

# **PRIDE IN DIVERSITY'S AUSTRALIAN WORKPLACE EQUALITY INDEX ADVANCED SUBMISSION**

APPLICATION FOR SILVER OR GOLD TIER RECOGNITION 2025  
Covering work completed between 1<sup>st</sup> January 2024 – 31<sup>st</sup> December 2024



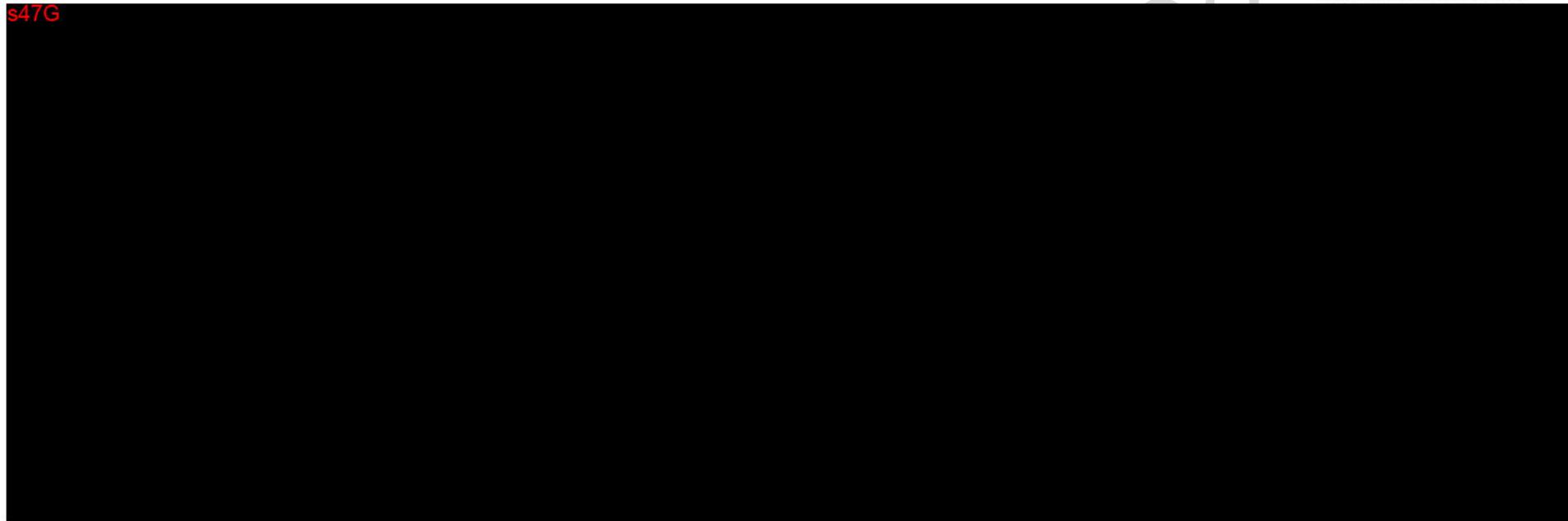
AUSTRALIAN WORKPLACE EQUALITY INDEX

EMPLOYER / ORGANISATION DETAILS	
<b>Organisation Name:</b>	Australian Taxation Office  Please check this carefully, as Pride in Diversity will not take any responsibility for organisation names if different to the above. In all circumstances, we will revert to the name entered here for any publications, announcements, trophies.
<b>Contact Person for the Index:</b> <b>Please provide full contact details.</b> <ul style="list-style-type: none"> <li>This is the person we should contact if we have any questions.</li> <li>Results will be emailed to this person</li> </ul>	Name: s47E Position Title: HR Advisor Postal address (including postcode): GPO Box 9977 MELBOURNE VIC 3001 Phone number: s47E Email: s47E

DISCLOSURE RECOGNITION	
<b>Please select the tier recognition point (at a minimum) at which you are happy to be publicly identified regarding participation and achievement within the AWEI.</b>	We list employers annually that reach each of the employer recognition tiers within the AWEI, unless you choose to be anonymous. Some employers choose only to be identified should they reach a certain recognition tier.  <b>Select the recognition tier at which you would like to be publicly identified:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> We are happy to be identified at <b>Bronze Tier</b> (based on Foundation Submission score) if we do not reach a higher tier</li> <li><input checked="" type="checkbox"/> Only identify us if we reach <b>Silver Tier</b> or higher</li> <li><input checked="" type="checkbox"/> Only identify us if we reach <b>Gold Tier</b> or higher</li> <li><input type="checkbox"/> We are participating <b>anonymously</b> and do not want to be identified</li> </ul>

PERMISSION FOR USE OF CONTENT	
We often like to profile images and video of people/events over the assessed year within the opening video of our awards event.  Please advise if you give permission for us to use relevant visual images provided within your submission for this purpose.	Please confirm: <ul style="list-style-type: none"> <li><input type="checkbox"/> Yes, you may use anything</li> <li><input type="checkbox"/> Yes, you may use anything – but please advise us first</li> <li><input type="checkbox"/> Yes, but please ask us for permission first</li> <li><input checked="" type="checkbox"/> No, please do not use any of our visuals</li> </ul>

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**ACCURACY STATEMENT**

- We confirm that at the time of submission, details provided for all questions identified within the three submission documents are true and accurate. We understand that should any claims be found to be false; points and rankings will be adjusted accordingly.
- We understand that for questions where evidence is not required, there may be random audits or requests for information. If required, we are willing to supply these to validate our responses.

<b>Name of person signing off accuracy:</b>	s47E
<b>Position within organisation:</b>	Assistant Commissioner
<b>Contact Email:</b>	s47E
<b>Contact Phone:</b>	s47E

## AN IMPORTANT NOTE

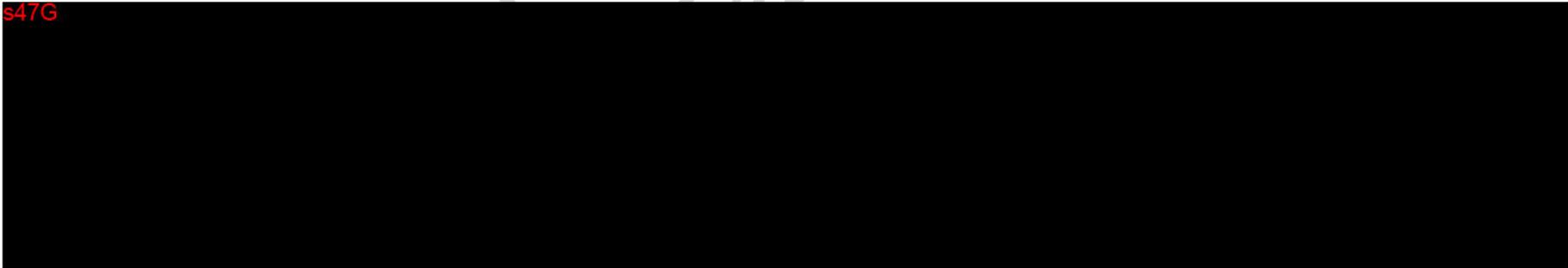
### Welcome to the fifth iteration of the AUSTRALIAN WORKPLACE EQUALITY INDEX...

The **Australian Workplace Equality Index (AWEI)** follows a 3-yearly cycle of local index review and international benchmarking. Upon review, new criteria are set with the intention of advancing LGBTQ+ workplace inclusion practice within Australia and aligning it with any new work being done internationally to ensure that Australian organisations continue to meet global standards of best practice. Within each new iteration, there is an expectation that entry points into the respective tiers will change, and overall scores decrease. This is a pattern we see with the release of every new iteration. It is important that the expectations of submitting organisations take this into account when aiming for a particular tier within a new iteration. It is important to note that the journey to maintain leading practice is not a 6-month journey; it's a 3-year journey.

It is also important to note that for the fifth iteration, the methodology of determining recognition for **Bronze, Silver** and **Gold** tier entry levels is changing. Entry points to each of these tiers in previous iterations have been determined by ranking the scores of all participating organisations and calculating the top consecutive percentages. This meant that, as practices improved or shifted, the entry points would change from year to year.

*Starting with the 5<sup>th</sup> iteration of the AWEI, we will be introducing fixed entry points for each of the tiers making it easier to estimate, realistically, where your tier recognition may fall.*

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A large black rectangular redaction box covers the majority of the page content below the introductory text.

We wish you all the best with your submission.

## SUBMISSION DETAILS

### The AWEI Advanced Submission is for Silver or Gold Tier Status 2025.

This application can be completed and submitted between Monday, 6 January 2025 – Monday, 24 February 2025.

#### **SUBMITTING YOUR INDEX:**

**Soft copies** are to be sent via large file transfer systems to: [awei@acon.org.au](mailto:awei@acon.org.au).

- Note: Pride in Diversity will not accept attachments sent via email.
- We will contact you should we have any difficulty accessing or downloading your files.

**Hard copies and USBs** are also acceptable and can be sent to: *Pride in Diversity, 414 Elizabeth Street, Surry Hills NSW 2010*

For non-member organisations who wish request a review of their AWEI Advanced Submission at any time, a consulting fee would apply.

**IMPORTANT:** *Pride in Diversity will not accept submissions that do not use this document in its original format.*

- Portions of this document have been locked for security purposes.
- Any AWEI submissions made on altered documents, or in another format will not be marked.

**Please select:**  ***We accept these terms and conditions; and understand that changing this document or submitting in another format will result in our submission not being assessed.***

## SUBMISSION ELIGIBILITY

**Please note:** If your organisation has not already obtained a Bronze Tier within this iteration of the AWEI, this part of your submission will *not* be marked.

**Please select:**  ***We understand and accept these terms.***

## PROVIDING EVIDENCE TO ENSURE THAT YOUR RESPONSES ARE ASSESSED

**Please read each question carefully and provide only the evidence requested.**

- If evidence is contained within a broader document or policy, please extract only the detail requested.
- If inadequate or incomplete evidence is provided for any question, full points will not be obtained.

**Regarding tick boxes, text responses and and files:**

- Please ensure you select the appropriate the tick-box when tick-boxes are presented within the question.
- Pride in Diversity will not assess responses if tick boxes have not been selected (these are critical to how your responses will be assessed).
- Pride in Diversity will not be responsible for non-assessment of questions where there is conflict between evidence provided and tick-box selected.
- Where evidence is by way of written responses, please use the text box provided. These will auto-expand to accommodate your written responses.
- Where evidence is contained within a file, it is essential that you note the filename that applies to that question within the Evidence column. Your filename should also indicate the question number, e.g. 'Q7 File Name.' No responsibility will be taken for missing evidence where incorrect filenames have been recorded, or when filenames have not been identified within the Evidence column.

