

2025 2026

ANNUAL REPORT



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.

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

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25 September 2026

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 2026. 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 Australian Human Rights Commission, I am responsible for preparing and giving this report to you. I can confirm that our performance in 2025-26 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 a memorandum.

Yours sincerely



Hugh de Kretser
President



Hugh de Kretser
President

1. President's message: The year in review

The horrific antisemitic terror attack at Bondi brought immense loss and grief. It shook our nation. It was followed by an alleged terror attack against an Aboriginal protest in Perth and an alleged foiled terror plot against mosques in Western Australia. These events underscore the dangers of failing to address hatred and prejudice. Everyone in Australia should be able to live safely, free from discrimination and proud of their culture, religion and identity. Yet rising racism and prejudice in Australia continues to fracture our society.

The Australian Human Rights Commission has played a leading role in efforts to address racism in our country. In 2022, the Australian Government had the foresight to fund us to develop the National Anti-Racism Framework. The Framework, launched in November 2024, provides a roadmap for addressing racism through 63 recommendations for reform. Over the past year we advocated with the Australian Government to set up a dedicated mechanism to implement priority recommendations.

We also completed two significant projects to address racism: our Racism@Uni study and Seen and Heard project. The Racism@Uni study national online survey received more than 76,000 survey responses from students and staff from 42 universities across the country. The survey findings highlight widespread racism experienced by students and staff and our survey report outlines recommendations to create safer, more inclusive campus environments.

Our Seen and Heard project involved consultations with Australia's Jewish, Muslim, Palestinian, Arab and Israeli communities who were experiencing increased racism after the 7 October 2023 attack and the war in Gaza. Our team worked with community organisations to convene consultations and meetings across the country. The feedback we received and documented in our report provides a crucial evidence base to drive reforms to eliminate racism and respond better to the local impacts of violence overseas.

We provided expert feedback to a range of inquiries into racism, including the Royal Commission on Antisemitism and Social Cohesion. We also responded to a significant increase in complaints of antisemitic racial discrimination and racial vilification.

Ensuring access to justice for people who experience discrimination

One of our core functions is our free public service receiving, investigating and, where appropriate, conciliating discrimination and human rights complaints. The vast majority of complaints do not proceed into the federal court system.

Over the past year, we implemented a range of innovations to boost the number of complaints we finalised. These measures included expanded delegations of powers to staff, increased use of pre-inquiry complaint termination powers and greater operational flexibility. These innovations were successful. We finalised 30% more complaints compared with 2024–25 and 15% more than our 7-year average.

Despite this success, our complaint backlog remains significant; at the end of the financial year we had approximately 2,531 open complaints, including complaints being actioned and complaints awaiting allocation. This is because complaint numbers continue to grow. They are 30% higher than pre-COVID levels and increased by 6% compared with 2024–25. This trend is making our service less timely and accessible. Only 52% of our complaints this year were finalised in under 12 months and conciliation success rates continue to fall. Short-term funding to address our complaint backlog ended this year. Without a significant increase in funding, this trend is likely to continue.

Preventing discrimination and human rights breaches

The Commission is the regulator of the positive duty in the *Sex Discrimination Act 1984* (Cth) that requires employers and others to address workplace sexual harassment, sex discrimination, sexist conduct, and related victimisation. This relatively new duty shifts the focus towards prevention instead of responding after the damage is done and relying on individual people complaining to change unfair policies and practices.

We continue to focus on retail and hospitality workplaces, where workers experience a higher risk of sexual harassment. Across the year we opened 111 positive duty matters and closed 55. This included commencing 3 formal inquiries into large organisations, closing one inquiry and progressing 3 inquiries from the previous year.

Our education and guidance materials helping employers to comply with the positive duty were widely viewed and we launched proactive work engaging with large retail employers in collaboration with Safe Work Australia. The statutory review of the Respect@Work reforms including the positive duty will be a significant focus in 2026–27.

We have urged the Government to bring the same focus on prevention by inserting a positive duty into the other discrimination laws – the Disability Discrimination Act, the Racial Discrimination Act, and the Age Discrimination Act. The Disability Royal Commission recommended a positive duty and a range of other improvements to the Disability Discrimination Act. The Australian Government has undertaken extensive consultation on reforming the Disability Discrimination Act in response to the recommendations of the Disability Royal Commission and is currently analysing the feedback received.

We continue to call for an Australian Human Rights Act. An Australian Human Rights Act would protect people's rights in Australian law. It would foster understanding of rights, build a culture of preventing rights violations and give people the power to take action if their rights are breached. An Australian Human Rights Act is a long overdue missing part of our democracy that would improve social cohesion.

A new strategic plan to respond to a complex and challenging environment

We launched our new strategic plan for the next 5 years in January 2026. The plan responds to a complex and challenging environment. There are significant threats to people's rights in Australia including rising racism, increased polarisation and division, rapid technological change, climate change, persistent inequality, cost of living pressures and continued disadvantage in rural and regional areas compared to the cities.

The Plan has a strong focus on human rights education to improve understanding and acceptance of human rights and to address declining understanding of Australia's democracy, institutions and civic responsibilities. It has a focus on systemic reforms to better protect people's rights. It also places a greater emphasis on collaboration across the Commission, recognising that many human rights issues are interconnected. Our work is stronger through improved collaboration internally and externally.

Better protecting people's rights in laws and policies

Over the year our Commissioners led a range of advocacy work to improve Australian laws and policies to better protect people's rights including:

- Commissioner Katie Kiss launched her inaugural Social Justice Report, *A Fair and Just Future for First Peoples*. Drawing on the voices of more than 1,600 First Peoples from across Australia, the report outlines a vision for shifting Australia's rhetoric on rights into action including by implementing the UN Declaration on the Rights of Indigenous Peoples.
- Our report *We're talking about stopping violence before it begins: Supporting Quality Engagement with Children* drew on the insights of more than 300 children and young people from across Australia. It offered evidence-based recommendations for building respectful, safe, and supportive relationships and preventing violence before it starts.
- We completed our *On Your Terms: Youth Survey on Consent and Sex Education* which received over 8,500 survey responses from young people across Australia. We are reporting on the survey in late 2026.
- We launched reports on financial elder abuse and ageism in the workplace. Commissioner Robert Fitzgerald engaged with the Australian Government to progress the development of a new UN Convention on the Rights of Older Persons.
- We launched our *Equal Identities* report outlining the key human rights issues for transgender and gender diverse people.

- We continued our *Speaking from experience* project which involved national consultations with people who experienced workplace sexual harassment. We advocated for implementation of the project's recommendations and undertook a public education campaign on addressing sexual harassment.
- We commenced work to implement key recommendations of the Royal Commission into Defence and Veteran Suicide including on preventing sexual misconduct in the military.
- We are entering the final phase of our *Equality at Work* project, which is supporting employers to create fairer, more accessible pathways for people with disability to obtain and retain meaningful work.
- We released reports on climate change, neurotechnology, solitary confinement and national emergency management frameworks in light of the COVID experience.

In April, we launched our first Australian Human Rights Assessment, including an assessment report card, evaluating how well Australia is protecting people's human rights. The assessment drew on our engagement with 2 major UN reviews of Australia's human rights performance during the year, the Universal Periodic Review and the review by the Committee on Economic, Social and Cultural Rights. Both reviews identified a range of human rights challenges in Australia. The Australian Government response to the UN reviews was disappointing.

Our partnerships with the Australian Defence Force, the Australian Federal Police and Australian Border Force continue to build their human rights capability. The Australian Border Force partnership will end in 2026–27. We continued our work, funded by the Department of Foreign Affairs and Trade, to strengthen the capacity of regional neighbours through ASEAN, in the Pacific and with Vietnam and Laos.

During the year, we farewelled National Children's Commissioner Anne Hollonds and welcomed Deb Tsorbaris to the role.

2026 marks 40 years since the establishment of the Commission. To celebrate this milestone, we launched a program featuring a national seminar series in partnership with state and territory commissions, and digital and video content telling the story of the Commission's impact over the past 4 decades. The program will culminate in a special edition of our human rights awards in December.

I thank our dedicated Commissioners and staff and the many partners who we worked alongside over the past year to protect people's rights. Human rights are the key to living well. Societies that protect human rights are stronger, healthier, safer, and more prosperous. It's in everyone's interest to protect people's rights.



Hugh de Kretser
President

2. The Commission

2.1 Who we are

Human rights are standards that governments around the world have agreed to meet so that everyone can live a safe, free, and dignified life. Human rights belong to all of us, no matter who we are or where we live. Human rights are about being treated fairly, treating others fairly and being able to choose how we live our lives. When human rights are respected, our lives are better and our communities are stronger, healthier, safer, and more prosperous.

The Commission is an independent statutory organisation established by the *Australian Human Rights Commission Act 1986* (Cth). The Commission exercises functions under this legislation and the *Racial Discrimination Act 1975* (Cth), the *Sex Discrimination Act 1984* (Cth), the *Disability Discrimination Act 1992* (Cth), and the *Age Discrimination Act 2004* (Cth). The Commission has specific responsibilities under the *Native Title Act 1993* (Cth) and the *Fair Work Act 2009* (Cth).

We operate as a Corporate Commonwealth Entity under the *Public Governance, Performance and Accountability Act 2013* (Cth). Our strategic priorities and operations are determined independently of government in line with our internal governance framework.

The Commission is Australia's National Human Rights Institution (NHRI). NHRIs are established by nations as independent bodies with a constitutional or legislative mandate to protect and promote human rights.

There are 119 National Human Rights Institutions globally, governed by [minimum standards that they must meet](#) to be considered credible and effective.

The Commission is accredited internationally as an 'A status' NHRI. This accreditation gives us independent standing in United Nations forums to report on the human rights situation in Australia. The accreditation is regularly reviewed through United Nations sanctioned processes by the Global Alliance of National Human Rights Institutions.

2.2 Our vision and purpose

Our vision

Our vision for Australia is one where everyone can live free and equal in dignity and rights as part of a strong, healthy democratic society.

Our purpose

We promote and protect the human rights of all people and communities in Australia as the nation's independent [National Human Rights Institution](#).

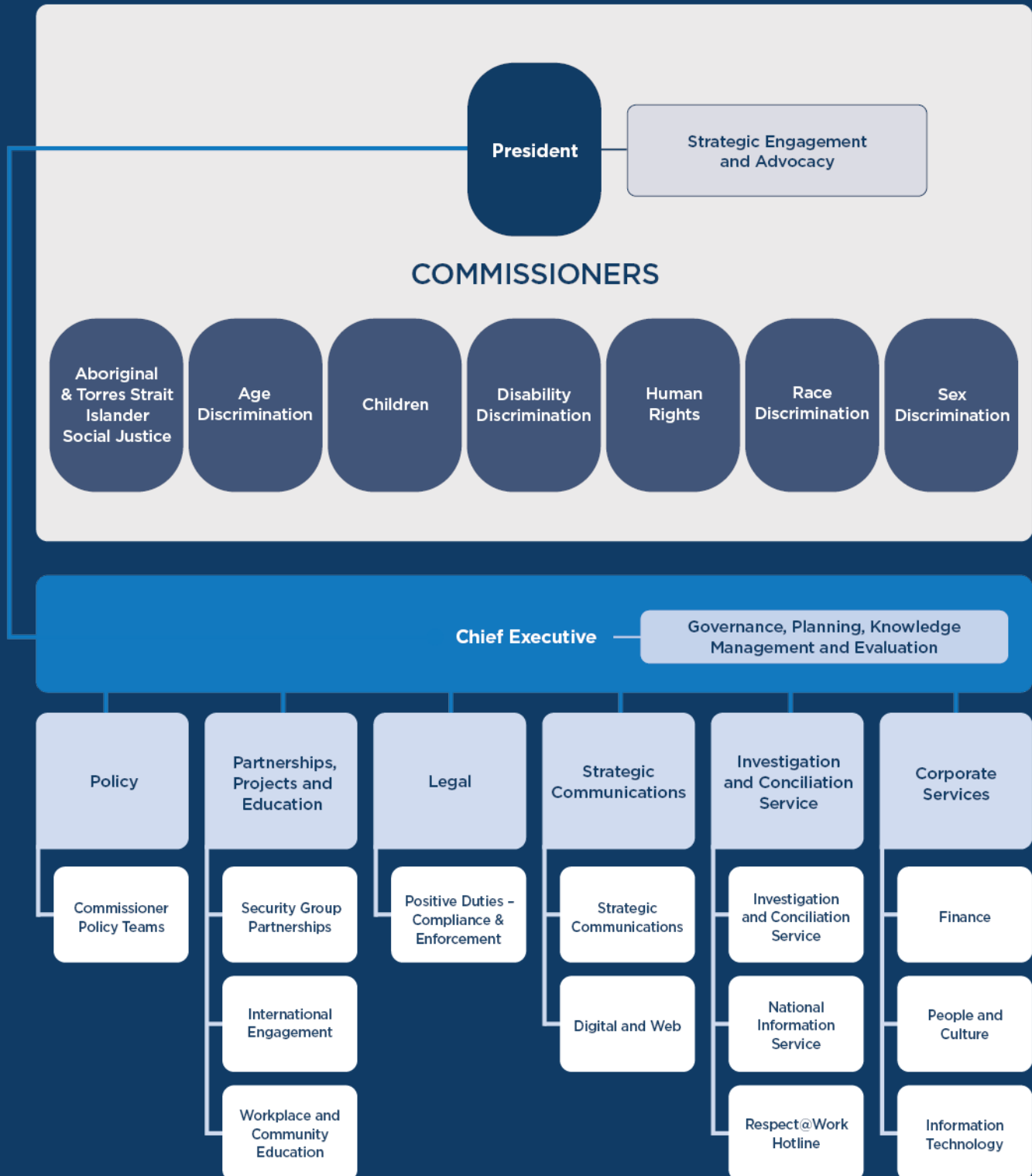
2.3 Responsible minister

The Hon Michelle Rowland MP is the current Attorney-General and responsible minister for the 2025–26 reporting period.

2.4 Accountable authority

Prefix	N/A
First Name	Hugh
Last Name	de Kretser
Post Nominals	N/A
Qualifications of the Accountable Authority	Bachelor of Laws (Hons) and Bachelor of Arts, University of Melbourne 1997
Experience of the Accountable Authority	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	Australian Human Rights Commission President
Exec / non-Exec	Exec.
Start Date (1 July Previous year or after)	1 July 2025
End Date (30 June Current year or before)	30 June 2026
No. of meetings of accountable authority attended	4

2.5 Our structure



President, Commissioners and Chief Executive 2025-2026



Hugh de Kretser
President



Katie Kiss
**Aboriginal and Torres
Strait Islander Social
Justice Commissioner**



Robert Fitzgerald AM
**Age Discrimination
Commissioner**



Anne Hollonds
**National Children's
Commissioner**
(finished
1 November 2025)



Deb Tsorbaris
**National Children's
Commissioner**
(commenced
17 November 2025)



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

3. Annual Performance Statement

3.1 Statement of preparation

As the accountable authority of the Australian Human Rights Commission, I am pleased to present the 2025–2026 annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, the annual performance statements:

- accurately present the entity's performance in the reporting period; and
- comply with subsection 39(2) of the PGPA Act.

3.2 Introduction to results

Understanding the difference our work makes is important. It is also complex because many of the changes we seek happen over time and involve governments, communities, employers and organisations.

The Commission uses monitoring and evaluation to understand what is working, where improvements are needed and what impact our work is having. The Commission's performance measures and expected results are set out in its Portfolio Budget Statements and Corporate Plan. We report our performance against a series of outcomes and progress indicators. Our progress indicators show how we measure the effectiveness of our key activities. These indicators help assess whether we are meeting our purpose and making progress towards the outcomes we aim to achieve.

Some results show the direct impact of the Commission's work. Others reflect the Commission's contribution to broader change through partnerships and advocacy.

Many of the outcomes the Commission seeks to achieve take time and are shaped by long-term programs, advocacy and submissions. To assess our impact, we use a range of evidence, including performance data, surveys and stakeholder feedback. Our reporting follows a results-based accountability approach to assess the effectiveness of our work. It involves a simple structure that looks at what we did, how well we did it and what changed.

The Commission's outcomes align with the performance measures and progress indicators set out in the Corporate Plan 2025–26. Many programs contribute to more than one outcome and may demonstrate progress across several performance measures over time. For reporting purposes, each program of work has been aligned to the most relevant outcome.

In late 2025, the Commission reviewed its strategic goals and priorities. This led to updates to the performance measures and data collection methods in the Corporate Plan 2026–27, which will be reflected in next year's annual performance statement. Some of these measures are new and will establish a baseline for future reporting periods.

The table of results below provides a high-level summary of the Commission's performance during 2025-26. It shows how our activities contributed to the Commission's purpose, outcomes and performance measures, as set out in our Portfolio Budget Statements and Corporate Plan. It compares performance with the previous year.

The sections that follow provide a more detailed analysis of each performance measure. They explain the results and the key factors that influenced them, including changes in the broader operating environment. These include the growing influence of artificial intelligence (AI), which is changing how people access information and engage with human rights issues and our institution. This can be seen in areas including conciliation, media engagement and project delivery.

3.3 Table of results

Purpose

We protect and promote the human rights of all people and communities in Australia as the nation's independent National Human Rights Institution.

Outcome statement

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.

See table of results on following pages 16-21.

Table of results

Key Activity 1: Access to justice

We help people to resolve complaints of discrimination and human rights breaches through our compliant handling services.

Performance measure (Outcome)	Expected performance results (Progress indicator)	Results 2025–2026	Prior year(s) result 2024–2025	Target achieved / not achieved
We deliver a fair and effective investigation and conciliation of complaints service.	85% of complaints are finalised in under 12 months.	52%	63% (please note this is a correction from the previously reported figure due to an updated reporting method)	Not achieved
	40% of complaints are resolved by conciliation.	27%	30%	Not achieved
	85% of parties to complaints are satisfied with the service they receive.	84%	86%	Substantially achieved
	Percentage of successful dispute resolution outcomes that result in systemic changes or improvements aligned with the objectives of the law.	22%	19%	Achieved
	Instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.	73%	78%	Achieved

Table of results (continued)

Key Activity 2: Compliance

We are the regulator for positive duty requiring employers and others to address workplace sexual harassment, sex discrimination, sexist conduct, and related victimisation.

Performance measure (Outcome)	Expected performance results (Progress indicator)	Result 2025-2026	Prior year(s) result 2024-2025	Achieved/ Not achieved
We support meaningful cultural change towards safer, respectful and more equitable workplaces in Australia.	Increase in duty holders: • understanding of the positive duty obligation • taking proactive steps to eliminate and prevent relevant unlawful conduct in the workplace.	94% of survey respondents in the eLearning report an increased understanding of the positive duty. (Please note there are some limitations to the reliability of this data, as surveys were impacted by the Commission's transition away from Qualtrics during the reporting period.)	96% of survey respondents in eLearning reported and increased understanding of the positive duty.	Achieved
		11 out of 12 duty holders assessed as having appropriate risk management processes in place to address relevant unlawful conduct. 7 out of 12 organisations made improvements following our engagement.	N/A - 2024-25 was the first year of performance reporting against established performance measure and therefore consisted of output measure.	

Table of results (continued)

Key Activity 3: Education and understanding

We promote understanding, acceptance and public discussion of human rights.

We deliver workplace and community human rights training.

Performance measure (Outcome)	Expected performance results (Progress indicator)	Result 2025–2026	Prior year(s) result 2024–2025	Achieved/ Not achieved
Our education activities increase capabilities among individuals, communities and organisations to promote and protect human rights and address discrimination.	At least 80% of learners report they have benefitted from Commission training.	96%	98%	Achieved
	Number of organisations working with the Commission to develop human rights education/ training activities.	278	63	Achieved
Our information resources, services, events and campaigns reach, inform and influence users and audiences.	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.	2.7% average social media engagement rate.	5.1%	Achieved

Table of results (continued)

Key Activity 4: 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 protect human rights in their work. We publish reports on human rights problems and how to fix them.

Performance measure (Outcome)	Expected performance results (Progress indicator)	Result 2025–2026	Prior year(s) result 2024–2025	Achieved/ Not achieved
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.	Research, reporting and advice activities of the Commission: • 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. Instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for. Instances of improved Federal and state government policy, practice and legislative change that reflect our advice.	7 pre-identified stories of change are included to demonstrate how the Commission achieved this outcome. During this reporting period there were 37 projects attracting strategic partnerships and 30 major reports and publications.	8 stories of change demonstrate how the Commission achieved this outcome. During this reporting period there were 44 projects attracting strategic partnerships and 26 major reports and publications.	Achieved

Table of results (continued)

Performance measure (Outcome)	Expected performance results (Progress indicator)	Result 2025-2026	Prior year(s) result 2024-2025	Achieved/ Not achieved
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.	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.	58 submissions were recorded for the 2025-2026 reporting period. Of the 24 submissions for which citation analysis had been completed due to the final report being published, 16 (66%) were cited in inquiry reports, reviews, or other outcomes documents. Across these submissions, the Commission's work was cited 245 times. This increases to 82% over a 2-year period between 2024-2026.	47 submissions with 149 citations recorded.	Achieved
	The majority of our applications to the courts for leave to appear are accepted.	100% of our applications to the courts for leave to appear were accepted.	100% of our applications to the courts for leave to appear were accepted.	Achieved
	Instances of our court submissions reflected in the final judgment of the matter.	The Sex Discrimination Commissioner participated in both first instance and appeal proceedings as a 'friend of the court' (<i>amicus curiae</i>). In both judgments, a number of the Commissioner's submissions were adopted, or positively referred to by the court.	NA	Achieved

Table of results (continued)

Performance measure (Outcome)	Expected performance results (Progress indicator)	Result 2025–2026	Prior year(s) result 2024–2025	Achieved/ Not achieved
Our activities increase the capacity of vulnerable groups, communities and their advocates to understand and advocate for their rights. Our activities increase the capacity of governments, organisations, other groups, and services to understand and address the impact of human rights on their actions, particularly when working with vulnerable groups and communities.	Instances of participants and stakeholders in our consultations and research activities report participation experiences that are beneficial and empowering. 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. Instances of partners: • 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 our technical cooperation activities.	10 pre-identified stories of change have been included to demonstrate how the Commission is meeting this outcome.	13 stories of change were included to demonstrate how the Commission is meeting this outcome.	Achieved

3.4 Statement against outcomes

Goal



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

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

Indicator	Results
85% of complaints are finalised in under 12 months.	52%
40% of complaints are resolved by conciliation.	27%
85% of parties to complaints are satisfied with the service they receive.	84%
Percentage of successful dispute resolution outcomes that result in systemic changes or improvements aligned with the objectives of the law.	22%
Instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.	73%

Analysis of performance

The Commission received 2,974 complaints and finalised 3,126 complaints during 2025–26. Despite finalising more complaints than it received, none of the Commission’s performance measure targets for our investigation and conciliation service were achieved. The closest result was client satisfaction, with 84% of survey respondents reporting satisfaction with the service they received, marginally below the target of 85%.

