement

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the statement of financial position do not apply the fair value hierarchy.

The different levels of the fair value hierarchy are defined below.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Commission can access at measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Accounting Policy

The Commission considers the fair value hierarchy levels at the end of the reporting period. There were no transfers in or out of any levels during the reporting period.

4.4A: Fair Value Measurement

	Fair value measurements at the end of the reporting period	
	2025 \$'000	2024 \$'000
Non-financial assets		
Leasehold improvements, plant and equipment	2,247	2,505

Market replacement cost less estimate of written down value of asset used. Valuation determined to not be materially different to carrying value, so no adjustment was made.

There were no non-financial assets where the highest and best use differed from its current use during the reporting period.

The remaining assets and liabilities reported by the Commission are not measured at fair value in the Statement of Financial Position.

Other information

5.1 Current/non-current distinction for assets and liabilities

	2025 \$'000	2024 \$'000
5.1A: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	36,828	28,549
Trade and other receivables	334	798
Prepayments	331	322
Total no more than 12 months	37,493	29,669
More than 12 months		
Land and buildings	19,606	21,656
Plant and equipment	683	891
Intangibles	163	16
Prepayments	13	10
Total more than 12 months	20,465	22,573
Total assets	57,958	52,242
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	1,240	1,360
Other payables	11,989	10,205
Leases	1,975	1,866
Employee provisions	2,212	2,176
Total no more than 12 months	17,416	15,607
More than 12 months		
Other payables	1,230	372
Leases	16,832	18,076
Employee provisions	2,598	2,241
Other provisions	749	1,069
Total more than 12 months	21,409	21,758
Total liabilities	38,825	37,365

7. Other reporting requirements

7.1 Managing and developing employees including gender reporting

The Commission strengthened its commitment to building a high performing and engaged workforce through initiatives aligned with our People and Culture and Corporate Services Plans.

We developed programs to support employees through coordinated activities across workforce planning, attraction, recruitment, onboarding, learning and development, performance, recognition, workplace relations, health, safety and wellbeing and offboarding that enhanced the employee experience. These initiatives support a safe, inclusive and high-performing workplace.

Strategic programs and strengthening our policy framework

The Commission implemented the Senior Executive Service (SES) Performance Framework that included all members of the Senior Leadership Team. This was expanded to our Commissioners and the President demonstrating our commitment to leadership development and leading by example.

Recruitment and selection

To enhance our recruitment and selection practices, we launched a recruitment and selection portal that included guides, templates and forms to support consistent and inclusive merit-based hiring processes. We introduced mandatory recruitment and selection training for all selection panel members and held regular drop-in and information sessions to build hiring manager capability and confidence.

Learning and development

We delivered a coordinated learning and development program to build capability across all levels of the organisation. This included a mix of workshops and e-learning modules aligned to our strategic priorities, and changes in legislative and policy obligations.

We developed a new annual training calendar that included:

- wellbeing webinars and mental health programs
- leadership and management development
- diversity and inclusion initiatives
- role-specific, technical and mandatory compliance training.

We also strengthened our partnership with the Community and Public Sector Union through monthly meetings. These meetings support consultation and collaboration on workplace matters.

Diversity, equity and inclusion

We continued our commitment to diversity, equity and inclusion through the following programs and initiatives:

- strengthening our governance committee on organisational development and culture
- establishing a Cultural Safety Taskforce
- LGBTIQA+ awareness workshops
- disability awareness training and resources
- Gender Pay Gap Analysis and Workplace Gender Equality Agency (WGEA) reporting.

The Commission completed an initial gender pay gap analysis of our 2024 results. Following the analysis an action plan will be prepared to reduce our gender pay gap. We published an [employer statement](#) on the Commission's website.

Workplace Health and Safety (WHS)

The Commission participated in a proactive regulatory review and audit by Comcare. The purpose of the inspection was to monitor compliance with the *Work Health and Safety Act 2011* (Cth) and the *Work Health and Safety Regulations 2011* (Cth). The review focused on consultation, cooperation and coordination arrangements. Comcare provided several recommendations for WHS, which the Commission promptly implemented.

We supported employee health, safety and wellbeing through:

- reimbursement for flu vaccinations
- healthy lifestyle allowances
- flexible work practices
- implementation of new incident reporting forms
- ongoing development and roll-out of new and updated suite of WHS policies, procedures, and guidelines.