## ABOUT THE ADVANCED SUBMISSION – WORKING TOWARDS SILVER AND GOLD RECOGNITION

The Advanced Submission focuses on the following areas:

- **LGBTQ+ Bullying, Harassment & Support** – to assist in reducing heightened levels of targeted bullying & harassment that LGBTQ+ people face
- **Inclusion of Trans and Gender Diverse Employees** – an area that typically does not have the same level of awareness and/or support but one that is becoming critical for employers as more people openly identify with a diverse gender at work
- **Strategic Focus & Accountability** – to show that you have targeted initiatives or plans in place to support LGBTQ+ inclusion on an ongoing basis
- **LGBTQ+ Employee Network; Visibility of Inclusion; and LGBTQ+ Training, Awareness & Professional Development** – areas that contribute significantly to an LGBTQ+ inclusive culture
- **Executive Leadership & Engagement** – culture is led from the top and Senior Executive support for D&I speaks to the importance of inclusion, strategically, and the expectation of leadership within the organisation

- **Data Analysis** – which provides valuable information about the impact of your inclusion initiatives, highlighting where focus needs to be channelled or celebrated
- **Community Engagement** – which sends a significant message of inclusion to those outside of your organisation
- **Survey Participation** – optional participation within the annual AWEI Employee Survey but one the provides invaluable information and insight for a participating organisation’s own impact of initiatives
- **Additional Work** – any workplace-related LGBTQ+ inclusion work accomplished, not covered elsewhere within this submission

## REGARDING INTERNATIONAL POLICIES AND WORK

It is important to realise that the AWEI measures policy and practice here within Australia. Globally, policies, law and terminology can differ. International activity will not have the same impact on inclusion locally that local activity will have. It is therefore important to understand the following:

### **International Policies – need to have relevance within Australia**

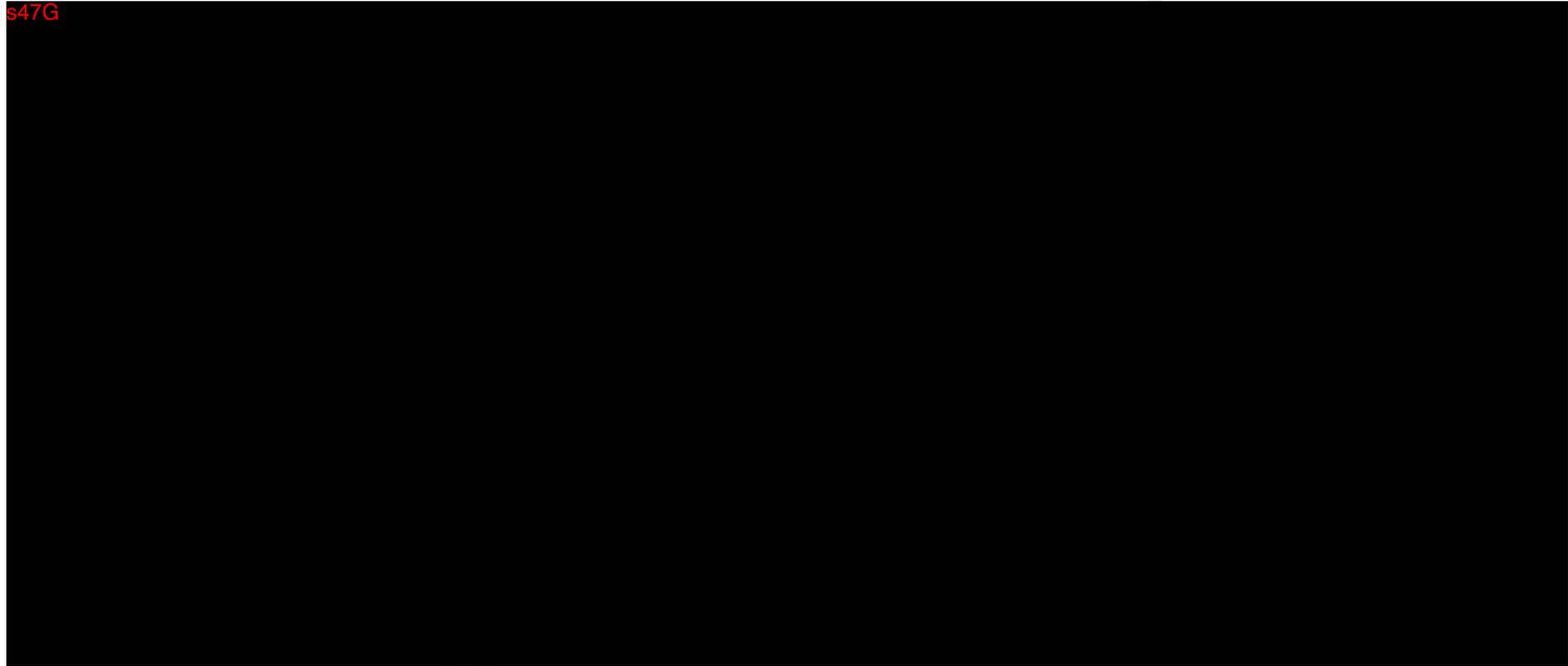
Where international policies are given as evidence for the Australian Index; it is important to note that laws, terminology, protected attributes under discrimination acts and entitlements can differ and impact an employee’s perception of what may or may not be applicable locally. As such, no points will be given for simply referencing an international policy (unless written here in Australia in which case you would need to clearly state this) unless there are accompanying statements or addendums that relate specifically to the Australian context, differences in language, benefits and/or law (where applicable). These addendums can form part of the policy or be articulated on the intranet page where policies can be found. Typical areas impacted would include family leave benefits, staff entitlements, discrimination statements, protected attributes under discrimination law and health or leave benefits for those affirming their gender.

### **Work completed internationally – but not here**

You will not be able to gain points for any work completed in international offices UNLESS your local team has been involved in the development of that work. You can gain points in the additional work section of the index for any LGBTQ+ inclusion work that you have contributed to overseas. Exceptions will be made for any work completed overseas that you have actively shown, utilised, promoted internally in Australia to promote your organisation’s global inclusion efforts PROVIDING that this has been built into an event, a learning activity, a discussion point within a training, etc. Simply referencing overseas work without any localisation or activity around that work here in Australia will not attract points.

## LGBTQ+ BULLYING/HARASSMENT & SUPPORT

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**Answer** People Helpline (PHL) is the ATO's 'front door' for staff to contact regarding any aspect of their employment arrangements or conditions. Staff can contact via phone, email or by submitting an online form. Around 85% of queries are resolved at the first point of contact, with the remaining queries escalated to the relevant specialist People teams.

All enquiries are recorded securely in the ATO's People Connect system, a self-service platform for HR and Physical Security Management requests, records and incidents. People Connect is accessible only by those officers within a defined HR role. PHL can report on HR cases by several parameters, such as keywords, granular query classifications and date ranges. Deidentified reports are periodically provided to relevant areas of ATO People and senior leaders including where trends are observed (to note or address), or there are requests on specific issues.

Not all disclosures of bullying or harassment or other inappropriate forms of behaviour are made apparent through initial contact with PHL. For example, a staff member may call to request information or explore the parameters of their issue/ topic before deciding to lodge a formal complaint or not. Where disclosures or any other sensitivities are made known, PHL's workforce are trained to manage with sensitivity and confidentiality, including providing access to available options and resources or escalating to the ATOs Conduct team where required.

The ATO has established a formal process for reporting and tracking LGBTI+ related harassment incidents annually through People Connect. When creating a request, a LGBTI+ option is available to select as a sub-type drop down option where the category for a matter is 'employee complaint'. Bullying and harassment matters are recorded as complaints. This coding ensures that our system and reporting captures specific data relating to the number of LGBTI+ matters that have been referred to our Conduct and Review Team and identifies any trends.

Within the current assessment period there have been no LGBTI+ related incidents reported within People Connect.

The ATO publishes the following information on myATO (ATO intranet) relating to our workplace bullying, harassment and discrimination guidelines and managing sensitive disclosures and complaints, for employees to reference:

"If you see or experience unlawful conduct, you are encouraged to act promptly by accessing support and report what happened. This will help to ensure timely and positive outcomes. If you feel comfortable to do so, approach the person directly to advise that their behaviour is unwanted or could be considered bullying, harassment or discrimination. The person may not be aware of the impact of their behaviour and making them aware may be all that is needed. Sometimes issues arise out of misunderstandings, perceived actions or both and may be readily resolved if dealt with early. If you don't feel comfortable addressing the behaviour yourself, or if this was unsuccessful, there are a range of options and channels for you to report or seek advice on unlawful conduct. These include:

- speak to your manager or another manager (where appropriate)
- speak to your local People Support Team
- contact People Helpline
- seek information from a Harassment Contact Officer or your local or national Health and Safety Representative (HSR)
- contact the Speak Up Mailbox or Hotline. This can be done anonymously.
- contact the Employee Assistance Program for support.
- lodge an Incident Notification Report where your personal health or wellbeing has been affected. Note: Complaints can be made anonymously."

As referenced above, staff have access to Harassment Contact Officers (HCOs), who are trained to provide support and information as a part of the ATO strategy to prevent and manage bullying and harassment in the workplace. Staff can locate HCO contact details through the ATOs Protecht Business Continuity Management database.

Sensitive disclosures and complaints fall under the ATOs general procedures for handling sensitive complaint matters in accordance with the Resolving workplace allegations and complaints guide and the Handling misconduct: a human resource manager’s guide. In addition, our case managers also apply:

- soft skills and victim-centred approaches on a case-by-case basis (e.g. the case manager may undertake additional wellbeing check ins with the complainant if deemed necessary).
- assurances to a complainant with respect to reprisal action, such as the consideration of issuing a formal direction to a respondent/s to not contact the complainant/discuss the matter with them and/or considering suspending the respondent from duty.
- support resources for the complainant such as our Employee Assistance Program (EAP) for confidential counselling sessions on a needs basis. In serious matters, consideration is given to appointing a health case officer to determine if further health/wellbeing support is suitable. This may include arranging referrals and appointments with an ATO inhouse psychologist. Further, consideration is given to potential referrals to SafePlace if the complaint involves domestic violence.

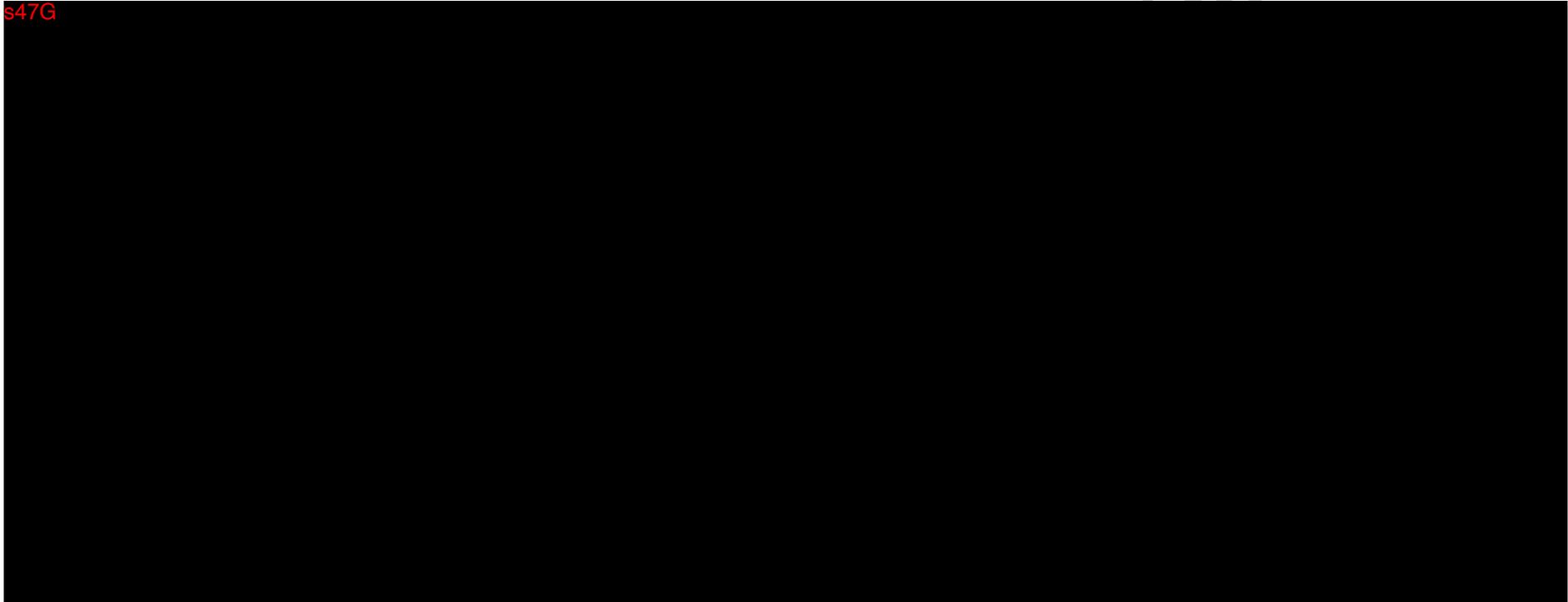
In 2021, the ATO implemented a Speak Up hotline providing employees with a further channel to confidentially and anonymously report unlawful behaviours by phone or by email. Speak Up provides an avenue for those staff who are hesitant to raise issues directly with line management or their business area. It is managed by a dedicated team who are trained to assess and triage concerns and record detailed accounts of the alleged conduct with guidance provided to complainants of the reporting process.