The number of complaints finalised by the Commission in 2025–26 was 30% higher than 2024–25 and 15% higher than the seven-year average. This result was driven by internal innovation; increased staff decision-making authority, greater use of

pre-inquiry complaint termination powers and a strong focus on operational flexibility. These measures enabled the Commission to finalise a near-record number of complaints. However, the proportion of complaints finalised within 12 months continued to decline, with only 52% completed within 12 months. This reflects the large number of complaints awaiting action. At the end of the financial year, the Commission had 2,531 open complaints, including complaints being actioned and complaints awaiting allocation. This number is unlikely to be substantially reduced without additional resources.

The large and sustained caseload has resulted in lengthy delays before some complaints can be actioned. These delays affect people’s access to justice, delay outcomes

for all parties and make successful dispute resolution more difficult. Longer processing timeframes have been associated with lower conciliation rates, reducing opportunities for early and effective resolution.

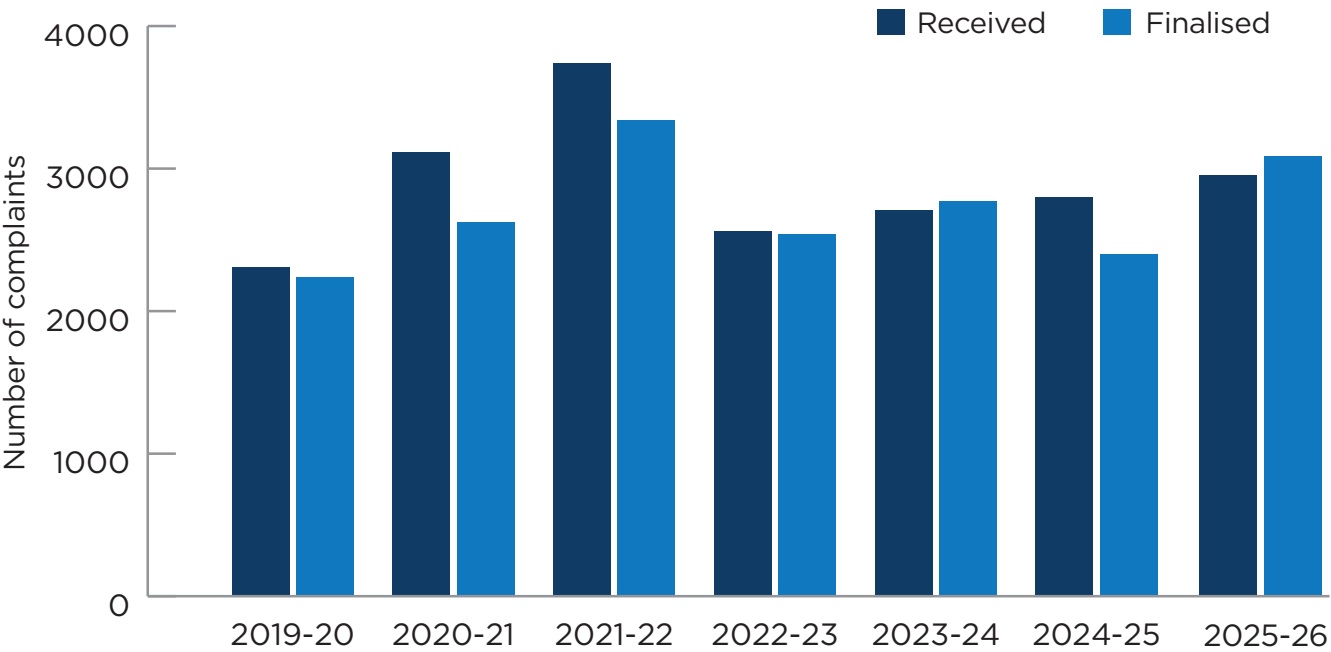
The Commission is currently required to notify people who are not respondents to a complaint of any adverse allegations made about them in a complaint. The government has proposed legislative amendments to remove this requirement. The Commission supports this change because the requirement to notify is unnecessary, it causes significant confusion and distress for both complainants and the people notified and it adds to the cost and complexity of complaints.

In February 2025, the Australian National Audit Office (ANAO) published a performance audit report on the Commission’s complaint handling function.

The Commission agreed, or agreed in principle, to all 5 recommendations. The Commission has implemented or is finalising implementation of each recommendation. This includes strengthening quality assurance processes and reviewing the data reports from our Resolve case management system used to calculate timeliness measures. This review identified inaccuracies in previously reported timeliness data, which have been corrected from 70% to 63% for the 2024–2025 reporting period.

The revised result reflects a correction to previously reported data. The error arose following a change in both the data being reported and the methodology used to derive it. Previously, data was sourced from a standardised report generated by the complaints management system, which measured ‘active’ complaint handling timeframes.

Complaints received and finalised



Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Received	2,307	3,113	3,736	2,652	2,708	2,797	2,974
Finalised	2,237	2,624	3,338	2,538	2,771	2,399	3,126

Consistent with the ANAO's recommendation, we now report on total complaint handling timeframes, including periods when a complaint is deferred. As this information is not available through the standardised report, it must be calculated manually. During the manual calculation process undertaken for the current annual report, we identified an error in the data reported in the previous reporting period.

The Commission's new timeliness methodology includes 'deferred' complaints and provides more comprehensive timeliness data. As this is an updated methodology it will also be used to establish new baseline datasets from next year to support more reliable performance reporting over time.

In 2025-26, the Commission observed a rapid increase in the use of generative artificial intelligence (AI) by people making complaints. This contributed to higher volumes of material being submitted and increased the complexity of some matters.

In some cases, the use of AI made it easier to generate and submit large numbers of complaints within a short period. It also contributed to expectations about potential outcomes that were not always achievable within the Commission's complaint handling processes. For example, one complainant lodged 42 AI-generated complaints against 56 respondents during the year.

For the second consecutive year, the Commission received a record number of complaints under the Sex Discrimination Act, with 759 complaints received. This represents a 22% increase on 2024-25 and a 58% increase over the past seven years. This is due to increased protections and awareness of rights under the Sex Discrimination Act and the positive duty.

The Commission also received a near-record 1,456 complaints under the Disability Discrimination Act, exceeded only by the

number received in 2021-22. A significant contributor to this increase was the growing number of complaints from people with a mental health condition or psychosocial disability. The Commission received 618 complaints in this category, a 43% increase compared with 2024-25.

A continued focus on finalising legacy COVID-19 complaints negatively affected conciliation outcomes and complaint handling timeframes. These complaints are among the oldest before the Commission. Of the 240 COVID-19-related complaints finalised during 2025-26, only 5 (2%) were resolved through conciliation.

A distinctive feature of 2025-26 was the combination of extensive delays in handling complaints and the growth in AI-generated complaints, many of which did not warrant further inquiry. The decline in the proportion of complaints resolved through conciliation took place at the same time as a significant increase in complaints that were declined or terminated because they lacked substance, did not warrant further inquiry or were not unlawful. In 2025-26, 309 complaints were declined or terminated for these reasons, a 162% increase compared with 2024-25.

Given the increasing proportion of complaints that do not proceed to conciliation, the Commission will revise how it reports conciliation outcomes. Future reporting will focus on the number of complaints referred to conciliation and the number resolved through conciliation. This will provide a clearer measure of the proportion of complaints resolved where conciliation has been attempted.

The current performance measure includes matters that do not proceed to inquiry or are terminated because they lack substance, are misconceived or are not unlawful. As a result, it does not accurately reflect the effectiveness of the Commission's conciliation services.

The revised measure will provide a more reliable, meaningful, and consistent assessment of conciliation outcomes over time.

Despite these challenges, the Commission remains committed to providing a sustainable, fair and accessible complaint handling service. The Commission regularly receives unsolicited feedback showing that participants value the professionalism, fairness and respect demonstrated throughout the complaint handling process.

A respondent representative provided the following feedback:

‘From the outset, you provided information in a clear and easy-to-understand manner, which helped me navigate what could otherwise have been a complex process. At every stage, I felt fully informed and involved, and I appreciated the transparency and professionalism you demonstrated throughout.

What stood out most was the way you ensured that both parties were treated fairly and respectfully. Your approach was professional while also being approachable and friendly, which made it easy to ask questions and seek clarification whenever needed. I never felt intimidated or hesitant to raise concerns, regardless of how minor they may have seemed.

Your support and guidance were greatly appreciated, and I wanted to acknowledge the positive impact you had on my experience.

Thank you again for your assistance and for making what could have been a difficult process feel straightforward and manageable.’

Survey satisfaction

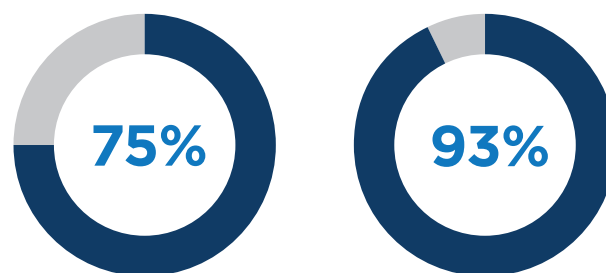
Following on from the 2025 ANAO performance audit, we have refined our data collection process to improve the level of reliable, representative participant feedback.

When a complaint is finalised, the Commission invites parties to participate in a voluntary survey about their experience of the service. Surveys are sent in all appropriate matters, except where a complaint has been withdrawn or discontinued before a respondent is notified, or where further contact may cause distress to parties or staff.

During 2025–26, the Commission strengthened the internal controls supporting its participant satisfaction survey program. The Commission sent surveys to participants in 1,733 conciliation processes and received 619 responses (320 complainants and 299 respondents). This was a 50% increase on the previous year and provides a more robust evidence base for assessing service quality and identifying opportunities for improvement.

Increasing participation in the survey program is an important quality assurance measure, that helps the Commission to improve service delivery and identify opportunities to strengthen outcomes for complaint participants.

Level of satisfaction with complaint service



Complainants: 75%

Respondents: 93%

Complainants

‘Staff were excellent in providing clear and detailed information to understand the expected process. If it is possible, a more expedient decision to either offer conciliation or terminate a complaint would be most beneficial to the complainant. I initially lodged my complaint in December 2023. I understand this may be due to reasons such as an increase of complaints, in recent times, and or a lack of staff resources. I feel that the role of the Commission is extremely valuable and significant, I hope that the Commission could seek more funding to increase the number of staff resources needed in the future to accommodate for their demand.’

‘Most professional yet kind and caring experience I’ve had from a government department in years. If only all departments were like this, we would have a kinder more caring society so that the Commission would have less complaints to deal with.’

‘The Commission’s staff were professional, respectful, and patient throughout the process. The investigator/ conciliator communicated clearly and guided the parties through a complex and sensitive matter in a calm and fair manner, which made a meaningful difference to my experience of the process. I also found it helpful when I was directed to relevant information on the Commission’s website about disability discrimination, which assisted in understanding the process and managing outcome expectations. Continuing to provide this type of clear, accessible guidance early in the process would be valuable for complainants.’

Respondents

‘XXX was brilliant, from beginning to end. A true conciliator who brings the parties together, can read the room, and provides both parties (it would seem) with realistic expectations, which can only be for the good of both parties that a matter can be resolved at the Commission stage. We really appreciated his expertise and approach. Thank you.’

‘This was a very positive experience. The preparation work by the conciliator was outstanding. This work set the tone, expectations, and behaviours. It was a learning experience for us all. This case may not have been particularly complex however the respect for both the complainant and the respondent was clear to see. Thank you.’

Case study 1: Conciliated complaint with a systemic outcome

A man with multiple sclerosis and Stage 4 cancer was travelling interstate and using taxi travel vouchers for transport through the Taxi Transport Subsidy Scheme (TSS). The TSS helps people with disability who cannot use public transport by providing subsidised taxi vouchers. When travelling interstate, participants must order specific interstate travel vouchers.

The man said that drivers for the respondent taxi service refused to accept his travel vouchers and he experienced lengthy delays while waiting for other drivers. He experienced similar difficulties with multiple taxi services.

To resolve the complaint, in addition to a written apology and compensation, the Taxi Service agreed to:

- review and update its driver training on the Taxi Transport Subsidy Scheme (TSS), including:
 - updating their onboarding materials for new drivers
 - providing refresher training for existing drivers
 - reviewing training to ensure drivers understand their obligations under the TSS
 - implementing any required improvements within an agreed timeframe.
- undertake ongoing advocacy by:
 - engaging with the state Taxi Council about industry communications on the TSS
 - engaging the state Point to Point Transport Commissioner about providing clearer information about the TSS.

This outcome demonstrates how conciliation can deliver broader systemic change by improving access and reducing barriers for people with disability across an industry.

Case 2: Conciliated complaint with individual outcome

A woman who worked for a retail outlet alleged that the general manager sexually harassed her by making sexually explicit comments, attempting to kiss her, and touching her without consent. The retailer terminated the general manager's employment after the woman reported the conduct internally.

The retailer said it had acted in accordance with its policies and legal requirements and agreed to participate in conciliation.

The complaint was resolved with an agreement that included:

- \$165,000 compensation
- a statement of service
- a statement of regret.

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

Indicator	Actuals
Increase in duty holders: • understanding of the positive duty obligation • taking proactive steps to eliminate and prevent relevant unlawful conduct in the workplace.	11 out of 12 duty holders assessed as having appropriate risk management processes in place to address relevant unlawful conduct. 7 out of 12 organisations made improvements following our engagement. 9 out of 12 duty holders assessed had created a prevention and response plan, with 7 of these developed following engagement with the Commission.

Analysis of performance

The positive duty in the *Sex Discrimination Act 1984* (Cth) (Sex Discrimination Act) requires workplaces to take proactive action to prevent workplace sexual harassment, sex discrimination, sexist behaviour and related victimisation.

The 2025–2026 reporting period is the second full year of the Commission's operation as regulator of the positive duty. Having moved beyond establishing this regulatory function to implementing and embedding it, the Commission has further matured its performance framework. Rather than relying primarily on output-based measures as proxies for effectiveness, we have introduced pre- and post-engagement actions that provide a more meaningful indication of the outcomes of our regulatory activities.

Pre- and post-engagement assessments conducted as part of our voluntary engagements provide evidence of effectiveness. While effective change may look different across organisations depending on factors such as size, sector

and other variables, the implementation of appropriate risk management measures to address relevant unlawful conduct is a key indicator of progress.

For this reason, it has been adopted as a common measure across all organisations to assess and demonstrate effective change. As part of the Commission's quality assurance process, assessments are reviewed by a multi-member panel within the Commission to ensure consistency, accuracy and quality.

Over the 2025–2026 reporting period the Commission opened 111 positive duty matters and closed 55. This includes:

- 3 inquiries were commenced into large duty holders in high-risk industries and 1 inquiry was closed.
- 18 monitoring, engagement and compliance activities opened and 15 closed.
- 98 positive duty reports received and 61 matters triaged.

The Commission also supported duty holders to understand and meet their obligations through the publication of educational resources and guidance materials.

During the reporting period, positive duty videos were viewed 33,900 times, while social media promotion of positive duty animations generated more than 230,000 views (230,235 views). Guidance materials, factsheets and posters were also widely accessed by stakeholders. These activities helped increase awareness and understanding of the positive duty across a broad range of employers and workplaces. Further information on these education activities is provided below in the regulator best practice principle of collaborative and targeted education.

During the reporting period, the Commission provided feedback to the Attorney-General's Department on the terms of reference for the statutory review of the *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022* (Cth). The Commission will continue to engage with the review process during the 2026–2027 reporting period.

Positive duty inquiries

During 2025–26, the Commission commenced 3 inquiries and progressed a further 3 inquiries that were already underway into organisations' compliance with the positive duty in the Sex Discrimination Act.

Through these inquiries, the Commission used its regulatory powers to support duty holders to strengthen their systems, policies, and practices to prevent and respond to sexual harassment, sex discrimination, sexist behaviour and related victimisation in their workplaces.

The inquiries sought to identify compliance gaps, promote proactive prevention measures and support organisations to build safer, more respectful workplaces. Where potential compliance issues were identified, the Commission attempts to work collaboratively with duty holders to formulate measures to address these areas. This has included actions to consult with workers, strengthen leadership engagement and embed preventative measures that promote equality, safety and inclusion.

During the inquiries, organisations implemented a range of improvements to strengthen their prevention and response measures. These included developing prevention and response plans, enhancing policies and procedures, improving reporting systems, delivering positive duty training, and increasing leadership accountability for preventing and responding to relevant unlawful conduct.

One duty holder described the inquiry as an opportunity to further strengthen its workplace culture with the benefit of the Commission's expertise and guidance. Another duty holder implemented a prevention and response plan, updated its policy manual, delivered training for leaders and workers, and launched an employee engagement survey.

The inquiry process has demonstrated the value of combining regulatory oversight with practical guidance to support cultural change and foster safer, more respectful and inclusive workplaces.

Regulatory best practice principles

Continuous improvement and building trust

During 2025–2026, the Commission adopted a strategic and preventative regulatory approach focused on improving compliance with the positive duty under the Sex Discrimination Act. Regulatory activities were targeted towards industries with documented elevated risks of workplace sexual harassment, namely the Retail Trade and Accommodation and Food Services industries.

The Commission continued to strengthen its regulatory capability through the implementation and operationalisation of our new case management system. The system has enhanced case management, reporting capability and oversight of regulatory activities. During the reporting period, we continued to improve data quality and reporting processes.

Stories of change

Working with organisations to build safer, more respectful workplaces

Through its monitoring program, the Commission worked collaboratively with organisations to address compliance concerns and strengthen their ability to prevent and respond sexual harassment, sex discrimination, sexist behaviour and related victimisation in their workplaces.

In 2025–26, the Commission closed 6 long-term monitoring matters after duty holders demonstrated that they had addressed identified compliance gaps during the Commission’s engagement. Improvements included strengthening leadership accountability and governance arrangements, enhancing policies and procedures and implementing prevention measures.

As a result of the Commission’s ongoing engagement, assessment and guidance, organisations took action to develop, implement and strengthen measures to prevent and respond to unlawful workplace conduct covered by the positive duty.

Outcomes from our engagement included stronger governance arrangements, enhanced worker consultation, updated policies and procedures, increased senior leadership accountability and new approaches to managing third-party risks. These changes strengthened organisations’ capacity to meet their positive duty obligations and contributed to safer, more respectful and inclusive workplaces.

Risk based and data driven

The Commission's regulatory approach is informed by intelligence, risk assessment and evidence, and is implemented in accordance with the Commission's *Compliance and Enforcement Policy*. Regulatory priorities are informed by analysing reports and complaints, environmental scans, referrals from government agencies, research partnerships, stakeholder engagement and direct regulatory activities.

The Commission applies a graduated regulatory approach, with the nature and intensity of its interventions informed by the seriousness of the allegations, the level of assessed risk and the degree of duty holder cooperation. Lower-risk matters are often addressed through education, information sharing and voluntary compliance activities. Higher-risk matters may progress to compliance monitoring, formal inquiries and where necessary, exercising statutory powers and enforcement activities.

The Commission continues to assess duty holders against the *Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984* (Cth). Monitoring activities identified varying levels of compliance maturity across large organisations and highlighted opportunities to strengthen governance, leadership accountability, consultation and risk management practices. Assessment of voluntary responses enabled the Commission to identify compliance gaps and provide tailored feedback to support improvement and monitor progress over time.

The Commission also strengthened its evidence base through research and data partnerships. During the reporting period, the Commission became a partner in a new Australian Research Council-funded research project investigating the early

career experiences of nurses, electricians and frontline retail and hospitality workers. Findings from the research will help identify emerging risks, better understand worker experiences and inform future regulatory responses.

Available evidence indicates increasing awareness and engagement among duty holders. For example, 100% of surveyed participants who identified as duty holders reported that completing the Commission's online positive duty courses improved their understanding of positive duty obligations during the April to June 2026 period.

Downloads of guidance materials, factsheets and other educational resources remained strong throughout the year.

Collaborative and targeted education and engagement

The Commission continued to engage collaboratively with other regulators and agencies. In September 2025, we convened our second National Regulator Roundtable, bringing together 35 participants from 14 state and federal agencies across work health and safety, fair work, anti-discrimination and human rights jurisdictions. The Roundtable focused on measuring and demonstrating regulatory performance and impact in the context of workplace cultural change. Discussions explored approaches to establishing baselines and performance metrics, collecting qualitative and quantitative data, evaluating the outcomes of joint campaigns and applying monitoring and evaluation practices across compliance, enforcement and education activities.

Feedback was overwhelmingly positive, with participants valuing the opportunity to network, engage with expert presentations and share practical insights on cross-jurisdictional challenges. A third National

Regulator Roundtable is planned for 2026–27 to continue to build on the success of this initiative.

The Commission also worked directly with industry stakeholders to support alignment between regulatory frameworks where appropriate. In February 2026, we hosted a Senior Leader Breakfast Forum in partnership with Safe Work Australia. President Hugh de Kretser and Marie Boland, Chief Executive Officer of Safe Work Australia, facilitated discussions on the role of senior leaders and worker consultation in supporting compliance with both the positive duty in the Sex Discrimination Act and workplace health and safety obligations. Attendees represented organisations employing more than 450,000 workers across Australia, including major retailers and fast-food brands. Participant feedback indicated strong interest in ongoing collaborations and knowledge-sharing opportunities, with additional activities planned for 2026–27.