We conducted a psychosocial risk assessment across the Commission. The results are informing our mental health and wellbeing programs. We also delivered training on vicarious trauma and accidental counselling.

We established new roles to support wellbeing, including Mental Health First Aiders and Wellbeing and Respect Officers. These staff members received relevant training and now participate in a rejuvenated Work Health and Safety Committee.

Workplace Health and Safety Reporting

During this reporting period:

- there were no notifiable incidents arising from the Commission's conduct or undertakings
- there was one workers compensation claim, which incurred no lost time
- there were no investigations relating to the Commission's undertakings
- no notices were received under Part 10 of the *Work Health and Safety Act 2011* (Cth)
- there are no other matters required by reporting guidelines.

Strategic commissioning framework reporting

In 2024-2025 the Commission took steps to bring core work in-house in line with the APS Strategic Commissioning Framework. Our targets for 2024-2025 aimed to bring \$0.202m (excluding GST) of core work in-house in communications and engagement and portfolio, program and project management. This target was partially achieved, with an actual reduction of \$0.034m (excluding GST) in relevant supplier expenditure in 2024-2025. Barriers to bringing monitoring and evaluation resources in-house as planned included perceptions that this work would be more objective if performed by an external supplier.

7.2 Close the Gap reporting

Priority reform 3 of the National Close the Gap Agreement commits all parties, including governments, 'to systemic and structural transformation of mainstream government organisations to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander people'. Governments also commit to 'include in their annual reports information on how they are undertaking and meeting the transformation elements'.

The Commission's work contributes to the following objectives of Priority Reform 3:

- identify and eliminate racism (in accordance with para 59a of the National Agreement)
- deliver services in partnership with Aboriginal and Torres Strait Islander organisations, communities and people (para 59c)
- Support Aboriginal and Torres Strait Islander cultures (para 59e)
- improve engagement with Aboriginal and Torres Strait Islander people (para 59f).

In the past year the Commission has released the National Anti-Racism Framework setting out a roadmap for all Australian governments to address all forms of racism. Key recommendations of the Framework include the:

- development of a national implementation plan on eliminating racism against First Peoples, to be co-designed with First Peoples communities
- development of a nationally recognised definition of First Peoples cultural safety, with minimum standards, for application across sectors, including health
- introduction of a positive duty into the Racial Discrimination Act to prevent discrimination across multiple settings, as well as a range of initiatives to address racial discrimination in employment, such as through the introduction of internal cultural safety frameworks for First Peoples staff by all medium and large employers.

The Social Justice Commissioner has also undertaken the Informing the Agenda project engaging directly with First Peoples communities about their aspirations and priorities for human rights protections. The findings of these consultations will be published in the upcoming *Social Justice Report*.

The Commission is also undertaking the Racism@Uni study which focuses on experiences of racism by Aboriginal and Torres Strait Islander students and staff in university settings and will provide vital information to advance Close the Gap priorities in tertiary education.

The Commission also co-hosted the Gathering Strength summit in Queensland to give voice to First Peoples communities in designing their priorities for government and other actions to advance their rights.

These projects each provide valuable guidance to governments on how to identify and eliminate racism experienced by First Peoples communities.

The Commission has also worked in partnership with First Peoples researchers on key projects, most notably the development of the National Anti-Racism Framework. This included by commissioning First Peoples researchers to conduct specific consultations with First Peoples communities, which occurred in the aftermath of the Voice Referendum, and which was released in a background report to the Framework, as well as research into the health impacts of racial discrimination. The Commission has also worked with First Peoples creatives in developing a rebrand of the National Anti-Racism campaign, Racism. It stops with me, which will be released later in 2025.

The Commission has also commenced internal processes to embed and practice meaningful cultural safety in the organisation, being led by a Cultural Safety Taskforce.

7.3 Executive remuneration and staff statistics

This section contains information about the remuneration of the Commission's key management personnel and Senior Executive Service (SES)..

Remuneration for the President and Commissioners is set by the Remuneration Tribunal. The Remuneration Tribunal also determines increases to remuneration and allowances.

The Commission's remuneration for SES and other highly paid staff is determined by the President under section 24(1) of the *Public Service Act 1999* (Cth). When determining SES and other highly paid staff remuneration, the President has regard to the Australian Public Service Remuneration Report and comparable agencies.

SES determinations set out salary on commencement and provide for increments of salary, in line with percentage increases awarded to the Commissioners by the Remuneration Tribunal.