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## INCLUSION OF TRANS AND GENDER DIVERSE EMPLOYEES

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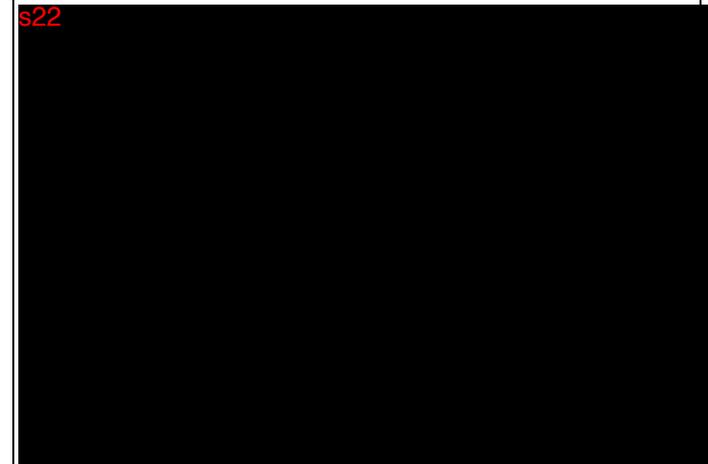


**Answer** In the ATO, an employee can access additional paid leave to undertake or manage their gender affirmation.

Under the ATO Enterprise Agreement 2024, employees' entitlements to personal leave for illness, medical treatment and caring purposes have not changed. For situations that are not covered by personal leave provisions, employees may be granted paid miscellaneous leave (see s22 [redacted] as part of their workplace gender affirmation plan (see s22 [redacted] This is specifically outlined in the policy under 'leave for other reasons'.

Applications for miscellaneous leave require manager approval following discussions with the staff member and using information on myATO, support of the People Helpline, the ATOMIC Network and the Inclusion and Diversity team. While casuals are not covered for leave under

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the ATO Enterprise Agreement, they may be approved to be absent or unavailable for shifts as necessary. In making a decision, it is an expectation that managers use the information on myATO which includes:

- The ATO is committed to ensuring all employees are treated with respect, dignity, and have access to a safe and inclusive work environment
- The ATO supports employees of who are affirming their gender, and also their managers and colleagues
- This guide and other work will continue to be informed by the best practices of peak bodies such as TransHub and (ACON) Pride in Diversity, feedback from staff, guidance from the Australian Public Service Commission, and legislative requirements. This guide will continue to be updated as required.

Managers can contact the ATOMIC Network and the Inclusion and Diversity team and are also supported by the principles of the good decision-making model for decisions on all leave applications. (refer to [s22](#))

Further support may be offered via increased flexible working options that can be considered over the period of an employee's gender affirmation. These supports are to be negotiated between the employee and manager and consider both personal circumstances and operational requirements.

Where an employee is dissatisfied with a request for leave decision, they have the option to resolve the issue informally by discussion with the delegate who made the decision, unless it would be inappropriate to do so. In the event where the delegate fails to resolve the matter, employees may seek a review under Review of employment action procedures or Disputes settlement procedures. [Click or tap here to enter text.](#)

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**Answer:** The ATO promotes a culture of inclusivity, which is reflected in our facilities designed to support the diverse needs of our employees. ATO Property and ATO People Inclusion and

*File name/s as evidence for this question:*

Diversity teams work closely together to provide inclusive facilities, including bathrooms. The provision of gender-neutral bathrooms, in addition to gendered and accessible bathrooms has recently been included in our building guidelines and will be applied to future projects. Our buildings also use 'no-touch' sanitary bins in all female, accessible and ambulant cubicles. Bins have been installed in male facilities upon request or where it has been observed there is a need.

In recent years, ATO Property has introduced consistent all-gender toilet signage for all gender bathrooms as part of new fit outs, as per s22 [REDACTED]. Sites where this signage has been installed include Wharf Street Brisbane site, Parramatta site and the new Barton Canberra site scheduled for completion in 2026. The preferred signage approach is based on advice from the ATO Inclusion and Diversity team and endorsed at the Deputy Commissioner level.

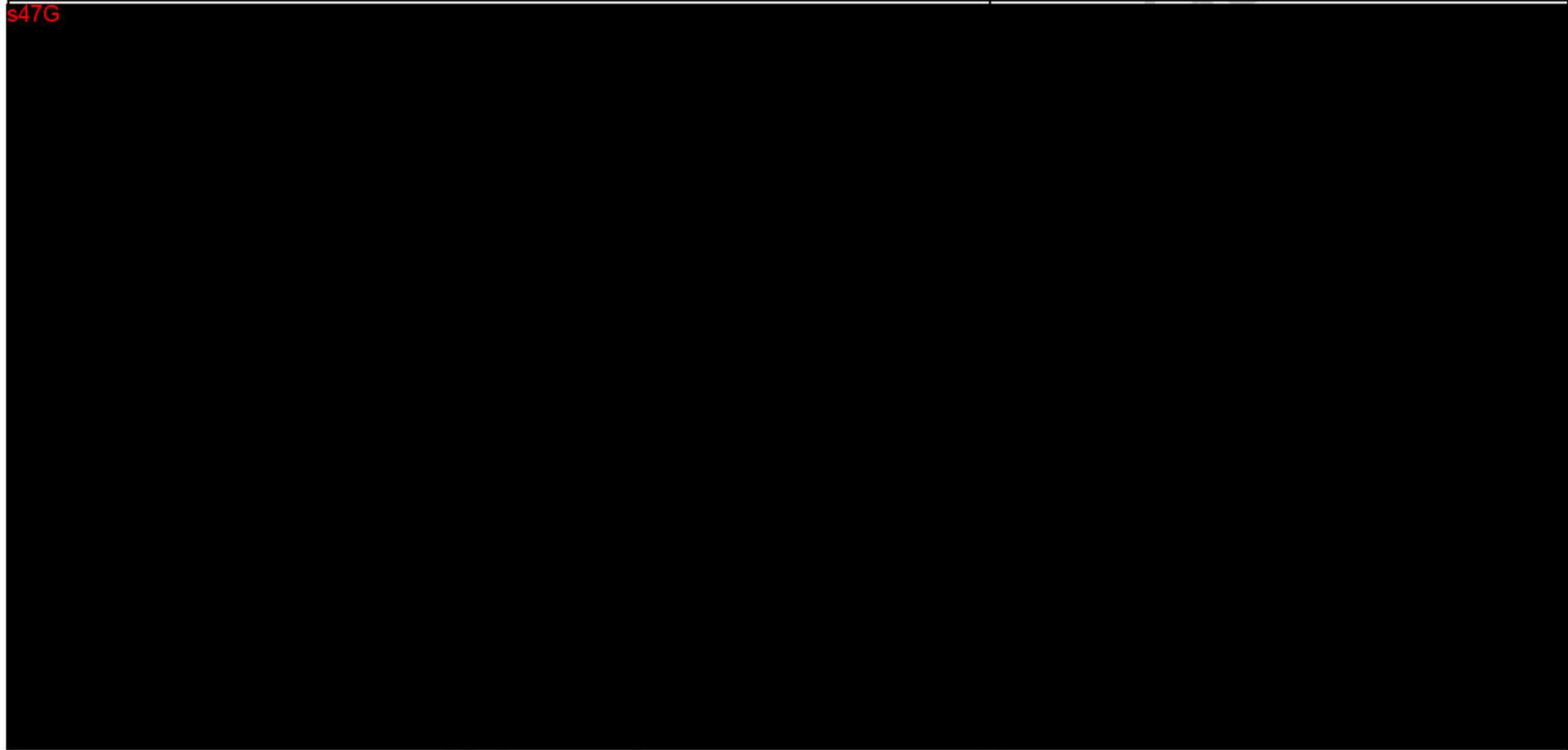
Following feedback from staff and the Inclusion and Diversity team on best practice, previous signage in the Wharf Street Brisbane site was replaced to align with the preferred signage.

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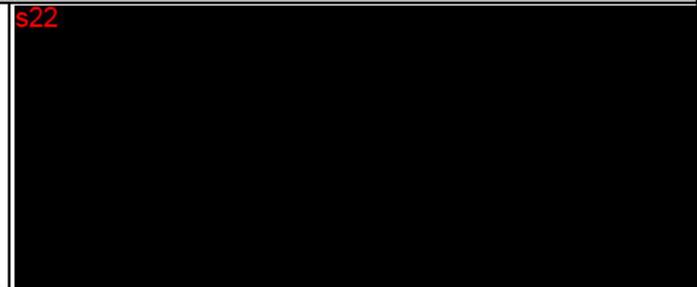
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**Answer:** The ATO demonstrates a strong commitment to trans and gender diverse recruitment through its [2024-Diversity-and-Inclusion-strategy](#) , accessible via our careers page on ato.gov.au. This strategy outlines the ATO's dedication to workplace diversity at all levels and the importance of attraction, recruitment, and development programs to eliminate bias, promote equity, and ensure inclusive practices.

An important aspect of this strategy is recognising and addressing the barriers that trans and gender diverse applicants may face in a recruitment process. To achieve this, the ATO provides

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comprehensive resources and training for recruitment panel members. Before participating in any selection process, all panel members are provided with links to inclusion training for completion. The training includes unconscious bias and LGBTI+ inclusion awareness, which are designed to equip panel members with the knowledge and tools necessary to identify and navigate barriers, thereby promoting equity and fairness in the recruitment process. (Refer to

§22

The ATO also distributes the Pride in Diversity Trans and Gender Diverse Factsheet to recruitment teams and supporting areas. (Refer to §22 This resource serves to raise awareness and promote inclusive decision-making throughout the selection process, ensuring that trans and gender diverse applicants have access to equal opportunities.

The ATO's candidate information kits include detailed information about the role, the ATO's commitment to inclusion and diversity, and the benefits of joining the organisation. The benefits highlighted are the ATO's employee diversity and ally networks, as well as diversity and inclusion initiatives including links to access this information on the ATO website.

For candidates requiring assistance, including trans and gender diverse candidates, the kit (refer to §22 provides contact information for a dedicated officer who can support and answer questions, including contact to the Inclusion and Diversity team. This team have dedicated staff who can provide advice and support for LGBTI+ inclusion matters, including support for transgender and non-binary candidates.

This [comprehensive approach](#) , on ato.gov.au, demonstrates the ATO's genuine commitment to creating an inclusive environment that values and supports the diversity of all candidates, including those who are trans and gender diverse. Click or tap here to enter text.

## STRATEGIC FOCUS & ACCOUNTABILITY

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**Answer** The ATO's Leadership Strategy outlines expectations of Senior Executive Service (SES) leaders to actively lead and seek opportunities to drive cultural, site based and corporate initiatives, including building an inclusive working environment.

**s47E** [REDACTED], as SES LGBTI+ Champions, are committed to:

- Building a more inclusive culture by modelling commitment to growing our cultural capability, and
- Fostering / facilitating psychological safe environments.

Accepting leadership and champion roles is outlined within the ATOs Career and Growth Instrument as a performance contribution and means in which SES can further develop their career and contribution.

**s47E** [REDACTED] regularly discusses his role as LGBTI+ Champion with his SES manager, including how he sees his role contributing towards personal / professional development. **s47E** [REDACTED] also seeks and obtains support for undertaking the role within his normal course of duties (i.e. it is part of his role). His performance as LGBTI+ Champion is considered as part of his overall performance during formal check ins, where he and his manager assess how he is tracking against his goals and whether he needs any further support to achieve his goals as a LGBTI+ Champion.

s47E also discussed his contribution with his manager when he became an SES Diversity Champion in late 2024. His role as a Diversity Champion is included as a measure of his performance in both formal and informal performance check-ins. Being new to the role, s47E manager is supportive, providing guidance and assistance in achieving his career goals specific to his LGBTI+ Champion role.