Throughout 2025–26, we continued to develop, deliver and promote accessible and tailored educational resources to support understanding of the positive duty. In September 2025, the Commission published a second series of short, animated videos designed to increase awareness of the positive duty in the Sex Discrimination Act, including obligations relating to workplace sexual harassment, sex discrimination, sexist behaviour and related victimisation.

The series also included an animation promoting the Respect@Work Information Service and explaining how the Commission can support people experiencing unlawful workplace conduct. To improve accessibility for culturally and linguistically diverse communities, selected videos were translated into Arabic, Dari, Simplified Chinese and Vietnamese.

Quotes from duty holders we engaged with in a voluntary capacity:

‘The concerns raised in your correspondence—particularly regarding the adequacy of current policies, training, past complaint handling, and alignment with the Commission’s Positive Duty Standards—have prompted us to take immediate and coordinated action across both organisations. We accept that the positive duty requires more than reactive complaint resolution.’

Duty holder

‘We have focused on strengthening the foundations required for sustained compliance with our Positive Duty obligations. This has included ensuring the right people and structures are in place, clarifying governance and leadership accountabilities, and investing in capability building across the organisation. We have implemented a new committee framework, undertaken significant policy, and risk assessment uplift, and introduced improved systems for reporting, consultation, and incident management.’

Duty holder

‘[The organisation has] engaged an external workplace relations advisor to conduct an independent Respect@Work and Positive Duty audit, assessing the organisation against the Commission’s Guidelines and regulatory priorities.’

Duty holder

Goal



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

Outcome: 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.

Indicator	Results
Research, reporting and advice activities of the Commission: • 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. Instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for. Instances of improved Federal and state government policy, practice and legislative change that reflect our advice.	7 pre-identified stories of change are included to demonstrate how the Commission achieved this outcome. During this reporting period there were 37 projects attracting strategic partnerships and 30 major reports and publications.

Analysis against performance



30

Major reports, publications, and resources



272

speeches and presentations



37

projects attracting strategic partnerships

A key focus of the Commission is achieving fairer laws, policies and practices to better protect and promote people's human rights in Australia. The Commission advances this work through leadership and advocacy on priority human rights issues.

The stories of change provide evidence that the Commission achieved this outcome through a combination of research, reporting, advocacy, strategic partnerships and legal engagement.

Outcomes demonstrated in these stories of change that support this performance measure include:

- *Informing the Agenda* engaged approximately 1,600 First Peoples nationally and demonstrated strong stakeholder endorsement, with 84% of survey respondents reporting the identified priorities were highly relevant to their communities.
- The *National Anti-Racism Framework* has been supported and cited by a wide range of civil society organisations.
- *Equal Identities* was referenced by civil society organisations and cited in submissions to the Victorian Inquiry into anti-LGBTIQ+ hate crimes.
- The *Neurotechnology and Human Rights* report was referenced in international standards and technology governance discussions.
- The NSW Anti-Racism Collaborative supported more than 30 organisations to develop practical anti-racism initiatives and accountability mechanisms.
- Technology and standards engagement strengthened the capacity of standards bodies and policymakers to incorporate human rights considerations into technology governance.

The Commission's Corporate Plan identifies that many of the outcomes it seeks to achieve are often long-term and realised progressively over time. Many of the stories of change profiled in this report are part of multi-year projects addressing complex human rights issues and contribute to sustained change. These projects are often delivered in partnership with governments, community organisations, researchers and other stakeholders.

Across the institution, the Commission contributed to public debate, strengthened stakeholder capability, informed government decision-making, and supported policy, legislative and judicial outcomes.

Data collection methods for qualitative performance measures

Measuring change in the context of the Commission's work is important but complex. The Commission uses structured case studies as a qualitative story-based approach that demonstrates change against performance measures across our work.

These case studies are identified through the planning process set out in the Corporate Plan. Stories of change are drafted using structured templates and assessed through a quality assurance rubric. The rubric evaluates each case study against:

- the level of contribution to the performance measure (low, establishing, moderate or high)
- the type of change achieved (people and relationships, organisations and communities, or systems and institutions)
- the maturity of the change (emerging influence, formal recognition, implementation and behaviour change, policy, or systems adoption, or demonstrated systems impact).

Stories of change

Results presented in this report show that 75% of stories provided evidence of change within systems and institutions, 15% demonstrated change in organisations and communities, and 10% showed change in people and relationships.

The Commission will strengthen this approach in future reporting periods through implementing the Significant Instances of Policy and Systems Improvement (SIPSI) methodology. This structure, story-based monitoring and evaluation method uses a combination of common data collection tools and rubrics to support transparent assessment of qualitative evidence through a participatory verification process.

Implementing SIPSI will strengthen organisational learning through performance reporting and strengthen reliability, consistency and verifiability across performance reporting.

Informing the Agenda

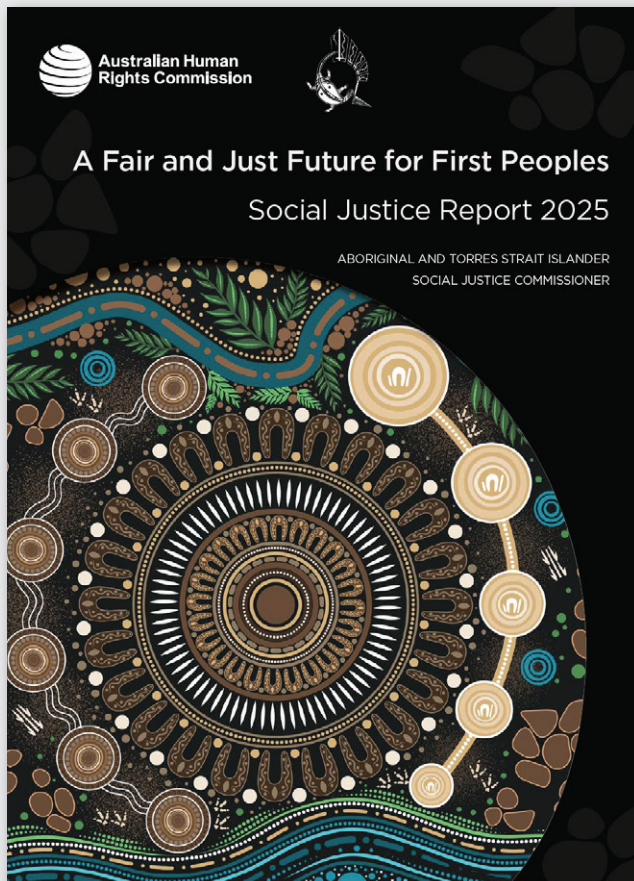
Aboriginal and Torres Strait Islander Social Justice Commissioner, Katie Kiss's term commenced in April 2024 in the wake of the failed Voice Referendum.

Keen to ensure that her work was informed by views from First Peoples and at the same time create an opportunity for people and organisations to have their voices heard, Commissioner Kiss launched the *Informing the Agenda* project. The project was supported with funding from the National Indigenous Australians Agency.

The failure of the Voice Referendum had led to a spike in racism and attacks on the rights of Aboriginal and Torres Strait Islander peoples. Informing the Agenda provided a channel for people to have their say and contribute to the national conversation, including by commenting on the Commissioner's proposed national reform agenda.

PICTURED: Commissioner Katie Kiss with Informing the Agenda Delegates in Dubbo in January 2025.





This national listening initiative included submissions and survey processes and 41 engagements across the country with approximately 1,600 participants. Throughout the project, Aboriginal and Torres Strait Islander peoples shared a wide spectrum of stories, thoughts, feelings and perspectives shaped by their lived experiences.

The project's outcomes were presented in Chapter One of *a Fair and Just Future for First Peoples: Social Justice Report 2025* (the Social Justice Report). This was also published as a standalone resource.

Pre-consultation survey findings demonstrated strong stakeholder support for the Commissioner's proposed agenda. Of the 363 survey respondents who answered the question, 84% said the 6 proposed priority areas were extremely or

very relevant to their communities, while a further 14% considered them moderately or somewhat relevant. Participants emphasised that the agenda should be led by First Peoples and accompanied by meaningful action, accountability and genuine partnerships.

The project underpinned a set of 25 recommendations in the Social Justice Report which directly challenge the racism and inertia that have defined the post-Referendum period.

The Report is a resource for First Peoples and their allies to change local, regional and national conversations. It puts forward a bold blueprint for structural reform and rejects outright claims that the Referendum outcome negates Australia's responsibility to give effect to First Peoples human rights, including their right to representation.

Influencing the review of the Disability Discrimination Act

The Attorney-General's Department is reviewing the *Disability Discrimination Act* (DDA) following recommendations from the Disability Royal Commission and the Commission's *Free and Equal* report.

As part of this review, the Commission:

- published 7 explainers that outline key reform options in plain English
- participated in the public consultation process by attending and presenting at roundtables, and by making a written submission with 36 recommendations
- convened roundtables and held meetings with a range of civil society organisations
- met with the Attorney-General's Department to discuss the scope of the consultation paper, explore reform options and inform advice to Government.

The Commission's work continues to inform and influence discussions across government and civil society as the reform process progresses. For example, the Attorney-General's Department expanded the scope of the consultation beyond the recommendations of the Disability Royal Commission. The consultation paper also sought feedback on areas of reform identified in the Commission's 2021 *Free and Equal* position paper.

The broader scope of the review reflects the cumulative impact of the Commission's long-term advocacy on disability rights and discrimination reform. The Commission's *Free and Equal* work also informed recommendations made by the Disability Royal Commission.

This outcome demonstrates how sustained advocacy can influence reform over time. It also highlights the importance of maintaining strong and constructive relationships with both government and civil society throughout the law reform process.

***Equal Identities* report**

In March 2026, the Commission launched the *Equal Identities* report which documented how trans and gender-diverse people face consistent discrimination across education, healthcare, workplaces, housing and the justice system, with serious impacts on safety and participation.

The Commission heard testimony about trans and gender diverse people experiencing a range of human rights challenges, across a range of areas in public life. This is despite the greater visibility and legal protections that have been put in place in recent years.

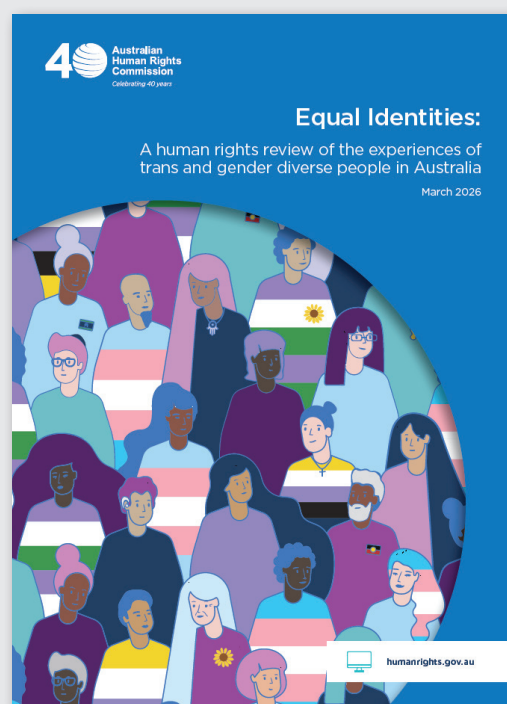
The Commission embarked on this project to better explore challenges facing trans and gender diverse people across all domains of Australian society. It provides a national

human rights review of these experiences, drawing on the expertise, insight, lived experience shared in 97 submissions as well as Australian and international research. It identifies what must change to ensure trans and gender diverse people can fully realise their human rights.

By calling on governments, service providers and civil society to address these challenges and barriers, the aim is that everyone, including trans and gender diverse people, can flourish, contributing to a safer and more inclusive society for everyone in Australia.

The Commission's [initial post about the report](#) was shared 116 times on LinkedIn. The report was referenced in 12 submissions to the Victorian Government's Inquiry into anti-LGBTIQA+ hate crimes in Victoria.

The Commission has also published explainers on our website answering common questions and providing an overview of laws, systems and policies that affect the human rights of trans and gender diverse people in Australia.





PICTURED: Commissioner Sivaraman with attendees at the NSW Anti-Racism Collaborative at Parliament House Sydney in June 2026, including the Hon. Ryan Park (centre).

Support for the National Anti-Racism Framework

The National Anti-Racism Framework was funded by government to provide a coordinated roadmap for addressing racism in Australia. While many organisations were already undertaking anti-racism work, there was no shared national framework to guide advocacy, reform efforts and collective action.

Following the Framework's release, the Commission has been undertaking extensive engagement with all levels of government, community organisations, peak bodies, unions, researchers, health organisations and human rights advocates to promote its recommendations and encourage adoption across different sectors and by the government.

The Framework is increasingly adopted as a reference point for anti-racism advocacy and reform efforts across multiple sectors.

Support is reflected in the:

- statements and submissions from community and advocacy organisations like the Australian Council of Trade Unions

and Royal Australian College of General Practitioners

- call for full implementation by Settlement Services International and the Refugee Council of Australia, supported by a coalition of refugee, settlement and multicultural organisations
- references in the Special Envoy to Combat Islamophobia's report
- citations in multiple submissions to the Parliamentary Inquiry into Racism, Hate and Violence Directed at Aboriginal and Torres Strait Islander Peoples.

Stakeholders have drawn on Framework recommendations to advocate for reforms, including a positive duty to prevent racial discrimination and stronger institutional responses to racism.

This outcome demonstrates that the Framework has influenced public debate and has enabled coalition-building. The diversity of organisations engaging with the Framework suggests it is helping to establish a shared language and group advocacy for anti-racism in Australia. Next steps include

continuing to build partnerships, supporting implementation of key recommendations and encouraging organisations to translate support into practical action.

NSW Anti-Racism Collaborative

The National Anti-Racism Framework is a roadmap for addressing racism across Australian institutions, including workplaces and health settings.

The NSW Nurses and Midwives' Association (NSWNMA) has been documenting and highlighting the experiences of racism faced by nurses and midwives through its own research and advocacy.

Recognising the alignment between the Framework's recommendations and evidence emerging from the health workforce, the Commission and NSWNMA partnered to establish the NSW Anti-Racism Collaborative.



PICTURED: Commissioner Sivaraman giving a keynote address at the Sunshine Coast Multicultural Gala Dinner 2026.

The Collaborative brings together senior leaders from health, aged care, government, regulatory, union, consumer, Aboriginal and Torres Strait Islander, and multicultural organisations to drive systemic change across the health and aged care sectors.

Through the partnership between the Commission and NSWNMA, more than 30 influential organisations across NSW health and aged care systems committed to taking collective action on workplace racism.

Over three meetings, members endorsed a shared Terms of Reference, established an Aboriginal and Torres Strait Islander caucus, agreed strategic priorities and commenced development of an anti-racism organisational maturity assessment tool.

Several organisations committed to piloting the tool, while members also agreed to share resources, evidence and emerging practice. The Collaborative has created a practical mechanism for organisations to move from recognising racism as a problem to implementing accountability and organisational change.

This outcome demonstrates how the National Anti-Racism Framework can support practical action through strategic partnerships. The Collaborative translates the Framework's recommendations into concrete initiatives within a major sector that employs a highly diverse workforce and provides essential services to the community.

By combining the Commission's policy and advocacy expertise with NSWNMA's workforce leadership and member insights, the initiative has strengthened organisations' capacity to understand, prevent and address racism in workplace settings. Next steps include piloting the organisational maturity assessment tool and supporting participating organisations to implement anti-racism initiatives.

Impact of recommendations arising from the Commission's *Speaking from Experience* report

In June 2025, the Australian Human Rights Commission released *Speaking from Experience*, a national listening and reform project that examined how workplace sexual harassment affects people across different communities. The report addressed an evidence gap by identifying what workers from diverse backgrounds believe needs to change to make workplaces safer.

The report made recommendations to:

- improve access to information about workplace rights and protections
- reduce barriers to safety and reporting
- ensure victim-survivors are heard and supported
- strengthen access to support services after harassment occurs
- improve accountability and access to justice.

To support awareness of the report and its recommendations, the Commission delivered a communications campaign between March and June 2026. The campaign generated more than 2.17 million impressions, reached almost 849,000 people, and directed more than 21,000 users to Commission resources. It also generated nearly 47,000 qualified video views, extending the reach of the Commission's workplace rights messaging.

The Google search click through rate was 8.6% which is significantly higher than the government click through rate of 2.5% which the Commission uses as a benchmark to guide our social media performance measure target, and the cross-industry search average of 3.5%.

The campaign was particularly effective in reaching culturally and linguistically

diverse communities. Advertising in Arabic, Simplified Chinese and Vietnamese generated 19% of campaign visits despite receiving only 11% of the Meta advertising budget, demonstrating strong engagement with in-language content.

One recommendation called for reform to restrict the use of confidentiality and non-disclosure agreements (NDAs) in workplace sexual harassment matters. The report found that NDAs can have a silencing effect on victim-survivors and may prevent people from speaking about their experiences.

Following this recommendation, and advocacy from the Commission and civil society organisations, Victoria introduced legislative reforms that strengthen the rights of victim-survivors. The reforms provide greater choice and control by preventing employers from requiring workers to sign NDAs that restrict them from discussing their experience of workplace sexual harassment or identifying the alleged harasser. Victim-survivors may choose to request a confidentiality agreement if they wish.

Another recommendation focused on improving the safety and wellbeing of children and young people at work. The report recommended reviewing inconsistencies across legislation, awards, regulatory frameworks and workplace practices affecting working-age children and young people.

Progress has also occurred in relation to junior wages under the retail, fast food and pharmacy awards. Historically, workers under 21 years of age covered by these awards received a percentage of the applicable adult rate. Following a decision of the Fair Work Commission, employees aged 18 to 20 who have been employed by the same employer for more than 6 months are now entitled to receive the full adult rate for their classification.

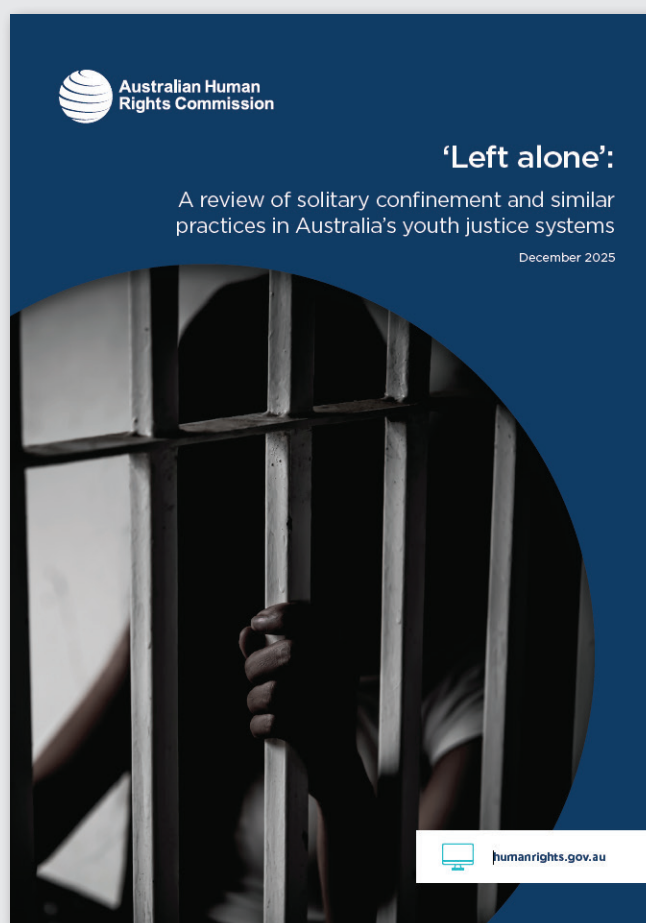
These outcomes demonstrate the Commission's ability to combine research, community engagement, public education and advocacy to support law and policy reform. They also highlight how the Commission's recommendations can contribute to tangible improvements in workplace rights, safety and protections for people who experience discrimination or harassment.

Left Alone: A review of solitary confinement and similar practices in Australia's youth justice systems

The Commission's report *Left Alone: A review of solitary confinement and similar practices in Australia's youth justice systems* examined the use of solitary confinement, isolation, segregation and related practices in youth detention facilities across Australia.

The review found these practices remain widespread despite international human rights standards prohibiting their use on children. The report concluded that solitary confinement causes significant harm to children's mental health, physical wellbeing and development, increases the risk of self-harm and suicide, and disproportionately affects First Peoples children and children with disability.

Drawing on legislative analysis across all Australian jurisdictions, stakeholder surveys, expert advice and existing inquiries, the report identified systemic gaps between law and practice.



It made 24 recommendations focused on:

- prohibiting solitary confinement
- strengthening oversight and accountability mechanisms
- improving staff training and resourcing
- embedding trauma-informed, rehabilitation-focused approaches within youth justice systems.

The report provided a clear national evidence base for reform and reinforced the Commission's long-standing advocacy for child-centred, rights-based approaches to youth justice. The Commission will continue to measure the effectiveness of our advocacy on this critical human rights issue.

Neurotechnology

The Commission's *Neurotechnology and Human Rights* report examined the rapid development of technologies capable of monitoring, interpreting or influencing human brain activity.

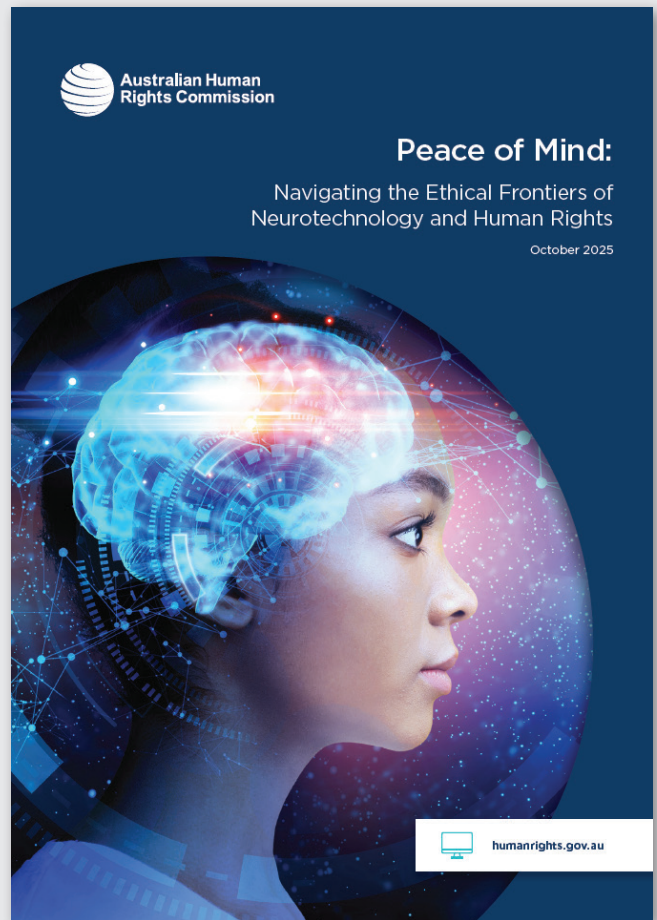
The report identified significant opportunities, particularly in health care and disability support, but also highlighted emerging human rights risks relating to privacy, autonomy, mental integrity, discrimination, consent and accountability. The report called for proactive action to ensure human rights protections keep pace with technological developments.