Remuneration of key management personnel

Name	Position title	Base salary	Bonuses	Other benefits and allowances	Super-annuation contributions	Long service leave	Other long-term benefits	Termination benefits	Total remuneration
Rosalind Croucher	President ceased on 29 July 2024	57,917	-	-	5,886	14,857	-	-	78,660
Hugh de Kretser	President from 30 July 2024	433,943	-	-	29,932	16,837	-	-	480,712
Anne Hollonds	National Children's Commissioner	393,652	-	-	29,932	11,480	-	-	435,065
Lorraine Finlay	Human Rights Commissioner	378,028	-	-	29,932	8,383	-	-	416,343
Rosemary Kayess	Disability Discrimination Commissioner	372,961	-	-	29,932	4,283	-	-	407,176
Giridharan Sivaraman	Race Discrimination Commissioner	363,260	-	-	52,834	3,697	-	-	419,791
Robert Fitzgerald	Age Discrimination Commissioner	381,290	-	-	29,932	3,924	-	-	415,146
Anna Cody	Sex Discrimination Commissioner	363,868	-	-	29,932	6,432	-	-	400,232
Katie Kiss	Aboriginal and Torres Strait Islander Social Justice Commissioner	367,250	-	-	54,186	3,924	-	-	425,360
Leanne Smith	Chief Executive	281,334	-	-	53,768	4,214	-	-	339,316

Remuneration of senior executives

Remuneration Band	Number of senior executives	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
245,001 - 270,000	2	220,886	-	-	37,849	9,835	-	-	268,570

Employee statistics

All ongoing employees

	Man/Male - Full time	Man/Male - Part time	Man/Male - Total	Woman/ Female - Full time	Woman/ Female - Part time	Woman/ Female - Total	Non- binary - Full time	Non- binary - Part time	Non- binary - Total	Total
NSW	26	0	26	76	26	102	0	0	0	128
Qld	0	0	0	2	1	3	0	0	0	3
SA	0	0	0	4	0	4	0	0	0	4
Tas	0	0	0	0	0	0	0	0	0	0
Vic	1	0	1	7	4	11	0	1	1	13
WA	0	0	0	2	0	2	0	0	0	2
ACT	0	0	0	3	0	3	0	0	0	3
NT	0	0	0	0	0	0	0	0	0	0
External	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	1	0	1	0	0	0	1
Total	27	0	27	95	31	126	0	1	1	154

All non-ongoing employees

	Man/Male - Full time	Man/Male - Part time	Man/ Male - Total	Woman/ Female - Full time	Woman/ Female - Part time	Woman/ Female - Total	Non- binary - Full time	Non- binary - Part time	Non- binary - Total	Total
NSW	7	2	9	32	18	50	1	0	1	60
Qld	1	0	1	4	0	4	0	0	0	5
SA	0	0	0	1	1	2	0	0	0	2
Tas	0	0	0	0	0	0	0	0	0	0
Vic	1	0	1	0	3	3	0	0	0	4
WA	0	0	0	1	0	1	0	0	0	1
ACT	0	0	0	1	0	1	0	0	0	1
NT										
External										
Overseas										
Total	9	2	11	39	22	61	1	0	1	73

7.4 Greenhouse gas emissions

2024-25 Greenhouse gas emissions inventory- location-based method

Emission Source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location Based Approach)	N/A	50.22	3.04	53.27
Natural Gas	-	N/A	-	-
Solid Waste	-	N/A	2.34	2.34
Refrigerants	-	N/A	N/A	-
Fleet and Other Vehicles	-	N/A	-	-
Domestic Commercial Flights	N/A	N/A	159.91	159.91
Domestic Hire Car	N/A	N/A	2.27	2.27
Domestic Travel Accommodation	N/A	N/A	35.92	35.92
Other Energy	-	N/A	-	-
Total t CO₂-e	-	50.22	203.47	253.70

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent. The annual solid waste data has been extrapolated based on seven months of actual data. Emissions from hire cars for 2024-25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.
n/a = not applicable

2024-25 Electricity gas emissions

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location Based Approach)	50.22	3.04	53.27	76,095.24
Market-based electricity emissions	50.42	6.85	57.27	62,249.71
Total renewable electricity consumed	n/a	n/a	n/a	13,845.53
Renewable Power Percentage ¹	n/a	n/a	n/a	13,845.53
Jurisdictional Renewable Power Percentage ^{2,3}	n/a	n/a	n/a	-
GreenPower ²	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-
Total renewable electricity produced	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

¹ Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

² Listed as Voluntary renewables in 2023-24 Annual Reports.