The ATO actively supports SES Diversity Champions and recognises the importance of these roles, targets / KPIs and how the roles contribute not only to the enrichment of the culture within the ATO, but also professional development of the SES.

The ATO is committed to ensure LGBTI+ related work delivered by network leadership and working groups is formally recognised.

This is demonstrated through:

- Attendance at the 2024 Pride in Practice Conference in Melbourne during business hours by our SES LGBTI+ Champion, s47E (Refer to s22 s47E) was invited in recognition of his SES champion role, attended as part of his introduction and induction, and leveraged networking opportunities with other attendees from diverse organisations - gaining insights, ideas and inspiration.
- Formal accountability for LGBTI+ work is built into the ATO's performance framework, which is used by employees to document and track performance and development (refer to s22)
- Contributions of senior leaders are also recognised in SES Performance Reviews. In 2024, the Assistant Commissioner for Learning, Development and Inclusion was asked to provide qualitative feedback on the contributions of our SES Champions to their networks and diversity groups. This feedback was included and considered within the broader performance management assessment and discussions which influence performance ratings, moderation and remuneration.
- The ATOMIC network, which supports LGBTI+ workplace inclusion, also supports staff to build their capability by considering staff at all levels for Site Representative and Steering Committee roles. This approach ensures that the Site Representative cohort and National Steering Committee are representative of the whole ATO, while also providing staff with opportunities to collaborate, engage and advise senior leadership on LGBTI+ issues. Site Representatives can build their stakeholder management, organisational and public speaking skills when they co-ordinate events and communications for their site. This may include liaising with site leadership, promoting attendance, managing logistics and budgeting. Steering Committee members are also able to develop their capability by nominating their interest in leading ATOMIC portfolios including:
  - \* visibility and events coordination
  - \* strategy and accountability
  - \* network relations
  - \* Kaleidoscope network (a forum for intersex, transgender, non-binary and other gender diverse staff)
  - \* communication and engagement
  - \* business administration, and

\* the Amazons (part of the ATOMIC Network developed with learnings from Pride in Diversity’s Sapphire Initiative to address some of the unique challenges faced by same sex attracted women in the workplace).

- Through these portfolios ATOMIC committee members gain skills and experience, which may not be accessible to them in their substantive role, supporting career development and providing application and interview examples for future roles.

- The ATOMIC Charter which acknowledges critical work within standard working hours, stating that Steering Committee time commitments are, on average, at least 2 hours per week. Time commitments will increase during peak periods like celebration days, days of importance and other events. (refer to **s22**)

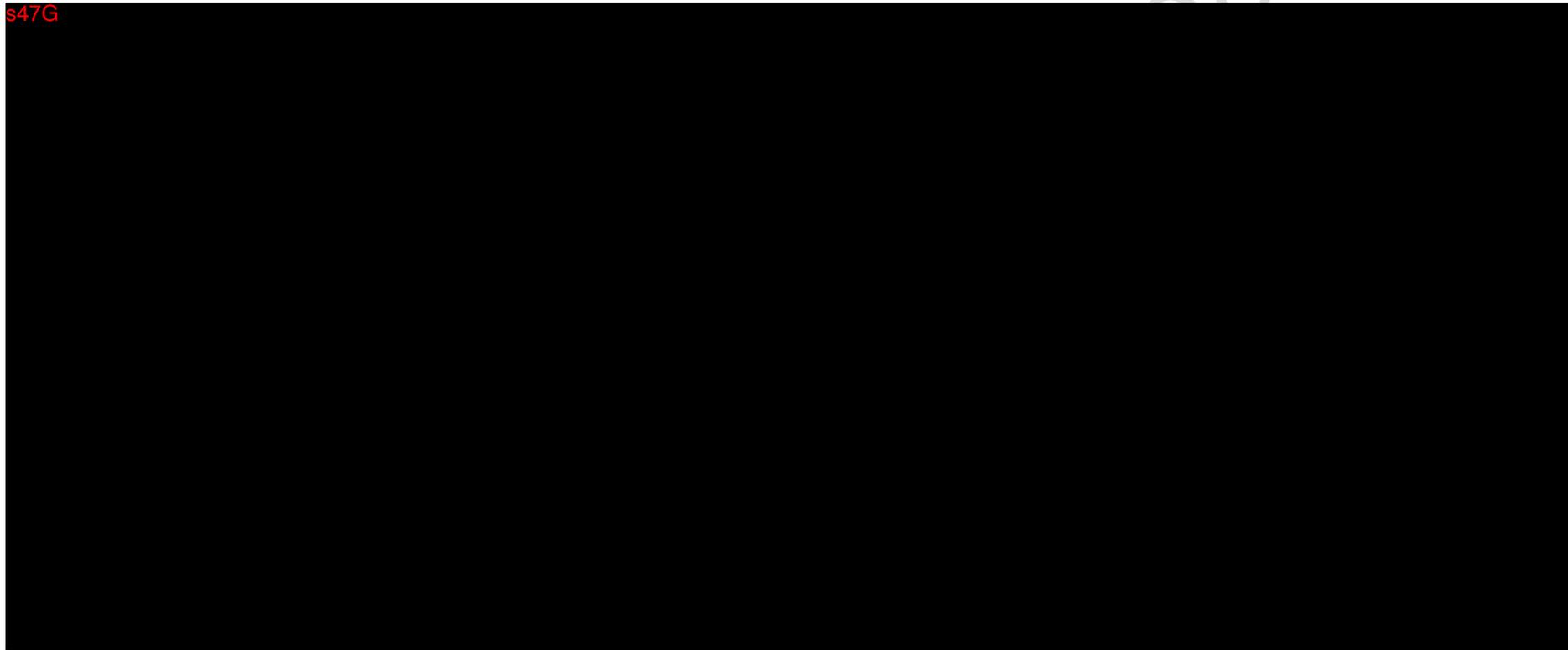
- The Steering Committee charter which sets out the scope and objectives of the ATOMIC network, detailing the leadership framework including the roles of SES Champions, site representatives, site sponsors, co-chairs, Steering Committee members and network members

- Steering Committee members are supported by their managers and business areas and are provided with time to fulfill their commitments, complete work and attend events, including as part of formal Compass and performance discussions and records.

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Answer

### Organisational Strategy

The ATO's 2024 Diversity and Inclusion Strategy (Refer to s22 [redacted]) highlights LGBTI+ as a diversity focus area with key priorities around:

- Increased visibility of LGBTI+ senior leaders
- Building on our current success by continuing to embed cultural change to advance inclusion of LGBTI+ staff in the workforce.



> Progress on the Strategy is reported to the ATO People Committee as outlined in Goal 1, key action 1 of the Strategy:

- Align governance and progress with the People Committee to direct and monitor the strategy.

Evaluation of the Strategy and progress of the goals and actions has also been reported to the People Committee and ATO Executives, including progress on LGBTI+ inclusion.

#### Working action plan

The Diverse Group Action Plan 2022-24 supports the Diversity and Inclusion Strategy and outlines the deliverables, accountabilities and timeframes for six (6) diverse groups, including specific actions supporting LGBTI+ inclusion and career development (refer to [s22](#) [REDACTED]).

These are:

- Implement 'drop-in Sessions' for staff to discuss LGBTI+ inclusion matters with LGBTI+ Champions, LGBTI+ Ally Champion and ATOMIC Sponsor (responsibility of SES Diversity Champions and ATOMIC).
- Hold 2 all staff events annually to advocate and promote the importance of active allyship (responsibility of ATOMIC and SES Diversity Champions).
- Increase visibility through a communications campaign on the Kaleidoscope Network to support gender diverse staff (responsibility of ATOMIC).
- Implement research project recommendations and findings on staff experience at the ATO, to provide a safe and inclusive workplace for gender diverse staff (responsibility of ATO People).

> Progress on these actions is reported regularly to key stakeholders with responsibility residing with the ATOMIC Network for 3 of the 4 actions above. As required, the ATO People Committee and ATO Executive are updated on progress and key risks or decisions.

#### Network Strategy

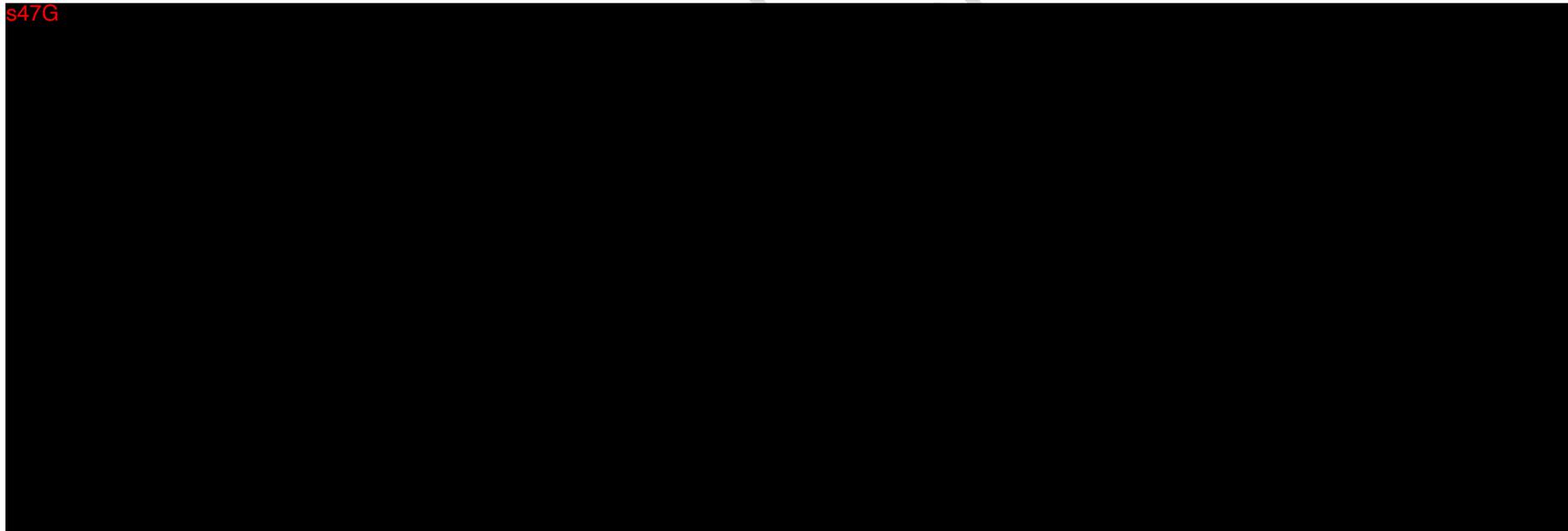
The ATOMIC Network key governance documents include:

- ATOMIC Strategic Plan 2021-2024 (s22 [REDACTED]): a living document outlining ATOMIC's purpose, vision, objectives, and performance measures, and supports the annual ATOMIC action plan. The ATOMIC Steering Committee reviews this document annually to ensure relevance and effectiveness.

- ATOMIC Network Action Plan provides a high-level summary of project objectives, network goals/deliverables, stakeholders, risks, risk management, delivery plan, resources and measures of success (s22 [REDACTED])

> Progress reporting on plans and actions occurs quarterly and includes analysing data and metrics and preparing a report for stakeholders, the SES Champions and ATOMIC SES Sponsor. The Network makes necessary changes to the work program to ensure continued progress against targets in the action plan.