Key recommendations include:

- embedding human rights safeguards into the design, development and deployment of neurotechnology
- improving regulatory oversight
- increasing transparency and accountability
- ensuring that individuals retain meaningful control over their neural data and cognitive freedom.

During the reporting period, the Commission actively promoted the report through media engagement, public commentary and stakeholder outreach. Evidence of external influence is demonstrated through the Commission's participation in international discussions on human rights and technology governance.

An international report arising from the *Human Rights in ICT Standardisation Seminar*, involving representatives from the United Nations, international standards bodies, governments, industry and civil society, highlighted the Commission's work on embedding human rights into technology governance frameworks.



That report specifically referenced the Commission's collaboration with Standards Australia as an example of integrating human rights considerations into technical standards development processes.

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

Indicator	Results
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.	There were 58 submissions recorded for the 2025-2026 reporting period. Of the 24 submissions for which citation analysis had been completed (final report published), 16 (66%) were cited in inquiry reports, reviews or other outcomes documents. Across these submissions, the Commission's work was cited 245 times. This increases to 82% over a 2-year period between 2024-2026.
Majority of our applications to the courts for leave to appear are accepted.	100% of our applications to the courts for leave to appear were accepted.
Instances of our court submissions reflected in the final judgement of the matter.	The Sex Discrimination Commissioner participated in both first instance and appeal proceedings as a 'friend of the court' (<i>amicus curiae</i>). In both judgments, a number of the Commissioner's submissions were adopted or positively referred to by the court.

Analysis of performance

The Commission can demonstrate direct attribution of meeting this performance measure through submissions citation, application to the courts for leave to appear and instance of our court submissions reflected in the data.

This is at point in time data. Many of the submissions for second half of the reporting period do not, at the time the data was analysed, have a final report that show decision makers are considering and using the Commission's human rights analysis in policy and legislative processes.

As the timeframes between submission and final report can be over 12 months, a longer data set can more accurately demonstrate effectiveness.

Over a 2-year period between July 2024-June 2026 the Commission completed 105 submissions. Of the 50 where there is a final inquiry report, 41 cited the Commission resulting in an 82% citation rate. While there are some limitations to this data, including the longer timeframes for international submissions, this shows how the Commission's effectiveness can increase over a longer period.

The narrative stories of change further provide analysis of how the Commission's submissions can influence and contribute to observations or recommendations of inquiry reports.

For example, during Australia's fourth Universal Periodic Review, 46 UN Member States made recommendations using wording identical to the Commission's submission, while 67% of all recommendations reflected language that was exact, near exact or substantially similar to recommendations advanced by the Commission or NGO Coalition's Joint NGO UPR Report.

The contribution that the Commission has made to support law and policy at all levels can also be seen in the Commission's work in the ban on the use of genetic information in life insurance, and in the submission made to the Australian Law Reform Commission review of the future acts regime.

The Commission made one application for leave to appear in a court case and was successful.

In *Giggle for Girls v Tickle*, a number of submissions made by the Sex Discrimination Commissioner as *amicus curiae* (a friend of the court) were adopted or positively referred to in both the first instance and appeal judgments.

Stories of change

Australia's 4th Universal Periodic Review

In January 2026, Australia appeared before the United Nations (UN) Human Rights Council for its fourth cycle of the Universal Periodic Review (UPR). The UPR is a peer review process through which every UN member state undergoes a review of its human rights record every 4.5 years.

As Australia's independent NHRI, the Australian Human Rights Commission participated in its fourth UPR by:

- making an independent submission to the Office of the United Nations High Commissioner for Human Rights (OHCHR)
- engaging with the Australian Government and non-government organisations
- advocating to UN member states.

The Commission's objective was for member states to make recommendations that reflected the priorities set out in its UPR submissions, with a strong focus on the recommendations of the *Free and Equal* report. During advocacy meetings in Geneva, the Commission's approach to UPR engagement was regularly recognised by stakeholders as effective and influential.

Following the review, the Commission analysed the recommendations made to Australia and found strong evidence that its advocacy influenced both the content and focus of recommendations. Of the 118 states that made recommendations to Australia, 46 (39%) made at least one recommendation using wording that matched the Commission's submission.



In total, 232 of the 343 recommendations received by Australia (67%) contained exact, near exact or substantially similar language to recommendations proposed by the Commission or the NGO Coalition's Joint NGO UPR Report.

The outcome of Australia's fourth UPR demonstrates the influence the Commission can have during the review process. It also reflects the Commission's strong reputation and credibility within the UN human rights system.

Legislation of a ban on the use of genetic information in life insurance

The Australian Government legislated a ban on the use of genetic information in life insurance, following an earlier industry moratorium. The reform narrows the scope of the permanent exemption in the *Disability Discrimination Act* (Cth).

The Commission has advocated for this reform over several years. In its submissions and engagement, the Commission translated international human rights obligations into the Australian context and applied them to a complex and highly technical policy issue.

Treasury closely consulted the Commission during the development of the legislation. After the Bill was introduced, parliamentarians also sought the Commission's advice to inform proposed motions and amendments. As a result, the Commission's advocacy and recommendations were considered throughout the law reform process.

The Commission worked collaboratively, while maintaining its independence, alongside academics, scientists, and civil society organisations leading advocacy on the issue. The Commission's sustained advocacy contributed a human rights perspective that complemented the work of technical experts and strengthened the case for reform.

The Australian Government is now reviewing another aspect of the same exemption under the Disability Discrimination Act, focusing on its application to life insurance for people with a mental health condition. Through its work on genetic discrimination, the Commission has developed significant subject matter expertise and is well placed to contribute to this review.

Advocacy for a digital duty of care

The Commission has consistently advocated for a digital duty of care to help create a safer online environment that respects and protects human rights. Existing online safety measures often place the burden on individuals to report harmful content after harm has occurred.

Through submissions, public advocacy and opinion pieces, the Commission called for a rights-compatible framework that places greater responsibility on digital platforms to identify, prevent and reduce serious harms. The Commission has sought to promote a proactive and preventative approach to online safety.

Government has increasingly engaged with the concept of a digital duty of care as a practical mechanism for addressing online harms and ultimately committed to its introduction.

The Commission's recommendations across several submissions have been reflected in public debate, stakeholder engagement and government consultations on the proposed content of a digital duty of care.

This outcome is significant because it advances the Commission's long-standing goal of promoting human rights protections in emerging technologies and digital environments. By helping shift the discussion towards prevention and platform responsibility, the Commission has contributed to a more balanced approach to online safety where digital platforms are required to better identify and mitigate foreseeable harms, rather than relying primarily on individual complaints and content removal processes.

A key learning is that combining policy advocacy, formal submissions and public engagement can help build support for

systemic reform. Continued collaboration with government, industry and affected communities will be important to ensure future online safety measures are effective, proportionate and consistent with human rights principles.

Engagement with the Australian Law Reform Commission review of the future acts regime

The Social Justice Commissioner has a responsibility under section 209 of the *Native Title Act 1993* (Cth) to monitor and report on the operation of the Native Title Act and its effect on the exercise and enjoyment of the rights of Aboriginal and Torres Strait Islander peoples.

Since 1998, when the federal government's 10-Point Plan amendments to the Native Title Act were enacted, the Commission has consistently argued that the Act breaches Australia's international human rights obligations.

Over this period, the Commission has produced Native Title Reports and provided submissions to parliamentary inquiries focused on various aspects of the Act. However, opportunities to feed into a comprehensive reform framework have been limited.

On 4 June 2024, the Attorney-General asked the Australian Law Reform Commission (ALRC) to inquire into the future acts regime in the *Native Title Act 1993* (Cth). The scope of this inquiry provided an opportunity for the Commission and other stakeholders to provide comprehensive input on the inequities of the current system and to put forward human rights-compliant solutions. Many of the issues identified by the ALRC had also been raised in previous Native Title Reports.

The Commission provided submissions to both the Issues Paper and Discussion Paper.

- The former emphasised the gulf between the intent of the Act as articulated in its preamble and the reality of its implementation as well as the key areas where law and practice were undermining the human rights of Aboriginal and Torres Strait Islander peoples.
- The latter provided broad support for the ALRC's 18 proposals and emphasised the need to fully incorporate human rights principles into legislative amendments and reform mechanisms.

The *Social Justice Report 2025* reiterates these positions. The ALRC's final report was tabled in June 2026, and it will now be for the Government to respond. The Commission will provide sustained advocacy on its adoption and implementation. The report and its suite of recommendations represent the most significant opportunity for reform of the native title system in almost three decades.

Automated aged care assessments and AI decision-making

The Commission consistently raised concerns about the use of the Integrated Assessment Tool (IAT) in aged care assessments, arguing that automated systems should support rather than replace human judgement.

The Commission welcomed the Commonwealth Ombudsman's investigation into the IAT and publicly advocated for human oversight, transparency and review rights. Subsequently, Parliament passed the *Aged Care Amendment (Restoring Human Override for Aged Care Needs Assessments) Bill 2026*, which restored assessor discretion and introduced reassessment pathways for people affected by earlier automated decisions.

The reforms directly addressed concerns raised by the Commission regarding the absence of meaningful human review. Government data showed that there were 834 review requests in the first five months following implementation of the automated model compared with 170 across the previous financial year, highlighting the significance of the issue.

This outcome demonstrates the importance of maintaining meaningful human oversight in decisions that affect people's rights, wellbeing and access to services. The reforms reflect the Commission's long-standing position that automated systems should support, rather than replace, human decision-making, particularly where decisions can have significant consequences for individuals.

UN review of Australia's compliance with the International Covenant on Economic, Social and Cultural Rights review

Australia's sixth periodic review under International Covenant on Economic, Social and Cultural Rights (ICESCR) took place in February 2026.

When States become a party to a treaty, they commit to a periodic review of their human rights performance conducted approximately every 5 years. The review is conducted by independent experts appointed under the treaty. The review is based on a government report (the periodic report) as well as submissions by NHRIs and NGOs and occurs over two three-hour sessions in Geneva. NHRIs and NGOs also have separate one hour formal briefings of the committee prior to the official appearance.

The Commission's goal is to make sure the Committee's concluding observations and recommendations accurately reflect Australia's human rights performance.

The Commission participated in the ICESCR review by:

- submitting to inform the list of issues prior to reporting (LOIPR) (December 2023)
- briefing the UN committee on the content of the LOIPR submission (January 2024)
- submitting a parallel report before the review (December 2025)
- Conducting an NHRI briefing of the UN Committee before the review (February 2026)
- Engaging with the committee during review (February 2026).

During the review in Geneva, the Commission received feedback that our approach to treaty reporting is highly respected by committee/s and the OHCHR. There was a very high take up of Commission recommendations in the concluding observations. Approximately one third of the recommendations in the Commission's parallel report submission were made by the Committee in their concluding observations. Other recommendations made by the Committee reflected Commission advocacy priorities that were covered in Commission briefing materials. The high uptake of the priority issues and recommendations outlined in the Commission's parallel report made the concluding observations stronger and more comprehensive.

The Commission's evidence and advocacy made an important contribution to the breadth and strength of the issues addressed in the Committee's concluding observations.

Similarly to the UPR, the Committee's reliance on our submission demonstrates the credibility of the Commission in the UN human rights system. Lessons from this review will inform the Commission's approach to future treaty reporting and international advocacy.

Giggle for Girls v Tickle

The Full Federal Court delivered judgment in *Giggle for Girls v Tickle*, an appeal against a 2024 decision of the Federal Court dealing with discrimination on the ground of gender identity. The first instance judgment confirmed that trans women are able to access protections against discrimination when they are excluded from services, for example, because the service provider refuses to recognise their gender.

Roxanne Tickle is a trans woman. Giggle for Girls and its CEO appealed the 2024 decision that found Ms Tickle had been discriminated against. On appeal, the Court said that the decision to exclude her from the Giggle for Girls app, and the decision not to readmit her, were both acts of direct discrimination on the ground of Ms Tickle's gender identity.

The Court awarded Ms Tickle \$20,000 in damages. This included \$8,000 for aggravating conduct by Giggle's CEO which included 'language which portrayed Ms Tickle as a predatory male' and public statements showing a campaign against her.

The Sex Discrimination Commissioner participated in both the first instance and appeal proceedings as a 'friend of the court' (*amicus curiae*). In both judgments, a number of the Commissioner's submissions were adopted, or positively referred to by the court.

The Full Federal Court decision reaffirms that the legal protections against discrimination on the ground of gender identity introduced into the Sex Discrimination Act in 2013 provide real protection for trans and gender diverse people who are often vulnerable to discrimination.

The High Court of Australia refused special leave to appeal the decision in September 2026.

Goal



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

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

Indicator	Results
At least 80% of learners report they have benefited from Commission training	95% report they benefited from completing the training
Number of organisations working with the Commission to develop human rights education/ training activities	The Commission worked with 278 agencies in training and information sessions.

Education – summary stats

The Commission provides a range of education through workshops, e-learning courses and community information and education sessions. The Child Safe Organisations e-learning is a series of 11 modules on the National Principles for Child Safe Organisations which is completed with the support of the National Office of Child Safety.

The data below shows the number of course enrolments and course completions reported by agencies who had access to our eLearning courses via licence agreements.

Summary of Reach and Learning Results

Format	Reach		Results
Workshops	Number of workshops delivered (in-person and virtual)	79	98% of workshop respondents (n=606) agreed or tended to agree that they benefited from participating in the training
	Total number of workshop participants	1,383	
Self-paced eLearning courses: fee-for-service training	Number of agencies purchasing courses	168	93% of eLearning respondents (n=685) agreed or tended to agree that they benefited from e-learning course they completed.
	Number of individuals completing a course	3,845	
Self-paced eLearning: Child Safe Organisations course	Number of individuals completing Module 1: Introduction to the National Principles for Child Safe Organisations	13,407	No data available. The feedback survey was paused while the Commission updated the modules and will be reinstated when the new course is launched.**
	Total number of modules completed (note: not unique individuals)	85,293	
Self-paced eLearning courses: licensing clients (free and paid courses)	Number of agencies who licensed a Commission eLearning course file during the 2025-26 FY	36	Assessment of learning is voluntary on e-learning and not captured
	Number of agencies providing a report on course enrolments and completions	32	
	Number of module enrolments	14,269	
	Number of module completions	11,901	

Format	Reach		Results
Community Information and engagement sessions	Number of information and engagement sessions	We delivered 1 information session and 4 HSC Legal Studies workshops	Result information is captured in various formats From the legal studies workshop student results were 'I can identify how human rights apply to me and my own life.' • Pre-workshop: 57% of students (27/47) rated their knowledge at a 4 or 5 • Post-workshop: 89% of students (42/47) rated their knowledge at a 4 or 5 79% of students rated themselves 7 or higher when asked how motivated they were to learn more about human rights (from 1-10).

** Approximately 14,000 surveys from previous years were analysed to inform the update to the Child Safe Organisations course.

Analysis of performance

The Commission exceeded the current performance measure target, achieving a 98% satisfaction rate across workshops (face-to-face and online) and a 96% satisfaction rate for eLearning modules. These results are consistent with those achieved in previous years.

The 98% satisfaction rate for workshops is particularly notable given the 65% increase in participant numbers during the 2025–2026 reporting period compared to the 2024–2025 period. This increase was driven by the delivery of the Ageism in Health project, funded by the Attorney-General Department, which delivered 37 workshops this reporting period. This project will continue into next reporting period, with whole-of-project outcomes to be reported in next year's Annual Performance Statement.

Feedback surveys were not available to learners who completed their training on external agencies' learning management systems (LMS). This will be addressed in the following financial year, enabling the Commission to collect more comprehensive learner feedback data.

The number of organisations working with the Commission to develop human rights education and training activities is measured by the number of organisations that engage us to deliver workshops, eLearning courses, and licence agreements.

The number of organisations figure includes those which the Commission had both short-term relationships, such as the delivery of a single workshop, and more substantial partnerships, including tailoring content, co-designing evaluation questions, a developing education resources for schools.

The current performance measure target of 'At least 80% of learners report they have benefited from Commission training' will be amended in next year's Annual Performance Statement. This change reflects the Commission's consistent performance against the measure, with results exceeding 90% over multiple reporting periods. While this measure remains a useful process indicator, the Commission is seeking to strengthen its performance framework by introducing an outcome measure that captures changes in participant knowledge.

As outlined in the Corporate Plan 2026–2027, the Commission will begin reporting changes in participant knowledge through a self-assessment survey. Participants will rate their understanding of course topics before and after training using a five-point scale. The target is an average increase of at least 0.5 points on the five-point scale. This target has been informed by analysis of survey data collected between 2022 and 2025. A total of 4504 survey responses were analysed. Across courses, average ratings were approximately 3.7–3.8 before training, to 4.6–4.7 after training.

Stories of change

National Principles for Child Safe Organisations free eLearning modules

As part of the Child Safe Organisations project, the Australian Government asked the Commission to develop practical tools and resources to help organisations implement the [National Principles for Child Safe Organisations](#). Despite being one of the Commission's most popular free courses with 13,407 users this reporting period, the existing Child Safe Organisations eLearning course did not meet accessibility requirements and needed improvements to make it more user friendly.

The Commission engaged an accessibility consultant and used a three-stage process to improve accessibility. This included:

- an initial review to identify key issues
- collaborative testing to develop solutions
- final accessibility checks for each module.

Throughout the project, lessons learned were documented and developed into a 20-page internal guide on building accessible interactions in Storyline, helping address gaps in existing training and resources.

A new user survey for the course was also introduced with a specific question about accessibility, which will allow for before and after comparisons of user feedback once the new modules are launched.

HSC Legal Studies *Human Rights in Action* pilot

In 2025, the Commission piloted *Human rights in action*, a 90-minute workshop for HSC Legal Studies students. The workshop reached 125 students and 9 teachers across 6 schools. It aimed to help young people understand how human rights apply to their everyday lives and to show the connection between international human rights standards, Australian legal protections, and the responsibilities of governments, institutions and individuals.

Evaluation results showed strong gains in students' understanding of human rights. Before the workshop, 57% of surveyed students rated their knowledge of how human rights apply to their lives as 4 or 5 on a five-point scale. After the workshop, this increased to 89%. Students also reported greater interest in continuing to learn about human rights, with 79% rating their motivation at 7 or above on a 10-point scale. Teachers strongly supported the program. All surveyed teachers said their students benefited from participating and that they would recommend the workshop to other HSC Legal Studies teachers. The pilot demonstrated that practical, activity-based learning can increase young people's understanding of human rights and strengthen their confidence in applying human rights concepts to real-world situations.

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

Indicator	Results
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.	2.7% average engagement rates across social media. 1.4% X (formerly Twitter) 4.9% LinkedIn 2.9% Instagram 1.4% Facebook
High rates of participants finding our events and campaigns engaging and relevant.	3 campaigns have been included in the analysis below with engagement rates.

PICTURED: Finalists and guests at the 2025 Australian Human Rights Awards



Public presence

2025-26

2024-25



Major events

15

9



Web news

111

149



Interviews

177

310



Opinion pieces

24

20

Digital engagement

2025-26

2024-25



YouTube videos

54

36



YouTube subscribers

11,900

11,113



Website visitors

2,280,083

3,201,149



Website pageviews

5,632,396

8,020,148



Facebook followers

(Commission only)

114,935

112,000



X followers

(Commission + Commissioners)

74,773

76,445

Analysis

Instagram recorded an engagement rate of 2.9%, and LinkedIn organic content recorded an engagement rate of 4.9%, both exceeding the 2% target. Facebook recorded an engagement rate of 1.4%. Overall results indicate the Commission continued to reach and engage audiences across multiple channels through its social media content.

Facebook content generated 3.22 million views, 46,242 interactions, 68,155 page visits and 5,771 new follows, resulting in a visitor-to-follower conversion rate of 8.5%. The Facebook page earned 118,148 engagements (the number of reactions, clicks, comments, shares and saves on the Commission's posts), resulting in a 44% increase from the previous reporting period. The overall engagement rate for this period was 1.4%.

Instagram gained 1.8 million views of the Commission's content across the reporting period. The channel also attracted 4,859 new followers and generated 15,308 profile visits, resulting in a visitor-to-follower conversion rate of 32%. The Instagram profile earned 19,995 interactions (likes or reactions, saves, comments, shares, and replies on the content, including ads). The engagement rate for this period by reach is 2.9%.

LinkedIn gained 6,037,351 impressions and reached 708,738 members. Content attracted 32,026 reactions. As of August 2026, the LinkedIn page had 97,446 followers. From August 2024 – August 2025, the page generated a 4.9% engagement rate on organic posts (non-sponsored content).

As of August 2026, the X (formerly Twitter) account had 59,986 followers, and gained 69,950 impressions. From August 2025 – August 2026, the page generated a 1.4% engagement rate.

While the overall average engagement rate of 2.7% exceeded the 2% target, performance was lower than the previous reporting period. This reflects broader changes across the social media landscape rather than a decline in interest in the Commission's work. Organic engagement has become increasingly challenging due to changes to platform algorithms, which prioritise short-form video content, as well as the growing use of AI-driven content, which has increased competition for audience attention. The Commission also reduced its focus publishing on X during the reporting period.