³ The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

⁴ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

7.5 Payment to advertising, market research, and other designated organisations

The Commission made the following payments valued at \$16,900 (inclusive GST) or more to advertising agencies, market research organisations, polling organisations, media advertising organisations and direct mail organisations in the reporting period.

Name of organisation	Type of organisation	Purpose	Payment \$ (inc of GST)
Redbridge Group Pty Ltd	Market research	Age and aging in Australian Media Research Project	\$30,993
Quantum Market Research	Market research	Quantitative Survey Research Services- Emergency Response Framework Project	\$57,365
The Wild Ones Agency Pty Ltd	Advertising	Speaking from Experience information campaign	\$45,000

7.6 Information on the Accountable Authority

Emeritus Professor Rosalind Croucher AM FAAL

Prefix	First name	Last name	Post nominals	Qualifications of the Accountable Authority	Experience of the Accountable Authority
Emeritus Professor	Rosalind	Croucher	AM FAAL FRSA FACLM	LLD (Honoris causa), Macquarie University, 2020; LLD (Honoris causa), University of New South Wales, 2018; PhD, University of New South Wales, 1994; LLB University of Sydney, 1980; BA (Hons) University of Sydney, 1977	Member, AICD; Director, Australian Academy of Law, 2013-2018; Director, Australian Academy of Law, 2013-2018; President, ALRC, August 2009-2017; Governor, Ascham School, 1996-2005; Governor, St Andrews College, University of Sydney, 1999-2002; Dean, Macquarie Law School, November 1999- 2007
Position title / Position held		Exec / non-Exec	Start date (1 July Previous year or after)	End date (30 June current year or before)	No. of meetings of Accountable Authority attended
Australian Human Rights Commission President		Exec.	1/07/2024	29/07/2024	0

Hugh de Kretser

Prefix	First name	Last name	Post nominals	Qualifications of the Accountable Authority	Experience of the Accountable Authority
	Hugh	de Kretser		Bachelor of Laws (Hons) and Bachelor of Arts, University of Melbourne 1997	CEO Yoorrook Justice Commission 2022-2024; Executive Director Human Rights Law Centre 2013-2022; Board Member Flourish Australia 2022-2024; Director Sentencing Advisory Council 2010-22; Board Member National Association of Community Legal Centres 2012-2014, Executive Officer Federation of Community Legal Centres 2007-2013; Commissioner Victorian Law Reform Commission 2008-2012; Manager Brimbank Melton Community Legal Centre 2004-2007, Solicitor Mallesons Stephen Jaques 2000-2004
Position title / Position held		Exec / non-exec	Start date (1 July Previous year or after)	End date (30 June current year or before)	No. of meetings of Accountable Authority attended
Australian Human Rights Commission President		Exec.	30/07/2024	30/06/2025	4

7.7 Reviews by outside bodies

On 17 February 2025 the Auditor General published a [performance audit report](#) on complaint handling at the Commission. The objective of the audit was to assess the efficiency and effectiveness of the Commission's handling of complaints over a 7-year period.

The audit report found that complaint handling at the Commission is partly efficient and partly effective. The Commission welcomed the audit report and in our published [response](#) acknowledged the importance of providing the Australian public with a free, accessible and effective dispute resolution service.

The Commission agreed or agreed in principle with the audit report's 5 recommendations and has commenced implementing them. We anticipate that all recommendations will be fully implemented by the end of 2025-2026.