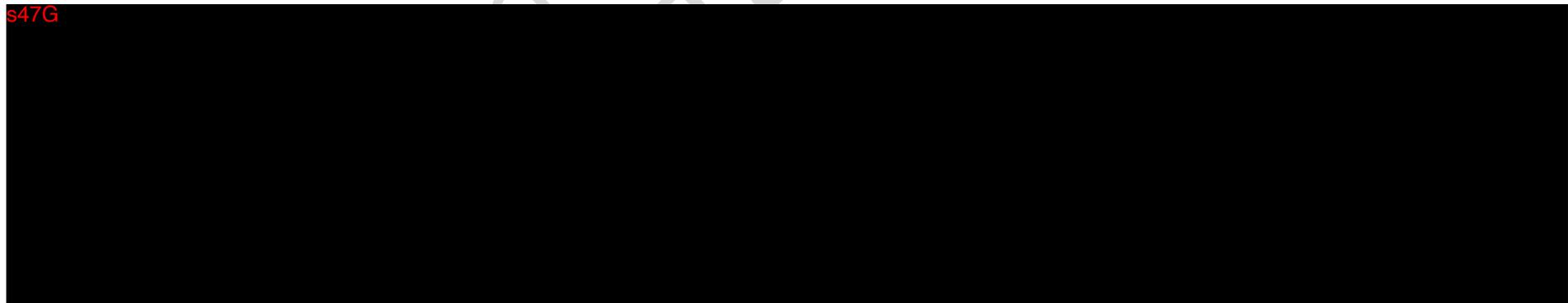
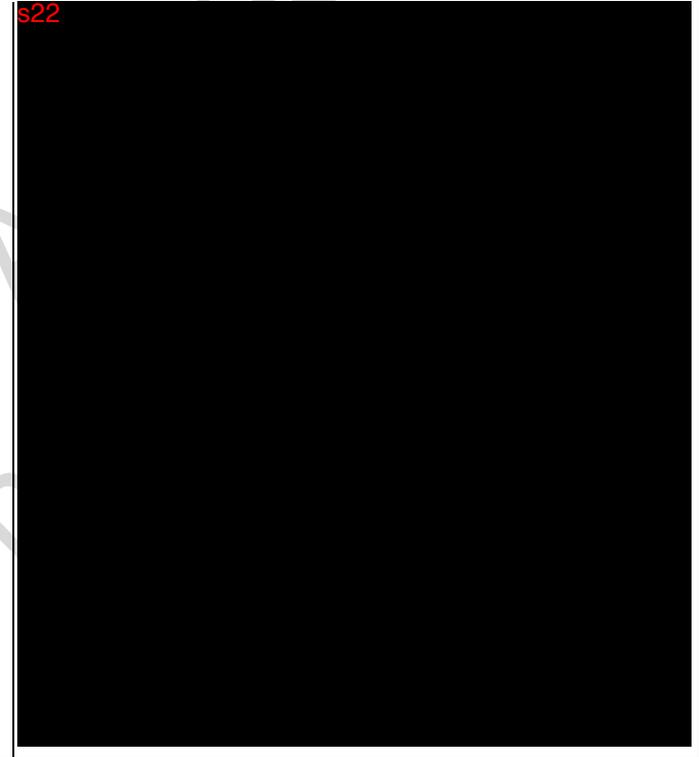
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**Answer** The ATO's Social Media team is responsible for managing external facing channels for the ATO. Several posts on social media platforms have showcased our work and commitment to LGBTI+ inclusion. Examples of posts are below and include the ATO's recognition of IDAHOBIT and Wear it Purple Day. ATO leaders and staff regularly tag the ATO on LinkedIn for relevant celebrations and achievements. Examples include Pride Month and obtaining Platinum Employer Status in 2024.

**Evidence**

- Facebook post (29 August 2024) – a human story post from ATO staff member **s47** (refer to **s22**). This story was also posted on the ATO's LinkedIn and Instagram platforms.
- LinkedIn post (May 2024) ATO's recognition of IDAHOBIT Day (see **s22**)
- LinkedIn post (June 2024) Post of celebration of Pride Month with ANZ (see **s22**)
- LinkedIn post (June 2024) - refer to **s22**



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The ATO places a strong focus on LGBTI+ inclusion when working with external parties, ensuring ethical and inclusive practices. Key activities and practices include:

- When engaging recruitment provider support, through the Provider Panels established by the Department of Finance, the ATO assesses providers diversity and inclusion strategies. This is to ensure alignment with APS and ATO diversity and inclusion goals. The ATO's strategy includes goals on improving recruitment outcomes for people who face barriers to fair and equitable employment.

Recruitment suppliers recently engaged by the ATO include DFP Recruitment and Chandler Macleod. An assessment criterion applied in the evaluation and selection of these providers was evidence provided of their alignment with the ATO's inclusion and diversity strategy and evidence of compatible inclusion practices.

- The ATO's Employee Assistance Program (EAP), provided by TELUS Health, is a free wellbeing service that includes short-term, solution focused confidential counselling and coaching to help promote useful strategies for better mental health. As part of the assessment, evaluation and

selection for providers offering this type of service was evidence of alignment with the commitments and goals of our ATO Diversity and Inclusion strategy and evidence of compatible inclusion practices. The ATO recognises that everyone has different needs when it comes to getting the right support. When booking an appointment with a clinician, employees can make specific requests for a clinician, including:

- \* Preference of clinician gender, and
- \* Knowledge and experience in supporting LGBTI + issues. TELUS Health has over 240 clinicians who are trained provide LGBTI + support.

The ATO is recognised as an employer of choice for LGBTI+ inclusion. The ATO is regularly contacted by other State and Federal Government agencies and private sector organisations for advice and support on inclusive practices and supports for LGBTI+ staff. This is both through connections within the ATO Inclusion and Diversity team across Government, and connections made by Pride in Diversity.

As an example, the ATO has:

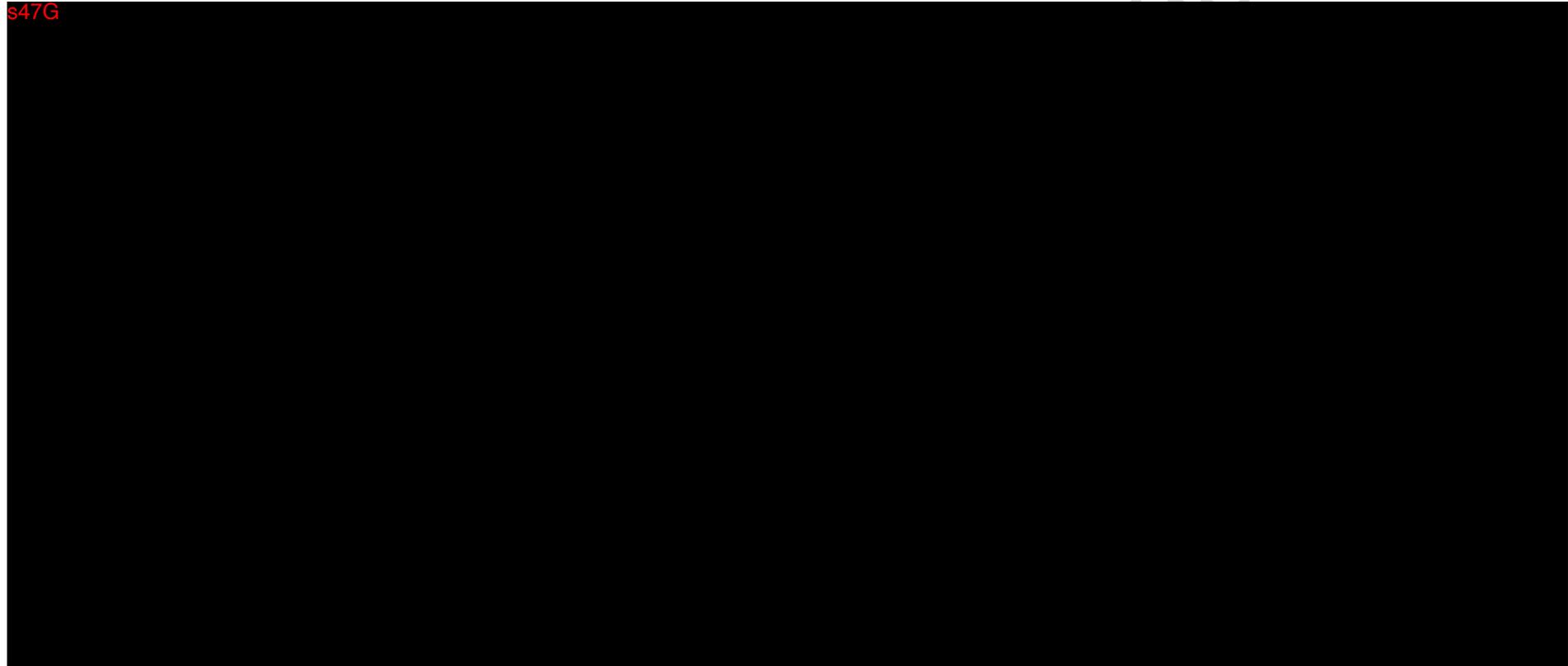
- shared information and advice on our gender affirmation support for staff, leave provisions and how we developed the content and processes we have in place. (See s22 [redacted])
- attended meetings of the APS Pride Network and Cross Agency Gender Equality Network, regularly contributing advice and information on our policies.
- shown respect for the needs of our clients by providing them with the ability to update their gender on the tax system. Clients can update their preferred gender by a form mailed through post. Information is listed on the ATO website, (refer to s22 [redacted] [redacted] which was last updated June 2024. Typically, in ATO letters and portals on the ATO website, no information on gender is asked for or referred to. The ATO received feedback from stakeholders that this is refreshing and different to interactions with other agencies and private sector organisations.

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## LGBTQ+ EMPLOYEE NETWORK

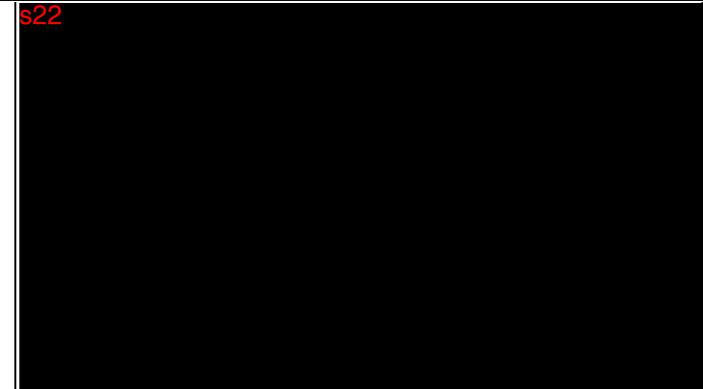
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**Answer:** To maintain the continuity and longevity of the ATOMIC Network, the network leadership structure and processes have been robustly designed to ensure resilience and adaptability:

- Risk to leadership vacancies in the network is mitigated through a structured hierarchy system, where co-chairs serve two-year terms, with a senior and junior chair overlapping in their service. (see s22 [redacted])
- This approach is applied to the ATOMIC Steering Committee portfolios which at minimum have one steering committee member assigned. Portfolios, including network relations (support and liaison with site representatives) have a greater work and time commitment and as a result this portfolio has two members assigned. Where the portfolio includes two or more members, the incoming or new member is



partnered with an experienced (existing or returning) committee member to ensure they are adequately trained and supported to manage portfolio and steering committee responsibilities.