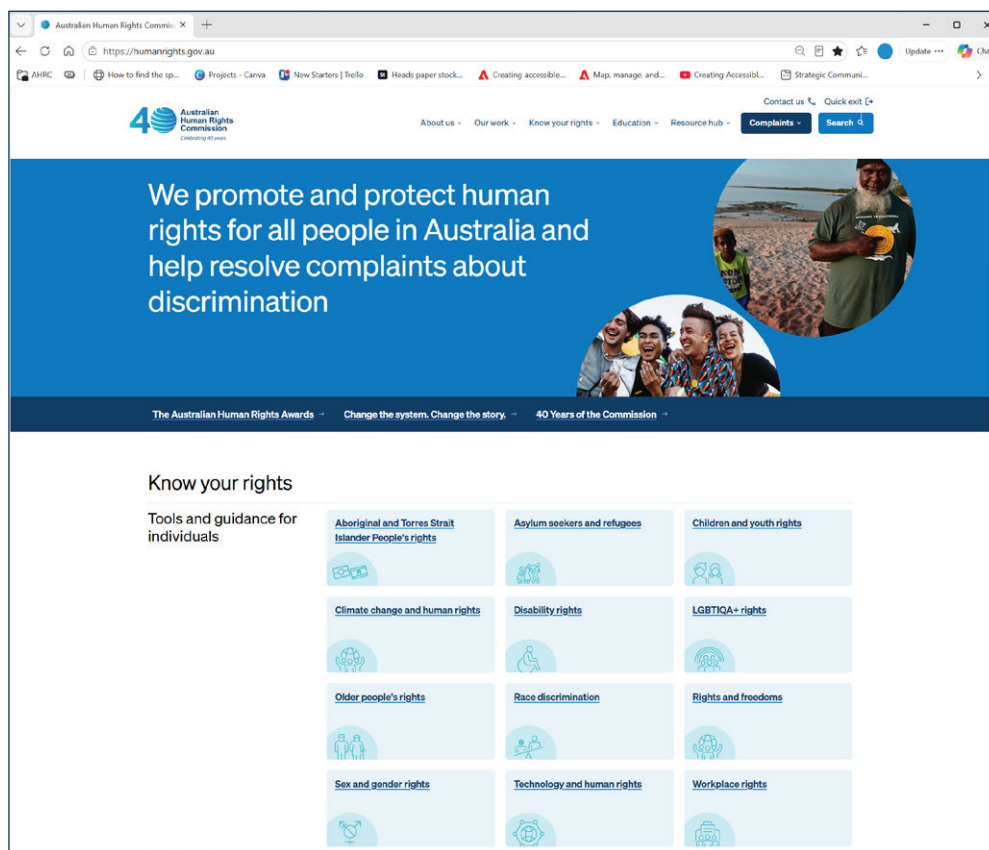
Native analytics on LinkedIn and X provide limited historical reporting. Loomly also provides reporting, but with gaps.

humanrights.gov.au

The decreasing webpage views and visitor numbers are attributable to the increase in popularity of AI chatbots and AI summaries used by search engines. Decreases in website traffic have occurred across many industries since the release of Chat GPT, Google's AI summary feature and the release of subsequent AI chat bots. This underscores the importance of ensuring that our content is up-to-date, accurate and is optimised for AI searches.

The Commission launched a redesigned website in November 2025, following a comprehensive restructure of content, navigation, and information architecture, improving usability, accessibility, and the overall user experience. This redesign may also account for a change in web traffic.

- The highest traffic day was 9 October 2025, recording 51,275 visits. The increase aligned with the announcement of 20 finalists for the Australian Human Rights Awards.



PICTURED: The redesigned Australian Human Rights Commission website.

- The second highest traffic day was 9 November 2025, with 40,182 visits, following the release of the Commission's report *Human Rights on a Warming Earth*.
- The third highest traffic day was 6 August 2025, when the website recorded 31,889 visits. Increased traffic followed Race Discrimination Commissioner Giridharan Sivaraman's National Press Club address, *There's nothing casual about racism: Getting serious about racial equality*.

Social media

- On Facebook, the highest daily view counts were recorded on 22 June 2026 (149,150 views) and 21 June 2026 (115,126 views).
- Facebook's highest daily view counts aligned with the Commission's 40th anniversary activities, including promotion of *The Answer is Human Rights* seminar series and related public engagement events.
- On Instagram, the highest daily view counts were recorded on 9 May 2026 (58,083) and 22 June 2026 (33,398).
- Public discussion around social cohesion, discrimination and human rights was prominent throughout June, including commentary from Commission leaders and opinion pieces published during the month.
- On LinkedIn, the highest daily impressions were recorded on 1 February 2026 (274,542) and 1 March 2-26 (260,000).
- LinkedIn's highest impression days aligned with major human rights and community events, including Australia's appearance before the United Nations Human Rights Council, Sydney Mardi Gras celebrations, and 40th anniversary content.

The Commission leveraged its convening power through [The Answer is Human Rights](#) national seminar series which created opportunities for communities, experts and decisionmakers to discuss practical solutions to contemporary human rights challenges while marking the Commission's 40th anniversary. The series included 7 in-person and 1 online event during the reporting period, attracting strong audience engagement and facilitating direct discussion with panellists. The series was delivered in partnership with peak human rights and anti-discrimination agencies in each state and territory. Approximately 1,000 people attended the seminars.

The Commission's [On Your Terms](#) national youth survey gathered anonymous feedback from 8,500 14-to-18-year-olds on consent, respectful relationships and sex education in Australia. The project closed its data

collection phase on 30 June 2026, with findings intended to guide government and school policy development.

The [2025 Australian Human Rights Awards](#) brought together human rights, legal, government and community sector representatives to celebrate significant contributions to equality and justice in Australia. The awards recognised 20 finalists across five categories, highlighting strong community engagement with human rights issues and the Commission's work. The annual awards also helped raise awareness of human rights across the wider community through the nomination process, recognition of finalists and winners, and a supporting social media campaign that promoted finalist stories and award recipients to Commission audiences. Approximately 470 people attended the event.



PICTURED: The Answer is Human Rights seminar panel held in Brisbane on 19 May 2026 presented by the Australian Human Rights Commission in partnership with the Queensland Human Rights Commission. (L-R: Queensland Human Rights Commissioner Debbie Platz, Queensland Council of Social Services CEO Aimee McVeigh, Open Doors Youth Service Inc. Director of Services Necho Brocchi, Queensland Human Rights Commission Deputy Commissioner, Public Policy and Prevention Jane Vasey, Traditional Custodian Refiti Tovi, Australia's Race Discrimination Commissioner Giridharan Sivaraman, and Australian Human Rights Commission Chief Executive Leanne Smith).

Goal



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

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

Outcome: 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.

Indicator	Results
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. Instances of partners': • increased knowledge and 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 technical cooperation activities.	10 pre-identified stories of change have been included to demonstrate how the Commission is meeting this outcome.

Analysis of performance

The Commission's work is guided by a human rights-based approach: participation, non-discrimination and equality, empowerment and legality. These principles shape how projects are designed and delivered and provide a foundation for achieving positive human rights outcomes.

While each project is tailored to a specific context, the stories of change demonstrate a consistent approach to supporting human rights outcomes. Across diverse settings and issues, the Commission works to strengthen knowledge, influence policy and practice, build organisational capability and support reforms that promote and protect human rights.

Method and results summary

To support quality assurance of performance reporting, the Commission analysed the pre-identified stories of change using an impact assessment rubric. The rubric assessed the type of change achieved, the maturity of the outcome, the Commission's contribution to the result and alignment with the indicator.

This approach introduces elements of the Significant Instances of Policy and Systems Improvements (SIPSI) methodology, which the Commission intends to implement fully in the next reporting period. This methodology combines outcomes mapping with most significant change techniques. Together with the pre-identified stories of change, it strengthens the reliability and validity of this performance measure under the PGPA Act and Rule.

Stories were assessed against evidence of:

- increased human rights understanding
- strengthened capacity among vulnerable groups, communities, governments, and organisations

- empowering participation experiences
- organisational policy and practice reform
- outcomes arising from technical cooperation activities, where relevant.

The assessment drew on multiple sources of evidence including participant feedback, consultations, evaluations, surveys, policy documents, organisational actions and stakeholder reporting.

The assessment found:

- all 17 stories (100%) demonstrated increased understanding of human rights issues, impacts or responsibilities
- 13 stories (76%) showed increased capability among governments, organisations or institutions to understand and address human rights issues
- 11 stories (65%) demonstrated organisational policy or practice change
- 11 stories (65%) also provided evidence of beneficial and empowering participation experiences
- 10 stories (59%) demonstrated increased capacity among vulnerable groups, communities or advocates.

Across the organisation, most stories were assessed as demonstrating implementation and behaviour change or organisational reform. Seventy-one per cent were assessed as demonstrating implementation and behaviour change or organisational reform.

Where contribution was assessed as lower, this often reflected work that was still in the early stages of implementation. This highlights the long-term nature of many of the Commission's activities and the time required for some outcomes to be realised.

Stories of change

Racism@Uni study

The Australian Government commissioned the Commission to examine the nature, prevalence and impact of racism in Australian universities. This work partially implemented recommendation 33 of the [Universities Accord Final Report](#).

The *Racism@Uni Study* also aimed to:

- establish a national baseline of experiences of racism
- develop recommendations to support safer and more inclusive environments for students and staff.

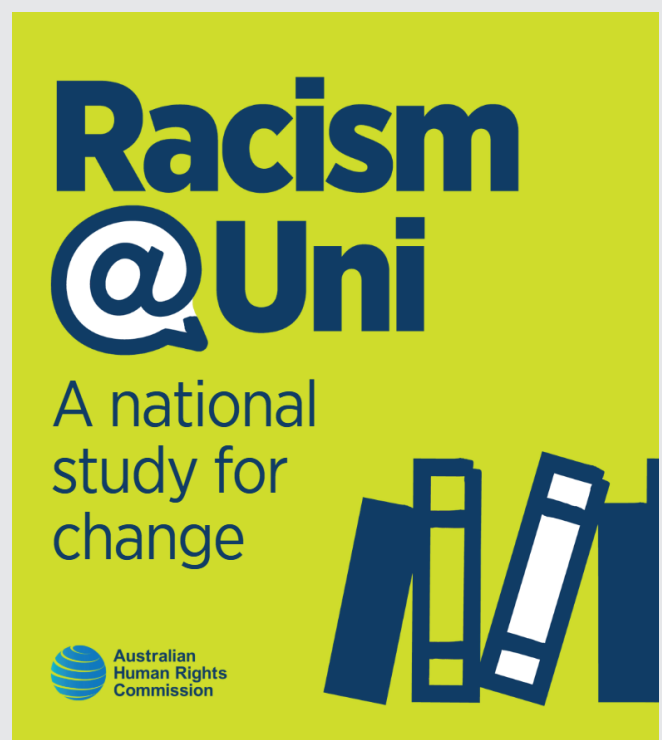
The Commission used a human rights-based, trauma-informed and culturally safe approach to gather evidence across the higher education sector. More than 76,000 students and staff completed the survey, and 310 people participated in focus groups across 42 universities.

The *Racism@Uni Study Report*, published in February 2026, found that:

- 70% of survey respondents report experiencing indirect racism, including hearing or seeing racist behaviour directed at their community.
- 15% of respondents report experiencing direct interpersonal racism at university.
- Jewish (religious) and Palestinian respondents report experiences of racism at rates over 90%.
- First Nations, Chinese, Jewish (secular), Middle Eastern and Northeast Asian respondents all report racism at rates over 80%.

- 19% of respondents who did not report experiencing direct or indirect racism at university report witnessing racism.
- Only 6% of people who experience direct racism make a complaint to their university, with many citing fear of consequences.
- Trust in university complaints systems is extremely low, with 60–80% of staff and students who experience racism reporting dissatisfaction with the process.
- Racism occurs at similar rates at all Australian universities, confirming it is a systemic issue.

The report made 47 recommendations for governments and the university sector. The study increased understanding of how racism affects the rights, wellbeing and participation of students and staff, and how university governance, culture and complaint processes can contribute to these experiences. By establishing a national evidence base, the study helped government and the sector identify areas for reform.



The Australian Government subsequently strengthened the Higher Education Standards Framework. From 1 January 2027, Standard 6 (Governance and Accountability) includes a requirement for universities to prevent and address racism. Standard 6.4 reflects key themes from the study's recommendations, including institutional accountability, racism prevention, complaints handling, education and diverse representation.

In response to our work the Australian Government also established the Social Cohesion Education Advisory Council to provide advice on implementation of relevant recommendations. The Race Discrimination Commissioner is a member of the Council.

The study contributed to policy and regulatory reforms that embed human rights principles of equality, non-discrimination, participation and accountability within higher education governance. These reforms strengthen sector-wide expectations for preventing and responding to racism and create stronger foundations for safe, inclusive and rights-respecting university environments.

The study demonstrated the value of human rights-based, trauma-informed and culturally safe approach to research. Strong participation rates generated robust evidence helping ensure that policy responses were informed by lived experience.

Strengthening human rights in Australia's crisis arrangements

Led by Human Rights Commissioner Dr Lorraine Finlay, the Commission conducted a multi-phase project examining the human impacts of emergency responses in Australia.

The release of our report *Collateral Damage* in March 2025 marked the first phase of this work and has contributed to growing public sector engagement on integrating human rights into emergency management.

This work takes place against the backdrop of an increasingly complex threat environment, as Australia faces compounding and cascading emergencies. Over the reporting period, the Crisis Arrangements Committee (CAC) has invited the Commission to present on several occasions on the intersection between human rights and national crisis arrangements. These invitations demonstrate increasing recognition of the Commission's expertise and the relevance of human rights considerations to emergency preparedness, response and recovery.

As the Australian Government's peak committee for crisis preparedness and planning, the CAC provided an important forum to engage senior officials on how human rights can be embedded in, and operationalised through, national crisis arrangements.

This engagement also led to the opportunity for the Commission to provide input to the Department of Foreign Affairs and Trade (DFAT) to ensure that the framework guiding international crisis management practices is inclusive and properly considers the needs of Australians who may require tailored consular assistance.

Feedback from the CAC indicated that the presentations were ‘very well received.’ One member noted that they provided Commonwealth agencies with ‘an excellent overview’ of the Commission’s work on the relationship between human rights and crisis management. Another described the presentation as ‘valuable’ and said it prompted reflection on ‘some of the lessons DFAT might be able to use to inform our own approach to international crises.’

This feedback reflects a growing recognition across the sector of the need to shift from reactive service delivery towards proactive, human rights-centred emergency management. They provide positive examples of government seeking to embed human rights considerations into operational practice.

The Commission observed clear evidence of thoughtful consideration being given to human rights and anti-discrimination obligations, particularly through the emphasis on tailored responses, preparedness, and inclusive and effective communication. This aligns with the findings of the *Collateral Damage* report and suggests that the Commission’s research and advocacy are helping to inform policy development and contribute to systemic change.

Learnings from Canada on the implementation of the United Nations Declaration on the Rights of Indigenous Peoples

Australia endorsed the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) in 2009. However, it has yet to take comprehensive national action to give it effect. The Australian Parliament’s Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs (JCATSIA) finished an inquiry into the application of UNDRIP in Australia more than two years ago. The Australian Government has still not responded to the inquiry’s recommendations.

In this context, the Aboriginal and Torres Strait Islander Social Justice Commissioner, Katie Kiss, has prioritised building partnerships, sharing knowledge, and identifying practical pathways to support future implementation of UNDRIP in Australia.

Canada now has UNDRIP legislation at the federal level and in two of its provinces. This is being used by First Peoples, courts, the Human Rights Tribunal, and other institutions. In May 2026, Commissioner Kiss undertook a knowledge exchange visit to Canada examine these developments, including the factors that contributed to implementation and the impacts that have followed.

Leveraging the Commission’s partnership with the Indigenous Futures Centre (an Australian Research Council Centre of Excellence), the Commissioner broadened the reach of the exchange through the inclusion of two research Fellows who will support work to give practical effect to UNDRIP over the coming years.

Leveraging relevant international experience and partnering with knowledge institutions are important strategies to ensure a well-informed, innovative, and sustainable

approach to progressing UNDRIP implementation.

Through this approach, the Commission aims to inform the development of:

- a draft National Action Plan for the implementation of UNDRIP in Australia
- drafting instructions for a federal UNDRIP Bill
- educational resources for the non-government Sector, primary and secondary schools, and tertiary institutions.

This knowledge exchange strengthened the Commission's evidence base, partnerships and capability to support future implementation of UNDRIP in Australia. It also highlighted the practical value of learning from international experience and adapting successful approaches to the Australian context.

Financial Elder Abuse Action Collaborative

This project filled a critical gap: the need for an integrated approach to prevention, early intervention and responses to financial elder abuse in the banking and financial services sectors.

While some organisations are independently developing resources and processes to address financial elder abuse, there has been little coordination, collaboration or sharing of these resources, practices and experiences across the sector.

With funding from the Australian Government's Attorney General's Department, the project aimed to address the growing problem of financial elder abuse by encouraging cross-sector collaboration and driving collective action and coordination, including through the establishment of an Action Collaborative.

The stakeholders engaged through the project are building relationships of trust and collaborating for change. The network includes First Peoples, culturally and linguistically diverse communities communities, LGBTIQA+ people, people with dementia or cognitive impairment, people with disability and women. Participants provided advice on services, system responses, gaps and opportunities to improve via the *Stronger Together* event.

The Commission hosted 4 roundtables and more than 65 consultative meetings with the banking and financial sector, superannuation bodies, public advocates, adult safeguarding units, peak community organisations, community legal services, government representatives and ministers.

Early success resulted in a funding extension to pursue the actions and formalise the Action Collaborative.

Participants value the Commission and Age Discrimination Commissioner as an independent and trusted facilitator and coordinator of parties who might otherwise be constrained by competitive relationships.

Outputs to date include guidance notes, a privacy law review and an elder abuse community of practice for research. The project has also helped strengthen industry focus on safety-by-design approaches to banking products and services.

'It's great to be involved and, as often happens, there's so much good practice happening in small pockets and the challenge, and why we're here, is to try and get more of a coordinated response.'

Dr John Chesterman, Queensland Public Advocate

Australian Federal Police partnership

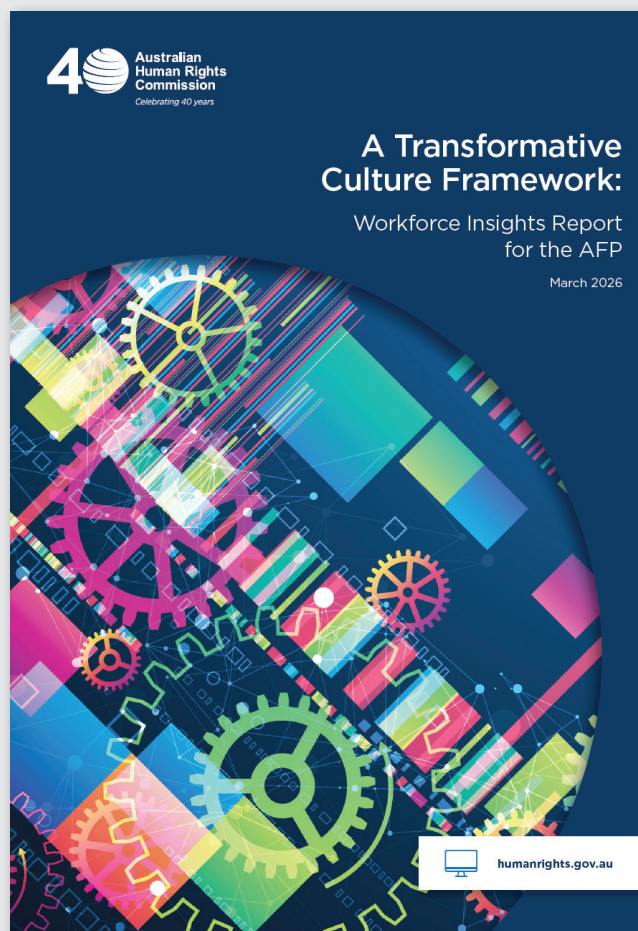
The Commission's partnership with the Australian Federal Police (AFP) embeds a human rights approach to workplace culture, and promotes an organisational culture that values diversity and inclusion, in which staff feel safe, connected, respected and engaged.

Organisational culture affects how racism and other forms of unacceptable behaviour show up in the workplace, how it is understood and whether it is challenged. Culture sets the unwritten rules about what behaviour is normal, tolerated, rewarded and reported.

This year, the Commission created an evidence-based insights report outlining critical components for the development of *A Transformative Culture Framework for the AFP*. The Framework sets out the organisation's current state and desired future state and the levers for change. It is informed by extensive consultations with the AFP workforce, with the Commission engaging employees across the organisation to understand their experiences, perspectives and priorities for cultural transformation.

The AFP has engaged deeply with this work and has used the Commission's report to inform the development of a change strategy *Our People, Our Culture: The AFP Culture Framework 2026 – 2030: A framework for continuous improvement towards our culture vision*.

To support the AFP in the next stages of this work the Commission has developed a Culture Impact Assessment Toolkit. It will undergo user testing. The toolkit provides a step-by-step set of prompts, questions and capacity-building exercises to guide how AFP initiatives are designed, planned and



delivered. It will support early assessment of how proposed policies, programs and any significant operational changes may affect culture, belonging, safety, respect and fairness for the workforce and for different cultural and racial groups.

This work can support progress towards a diverse police force by focusing on strengthening human rights-based approaches to organisational culture.

This work was achieved through collaborative approaches across the AFP and Commission the partnership and capacity building practices. A key learning for the Commission is that side by side project development was instrumental to influencing our success.

National Principles for Child Safe Organisations and practical tools and resources to help organisations implement the National Principles

Following the *Royal Commission into Institutional Responses to Child Sexual Abuse*, the Australian Government engaged the Commission to develop *National Principles for Child Safe Organisations*. On 1 February 2019, all governments across Australia endorsed these principles.

The goal of the *National Principles* is to create consistency across sectors and organisations, so that children are safe regardless of where they are or what organisation they engage with.

As part of the Child Safe Organisations project, the Australian Government also engaged the Commission to develop practical tools and resources to help organisations implement the National Principles for Child Safe Organisations.

The Commission updated the practical tools and resources in 2025–2026, funded by the National Office of Child Safety.

In recognition of the value of the practical tools and resources, they are referenced in the *Guide for Using Child Safety Clauses in Australian Government Procurement, Grants and Contract Management* (the Guide) (May 2026).