8. Appendices

8.1 Key Activities, program areas, and services 2024-25

President: Hugh de Kretser
<ul style="list-style-type: none"> • Free+Equal: A conversation on human rights.
<ul style="list-style-type: none"> • Investigation and Conciliation and National Information Services
<ul style="list-style-type: none"> • Human rights education and training
<ul style="list-style-type: none"> • Tasmanian National Preventative Mechanism Project
<ul style="list-style-type: none"> • Australia-Lao PDR Human Rights Technical co-operation
<ul style="list-style-type: none"> • Australia-Vietnam Human Rights Technical Cooperation Program
<ul style="list-style-type: none"> • ASEAN Intergovernmental Commission on Human Rights (AICHR) engagement Project
<ul style="list-style-type: none"> • Southeast Asia Government to Government Human Rights Education Program
<ul style="list-style-type: none"> • International engagement
<ul style="list-style-type: none"> • Human rights scrutiny
Aboriginal and Torres Strait Islander Social Justice Commissioner: Katie Kiss
<ul style="list-style-type: none"> • Informing the Agenda (National listening tour)
<ul style="list-style-type: none"> • United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) engagement
Age Discrimination Commissioner: Robert Fitzgerald AM
<ul style="list-style-type: none"> • Ageism in Australian healthcare research
<ul style="list-style-type: none"> • Financial elder abuse
<ul style="list-style-type: none"> • Ageism awareness workshop
<ul style="list-style-type: none"> • Enduring power of attorney research
<ul style="list-style-type: none"> • Ageism in Australian media research
<ul style="list-style-type: none"> • Younger and older workers: What do employers think?
<ul style="list-style-type: none"> • Age Diversity at Work Roundtable
National Children's Commissioner: Anne Hollonds
<ul style="list-style-type: none"> • National student consent study
<ul style="list-style-type: none"> • <i>Help way earlier!: How Australia can transform child justice to improve safety and wellbeing</i>
<ul style="list-style-type: none"> • Supporting quality engagement with children consultation project
<ul style="list-style-type: none"> • Act for children campaign

Disability Discrimination Commissioner: Rosemary Kayess

- IncludeAbility (Phase 2) - Equality at work
- Accessible Housing Project
- Policy and law reform engagement
- Supporting people with disability and organisations to attend international human rights forum
- *Golf Australia guidelines for the inclusion of people with disability in golf*

Human Rights Commissioner: Lorraine Finlay

- Emergency Response Framework Project (Phase 1 & 2)
- Protecting cognition project on neurotechnology and human rights
- Review of immigration detention standards and methodology
- Immigration detention thematic inspections
- Youth in solitary confinement report

Race Discrimination Commissioner: Giridharan Sivaraman

- National Anti-Racism Project
- Community support project: Seen and Heard
- Study into prevalence and impact of racism in Australian universities

Sex Discrimination Commissioner: Dr Anna Cody

- Speaking from Experience
- Trans and gender diverse human rights mapping project
- Culturally and racially marginalised (CARM) women workers in care industry scoping project
- Defence Collaboration
- Australian Federal Police Partnership
- Australian Border Force Partnership

Organisational

- Legal services (including legal interventions)
- Public engagement (including communications, media, digital engagement, major events and launches)

8.2 Major events, reports, publications and resources 2024-25

Aboriginal and Torres Strait Islander Social Justice	Women in native title: Native title report 2024
	Women in native title: Native title report 2024 community guide
Age	Shaping perspectives: How Australian media reports on ageing
	Empowering futures: a report on enduring powers of attorney
Australian Human Rights Commission Act Reports	No. 178 Mr Belmont v Commonwealth of Australia (Department of Home Affairs) (June 2025)
	No. 177 Ms QD v Commonwealth of Australia (Department of Home Affairs) (June 2025)
	No. 176 Mr TZ and Mr UA v Commonwealth of Australia (Department of Home Affairs) (June 2025)
	No. 175 Mr Kuster v Commonwealth of Australia (Department of Home Affairs) (April 2025)
	No. 174 Immigration detainees in prolonged or indefinite detention (December 2024)
	No. 173 Mr LD v Commonwealth of Australia (Department of Home Affairs) (July 2024)
	No. 172 Mr NR v Commonwealth of Australia (Department of Home Affairs) (July 2024)
	No. 171 Mr Abela v Commonwealth of Australia (Department of Home Affairs) (July 2024)
	No. 170 Mr Pjetri v Commonwealth of Australia (Department of Home Affairs) (July 2024)
	No. 169 Mr CJ v Commonwealth of Australia (Department of Home Affairs) (July 2024)
	No. 168 Mr Al Dahan v Commonwealth of Australia (Department of Home Affairs) (July 2024)
	No. 167 Mr MF v Commonwealth of Australia (Department of Home Affairs) (July 2024)
Children	‘Help way earlier!’ Transforming child justice for safety & wellbeing
Disability Rights	Guidelines on equal access to digital goods and services