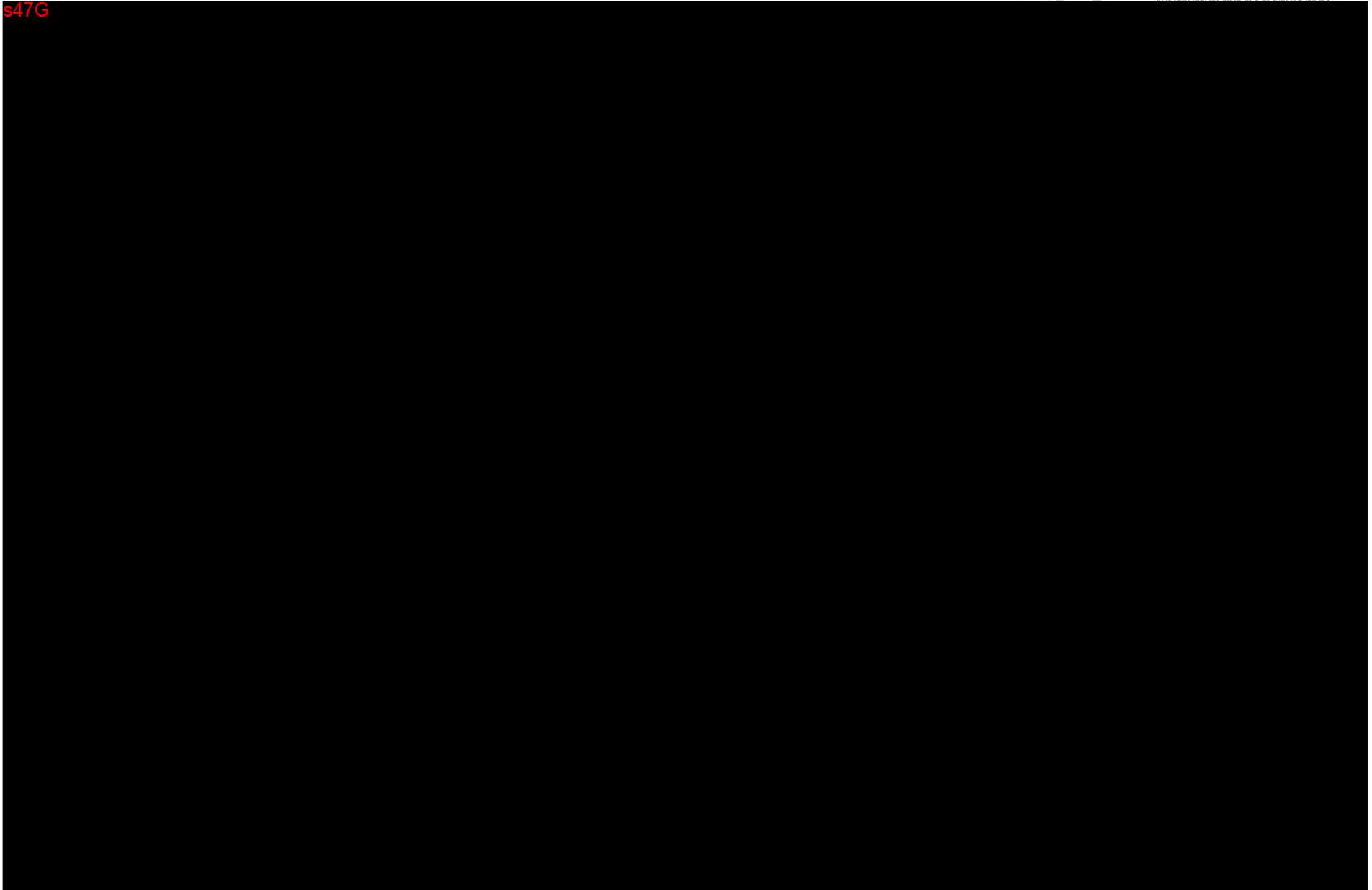
- Potential candidates are carefully and comprehensively prepared to assume their roles. The co-chair selection process (as outlined in evidence s22) requires candidates to provide evidence and statements about their capacity and capability to take on the role, and their strategic vision for the network. The co-chair is appointed based on the skills and experience they can bring to the role, and their strategic vision for the network.
- The structure of ATOMIC includes two co-chairs, followed by the steering committee, followed by site representatives.

To ensure widespread representation, our ATOMIC co-chairs are intentionally distributed across different ATO sites, while steering committee members are across multiple sites and states. ATOMIC Site Representatives are located across all ATO sites with some sites including up to four representatives. There are no limitations on the number of ATOMIC Site Representatives within a given site to ensure adequate support and succession planning. Where a site has a shortage of Site Representatives, representatives broaden their accountabilities across multiple sites in the region. An example of this practice is within the multiple ATO offices in Sydney, Melbourne and Brisbane.

In relation to the supervision of the ATOMIC Network Relations portfolio, these site representatives function as one group during days of importance providing support and ensuring succession planning for the region through planning together and sharing resources for future events. [Click or tap here to enter text.](#)

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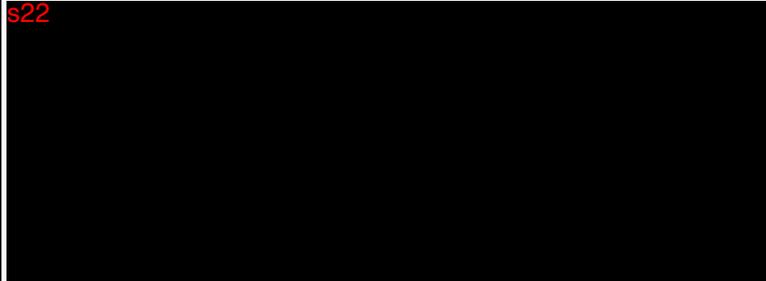
**Answer:** The ATO recognises the impact of intersectionality on inclusion and belonging in the workplace and is committed to supporting underrepresented groups in the challenges they may face. In an article on MyATO, the new ATOMIC Co-chairs pledged to work with other diversity networks to explore intersectionality and the unique barriers to inclusion some face. A quote from the MyATO news (sent to all 20,000+ ATO staff) article (see s22 [redacted]) 'As a bisexual woman, I think this year's theme is also a great opportunity for those of us in the LGBTI+ community to interrogate how we can be better allies to each other'.

- The ATO is undertaking a project to implement the APS Cultural and Linguistic Diversity Employment Strategy. A key part of this project is exploring intersectionality elements, including LGBTI+ staff who also identify as culturally and linguistically diverse (CALD). Quantitative research analysed the annual Employee Census responses relating to bullying, harassment and discrimination with an intersectional lens – including CALD and LGBTI+. The project team also conducted focus groups to hear directly from our CALD employees about the challenges and obstacles they face in advancing their careers. Participants were provided with a supported platform to share experiences, challenges, and ideas to help the ATO understand their unique perspectives. These focus groups ensure that our initiatives are truly reflective of the needs of all employees including intersectionality of LGBTI+ and CALD employees.

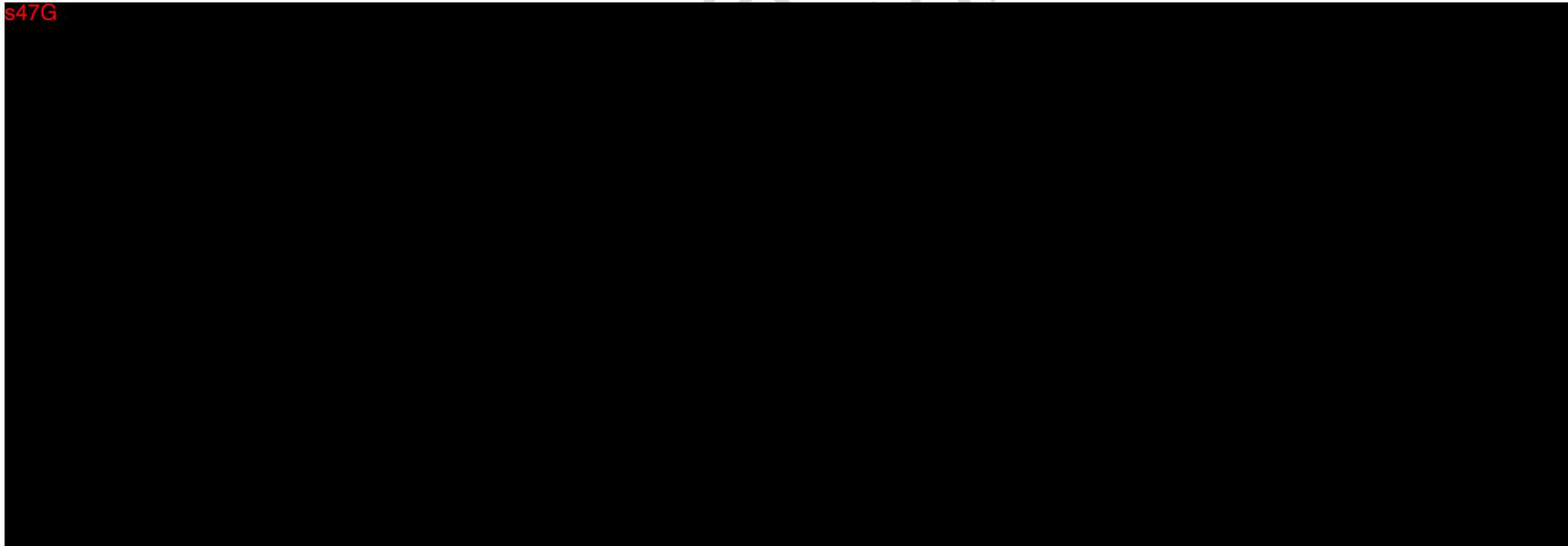
- LGBTI+ Transgender awareness - Our ATOMIC Network has gathered extensive evidence about the experiences and challenges of staff who identify as trans or gender diverse. Informed by this evidence, best practice and training such as the Pride in Diversity train the trainer program, the network increased awareness and understanding to support a safe and inclusive ATO. The Microsoft Teams (MS) ATOMIC Network community featured a post recognising Transgender Awareness Week - honouring the lives lost due to transphobia and discrimination (see s22 [redacted]). During the week, the ATO Wollongong office showcased Transgender Awareness via displays in communal office areas, providing information around the importance of using correct pronouns in creating a welcoming and inclusive environment for everyone (See s22 [redacted]). Raising awareness of the challenges faced by this group was also covered in an IDAHOBIT webinar - where the theme for 2024 was 'No one left behind: equality, freedom, and justice for all'.

- Transgender, Non-binary and Gender Diverse Women – The ATOMIC Network shared a post in MS teams recognising the importance of International Women's Day (IWD) for transgender women, non-binary individuals and gender diverse people (see s22 [redacted]). The ATOMIC Network also promoted the Sapphire IWD networking event dedicated to celebrating and advancing the inclusion of all women (See s22 [redacted]).

- Non-Binary people – The ATOMIC Network has raised awareness in its MS Teams channel of International Non-Binary People’s Day, promoting the attendance of a lunch and session on “The Theys of our Lives”. (see s22 ) The Non-Binary cohort is underrepresented in the LGBTI+ cohort and the event enabled members to learn, listen and celebrate personal stories of unique experiences and engage in discussions about supporting non-binary identities in our workplaces and communities.



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**Answer:** The ATO recognises the importance of amplifying the visibility of underrepresented groups within its LGBTI+ workforce. By doing so, we aim to inspire and support employees across the office, demonstrating pathways to inclusion and fostering a sense of belonging.

The ATOMIC Network features a collection of current and past staff stories (See s22 [redacted] on their SharePoint page to bring greater visibility to the lived experiences of our LGBTI+ employees and allies.

The featured stories include the following:

- LGBTI+ Transgender group. The employee shares her life story as a transgender woman, her childhood, her experiences at work and the advocacy she is doing outside work, breaking down barriers in the racing industry and advocating for LGBTIQ+ rights.
- LGBTI+ Woman. The employee shares her early work experiences as a woman working in male dominated workplaces, coming out as a lesbian in workplaces, and her experiences in the ATO.
- LGBTI+ Bi+ People The employee reflects on discovering new sexual and gender identity and shares their story on being able to identify as who and what they want without having to limit themselves to one “option” only.

s22 [redacted]

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**Answer:** The ATOMIC Network has openly supported other Diversity networks in the ATO to flourish.

- Gender Equality Network – ATOMIC actively promoted International Women’s Day, using its platform to identify the barriers faced by women and overall has supported the success of IWD events, by encouraging employees to get involved and celebrate the importance of diversity and inclusion.