Reference is specifically made to:

- the self-assessment tool, to inform organisations how to improve child safe practices
- the charter of commitment to children and young people, to create a safer environment for children and young people
- the child safety and wellbeing policy template, which provides guidance for

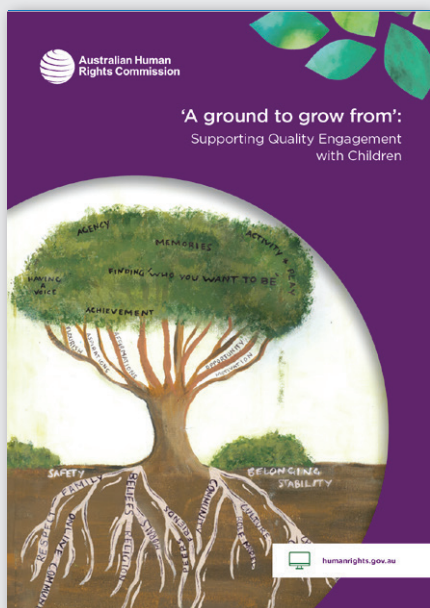
organisations on how to develop a child safety and wellbeing policy

- the child safe code of conduct, which sets out behaviours expected of all members of an organisation
- the checklist for online safety, which provides guidance to help children be safe online
- the guide for parents and carers, to help them think about an organisation's child safe practices, and
- the 11 eLearning modules to increase understanding of the National Principles and how to implement them.

Appendix E of the guide provides guidance for reviewing a supplier's/grantee's Child Safety Policy and is based on the Commission's Child Safety and Wellbeing Policy Template. The Guide provides numerous links to resources on the Commission's website.

This outcome demonstrates government endorsement and adoption of the resources as a national best-practice benchmark, extending their influence across procurement, grants and contract management processes and supporting consistent implementation of child safe practices across Australian organisations. The inclusion of, and links to, these resources in another government publication provide independent validation of their quality and value.

Because the Guide is intended for procurement, grants and contract management across the Australian Government, the impact extends beyond the immediate project. This outcome demonstrates how practical human rights resources can move beyond awareness raising to support measurable changes in organisational policy and practice at scale.



This culminated in the 2021 report, *Keeping kids safe and well*, and subsequent reports completed in 2023, 2024 and 2025 as part of the Supporting Quality Engagement Project ('Do things with the information we tell you', 'A ground to grow from', and 'We're talking about stopping violence before it begins').

The goal of this work was to ensure that the views of children and families informed and were embedded across the

strategies, frameworks and plans that are meant to support them.

The National Strategy, National Framework and National Plan are all currently developing their second action plans. The Commission's work with children and their families between 2021 to 2025 is now being used to inform the development of these second action plans.

There is a direct line between gathering children's and families' perspectives and them now being used to shape the upcoming second action plans.

The Commission has also been asked to complete further work on children's participation and influence. The decision to commission further work reflects confidence in the quality, relevance, and value of the Commission's approach.

Given that policy development cycles can be lengthy, the use of our work to inform the current second action plans is a significant indicator of its long-term influence and impact.

Supporting Quality Engagement Project

Hearing the views of children and families with lived experience of child sexual abuse, out-of-home care and domestic and family violence strengthens policy development at both program and broader strategic levels. This includes listening to First Peoples' children and young people, children and young people with disability and those from culturally and linguistically diverse backgrounds.

Children and young people are experts in their own lives. Their expertise is essential to develop government policies that respond to unique needs and deliver better outcomes.

The National Children's Commissioner's team has extensive experience in consulting with children and families. Over the past 4 years, they have conducted consultations across the *National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030* (National Strategy), *Safe and Supported: National Framework for Protecting Australia's Children 2021-2031* (National Framework), and the *National Plan to End Violence against Women and Children 2022-2032* (National Plan).

Advice on Defence's sexual misconduct prevention and response strategy

Recommendation 10 of the Royal Commission into Defence and Veteran Suicide tasked the Commission with independently assessing the extent to which the underlying drivers, risk factors and protective factors associated with unacceptable behaviour are present in each Service, and recommending actions to address gaps and known risks.

The Commission provided advice to support Navy, Army, and Air Force to develop initial *Respect@Work* Action Plans, which focus on preventing and responding to unacceptable behaviour. The advice highlighted priority areas, outlined key risk and protective factors and suggested practical actions. Defence used this advice to shape the actions and priorities in its Action Plans, and to develop supporting resources for implementation.

The Commission adopted a strengths-based approach to the delivery of the Royal Commission recommendation, drawing on insights from previous Commission work. This approach:

- enabled Defence to develop evidence-based initial Action Plans ahead of the Commission consulting with the current workforce
- builds organisational capability to prevent unacceptable behaviour and foster safer and more respectful workplaces
- advances the Commission's broader goal of promoting better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own context.

Work to implement Recommendation 10 is continuing. The Commission is consulting

with current Defence members to deepen its understanding and advice about drivers, risk factors and protective factors associated with unacceptable behaviour. Defence will use this advice to develop updated *Respect@Work* Action Plans.

Advancing Equality at Work for Australians with disability

People with disability continue to face significant barriers to recruitment, career progression and workplace inclusion, despite protections under the *Disability Discrimination Act 1992* (Cth) and Australia's commitments under the *Convention on the Rights of Persons with Disabilities* (CRPD).

To address these challenges, the Commission established *Equality at Work*, a national partnership that brings together employers, people with disability, community organisations and researchers to co-design, implement and evaluate practical workplace reforms. The project supports employers to move beyond compliance and create more inclusive, accessible and equitable workplaces.

A defining feature of *Equality at Work* is its participatory governance model. Through the Expert Advisory Group, Ambassador Network and Evaluation Knowledge Network, people with disability are embedded across governance, design, delivery and evaluation as leaders, advisers, facilitators and co-design partners.

This approach ensures lived experience expertise informs decision-making and strengthens accountability for change. Project Ambassadors have played a central role in delivering training, facilitating workshops and co-designing pilot activities, demonstrating the principle of 'nothing about us without us' in practice.

During 2025, the Commission continued to lead nine Pilot Employment Programs with employers across Australia. Participating organisations strengthened their leadership commitment to disability inclusion, improved workplace adjustment processes and adopted more inclusive policies and practices. Initiatives such as workplace adjustment passports demonstrated practical ways to improve accessibility and support the implementation of recommendations from the Disability Royal Commission.

Employers also increased engagement with employees with disability through listening sessions, needs analyses and co-design workshops.

The project has established a national network of employers committed to disability inclusion and generated practical evidence about effective workplace reform. Through Communities of Practice, CEO Forums, training and knowledge-sharing

activities, participating organisations shared solutions, strengthened accountability and worked together to address common barriers to employment.

Early evaluation findings from La Trobe University indicate increased leadership engagement and greater use of co-design approaches involving employees with disability.

Disability awareness training delivered through the project increased participants' understanding of disability rights, workplace protections and inclusive practices. Participants reported greater confidence in creating accessible workplaces and identified practical actions to improve inclusion, including implementing reasonable adjustments, addressing indirect discrimination and embedding accessibility considerations in workplace design.

Feedback consistently highlighted the value of training that was co-designed and delivered with people with disability, particularly the contribution of Ambassadors sharing lived experience.

Equality at Work demonstrates how human rights expertise, lived experience leadership, employer commitment and research evidence can work together to create sustainable organisational and systems change. By embedding people with disability throughout governance, design, delivery and evaluation, the project has strengthened the quality and impact of workplace reform efforts.

The project provides a scalable model for advancing disability rights and equal opportunity in employment. It contributes directly to the Commission's goal of seeing human rights embedded in workplace policies, practices, and cultures across Australia.



Australia – AICHR Interface meetings

In 2025, the Commission represented Australia at the 9th Australia-ASEAN Intergovernmental Commission on Human Rights (AICHR) Interface Meeting in Jakarta and also participated in bilateral meetings with the Australian Ambassador to ASEAN, the Australian Mission to ASEAN and the AICHR Indonesia Representative.

These engagements formed part of the Commission's Southeast Asia Government-to-Government Human Rights Engagement Program, which supports the promotion and protection of human rights across the region through partnerships with governments, national human rights institutions and regional bodies.

The program focuses on strengthening regional human rights systems and supporting practical human rights outcomes. Key activities include engagement with AICHR, support for the Cambodian Government's efforts to strengthen the rights and inclusion of LGBTIQIA+ people, and capacity-building support for the Philippines Commission on Human Rights through its Learning and Development Plan.

Through these initiatives, the Commission works with regional partners to strengthen institutions, build capability and promote human rights-based approaches to policy and practice.

The Interface Meeting generated strong positive feedback from regional human rights representatives. Participants described Australia as a 'strong partner,' a 'trusted partner' and a source of practical and constructive support. Stakeholders reported that the Commission's assistance had contributed to the delivery of major human rights initiatives and strategic planning processes and had helped embed human

rights approaches within broader policy and governance discussions.

Several representatives also expressed support for more structured and regular dialogue to strengthen continuity, trust and regional cooperation. The feedback demonstrates the value of sustained regional engagement and highlights the Commission's reputation as a trusted partner in advancing practical human rights outcomes.

LGBTQIA+ Forum advances progress towards marriage equality in Cambodia

In March 2026, the Commission partnered with the Cambodia Human Rights Committee (CHRC) to deliver a forum on LGBTQIA+ inclusion, equality and non-discrimination. Funded by the Australian Government through the Department of Foreign Affairs and Trade, the forum formed part of the Southeast Asia Government-to-Government Human Rights Technical Cooperation Program.

The event brought together 101 participants, including representatives from 13 government ministries, 20 civil society organisations and community members, to build awareness of LGBTQIA+ rights and share good practice approaches to equality and inclusion.

The forum supported Cambodia's implementation of recommendations accepted during its fourth-cycle Universal Periodic Review, including Australia's recommendation to continue progress towards full equality for LGBTQIA+ people. The event created a platform for government officials, civil society representatives and community members to discuss legal protections, social inclusion and the benefits of equality.



PICTURED: Representatives from the Cambodian Human Rights Committee, civil society organisations and international partners participate in an LGBTQIA+ Forum in Phnom Penh, Cambodia, advancing dialogue and progress towards marriage equality, in March 2026. Photo credit: Cambodian Human Rights Committee.

During the forum, CHRC Vice President Her Excellency Long Sonita delivered one of the committee’s strongest public statements in support of LGBTQIA+ rights to date, stating:

‘Equality is not a challenge to tradition; it is an affirmation of our shared humanity and universal human dignity. We acknowledge that legal recognition serves as an effective tool for influencing societal perceptions, promoting acceptance and curbing discrimination.’

Participant feedback indicated the forum increased understanding of LGBT+ rights, non-discrimination, and inclusion. All survey respondents positively rated the Commission’s presentation on Australia’s experience of marriage equality and its social and economic impacts.

Participants highlighted the value of learning from Australia’s legal reform experience and hearing practical examples from different sectors. One participant reflected that the forum helped them better understand ‘the importance of equal rights and opportunities for LGBT+ people and how legal recognition can contribute to dignity and social inclusion.’

Another participant noted that hearing about Australia’s experience of marriage

equality provided ‘valuable lessons for Cambodia’s future discussions on equality and legal reform.’

The forum strengthened relationships between government, civil society and community stakeholders and contributed to a more enabling environment for advancing LGBTQIA+ rights in Cambodia. More than 96% of survey respondents expressed interest in participating in similar activities in the future. Participants also reported that the exchange of experiences and perspectives helped foster more open and inclusive attitudes towards LGBT+ communities.

Feedback from CHRC and the Australian Embassy in Cambodia confirmed the Commission is viewed as a credible, trusted and influential partner in advancing human rights in the region.

Building on this momentum, the Commission and CHRC will continue their collaboration through a follow-up activity later in 2026. This outcome demonstrates how technical cooperation, knowledge sharing and relationship-building can increase understanding of human rights, strengthen local leadership and support progress towards legal and social reforms that promote equality and non-discrimination.

Responsible AI in Vietnam

As artificial intelligence (AI) becomes increasingly important to Vietnam’s digital transformation, there is growing recognition of the need to understand its implications for human rights, inclusion and technology governance.

Through the Vietnam Human Rights Technical Cooperation Program 2023–2026, funded by the Department of Foreign Affairs and Trade, the Commission partnered with the Institute for Policy Studies and Media Development (IPS) to strengthen awareness and dialogue on responsible AI.

The partnership supported research, policy engagement and multi-stakeholder discussions on the opportunities and risks associated with emerging technologies.

The partnership adopted a human rights-based and locally led approach, ensuring that discussions reflected the perspectives of people and communities who may be disproportionately affected by technological change.

Through IPS’s Tech4Good network, organisations representing women, people with disability, workers and other groups contributed to consultations, research and public discussions.

Their experiences helped inform consideration of issues including algorithmic bias, privacy, equality and digital rights. By adapting activities to the local context, IPS ensured discussions remained relevant and responsive to the needs of Vietnamese stakeholders.

Over the course of the partnership, IPS strengthened its role as a trusted convenor



PICTURED: Participants in the Vietnam RBC Summer School in Can Tho, Vietnam, building knowledge and skills to support the next generation of responsible business leaders. 25-26 September 2025. Photo credit: Can Tho University.

on AI governance and responsible technology issues. It expanded relationships across government, academia, business and civil society, creating new opportunities for dialogue on the human rights challenges and opportunities associated with emerging technologies.

Organisations participating in the Tech4Good network also increased their capacity to engage in discussions about AI and digital rights, helping to ensure a wider range of voices contributed to policy and governance conversations.

The partnership demonstrated the value of working with trusted local organisations to address emerging human rights issues in rapidly evolving digital environments. IPS has become part of a network of expert organisations regularly consulted on technology governance policy and regulatory development in Vietnam.

By strengthening local expertise, fostering collaboration and amplifying diverse perspectives, the partnership contributed to more inclusive and informed discussions about the social impacts of AI and the future of digital governance.

Australia Awards Fellowship advances the rights of women and people with disability in Laos

With funding from the Australian Government through the Department of Foreign Affairs and Trade (DFAT), the Commission delivered an Australia Awards Fellowship to strengthen the promotion and protection of the rights of women and people with disability in Laos.

The Fellowship built on the Commission's long-standing partnerships through the Lao–Australia Human Rights Technical Cooperation Program, which it has delivered since 2017.

The program brought together 15 fellows from government, civil society and other sectors for a two-week study visit to Australia, followed by a presentation workshop in Vientiane. The Fellowship combined academic learning with practical experience. Fellows explored the legal foundations of human rights at the University of Melbourne and examined how human rights principles are applied in practice through site visits with Australian organisations. The workshop in Vientiane provided an opportunity to reflect on key lessons and consider how they could be applied in the Lao context.

The Commission worked closely with the Department of Treaty and Law in the Laos

Ministry of Foreign Affairs and Fellows to design learning objectives and ensure the program met participants' needs.

In line with the Commission's commitment to equality and non-discrimination, the program supported the full participation of two fellows with disability through accessible venues, support services and travel arrangements for a personal carer.

Evaluation results showed the Fellowship significantly increased participants' knowledge and skills. Before the Fellowship, nearly half of Fellows reported basic or moderate knowledge of international human rights law. Following the program, 94% reported a good or high level of knowledge. Fellows also reported stronger communication and advocacy skills, with no participants reporting limited skills after the program and all Fellows reporting high or advanced capability.

The Fellowship also strengthened professional networks and collaboration.

Nearly 90% of Fellows reported developing or strengthening relationships with Australian human rights organisations, and participants reported a greater understanding of the value of cross-sector collaboration. Fellows have remained active in the Lao–Australia Human Rights Technical Cooperation Program, sharing their learning through presentations and other activities.

Their ongoing engagement demonstrates how the Fellowship has helped build a network of human rights leaders committed to advancing human rights in Laos.



PICTURED: Participants in an Australia Awards Fellowship at the Australian Human Rights Commission office, strengthening knowledge and collaboration to advance the rights of women and people with disability in Laos, in February 2025.

4. 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 2026 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 Australian Human Rights Commission will be able to pay its debts as and when they fall due.

A handwritten signature in black ink, appearing to be "H de Kretser".

Hugh de Kretser

President and
Accountable
Authority

17 August 2026

A handwritten signature in black ink, appearing to be "L Smith".

Leanne Smith

Chief Executive

17 August 2026

A handwritten signature in black ink, appearing to be "Maria Moore".

Maria Moore

Chief Financial Officer

17 August 2026

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 2026:

- (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 2026 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 2026 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

19 August 2026

Statement of Comprehensive Income for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	32,993	30,831	29,626
Suppliers	1.1B	9,550	8,672	8,491
Depreciation and amortisation	2.2A	2,484	2,472	2,471
Finance costs	1.1C	573	615	573
Write-down and impairment of other assets	1.1D	153	-	-
Total expenses		45,753	42,590	41,161
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	16,375	12,938	11,193
Interest	1.2B	1,186	1,565	1,000
Other revenue	1.2C	47	78	-
Total own-source revenue		17,608	14,581	12,193
Gains				
Other gains	1.2D	-	136	-
Total own-source income		17,608	14,717	12,193
Net (cost of)/contribution by services		(28,145)	(27,873)	(28,968)
Revenue from Government	1.2E	27,460	32,129	27,978
(Deficit)/surplus before income tax on continuing operations		(685)	4,256	(990)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Change in asset revaluation reserve		267	-	
Total comprehensive (loss)/income		(418)	4,256	(990)

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

Budget Variances Commentary

Statement of Comprehensive Income for Australian Human Rights Commission

Employee and supplier expenses are higher than budget in 2025-26 due to new activities undertaken or projects extended under sales contracts with customers since the 2025-26 Budget was published in March 2025. These activities include an extension of the 'Seen and Heard' and 'Racism at University' projects. New projects in 2025-26 include a human rights technical co-operation program with South East Asian Governments, a Laos-Australia Award Fellowship program; a project to respond to two of the recommendations from the Royal Commission into Defence and Veteran Suicide and a renewed partnership with the Australian Federal Police.

The 2025-26 Revenue from Government is lower than budget due to savings measures announced in July 2025 after the 2025-26 Budget was published.

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

The total comprehensive loss for 2025-26 is lower than budget due to savings in planned procurement activities and the revaluation of leasehold improvements, plant and equipment to fair value at 30 June 2026.

Statement of Financial Position as at 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	32,783	36,828	24,691
Trade and other receivables	2.1B	625	334	798
Total financial assets		33,408	37,162	25,489
Non-financial assets¹				
Property	2.2A	17,611	19,606	17,346
Plant and equipment	2.2A	467	683	387
Intangibles	2.2A	4	163	5
Other non-financial assets	2.2B	353	344	332
Total non-financial assets		18,435	20,796	18,070
Total assets		51,843	57,958	43,559
LIABILITIES				
Payables				
Suppliers	2.3A	1,044	1,240	1,360
Other payables	2.3B	8,024	13,219	4,520
Total payables		9,068	14,459	5,880
Interest bearing liabilities				
Leases	2.4A	17,404	18,807	17,403
Total interest bearing liabilities		17,404	18,807	17,403
Provisions				
Employee provisions	3.1A	5,874	4,810	4,417
Other provisions	2.5A	782	749	700
Total provisions		6,656	5,559	5,117
Total liabilities		33,128	38,825	28,400
Net assets		18,715	19,133	15,159
EQUITY				
Contributed equity		18,561	18,561	18,561
Reserves		2,866	2,599	2,599
Accumulated deficit		(2,712)	(2,027)	(6,001)
Total equity		18,715	19,133	15,159

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

1. The balance of Non-financial assets includes right-of-use assets in the 'Property' line item.

Statement of Financial Position as at 30 June 2026 (continued)

Budget Variances Commentary

Statement of Financial Position for Australian Human Rights Commission

As at 30 June 2026 the Commission's cash balance is higher than budget due to the improved operating surplus in 2024-25 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') and in many cases over multiple years.

At 30 June 2026 the Commission revalued our leasehold improvements, plant and equipment to their fair value as determined by an independent expert. The increase in fair value compared with 2025-26 Budget is reflected in the balance of 'Property, plant and equipment' and 'Reserves'.

Employee provisions are higher than budget due to the growth in long service leave entitlements and the recognition of a provision for redundancy as at 30 June 2026. This is as a result of notification from the Australian Border Force of a reduction in project scope and confirmation of the end of our partnership in March 2027 in line with the contract term.

Statement of Changes in Equity for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY				
Opening balance				
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		(2,027)	(6,283)	(5,011)
Comprehensive income				
(Deficit)/surplus for the year		(685)	4,256	(990)
Closing balance as at 30 June		(2,712)	(2,027)	(6,001)
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		2,599	2,599	2,599
Comprehensive income				
Other comprehensive income		267	-	-
Closing balance as at 30 June		2,866	2,599	2,599
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period		19,133	14,877	16,149
Comprehensive income				
(Deficit)/surplus for the year		(685)	4,256	(990)
Other comprehensive income		267	-	-
Total comprehensive (loss)/income		(418)	4,256	(990)
Closing balance as at 30 June		18,715	19,133	15,159

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

Budget Variances Commentary

Statement of Changes in Equity for Australian Human Rights Commission

The opening balance of the Commission's accumulated losses at 1 July 2025 are lower than budget primarily due to the large operating surplus in 2024-25.

At 30 June 2026 the Commission revalued our leasehold improvements, plant and equipment to their fair value as determined by an independent expert. The change in the asset revaluation reserve in 2025-26 reflects the increase in fair value of those assets which was not expected when the Budget was set.

The impact of the reduction in accumulated losses is an improved total equity position as at 30 June 2026.