Education and Training	Stats & facts: Refugees and people seeking asylum
	Stats & facts: Children's rights.
Emergency Responses	Collateral damage: What the untold stories from COVID-19 pandemic reveal about human rights in Australia
Immigration Detention and Asylum Seekers	Not just an afterthought: The experience of women in immigration detention
Race	National anti-racism framework
	An anti-racism framework: Voices of First Nations peoples
	Race reporting handbook
	An anti-racism framework: The perspectives of multicultural Australia
	Interim report on racism at Australian universities
	Mapping government anti-racism programs and policies
	International Day for the Elimination of Racial Discrimination (IDERD) resources including; How 'harmony' hides structural and systemic racism and schools fact sheet; Lesson plan for IDERD Years 9 and 10
	Myths and misconceptions about racism (resource guide)
	Kep Enderby memorial lecture
Sex and gender	Speaking from experience report: What needs to change to address workplace sexual harassment
	Positive duty animations: What is the positive duty? Positive duty and reporting to the AHRC Positive duty: Customers, Clients and Contractors

8.3 Performance measurement framework

Goal	Outcome	Performance expectation	Progress indicator (and PBS target)	Measure Type	Data collection method
1. Improving enjoyment of human rights by all, supporting access to justice and remedies for people and communities whose rights are breached.	1.1 We deliver a fair and effective investigation and conciliation of complaints service. PBS PERFORMANCE MEASURE	Our investigation and conciliation of complaints and dispute resolution meet performance indicators on timeliness, efficiency and service user satisfaction. Our investigation and conciliation of complaints and dispute resolution processes have systemic and educational outcomes.	85% of complaints are finalised in under 12 months. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure	Data capture through Resolve reports providing number of and length of complaints.
			40% of complaints are resolved by conciliation. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure	Case files capture the outcome of a compliant process. These results are compiled through Resolve reports for the reporting period.
			85% of parties to complaints are satisfied with the service they receive. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure	A survey is sent to the complainant and respondent once the complaint is finalised. This includes a satisfaction levels question, that is used to report against this indicator. It is sent to all parties except where a matter has been withdrawn or discontinued before a respondent is notified, or in circumstances where further contact with the Commission may cause distress to the relevant parties and/or staff.
			Instances where the terms on which investigation and conciliation disputes are resolved include systemic outcomes that accord with the objectives of the law. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure	Case files capture if a systemic outcome (e.g. a change of policy)
			Instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure	A survey is sent to the complaint and respondent once the complaint is finalised. This includes self-assessment question on increased understanding of rights and responsibilities in the law, that is used to report against this indicator. It is sent to all parties except where a matter has been withdrawn or discontinued before a respondent is notified, or in circumstances where further contact with the Commission may cause harm (distress) to the relevant parties and/or staff.

Goal	Outcome	Performance expectation	Progress indicator (and PBS target)	Measure Type	Data collection method
<p>1. Improving enjoyment of human rights by all, supporting access to justice and remedies for people and communities whose rights are breached.</p>	<p>1.2 We support meaningful cultural change towards safer, respectful and more equitable workplaces in Australia.</p>	<p>By supporting meaningful cultural change through inquiry into, and ensuring compliance with, the positive duty, and assist duty holders to achieve this through education, research and public discussion.</p>	<p>Increase in duty holders':</p> <ul style="list-style-type: none"> • understanding of the positive duty obligation <p>PBS PERFORMANCE MEASURE</p> <ul style="list-style-type: none"> • taking proactive steps to eliminate and prevent relevant unlawful conduct in the workplace. <p>PBS PERFORMANCE MEASURE</p>	<p>Effectiveness measure</p>	<p>Pre and post engagement assessment of core positive duty concepts.</p> <p>Assessment of duty holders against Adaptive Compliance Evidence Framework.</p>