- In our Townsville office, the ATOMIC network collaborated and shared information with the Moondani Network. Moondani, meaning ‘embrace’ in the Woi Worrung language, is the ATO Indigenous employee network which supports its members and offers advice to the ATO on workplace and workforce matters affecting Aboriginal and Torres Strait Islander employees. The ATOMIC network partnered with Moondani in raising its visibility and profile in the Townsville site, shared information about engagement with employees, set up meetings, made plans to improve the face-to-face connection and workplace culture in the site, via fund raising and social activities (See s22)

- Working with multiple diversity networks - For IDAHOBIT 2024, Penrith NSW ATOMIC members invited other diversity networks to participate in a panel event. Co-chairs from the Neurodiversity, Gender Equality (including carers), and National Disability and Allies Networks all elected to be involved. This display of intersectionality was particularly poignant in the mix of networks being represented for many reasons, some of which include:

\* Neurodivergent people are 4 times more likely to identify as LGBTI+

\* People who identify as male who are in LGBTI+ relationships are supported in cases where they are carers for children, which is traditionally seen as a role for those assigned female at birth

\* Many staff with disability in the ATO also identify as LGBTI+.

Panellists made important contributions to the discussion including that people are all 'mosaics', and that intersectionality across the networks is important to recognise and celebrate. Speakers emphasised the importance of people being open and actively curious about everyone's lived experience, no matter what their own personal mosaic is.

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**Answer:** The ATOMIC Network produces an annual report to showcase achievements and progress made towards LGBTI+ inclusion in the ATO. The annual report (refer to s22) is compiled at the end of the calendar year and distributed to key stakeholders, including the ATOE Executive Committee (includes the ATO Commissioner) through the SES LGBTI+ Champions and ATOMIC Network Sponsor. The report is available for all staff to access through the ATO intranet.

The report showcases work in the following areas:

Progress against network targets: updates on membership total and as a proportion of each site and representation of the workforce.

Targets for ATOMIC are detailed in the action plan (refer to s22) under measures of success:

- Number of ATOMIC Network members, both as an aggregate number of staff, and a percentage of the total ATO headcount, has increased
- ATOMIC-branded events have been held both locally and nationally
- Quarterly publications of Rainbow Connections
- Training sessions advertised, delivered and attended.

Additional advice provided to the organisation throughout the year: detail on portfolios and subgroups and the education and training provided across the organisation.

Areas of significant contribution: slide detailing extensive activities across the ATO on celebrations, communications and events.

Areas for future focus: an introduction and reflection piece from SES LGBTI+ Champion s47E and shorter pieces from other champions/allies s47E and co-chair s47E

Annual progress tracking against the AWEI: In early 2024, ATOMIC co-chair and members of the Steering Committee worked closely with the Inclusion and Diversity team to prepare the submission, consult across the ATO and compile evidence. For 2024, we planned to undertake a

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Platinum Project, so had not been reporting or tracking in this way, therefore tracking AWEI progress is not mentioned in report.

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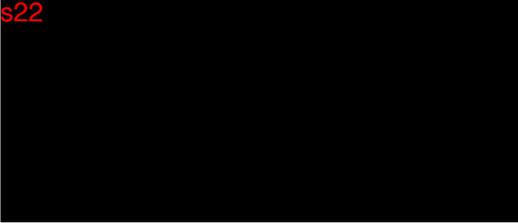
## VISIBILITY OF INCLUSION

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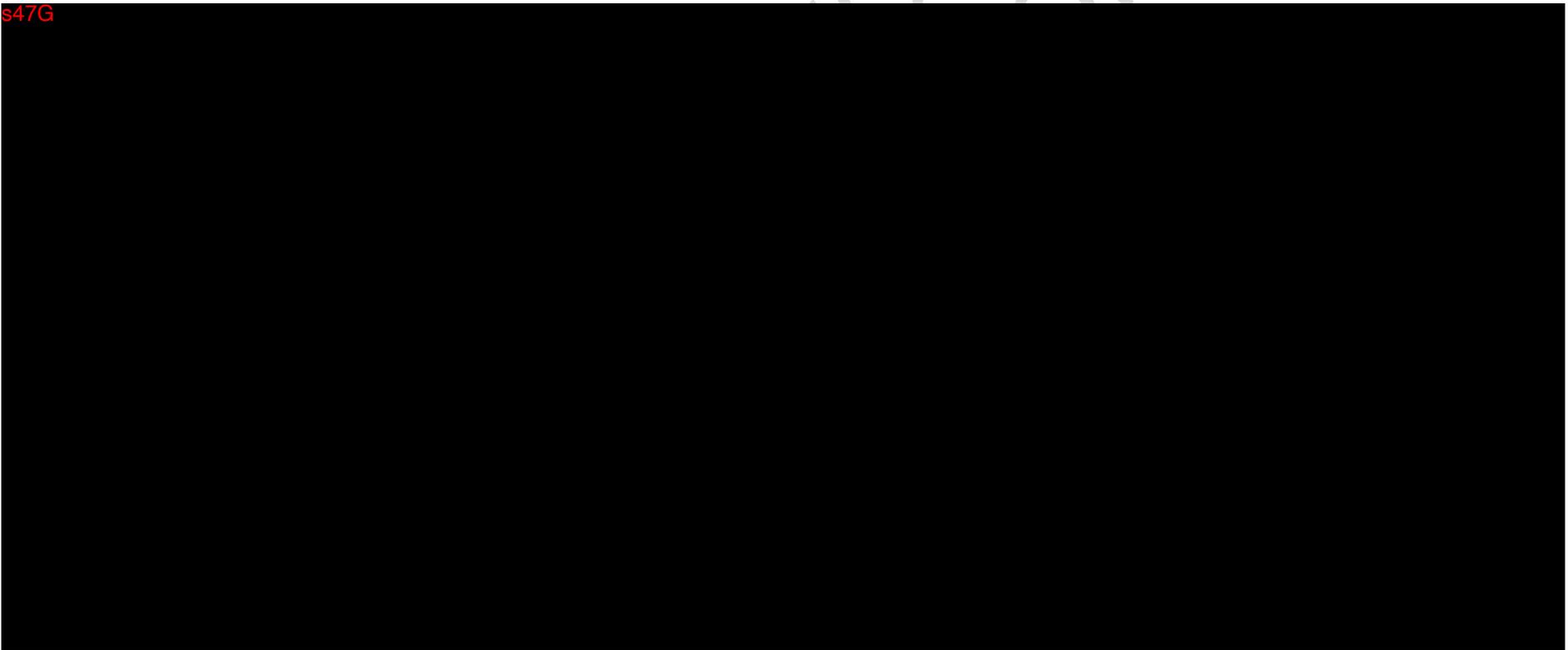
**Answer:** In 2024 the ATO promoted LGBTI+ days of significance including providing employees with an understanding of why these dates are important. Days of significance include IDAHOBIT and Wear it Purple.

\*IDAHOBIT and Wear it Purple articles and quizzes listed below and included in evidence.

s22

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**Answer** The ATO visibly supports an inclusive workplace by the following means:

- options available for individual support of LGBTI+ inclusion

- \* Personal pronouns can be included in both internal and external email signature blocks, while many staff also list roles in the ATOMIC Network and/or that they are an active ally or SES Champion
- \* Inclusive 'postcards' for employees to display at their desks with ATOMIC (ATO Making Inclusion Count) for general inclusivity, Rainbow flag with ALLY, and Transgender flag with ALLY
- \* Lanyards with ATOMIC branding to promote the network and also for visible support/allyship
- \* Virtual backgrounds for use with ATOMIC branding for both internal and external meetings
- \* During days/ weeks of significance ATOMIC Site Representatives will display posters, ATOMIC banners and progress pride flag, creative and education displays related to the day of significance.
- \* Some sites (depending on the building's capability and whether site foyers are shared) will display the ATOMIC banner stand and use TV screens and in-elevator screens to promote days of importance.

- organisational support of LGBTI+ inclusion

- \* many offices or work areas show visible support through posters and signage
- \* more extensive signage is shown in the lead up to events and training, including digital media in lifts and lobbies as well as banners on myATO and in myATO news articles and site newsletters, coordinated across sites through the Inclusion and Diversity team, Site Leadership, Learning and Development and the ATOMIC Network.

Refer to **s22**

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**s22**

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**Answer:** The ATO implements a range of recognition options across the agency, to acknowledge the little things that make a big difference, celebrate significant achievements, and applaud hard work and outstanding contributions for those individuals who commit their time and efforts to furthering LGBTI+ inclusion. (See s22 [redacted])  
The ATO's Recognition Gallery is an interactive tool that includes a range of options for ATO employees, including senior leaders, to nominate an individual for their contribution to LGBTI+ inclusion.

A key feature is the Star Wall which showcases those individuals and teams who have been recognised as going Above and Beyond, (see s22 [redacted])  
There are also options to say thank you by sending immediate individual recognition in Kudos, the ATOs online recognition portal. Badges have been added to the Kudos feed and posts

s22



received are uploaded into an employee's Compass record the next day. Compass is the ATOs performance management system.

In the 2024-year, 40 Kudos posts were uploaded for individuals being recognised for their contribution towards LGBTI + inclusion. One kudos went to **s47E**, who was recognised and received a Kudos Diversity and Inclusion Champion recognition badge for doing a great job with ATOMIC BBQ fundraisers and organising the event. **s47E** was acknowledged as an amazing ally (see **s22**)

In recognition of the great work of the ATOMIC Network and Inclusion and Diversity teams, who have gone above and beyond in their efforts to make the ATO an inclusive place, 10 ATO staff members from these teams were invited to attend the Australian LGBTI+ inclusion awards (see **s22**). The awards were held at the International Convention Centre in Sydney in May 2024 and recognised leaders and organisations who are working to create a more inclusive culture for LGBTI+ staff and clients.

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## TRAINING, AWARENESS & PROFESSIONAL DEVELOPMENT

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The following outlines the range of training sessions delivered across the ATO, including promotional communications and marketing actions to increase the uptake of training.

Total number of training sessions delivered

- Ten (10) LGBTI+ Awareness Training sessions were delivered in 2024, engaging with over 330 participants and fostering inclusive discussions around LGBTI+ identities.
- Three of these sessions were provided staff in key enabling areas of ATO People: Working Well and the Technical Advice and Guidance teams.

s22

Training date	Number of attendees
13/02/2024	47
22/02/2024	26
27/02/2024	31
20/03/2024	31
22/03/2024	12
13/05/2024	48
26/06/2024	14
26/08/2024	60
31/10/2024	58
29/11/2024	21

Other LGBTI+ training which was marketed across 2024 includes:

Date	Platform	Course linked to article
7/02/2024	LEX - feature	LGBTI+ Inclusion and Awareness
28/08/2024	LEX 2nd part	LGBTI+ inclusion
22/10/2024	LEX - feature	LGBTI+ Inclusion and Awareness
18/11/2024	LEX - feature	Appropriate workplace behaviours

- The “Gender equality” learning pathway was created with 61 views since released in September 2024.

- LGBTI+ specific training is available to all staff via the below eLearning modules:

- \* LGBTI+
- \* Why LGBTI+ inclusion?
- \* Gender diversity
- \* Supporting LGBTI+ inclusion

Attendance dashboard data for the above LGBTI+ eLearning offerings

\* As at 31.12.2024 total number ATO staff:

- 838 completed
- 310 in progress.