Cash Flow Statement for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Government		27,460	32,129	27,978
Sale of goods and rendering of services		10,859	16,177	7,265
Interest		1,177	1,552	1,000
GST received		952	920	849
Total cash received		40,448	50,778	37,092
Cash used				
Employees		30,951	30,273	29,626
Suppliers		11,463	9,673	8,491
Interest payments on lease liabilities		573	615	573
GST paid		104	194	849
Total cash used		43,091	40,755	39,539
Net cash (used by)/from operating activities		(2,643)	10,023	(2,447)
INVESTING ACTIVITIES				
Cash received				
Proceeds from sales of property, plant and equipment		-	22	-
Cash used				
Purchase of property, plant and equipment		-	233	-
Net cash used by investing activities		-	(211)	-
FINANCING ACTIVITIES				
Cash used				
Payment of make good provision on end of lease		-	269	-
Principal payments of lease liabilities		1,402	1,264	1,403
Net cash used by financing activities		(1,402)	(1,533)	(1,403)
Net (decrease)/increase in cash held		(4,045)	8,279	(3,850)
Cash and cash equivalents at the beginning of the reporting period		36,828	28,549	28,541
Cash and cash equivalents at the end of the reporting period	2.1A	32,783	36,828	24,691

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

Budget Variances Commentary

Cash Flow Statement for Australian Human Rights Commission

Cash receipts from operating activities are higher than budget in 2025-26 due to new contracts executed in 2025-26 after the budget was finalised as well as higher than expected interest receipts. This increase in cash received from operating activities was offset by a corresponding increase in cash used for operating activities to undertake additional activities required to deliver or partially deliver the new contracts executed in 2025-26.

Overview

The Australian Human Rights Commission (the Commission) is an Australian Government controlled entity. It is a not-for-profit entity.

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.

Comparative Figures

Certain comparative amounts have been reclassified to conform with the current year's reporting presentation. There has been no impact on the net operating result or net assets as a result of these adjustments.

As the amount is not material, no further disclosures are required.

Financial Performance

This section analyses the financial performance of Australian Human Rights Commission for the year ended 30 June 2026.

1.1 Expenses

	2026 \$'000	2025 \$'000
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1.1A: Employee benefits

Wages and salaries	25,512	24,088
Superannuation		
Defined contribution plans	3,371	3,114
Defined benefit plans	694	728
Leave and other entitlements	2,916	2,632
Separation and redundancies	308	-
Other employee expenses	192	269
Total employee benefits	32,993	30,831

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		
Advertising, promotion and video production (1)	1,214	120
ICT services and support	487	358
Insurance	41	40
Office consumables	75	61
Official travel (2)	1,802	1,462
Postage and freight	16	12
Printing and publications (3)	95	37
Professional services and fees (4)	3,119	3,527
Property related outgoings	685	624
Reference materials, subscriptions and software licenses (5)	1,056	793
Staff training	407	453
Telecommunications	93	96
Venue hire and other costs	35	37
Remuneration of auditors	47	46
Website development costs (6)	224	815
Other	94	129
Total goods and services supplied or rendered	9,490	8,610

Financial Performance (continued)

	2026 \$'000	2025 \$'000
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1.1B: Suppliers (continued)

Goods supplied	170	177
Services rendered	9,320	8,433
Total goods and services supplied or rendered	9,490	8,610

Other suppliers

Workers compensation expenses	50	52
Low value leases	10	10
Total other suppliers	60	62
Total suppliers	9,550	8,672

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) The increase in costs for Advertising, promotion and videos in 2025-26 was driven by promotional activities undertaken to increase participation in the National Student Consent survey which went live in March 2026 as well as the promotion of the Commission's anti-racism initiatives such as the 'Seen and Heard' report and Racism at University study and the National Anti-Racism Strategy.
- (2) Official travel expenses increased in 2025-26 predominantly due to increased project activity such as engagement with international partners in the south east Asia region funded by projects the Commission has undertaken with the Department of Foreign Affairs and Trade.
- (3) The increase in printing and publication costs in 2025-26 relates to the Racism at University report and the Commission's 2025 Social Justice Report.
- (4) Professional services and fees were higher in 2024-25 due to consultations conducted to inform the Commission's National Anti-Racism Strategy which was released in November 2024.
- (5) Reference materials, subscriptions and software licence fees increased in 2025-26 due to an increase in costs for our Enterprise Resource Management system, the deployment of a case management system for our team responsible for the regulation of the positive duty in the Sex Discrimination Act.
- (6) The Commission's updated website was launched in December 2025.

	2026 \$'000	2025 \$'000
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1.1C: Finance costs

Interest on lease liabilities	573	615
Total finance costs	573	615

Accounting Policy

All borrowing costs are expensed as incurred.

1.1D: Write-down and impairment of other assets

Impairment of property, plant and equipment	153	-
Total write-down and impairment of other assets	153	-

Financial Performance (continued)

1.2 Own-Source Revenue and Gains

	2026 \$'000	2025 \$'000
OWN-SOURCE REVENUE		
1.2A: Revenue from contracts with customers		
Rendering of services - service delivery	16,375	12,938
Total revenue from contracts with customers	16,375	12,938
Type of customer:		
Australian Government entities (related parties)	15,251	11,629
State and Territory Governments	56	123
Non-government entities	1,068	1,186
	16,375	12,938
Timing of transfer of goods and services:		
Over time	15,667	12,015
Point in time	708	923
	16,375	12,938

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.

Financial Performance (continued)

	2026 \$'000	2025 \$'000
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1.2B: Interest

Deposits	1,186	1,565
Total interest	1,186	1,565

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	47	46
Total other revenue	47	78

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.

1.2D: Other gains

Other	-	136
Total other gains	-	136

1.2E: Revenue from Government

Attorney-General's Department:		
Corporate Commonwealth entity payment item	27,460	32,129
Total revenue from Government	27,460	32,129

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's 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

	2026 \$'000	2025 \$'000
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2.1A: Cash and cash equivalents

Cash on hand or on deposit	32,783	36,828
Total cash and cash equivalents	32,783	36,828

Accounting Policy

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

- a) cash on hand; and
- b) 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	389	98
Total goods and services receivables	389	98
Other receivables		
Interest	89	80
GST Receivable from the Australian Taxation Office	147	106
Other	-	50
Total other receivables	236	236
Total trade and other receivables (gross)	625	334
Total trade and other receivables (net)	625	334

Credit terms for goods and services were within 30 days (2025: 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

Reconciliation of the opening and closing balances of property, plant and equipment for 2026

	Property leases \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Other Intangibles \$'000	Total \$'000
As at 1 July 2025					
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 1 July 2025	18,143	1,463	683	163	20,452
Revaluations and impairments recognised in other comprehensive income	-	184	83	-	267
Impairments recognised in net cost of services	-	-	-	(153)	(153)
Depreciation and amortisation		(163)	(299)	(6)	(468)
Depreciation on right-of-use assets	(2,016)	-	-	-	(2,016)
Total as at 30 June 2026	16,127	1,484	467	4	18,082
Total as at 30 June 2026 represented by					
Gross book value	20,644	1,823	1,240	909	24,616
Accumulated depreciation, amortisation and impairment	(4,517)	(339)	(773)	(905)	(6,534)
Total as at 30 June 2026	16,127	1,484	467	4	18,082
Carrying amount of right-of-use assets	16,127	-	-	-	16,127

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 2026, the Commission revalued our leasehold improvements, plant and equipment to fair value as determined by an independent expert.

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 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 entity 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:

	2026	2025
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 2026. 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 2026.

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 (2025: 2 to 5 years).

All software assets were assessed for indications of impairment as at 30 June 2026.

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.

	2026 \$'000	2025 \$'000
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2.2B: Other non-financial assets

Prepayments	353	344
Total other non-financial assets	353	344

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

Financial Position (continued)

2.3 Payables

	2026 \$'000	2025 \$'000
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2.3A: Suppliers

Trade creditors and accruals	1,044	1,240
Total suppliers	1,044	1,240

2.3B: Other payables

Salaries and wages	958	828
Superannuation	145	141
Revenue received in advance	6,921	12,250
Total other payables	8,024	13,219

2.4 Interest Bearing Liabilities

	2026 \$'000	2025 \$'000
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2.4A: Leases

Lease liabilities	17,404	18,807
Total leases	17,404	18,807

Maturity analysis - contractual undiscounted cash flows

Within 1 year	2,074	1,975
Between 1 to 5 years	9,395	11,469
More than 5 years	8,375	8,375
Total leases	19,844	21,819

Total cash outflow for leases for the year ended 30 June 2026 was \$1.975m (2025: \$1.878m).

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

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
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2.5A: Other provisions

As at 1 July 2025	749
Additional provisions made	33
Amounts used	-
Amounts reversed	-
Total as at 30 June 2026	782

1. Provision for restoration at 30 June 2026 relates to leasehold improvements for the Commission's property lease which expires on 30 June 2034.

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

	2026 \$'000	2025 \$'000
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3.1A: Employee provisions

Leave	5,566	4,810
Separations and redundancies	308	-
Total employee provisions	5,874	4,810

Employee provisions expected to be settled

No more than 12 months	2,840	2,212
More than 12 months	3,034	2,598
Total employee provisions	5,874	4,810

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 2026. 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:

	2026 \$'000	2025 \$'000
Short-term employee benefits	3,398	3,394
Post-employment benefits	349	346
Other long-term employee benefits	143	78
Total key management personnel remuneration expenses¹	3,890	3,818

The total number of key management personnel that are included in the above table are 10 (2025: 10)

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 (2025: 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

At 30 June 2026, the Commission is a respondent to four judicial review applications in the Federal Court and one judicial review application in the Federal Circuit and Family Court in relation to administrative decisions of the Commission. In each of these proceedings, the Commission has or intends to file 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.

One of the Commission's decisions in relation to an application for an exemption under the *Sex Discrimination Act 1984* (Cth) is the subject of review in the Administrative Review Tribunal, after the Tribunal's 2025 decision was remitted by the Federal Court. The date of the hearing has not been set. Reviews of these kinds of decisions usually involve each party paying its own costs and we do not expect that the Commission will have any liability to pay costs in this proceeding.

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

	2026 \$'000	2025 \$'000
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4.2A: Categories of financial instruments

Financial assets at amortised cost

Cash on hand or on deposit	32,783	36,828
Trade and other receivables	625	334
Total financial assets at amortised cost	33,408	37,162

Financial Liabilities

Financial liabilities measured at amortised cost

Trade creditors and accruals	1,044	1,240
Total financial liabilities measured at amortised cost	1,044	1,240

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).

	2026 \$'000	2025 \$'000
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4.2B: Net gains or losses on financial assets

Financial assets at amortised cost		
Interest revenue	1,186	1,565
Net gains on financial assets at amortised cost	1,186	1,565

Managing uncertainties (continued)

4.3 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 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.

4.3A: Fair value measurement

	Fair value measurements at the end of the reporting period	
	2026 \$'000	2025 \$'000
Non-financial assets		
Leasehold improvements, plant and equipment	1,951	2,247

The fair value of non-financial assets (excluding right of use assets and intangibles) has been updated at 30 June 2026 to the fair value as determined by an independent expert using level 2 (plant and equipment) and level 3 (leasehold improvements and plant and equipment) of the fair value hierarchy. 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

	2026 \$'000	2025 \$'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	32,783	36,828
Trade and other receivables	625	334
Prepayments	335	331
Total no more than 12 months	33,743	37,493
More than 12 months		
Land and buildings	17,611	19,606
Plant and equipment	467	683
Intangibles	4	163
Prepayments	18	13
Total more than 12 months	18,100	20,465
Total assets	51,843	57,958
Liabilities expected to be settled in:		
No more than 12 months		
Trade creditors and accruals	1,044	1,240
Other payables	8,024	11,989
Leases	2,074	1,975
Employee provisions	2,840	2,212
Total no more than 12 months	13,982	17,416
More than 12 months		
Other payables	-	1,230
Leases	15,330	16,832
Employee provisions	3,034	2,598
Other provisions	782	749
Total more than 12 months	19,146	21,409
Total liabilities	33,128	38,825

5. Other reporting requirements

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

Four Governance Committees support the Commission's work, 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 risk management. We support this through our governance, risk, and compliance mechanisms, such as our external Audit and Risk Committee and the Commission's governance and management committees.

Our risk management framework supports the proactive identification and management of risks across the organisation, while monitoring changes in the operating environment.

The Commission obtains appropriate ethics approval for all major activities when required.

5.2 Gender Equality reporting

In line with the Australian Government's [*Working for Women: A Strategy for Gender Equality*](#), we are committed to advancing gender equality and strengthening our gender analysis capability.

The Commission promotes gender equality, diversity, and inclusion in our workplace. Key areas of focus include workforce composition, gender pay gap analysis, and initiatives that support the professional development of women.

The Commission's workforce is predominantly made up of women, who represent approximately 83% of employees, compared with 17% men, non-binary or where gender is not disclosed. Women are also strongly represented in senior roles, comprising 80% of employees in the top pay quartile.

While the number of women is considerably higher than men in all classification levels, men tend to be concentrated at higher classification levels, with 61% of men employed in executive level or higher-level roles compared with 39% in lower-level roles. Despite women being well represented at all levels in the Commission, a disproportionately larger share engaged in administrative and service delivery roles, which contributed to our gender pay gap.

To better understand and address the gender pay gap, the Commission is undertaking a pay gap analysis that will inform the development of a comprehensive Gender Equality Action Plan.

The Commission's commitment to enhancing gender equality is demonstrated through the development of a number of policies, programs, and activities particularly in the areas of:

- Recruitment and selection
- Learning and professional development
- Wellbeing and support programs.

In line with Priority Area 1 *Gender-based Violence* of the Australian Government's *Working for Women: A Strategy for Gender Equality*, the Commission commenced an internal review of its Domestic Violence Policy, taking a person-centred approach. The revised policy will provide guidance for managers on developing a workplace domestic violence safety plan outlining referral pathways, contacts, and resources available to victim-survivors.

In line with Priority Area 2, *Unpaid and Paid Care*, the Commission provides up to 24 months of parental leave, in addition to all legislated leave entitlements for primary and secondary caregivers. During 2025–26, the Commission commenced a review of its Leave Policy, including provisions for personal leave and carers leave to provide support for family members and miscellaneous leave where other leave types are exhausted.

5.3 Close the Gap reporting

Priority Reform 3 of the *National Agreement on Closing the Gap* 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 peoples. The Agreement also commits governments 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 June 2026, the Social Justice Commissioner released *A Fair and Just Future for First Peoples: Social Justice Report 2025*. The report sets out a national reform agenda for First Peoples law, policy, and practice. It calls for urgent structural reform and accountability to address systemic inequality and racism in Australia.

The Report also presents the outcomes of national consultations conducted with First Peoples following the Voice Referendum. Implementing the report's recommendations would make an important contribution to advancing the Closing the Gap commitments across all levels of government.

The Commission released the final report of the *Racism@Uni* study in January 2026. This landmark study examines the prevalence and impacts of racism by First Nations students and staff in Australian university settings. The final report provides important evidence to inform action and advance Closing the Gap priorities in tertiary education.

The Commission contributed to the Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs inquiry into racism, hate and violence directed at Aboriginal and Torres Strait Islander peoples. The Commission also continued to advocate for systemic reforms to address the racism experienced by First Peoples in Australia.

This included advocating for:

- implementation of the Commission's *National Anti-Racism Framework*, which provides a roadmap for Australian governments to address all forms of racism
- implementation of the United Nations Declaration on the Rights of Indigenous Peoples in Australia
- engagement with the Royal Commission into Antisemitism to provide a First Peoples perspective on national approaches to addressing racism and strengthening social cohesion.

The Commission has also advocated for the recognition of First Peoples' human rights issues in two significant reviews of Australia's human rights record: the Universal Periodic Review and the review of Australia's implementation of the *International Covenant on Economic, Social and Cultural Rights*. This advocacy contributed to recommendations aimed at strengthening the protection and realisation of the rights of First Peoples in Australia. First Peoples human rights issues were also highlighted in the Commission's inaugural *Australian Human Rights Assessment Report Card*.

This work provides valuable guidance to governments on identifying and eliminating racism experienced by First Peoples communities.

The Commission has also prioritised strengthening the voices of First Peoples children and youth in policy and decision-making. The National Children's Commissioner has led this focus through the Supporting Quality Engagement project and through the Commission providing technical and advisory support to the newly established National Aboriginal and Torres Strait Islander Commissioner for Children and Young People.

We also strengthened our commitment to First Peoples' justice through our new Strategic Plan 2026–2030. The plan commits to focusing on First Peoples Justice, and to centring First Peoples' voices and issues across our work. This commitment was underpinned this year through the development of a Closing the Gap Action Plan and a First Peoples Cultural Safety Framework, to be launched in August 2026.

5.4 Location and national reach

The Commission conducts its activities nationally, including by maintaining a National Information Services, 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.

The Australian Human Rights Commission does not have any subsidiaries.

5.5 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 committee charter:

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

(b) Audit and Risk Committee members in 2025–2026:

- 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 at both the federal and state levels of government. She has a breadth of experience across complaints and investigations, risk and governance, policy reform and education, systems reviews, 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 New South Wales.

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 2025–2026:

- 22 August 2025
- 20 September 2025
- 5 December 2025
- 9 March 2026
- 12 June 2025

Committee members attended all meetings.

(e) Member remuneration 2025–2026:

- Ms Linda Waugh - \$16,500
- Mr Navaka Arachchige - \$10,000
- Ms Clare Bower - \$10,000

This reporting period is the first full year of all members receiving remuneration for Audit and Risk Committee meetings after the Commission introduced a new remuneration structure for the Committee members in June 2025.

5.6 Ministerial directions and Government policy orders

In October 2024, the Commission published a *Statement of Intent* that outlined how it would fulfil its statutory functions in relation to the positive duty in the *Sex Discrimination Act 1984* (Cth) to proactively address workplace sexual harassment, sex discrimination, sexist conduct and related victimisation.

The Statement of Intent responded to the then Minister's Statement of Expectations regarding this function. The Minister has recently issued a new [statement of expectations](#) to which the Commission will respond shortly. We have also published a Compliance and Enforcement Policy which outlines how we will perform our positive duty functions.

5.7 Significant non-compliance issues with finance law

There were no significant issues reported to the Minister under paragraph 19(1)(e) of the PGPA Act, which includes compliance with Finance law.

5.8 Procurement reporting

The Australian Human Rights Commission had instances of non-compliance with the Commonwealth Procurement Rules during the financial year, as summarised below:

- Internal audit findings related to procurement that examined a sample of procurements included observations that a conflict-of-interest declaration had not been completed on two occasions, and that while all procurements considered value for money there were three instances where the assessment was not documented using the Commission's guidance and was not comprehensive. Recommendations to update the Conflict-of-Interest Policy and provide targeted guidance to staff to improve their awareness of the Commission's requirements for assessing and documenting value for money are underway.
- Three instances where a contract was reported on Austender after the 42-day period due to administrative oversight.

5.9 Strategic Commissioning Framework

In 2025–26, the Commission continued to bring core work in-house in line with the APS Strategic Commissioning Framework. The functions we identified to bring in-house are in the category of communications and engagement as well as portfolio, program, and project management. For 2 years, the Commission has a dedicated publishing manager and in June 2026 we recruited a full-time monitoring and evaluation expert.

The in-house monitoring and evaluation expertise will help the Commission strengthen our programs and project ability to demonstrate effectiveness and impact against our outcomes and purposes.

5.10 Judicial decisions and reviews

In *Lesbian Action Group Inc v Australian Human Rights Commission* [2026] FCA 432, the Federal Court set aside a decision of the Administrative Review Tribunal and remitted the matter for redetermination by the Tribunal. The Tribunal decision set aside was a decision affirming the Australian Human Rights Commission's decision not to grant the Lesbian Action Group a 5-year exemption from the operation of certain provisions of the *Sex Discrimination Act 1984* (Cth).

The reasons for judgment also noted that the Commission's Temporary Exemption Guidelines should refer to the duty in section 10A of the *Australian Human Rights Act 1986* (Cth) to perform the functions of the Commission with regard for the indivisibility and universality of human rights. The Commission will revise the Guidelines to address this comment this year.

5.11 Executive remuneration and staff statistics

This section contains information about the remuneration of the Australian Human Rights Commission (the Commission) Key Management Personnel, Senior Executive Service (SES), and other highly paid staff.

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 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
Hugh de Kretser	President	476,274	-	-	30,000	12,608	-	-	518,882
Anne Hollonds	National Children's Commissioner ceased on 1 November 2025	119,215	-	-	12,196	7,250	-	-	138,661
Deb Tsorbaris	National Children's Commissioner from 17 November 2025	238,754	-	-	20,739	5,094	-	-	264,587
Lorraine Finlay	Human Rights Commissioner	392,203	-	-	30,000	10,639	-	-	432,842
Rosemary Kayess	Disability Discrimination Commissioner	389,925	-	-	30,000	15,238	-	-	435,163
Giridharan Sivaraman	Race Discrimination Commissioner	377,780	-	-	54,684	7,096	-	-	439,560
Robert Fitzgerald	Age Discrimination Commissioner	385,667	-	-	30,000	14,404	-	-	430,071
Anna Cody	Sex Discrimination Commissioner	357,892	-	-	30,000	8,128	-	-	396,020
Katie Kiss	Aboriginal and Torres Strait Islander Social Justice Commissioner	356,328	-	-	55,643	6,975	-	-	418,946
Leanne Smith	Chief Executive	304,227	-	-	55,340	55,267	-	-	414,834
TOTAL		3,398,265	-	-	348,602	142,699	-	-	3,889,566

Remuneration of senior executives

Remuneration Band	Number of senior executives	Average base salary	Average bonuses	Average other benefits and allowances	Average super-annuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
270001 - 295000	2	237,979	0	0	39,136	6,310	0	0	283,425

All ongoing employees

	Total	Uses a different term - Total	Uses a different term - Part time	Uses a different term - Full time	Prefers not to answer - Total	Prefers not to answer - Part time	Prefers not to answer - Full time	Non-binary - Total	Non-binary - Part time	Non-binary - Full time	Woman/Female - Total	Woman/Female - Part time	Woman/Female - Full time	Man/Male - Total	Man/Male - Part time	Man/Male - Full time
NSW	131	-	-	-	-	-	-	-	-	-	106	20	86	25	-	25
Qld	2	-	-	-	-	-	-	-	-	-	2	-	2	-	-	-
SA	4	-	-	-	-	-	-	-	-	-	4	-	4	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	11	-	-	-	-	-	-	1	1	-	9	4	5	1	-	1
WA	2	-	-	-	-	-	-	-	-	-	2	-	2	-	-	-
ACT	4	-	-	-	-	-	-	-	-	-	3	-	3	1	-	1
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	154	-	-	-	-	-	-	1	1	-	126	24	102	27	-	27

All non-ongoing employees

	Total	Uses a different term - Total	Uses a different term - Part time	Uses a different term - Full time	Prefers not to answer - Total	Prefers not to answer - Part time	Prefers not to answer - Full time	Non-binary - Total	Non-binary - Part time	Non-binary - Full time	Woman/Female - Total	Woman/Female - Part time	Woman/Female - Full time	Man/Male - Total	Man/Male - Part time	Man/Male - Full time
NSW	49	-	-	-	-	-	-	2	-	2	40	11	29	7	-	7
Qld	4	-	-	-	-	-	-	-	-	-	3	-	3	1	-	1
SA	1	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-
Tas	1	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-
Vic	7	-	-	-	-	-	-	-	-	-	6	1	5	1	1	-
WA	1	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-
ACT	2	-	-	-	-	-	-	-	-	-	2	1	1	-	-	-
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	65	-	-	-	-	-	-	2	-	2	54	13	41	9	1	8

6. Appendices

6.1 Other legislative requirements

6.1.1 Environment Protection and Biodiversity Conservation Act 1999

Emissions Reporting/Climate-related metrics

As part of the [Net Zero in Government Operations Strategy](#), and the reporting requirements under section 516A of the [Environment Protection and Biodiversity Conservation Act 1999](#), all Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory and Electricity Greenhouse Gas Emissions tables present greenhouse gas emissions over the 2025–26 financial year. The greenhouse gas emissions reported are calculated as Carbon Dioxide Equivalents (CO₂-e) and in line with the [2025–26 Emissions Reporting Framework](#). This is consistent with a Whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy and [Commonwealth Climate Disclosure](#) requirements.