Goal	Outcome	Performance expectation	Progress indicator (and PBS target)	Measure Type	Data collection method
<p>2. Strengthening Australia's human rights framework, embedding human rights issues at a national level.</p>	<p>2.1 The leadership and advocacy of the President and Commissioners on thematic areas or identified human rights issues, improves the enjoyment of human rights by affected groups.</p> <p>PBS PERFORMANCE MEASURE</p>	<p>Our research, reporting and advice influences and builds capacity in decision makers and other stakeholders to take action to address the identified human rights issues.</p>	<p>Research, reporting and advice activities of the Commission:</p> <ul style="list-style-type: none"> • are viewed as evidenced, persuasive and credible by stakeholders • increase understanding of the human rights issues and impacts raised • strengthen stakeholder capacity to promote and advocate for the human rights issues raised. 	<p>Effectiveness measure</p>	<p>Case studies and narrative stories of change are developed capturing both attribution and contribution against outcomes. These include references to qualitative and quantitative data sets identified in performance monitoring plans.</p>
			<p>Instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for.</p> <p>PBS EXPECTED PERFORMANCE RESULT</p>	<p>Effectiveness measure</p>	<p>Case studies and narrative stories of change are developed capturing both attribution and contribution against outcomes. These include references to qualitative and quantitative data sets identified in performance monitoring plans.</p>
			<p>Instances of improved Federal and state government policy, practice and legislative change that reflect our advice.</p> <p>PBS EXPECTED PERFORMANCE RESULT</p>	<p>Effectiveness measure</p>	<p>Case studies and narrative stories of change are developed capturing both attribution and contribution against outcomes. These include references to qualitative and quantitative data sets identified in performance monitoring plans.</p>

Goal	Outcome	Performance expectation	Progress indicator (and PBS target)	Measure Type	Data collection method
2. Strengthening Australia's human rights framework, embedding human rights issues at a national level.	2.2 Law and policy makers, at all levels, consider and address the human rights impacts we identify through our submissions, inquiries, research, reports and United Nations engagement. PBS PERFORMANCE MEASURE	Parliamentary committee inquiry reports reflect the human rights issues raised in our submissions and recommendations.	High proportion of Committee inquiry reports reflect and cite the Commission's advice. PBS EXPECTED PERFORMANCE	Effectiveness measure.	Citation analysis of parliamentary submission document the number of times our submissions are referenced in the final Parliamentary report.
		The number of recommendations to UN mechanisms made, and instances of recommendations implemented or referenced by Government.	Instances of our recommendations to UN mechanisms being reflected in treaty body concluding observations and other reports.	Effectiveness measure	Citation analysis of our recommendations documents the number of times they are reflected.
		Arguments presented in our submissions to courts influence outcomes in a way that is consistent with human rights.	Majority of our applications to the courts for leave to appear are accepted. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure	Review of number of times we make an application divided by number of times it is accepted.
			Instances of our court submissions reflected in the final judgment of the matter.	Effectiveness measure	Review of the judgements to the Court, summarising outcomes of proceedings and impact.

Goal	Outcome	Performance expectation	Progress indicator (and PBS target)	Measure Type	Data collection method
3. Better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own context.	3.1 Our education activities increase capability among individuals, communities and organisations to promote and protect human rights and address discrimination.	Participants in education activities benefit through achieving the intended human rights learning and capability objectives. Most participants in our adult training programs report satisfaction with the quality and relevance of the training.	Learner satisfaction with Commission training is at 80% based on participant surveys of our learning courses.	Effectiveness measure	All training participants are sent a survey upon completion of training (and prior to receiving their certificate)
			PBS EXPECTED PERFORMANCE RESULT		
	PBS PERFORMANCE MEASURE		Number of organisations working partnering with the Commission to build human rights skills in their workplaces.	Output (proxy effectiveness measure)	Calculation of number of workplaces training is delivered to. Number of people trained.
	3.2 Our information resources, services, events and campaigns reach, inform and influence users and audiences.	Target audiences benefit from our information resources, services, campaigns and events.	Targeted audiences are reached, access our information resources and services, and participate in our events and campaigns. indicated by: <ul style="list-style-type: none"> an average engagement rate of 2% or higher for Commission social media posts about our education and information activities. 	Effectiveness measure	Metrics assessing impressions and click through rates are compiled through reports for Facebook, X, Instagram and LinkedIn. Program evaluations.
			PBS EXPECTED PERFORMANCE RESULT <ul style="list-style-type: none"> high rates of participants finding our events and campaigns engaging and relevant 		