Not all data sources were available at the time of the report and amendments to data may be required in future reports. Reporting on refrigerants is being phased in over time as emissions reporting matures.

Note: If the emissions of a Commonwealth entity or Commonwealth company are encompassed in the emissions inventory of another Commonwealth entity or Commonwealth company, both entities or companies should specify in their annual reports that the emissions are aggregated and identify which emissions sources are aggregated.

2025–26 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	48.12	2.26	50.38
Natural Gas	-	n/a	-	-
Solid Waste	-	n/a	2.52	2.52
Refrigerants*	-	n/a	n/a	-
Fleet and Other Vehicles	-	n/a	-	-
Domestic Commercial Flights	n/a	n/a	126.30	126.30
Domestic Hire Car	n/a	n/a	1.62	1.62
Domestic Travel Accommodation	n/a	n/a	45.34	45.34
Other Energy	-	n/a	-	-
Total t CO₂-e	-	48.12	178.04	226.16

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.

* Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2025–26 emissions reporting. See the [Emissions Reporting Framework](#) for more details.

2025–26 Electricity greenhouse gas emissions

	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity
Location-based electricity emissions	48.12	2.26	50.38	75,179.38
Market-based electricity emissions	50.37	6.84	57.21	62,180.86
Total renewable electricity¹	n/a	n/a	n/a	12,998.52
<i>Renewable Power Percentage²</i>	n/a	n/a	n/a	12,998.52
<i>Jurisdictional Renewable Power Percentage³</i>	n/a	n/a	n/a	-
<i>GreenPower</i>	n/a	n/a	n/a	-
<i>Large-scale generation certificates</i>	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 Excludes behindthemetre solar other than generation used to create large-scale generation certificates (LGCs).

2 The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

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

6.1.2 Work Health and Safety Act 2011

The Commission is committed to ensuring our people, resources and systems are healthy, sustainable, integrated, effective and efficient. In 2025–26 key strategic and operational initiatives were focussed on building organisational frameworks and capability.

Design and development of people programs were aimed at supporting employees through each stage of the employee lifecycle with coordinated activities across workforce planning, recruitment, onboarding, learning and development, employee relations and health safety and wellbeing that enhance the employee experience.

Learning and Development

The Commission implemented a new Learning Management System (LMS) to support ongoing staff learning, professional development, and compliance. The LMS has created an enhanced learning experience for employees from onboarding through each stage of the employee lifecycle.

The Commission delivered a coordinated learning and development program to build capability with a focus on strengthening supervisory leadership, wellbeing, and cultural capability. This included a mix of workshops and e-learning modules aligned to the strategic priorities of the Commission and the Australian Public Service (APS).

The learning program included:

- wellbeing webinars, clinical supervision, vicarious trauma and mental health programs
- leadership, integrity and management development through the APS Academy and external providers
- diversity and inclusion initiatives
- foundational awareness of Artificial Intelligence
- role-specific, technical, and mandatory compliance training.

Diversity, Equity, and Inclusion (DEI)

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

- Disability awareness, core cultural safety, neurodiversity training, anti-racism workshops, and ageism awareness workshops
- Celebration of days of significance.

The Commission has completed an initial gender pay gap analysis and commenced the development of a Workplace Gender Equality Action Plan.

These programs are designed to build diversity and inclusion knowledge and awareness and to foster a respectful, safe, and inclusive workplace.

Workplace Health and Safety (WHS)

During 2025–2026 the Commission’s WHS Committee was strengthened to include Wellbeing and Respect Officers along with Mental Health First Aid Officers and First Aid Officers to support employee health, safety, and wellbeing. In addition to the wellbeing webinars and mental health programs the Commission continued to promote wellbeing through:

- reimbursement for flu vaccinations
- Healthy Lifestyle allowances
- flexible work practices
- implementation of new incident reporting forms
- vicarious trauma and accidental counselling training
- clinical supervision
- ongoing development and roll-out of new and updated suite of WHS policies, procedures, and guidelines
- monitoring and supporting the use of annual leave.

6.1.3 Commonwealth Electoral Act 1918

The Commission made the following payments valued at \$17,300 (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 \$ (including GST)
Behaviour Change (The Shannon Company)	Advertising Agency / Media Campaign Agency	Social media-led campaign for the Seen and Heard project	\$544,890
Think HQ Pty Ltd	Advertising Agency / Media Campaign Agency	On Your Terms Youth Survey development and delivery of social media strategy	\$395,490
The Wild Ones Agency	Advertising Agency / Media Campaign Agency	On Your Terms media campaign	\$78,458
E.L Glenn & Values Frames Pty Ltd	Market research	Market research on human rights values-based messaging resources	\$52,240
The Wild Ones Agency	Advertising Agency / Media Campaign Agency	Speaking from Experience Campaign development and delivery of digital strategy and media plan for campaign	\$45,000
The Wild Ones Agency	Advertising Agency / Media Campaign Agency	Racism@Uni digital media support	\$43,250

6.2 Key activities, program areas, and services 2025-2026

President: Hugh de Kretser

- Free+Equal: A conversation on human rights
 - Investigation and Conciliation and National Information Services
 - Positive duty regulation
 - Human Rights Education and Training
 - Australia-Lao PDR Human Rights Technical co-operation
 - Australia-Vietnam Human Rights Technical Cooperation Program
 - ASEAN Intergovernmental Commission on Human Rights (AICHR) engagement Project
 - Southeast Asia Government to Government Human Rights Education Program
 - International Engagement
 - Human Rights Scrutiny
-

Aboriginal and Torres Strait Islander Social Justice Commissioner: Katie Kiss

- Informing the Agenda (National listening tour)
 - United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) engagement
-

Age Discrimination Commissioner: Robert Fitzgerald AM

- Multigenerational workforce summit
 - Financial elder abuse project
 - Ageism Awareness Workshops Project
 - Ageism in Australian Healthcare Research Project Phase 3
 - Human Rights as We Age Roundtable
-

National Children's Commissioner: Anne Hollonds and Deb Tsorbaris

- On Your Terms: Youth survey on consent and sex education
- The Forgotten Children, 10 years on How detention in the Australian system (including within offshore detention, onshore detention, and/or community detention settings) impacts children's lives and wellbeing in the years after their release.
- A ripple effect of suffering: Children's experience of parental immigration detention and deportation
- Supporting quality engagement with children (SQE) consultation project
- Voices of children in the Commission's work: preferred participatory models

Disability Discrimination Commissioner: Rosemary Kayess

- IncludeAbility (Phase 2) - Equality at work
- Policy and law reform engagement
- Supporting people with disability and organisations to attend international human rights forum

Human Rights Commissioner: Lorraine Finlay

- Emergency Responses Framework Project Phase 2 and 3
- Review of Immigration Detention Standards & Methodology
- Deepfakes Project
- Solitary Confinement
- Neurotechnology

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 Partnerships
- Australian Border Force Partnership

Organisational

- Legal Services (including legal interventions)
 - 40 Years of the Commission
 - Public Engagement (including communications, media, digital engagement, major events and launches)
-

6.3 Major events, reports, publications, and resources 2025-2026

Aboriginal and Torres Strait Islander Social Justice

[A fair and just future for First Peoples, Social Justice Report 2025](#)

Age

[Age, assumptions and access at work: Employee experiences of age inclusion in the workplace](#)

[The age barrier: Older adults' experiences of ageism in health care](#)

Australian Human Rights Commission Act Reports

[No. 192 Mr FH v Commonwealth of Australia \(Department of Home Affairs\) \(April 2026\)](#)

[No. 191 Mr Hanna v Commonwealth \(Department of Home Affairs\) \(May 2026\)](#)

[No. 190 YA family v Commonwealth of Australia \(Department of Home Affairs\) \(January 2026\)](#)

[No. 189 Mr BH v Commonwealth of Australia \(Department of Home Affairs\) \(June 2026\)](#)

[No. 188 Ms FJ, Mr FK, Mr FL and Ms FM v Commonwealth of Australia \(Department of Home Affairs\) \(September 2025\)](#)

[No. 187 Mr Hanna v Commonwealth of Australia \(Department of Home Affairs\) \(September 2025\)](#)

[No. 186 Mr CX v Commonwealth of Australia \(Department of Home Affairs\) \(July 2025\)](#)

[No. 185 Mr LG v Commonwealth of Australia \(Department of Home Affairs\) \(July 2025\)](#)

[Ms JG v Commonwealth of Australia \(Department of Home Affairs\) \(September 2025\)](#)

[No. 183 Mr NN v Commonwealth of Australia \(Department of Home Affairs\) \(September 2025\)](#)

[No. 182 Mr Burgess v Commonwealth of Australia \(Department of Home Affairs and Minister for Home Affairs\) \(July 2025\)](#)

[No. 181 Mr GJ v Commonwealth of Australia \(Department of Home Affairs\) \(July 2025\)](#)

[No. 180 Mr DQ v Commonwealth of Australia \(Department of Home Affairs\) \(July 2025\)](#)

[No. 179 Mr EL v Commonwealth of Australia \(Department of Home Affairs\) \(June 2025\)](#)

[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 \(Department of Home Affairs\) \(June 2025\)](#)

Children

[‘We’re talking about stopping violence before it begins’: Supporting quality engagement with children](#)

[Evidence-based approaches to child justice, Supplementary paper to ‘Help way earlier!’: How Australia can transform child justice to improve safety and wellbeing.](#)

[‘A ground to grow from’: Supporting quality engagement with children](#)

Climate change

[Human rights on a warming Earth \(2025\)](#)

Human Rights

[Australian Human Rights Assessment 2026](#)

Race

[Respect at Uni: Study into antisemitism, Islamophobia, racism and the experience of First Nations people](#)

[The struggle to be seen, the power in being heard: Community insights from the Seen and Heard project](#)

[Health inequities in Australia: A scoping review on the impact of racism on Indigenous and other negatively racialised communities’ health outcomes and healthcare access.](#)

Sex and gender

[Equal Identities: A human rights review of the experiences of trans and genderdiverse people in Australia](#)

Technology and business

[Peace of mind: Navigating the ethical frontiers of neurotechnology and human rights](#)

Organisational

[40 stories for 40 years – Explore 40 of the Commission’s key achievements of 4 decades of promoting and protecting human rights](#)

6.4 Performance measurement framework

Our Strategic Plan is our foundational document identifying Commission wide goals and outcomes. Our strategic priorities and the workplans of our teams are aligned against these goals. The below framework aligned the outcomes and goals of the Commission against performance expectations and key indicators.

In this framework, our purpose and functions are reflected in organisational goals and outcomes that tell an entity level, ‘performance story.’ The outcomes are pitched to a level where we can reasonably expect to contribute to them:

- within the four-year outlook of each Corporate Plan
- through the collective contributions of our President and Commissioners across their individual terms, and through our ongoing programs and services
- in an operating context that remains stable.

Progress indicators are mapped to each of the outcomes. They are designed to provide reasonable evidence of contribution to the outcome, and include output, process, and outcome measures. They are, in turn, supported by data from monitoring and evaluation strategies implemented across the Commission’s programs and services. While some of these measure the direct attributions of the Commission’s work, other are to capture the stories and case studies of the Commission to document our contributions to the outcomes, noting that these are often best understood when seen in the context of multi-year programs, advocacy and submissions.

These strategies range from the basic capture of outputs to more comprehensive mixed-method evaluations. The Commission’s fluid operational environment, limited resources, eight statutory officeholder portfolios, with multiple programs, and the nature of the work, means any monitoring and evaluation strategy must be proportional to the activity and available capacity and resources.

Table notes:

- This framework was introduced in 2019–20. It is continually reviewed to ensure the performance indicators meet the requirements for performance measures for Commonwealth entities under s 16EA of the PGPA Rule.
- The table fulfils the PGPA Act requirement to ensure our Portfolio Budget Statement (PBS) criteria and targets can be linked to the planned outcomes in our Corporate Plan.
- For brevity, some PBS criteria and targets are abridged, and several have been divided across the table cells to meet the technical functions of the framework.

Summary of Methodologies

The Commission uses an integrated suite of quantitative and qualitative methodologies to support performance measurement, assessment, and reporting.

Recognising that many of the Commission's functions to support organisations to protect human rights in their work, and promote understanding, acceptance and public understanding across a range of contexts and human rights issues, the Commission also applies qualitative assessment methodologies to capture outcomes that cannot be measured through quantitative indicators alone. A standard Stories of Change template is used across all teams to document the context, activities, outcomes, evidence, and significance of reported changes.

Stories are assessed using structured contribution and significance rubrics that examine the type of change achieved, the maturity of the outcome, the quality of evidence and the Commission's contribution to that outcome. Evidence may include stakeholder feedback, surveys, consultations, policy documents, government responses, organisational reforms, implementation actions, and independent reports. Please see the following table for Stories of change assessment rubric for more details.

As part of its review of all performance measures, the Commission has strengthened its method of qualitative data collection identified in the Corporate Plan 2026-2027 to be reported against in next year's annual performance statement. This includes the implementation of Significant Instances of Policy and Systems Improvement (SIPSI) which involves structured impact logging and assessment of data and the use of rubrics and participatory verification processes.

Together, these approaches provide a balanced and evidence-based assessment of the Commission's performance, combining quantitative data with qualitative evidence of policy influence, organisational reform, capability building, and systems change. The methodologies support compliance with the PGPA Act and Rule, align with Department of Finance guidance and ANAO better practice principles, and enable the Commission to continuously improve the maturity, transparency, and usefulness of its performance reporting.

The Commission seeks to establish targets for performance measures where it is reasonably practicable to do so, such as some of our complaints and conciliation, education and media and campaigns performance measures.

However, not all performance measures are suitable for quantitative targets. Many of the Commission's key activities and core functions support outcomes relate to complex policy, advocacy, systems change or influence functions that cannot be reasonably measured through a numerical target alone.

Performance Assessment Ratings

Rating	Definition
Achieved	The target was met or exceeded.
Substantially Achieved	The target was not fully achieved, but performance was within 5 percentage points of the target and demonstrates strong progress toward the intended outcome.
Not Achieved	The target was not met, and performance fell outside the substantial achievement threshold.
Not Applicable (Target Not Established)	No target was established because it was not reasonably practicable to do so. Performance is assessed using qualitative and/or quantitative evidence, trend information, contribution analysis, maturity assessments, and other approved methodologies.

Stories of change assessment rubric

Type of change	Maturity Stage	Definition	Typical Evidence
People and relationships	Emerging Influence	The Commission can demonstrate it has raised awareness, influenced discussion, built relationships, or contributed to agenda setting.	Meetings, consultations, stakeholder feedback, requests for advice, working groups established.
Organisations and communities	Implementation and Behaviour Change	The adopted policy or system is operational and influencing behaviours, practices or organisational decision-making within an organisation or community.	Funding allocations, governance arrangements, procedures, training, implementation plans, compliance mechanisms.
Systems	Policy or System Adoption	A policy, strategy, framework, program, standard or legislative change reflecting AHRC advice is formally adopted across a systems level.	Government decisions, endorsed recommendations, approved policies, legislation, action plans.
	Formal Recognition	The Commission's advice, recommendations, or expertise is formally recognised by decisionmakers, subject matter experts, and impacted communities.	Parliamentary references, committee reports, ministerial speeches, consultation papers, public endorsements.
	Demonstrated Systems Impact	The change is embedded and producing measurable, sustainable outcomes across the system.	Longitudinal data, independent evaluations, outcome measures, sector-wide adoption, demonstrated improvements.

Contribution to impact Ratings	Contribution rating description
Significant	The Commission is a major contributor - There is a clear line of contribution of Commission activities and outputs to bring about this change. While the Commission is not the only contributor, it is a major contributor with multiple sources of evidence.
Moderate	There is a clear assessment of other factors that may have also contributed to the outcome, and a reasonable assessment of the extent to which the Commission contributed to the outcome.
Low	The Commission is one of several contributors.
Establishing	The Commission is in the early stages of project or activity implementation and is still establishing impact. Examples of early indicators or feedback from participants and high levels of engagement across a number of partnerships and/or participants points to establishing impact.
Insufficient/ low level of contribution	Evidence is unclear or not established.

Goal 1

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

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
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.	Resolve Enterprise Case Management System
		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.	Resolve Enterprise Case Management System
		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.	MS Forms
		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)	Resolve Enterprise Case Management System

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/ quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
1.1 (Cont)		Instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.	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	MS Forms
1.2 We support meaningful cultural change towards safer, respectful and more equitable workplaces in Australia.	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	Increase in duty holders': - understanding of the positive duty obligation PBS PERFORMANCE MEASURE - taking proactive steps to eliminate and prevent relevant unlawful conduct in the workplace PBS PERFORMANCE MEASURE	Effectiveness measure	Pre and post engagement assessment of core positive duty concepts. Assessment of duty holders against Adaptive Compliance Evidence Framework.	Electronic Case Management System, Qualtrics, Sharepoint

Goal 2

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

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
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. PBS PERFORMANCE MEASURE	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.	Research, reporting and advice activities of the Commission: - 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.	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.	Narrative stories of change template.
		Instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for. 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.	Narrative stories of change template.
		Instances of improved Federal and state government policy, practice and legislative change that reflect our advice. 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.	Narrative stories of change template.

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/ quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
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. The number of recommendations to UN mechanisms made, and instances of recommendations implemented or referenced by Government. Arguments presented in our submissions to courts influence outcomes in a way that is consistent with human rights.	High proportion of Committee inquiry reports reflect and cite the Commission's advice. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure.	Citation analysis of parliamentary submission document the number of times our submissions are referenced in the final Parliamentary report.	Submission log in Sharepoint.
		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.	Submission log in Sharepoint.
		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.	Application to the courts log, in sharepoint
		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.	Application to the courts log, in sharepoint

Goal 3

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

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/ quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
3.1 Our education activities increase capability among individuals, communities and organisations to promote and protect human rights and address discrimination. PBS PERFORMANCE MEASURE	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. PBS EXPECTED PERFORMANCE RESULT	Effectiveness measure	All training participants are sent a survey upon completion of training (and prior to receiving their certificate)	In-person and online - MS Forms eLearning - LMS system
		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.	Training log on Sharepoint eLearning LMS System
3.2 Our information resources, services, events and campaigns reach, inform and influence users and audiences. PBS PERFORMANCE MEASURE	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: - An average engagement rate of 2% or higher for Commission social media posts about our education and information activities. PBS EXPECTED PERFORMANCE RESULT - High rates of participants finding our events and campaigns engaging and relevant	Effectiveness measure	Metrics assessing impressions and click through rates are compiled through reports for Facebook, Twitter, Instagram and LinkedIn. Program evaluations	Loomly (Social media analytics)

Goal 4

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

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
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.	Narrative stories of change template.
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.	Narrative stories of change template.

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/ quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
4.2 (Cont)	Our regional technical cooperation activities increase stakeholder capacity to advance national reform in partner states.	Instances of partners': - 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.	Narrative stories of change template.
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.	The Commission maintains its 'A status' as assessed by the Global Alliance of National Human Rights Institutions (GANHRI).	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> .	Effectiveness measure	Review of GHANRI accreditation report to identify compliance.	Accreditation Report.

Goal 5

Ensuring that the Commission is sustainable into the future and able to strategically implement its statutory mandate.

Outcome	Performance expectation	Progress indicator (and PBS target) (feasible qualitative/quantitative measures of the expected performance in this reporting year)	Measure type (output, effectiveness, efficiency)	Data collection method	Data source
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.	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> .	Completion of all requirements under the PGPA Act, including corporate accountability, Annual Reports and Financial compliance. Implementation of appropriate governance and financial structures including number of recommendations adopted from the external reviews.	Effectiveness measure	100% compliance against PGPA Act and Rule	Self-assessment against PGPA and Rule template completed annually.

6.5 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 (p.10)	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	2.1 (p.10)	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	2.2 (p.10)	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	2.3 (p.10)	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)	5.6 (p.106)	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	n/a	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)	n/a	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)	3 (p.15-73)	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	n/a	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)	2.4 (p.11)	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	2.5 (p.12)	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE (ka)	5.11 (p.107)	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

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(l)	5.4 (p.105)	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	5.1 (p.102) & 5.5 (p.105)	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	n/a	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)	n/a	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	5.10 (p.107)	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)	n/a	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)	n/a	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)	n/a	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)	5.5 (p.105)	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)	5.11 (p.107)	Information about executive remuneration	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BF	Disclosure requirements for government business enterprises		
17BF(1)(a)(i)	n/a	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(ii)	n/a	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)	n/a	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	n/a	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)	n/a	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
17BG	Additional requirement for prescribed corporate Commonwealth entities		
17BG (2)	5.8 (p.106)	An assessment of the entity's performance during the period against the Commonwealth Procurement Rules.	If applicable, mandatory



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