Goal	Outcome	Performance expectation	Progress indicator (and PBS target)	Measure Type	Data collection method
4. Maintaining our international standing as a strong human rights institution representing human rights in Australia and contributing to human rights advancement globally.	4.1 Our activities increase the capacity of vulnerable groups, communities and their advocates to understand and advocate for their rights. PBS PERFORMANCE MEASURE	Participants and stakeholders, in our consultations, research and education and informing activities experience participation, empowerment and benefit.	Instances of participants and stakeholders in our consultations and research activities report participation experiences that are beneficial and empowering. PBS EXPECTED PERFORMANCE RESULT	Effectiveness Measure	Case studies and narrative stories of change are developed capturing both attribution and contribution against outcomes. These include references to qualitative and quantitative data sets identified in performance monitoring plans.
	4.2 Our activities increase the capacity of governments, organisations, other groups and services to understand and address the human rights impact of their actions, particularly when working with vulnerable groups and communities. PBS CRITERION	Our activities with stakeholder organisations lead to systemic and sustained action, including changes to organisational policy and practice, to respect, protect and promote human rights in their context. PBS TARGET	Instances of stakeholders in our activities with organisations reporting that our work has contributed to increased understanding of the impact of their systems and operations on human rights. Instances of stakeholders in our activities with organisations making changes to organisational policy and practice, to respect, protect and promote human rights in their context.	Effectiveness measure	Case studies and narrative stories of change are developed capturing both attribution and contribution against outcomes. These include references to qualitative and quantitative data sets identified in performance monitoring plans.
		Our regional technical cooperation activities increase stakeholder capacity to advance national reform in partner states.	Instances of partners': <ul style="list-style-type: none"> increased knowledge of human rights frameworks, principles, and practices to advance human rights reform increased application of human rights frameworks, principles, and practices to advance human rights reform practice/policy reform relating to human rights principles, which are reviewed or developed because of AHRC technical cooperation activities. 	Effectiveness measure	Case studies and narrative stories of change are developed capturing both attribution and contribution against outcomes. These include references to qualitative and quantitative data sets identified in performance monitoring plans.

Goal	Outcome	Performance expectation	Progress indicator (and PBS target)	Measure Type	Data collection method
<p>4. Maintaining our international standing as a strong human rights institution representing human rights in Australia and contributing to human rights advancement globally.</p>	<p>4.3 The Commission complies with the Paris Principles (Principles Relating to the Status of National Human Rights Institutions) and is assessed as an independent and effective national human rights institution.</p>	<p>The Commission maintains its 'A status' as assessed by the Global Alliance of National Human Rights Institutions (GANHRI).</p>	<p>Compliance with the Paris Principles and/or remediation actions in train, e.g. <i>Australian Human Rights Commission Legislation Amendment (Selection and Appointment) Act</i>.</p>	<p>Effectiveness measure</p>	<p>Review of GHANRI accreditation report to identify compliance.</p>
<p>5. Ensuring that the Commission is sustainable into the future and able to strategically implement its statutory mandate.</p>	<p>5.1 The Commission has a clear strategic direction and confidently implements its mandate with secure and sustainable funding that is transparently and accountably managed.</p>	<p>The Commission maintains its compliance with the <i>Australian Human Rights Commission Act 1986</i> and the <i>Public Governance, Performance and Accountability (PGPA) Act 2013</i>.</p>	<p>Completion of all requirements under the PGPA Act, including corporate accountability, Annual Reports and Financial compliance.</p> <p>Implementation of appropriate governance and financial structures including number of recommendations adopted from the external reviews.</p>	<p>Effectiveness measure</p>	<p>100% compliance against PGPA Act and Rule</p>

8.4 List of requirements - corporate Commonwealth entities

Below is the table set out in Schedule 2A of the PGPA Rule. Subsection 17BE(u) requires this table be included in corporate Commonwealth entities' annual reports.

PGPA Rule Reference	Part of report	Description	Requirement
17BE	Contents of annual report		
17BE(a)	2.1	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	3.1 & 3.2	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	2.1	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	4.4	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	3.2	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Not applicable	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	Not applicable	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period, or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	5.2	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Not applicable	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	7.6	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	4.1	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	7.3	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	4.3	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	4.5	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17BE(n), 17BE(o)	Not applicable	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	5.2, Appendix 1 and Appendix 2	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Not applicable	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	7.7	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act), or (b) a Parliamentary Committee, or (c) the Commonwealth Ombudsman, or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	Not applicable	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Not applicable	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	4.6	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee (b) the name of each member of the audit committee (c) the qualifications, knowledge, skills or experience of each member of the audit committee (d) information about each member's attendance at meetings of the audit committee (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	7.3	Information about executive remuneration	Mandatory
17BF	Disclosure requirements for government business enterprises		
17BF(1)(a)(i)	Not applicable	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(ii)	Not applicable	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	Not applicable	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	Not applicable	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations	If applicable, mandatory
17BF(2)	Not applicable	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory



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