\* 2024 completion data:

- Quarter 1 - 62
- Quarter 2 - 60
- Quarter 3 - 70
- Quarter 4 - 43

Communications to promote the training

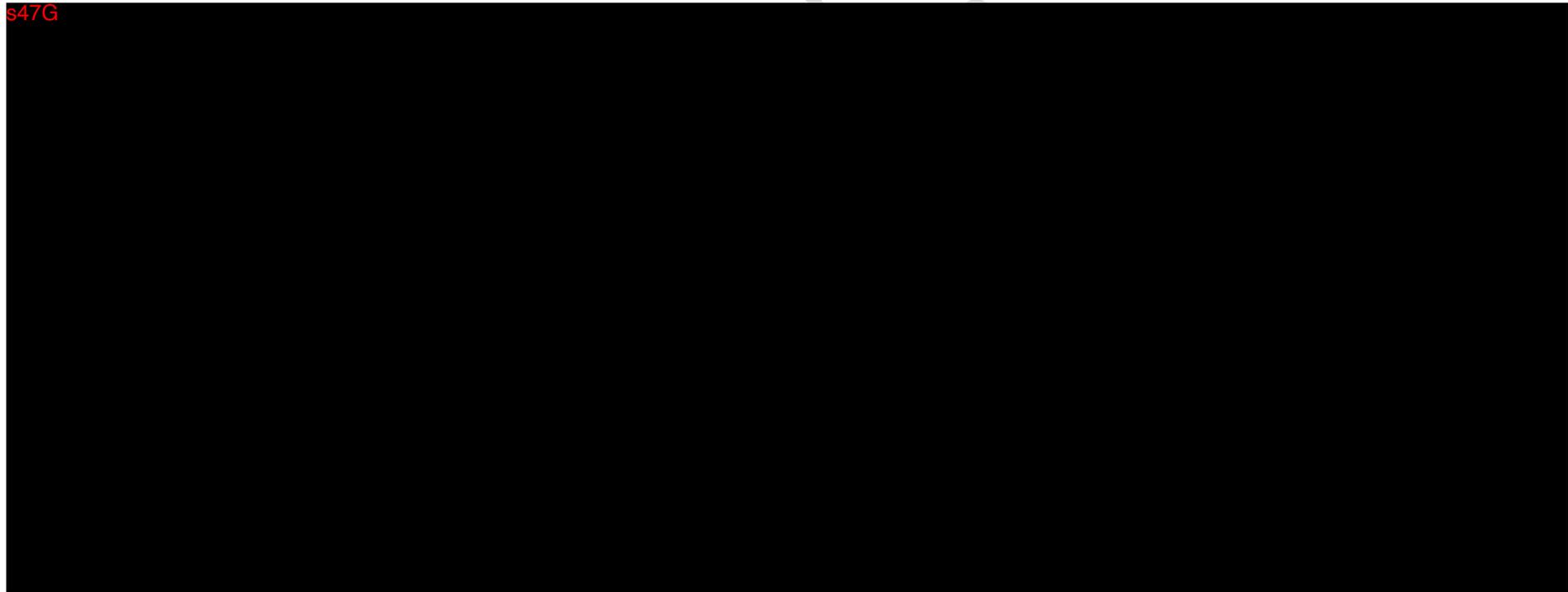
- Learning Express digital platform shares information to all staff across the ATO – via foyer digital displays and through email.
- The attached examples of all-staff communications for awareness and promotion of the training and one email sent to the ATO’s People Support Team staff requesting their attendance at one of two bespoke sessions offered. (See s22)

Actions taken to increase the uptake of attendance to training

- Partnering with Inclusion & Diversity Team to coordinate training for select Human Resource teams, resulting in 3 bespoke sessions, with HR business partners encouraged to promote the training in their business lines.
- Promotion in Rainbow Connections issues 31 & 32 (2024).

- As a built in component of each training session, encouraging attendees to mention the training to their colleagues and team members, to encourage attendance.
- Cross-promoting training opportunities when ATO conducts events celebrating LGBTI+ days of significance.
- Posts on the ATOMIC SharePoint page.
- Posts in the ATOMIC MS Teams group.
- Separating training modules to be accessible as standalone learning products.
- Increased marketing of availability of learning via Learning Express marketing
- Development of a Gender Equality learning pathway as an element of the new ATO Learning platform.

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**Answer:** The ATO has completed significant work (over and above the promotion of generic LGBTI+ inclusion training) to ensure that middle managers understand challenges faced by LGBTI+ employees and are equipped to address any issues that may arise with LGBTI+ disclosures/issues.

Key initiatives include:

- Mandatory Safe, Secure and Inclusive training lists the ATO priorities for a respectful and inclusive work environment to identify and highlight behaviours that are influenced by bias and provides ways to ensure staff are contributing positively to an inclusive work environment and positive culture. The training explicitly highlights the following LGBTI+ themes of:

- \* acknowledging who you are and celebrating differences which enables everyone to bring their unique and best selves to work.

- \* valuing individual differences and learning from each other regardless of race, ethnicity, gender, age, religion, ability or sexual orientation. Refer to s22 [REDACTED] for information and link to videos.

- Mandatory Managing Safety and Integrity training outlines manager responsibilities including ensuring the ATO work environment and work practices are safe and secure. It explicitly mentions providing additional support, or seeking assistance, if staff have disclosed individual factors such as LGBTI+.

- Confidentially Managing Diverse Teams and Inclusive Leadership training sessions were conducted in 2024 by the Inclusion and Diversity team to managers, as part of the ATO's Just in Time training series. These sessions provide practical advice and tools for

s22

middle managers to enable managers to support diverse staff groups, including LGBTI+. Topics include legal obligations, inclusive leadership habits and traits, resources, and support. The session includes:

- \* a debrief of the ATO's Employee Census findings, showcasing the unique challenges faced by LGBTI+ employees.

- \* an Inclusion Checklist, embedding inclusive practices into daily management activities to ensure managers are equipped to manage LGBTI+ inclusion issues or disclosures. Refer to evidence for Challenges & Inclusion Checklist in [s22](#)

- Pride in Diversity endorsed LGBTI+ Awareness training sessions for all employees in leadership and people management roles. A session overview is within evidence [s22](#)

- The ATO offers leadership training pathways to leaders' capabilities and advance their careers in diversity and inclusion. The pathways include the following resources and modules:

- \* Appropriate workplace behaviours - outlining behaviours that are detrimental to a respectful and inclusive workplace and the impacts of those behaviours.

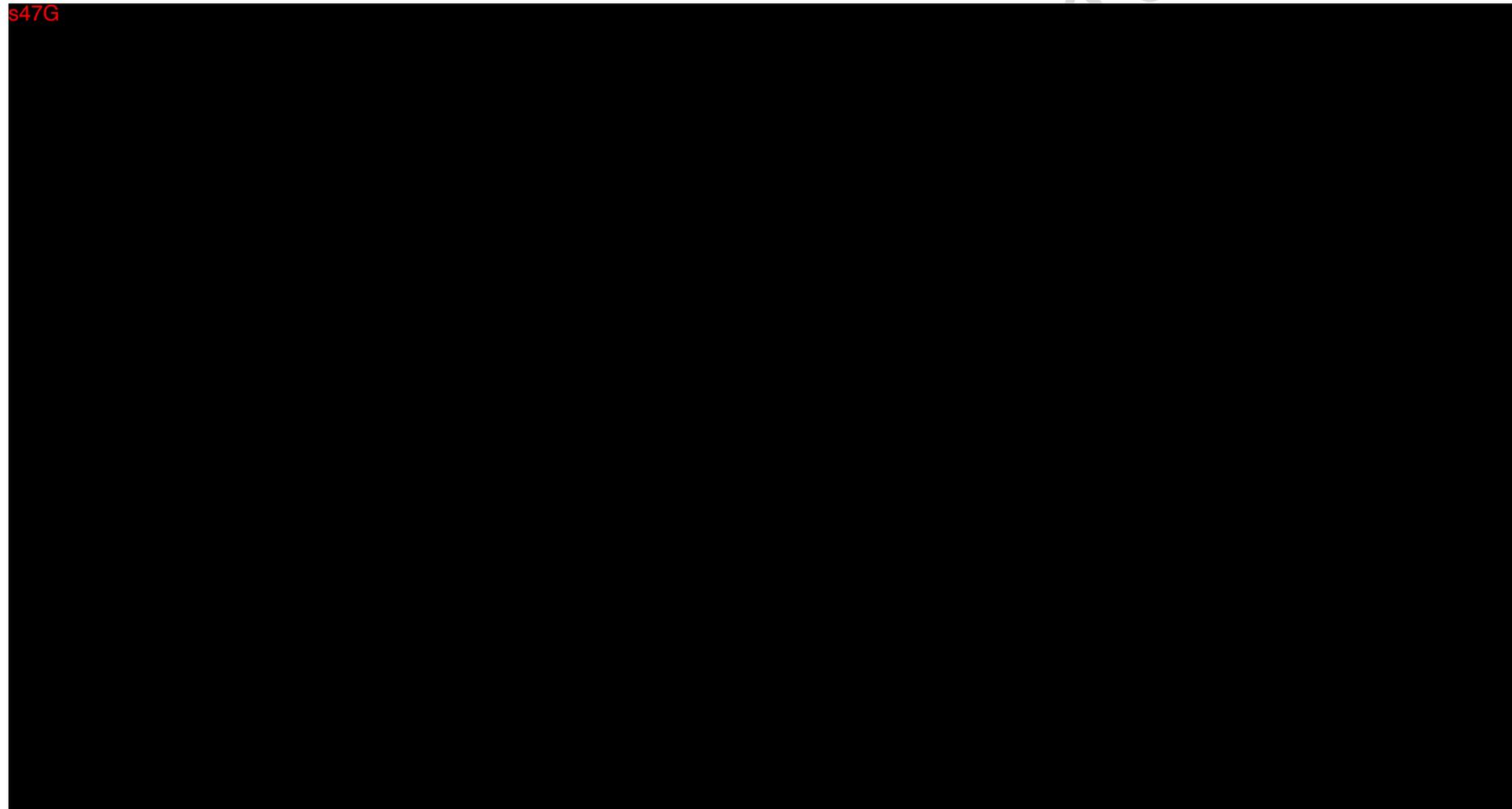
- \* Inclusion matters - this learning pathway ensures that everyone feels valued, respected, and part of our ATO community. Inclusion matters significantly in fostering a diverse and equitable environment.

- \* Supporting LGBTI+ inclusion – training is designed to improve knowledge of the LGBTI+ community and gain a better understanding of a leaders role in promoting a fairer, more gender diverse inclusive society. The module forms part of the LGBTI+ course and consists of the 3 modules: Why LGBTI+ inclusion?, Gender Diversity and Supporting LGBTI+ inclusion.

- \* Respectful Behaviours - It is everyone's responsibility to support and maintain a positive work culture. This course unpacks the concept of positive duty, and our obligations to eliminate sexual harassment in the workplace.

- \* Unconscious Bias - forms part of the ATOs core inclusion courses, designed to build foundation skills and knowledge, helping to make the ATO more inclusive of a range of diverse communities. [Click or tap here to enter text.](#)

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**Answer:**

- The ATO has identified several essential roles in the ATO People business line where it is essential that incumbents have been trained/skilled to provide a role-specific inclusive experience for LGBTI+ employees. This includes Inclusion and Diversity, Recruitment, People Support teams and

Working Well (Health and Conduct). To ensure that individuals within these roles are skilled and capable to provide an inclusive experience for LGBTI+ people, the ATO has taken the following actions:

- \* Provision of LGBTI+ Awareness and Inclusion training. Three sessions were facilitated for staff in key areas: Working Well and the Technical Advice and Guidance teams from ATO People Support Teams.

- Processes are in place to ensure new appointees to the above identified roles are trained as part of their onboarding. This includes:

- \* ATO performance framework quarterly employee/manager check-ins which provide an opportunity to discuss role requirements, performance and deliverables, development needs, and career aspirations. At check-ins the manager and employee can agree upon training that needs to be undertaken and other development needs that will enable the employee to provide support to diverse clients.

- All staff are advised and are required to base their training needs on the ATO's Capability Framework (refer to [§22](#))  
This process supports people in essential roles to identify specific knowledge and capability in Inclusion and Diversity required to perform their work, (including LGBTI+ matters)

- \* The Capability Framework, together with Compass performance check-ins, are prompts for manager and employee conversations, particularly with new appointees into ATO People in identified roles, to review capability needs, to conduct specific training needs analysis and further development required specific to their role.

- Compliance with mandatory annual Safe, Secure and Inclusive training is monitored and employees who fail to maintain currency of their training may ultimately have system accesses removed. Currently 97.8% of employees in ATO People have completed this training. Safe, Secure and Inclusive training is mandatory training that all employees, including managers, must complete at commencement of employment with the ATO, annually thereafter. It focuses on recognising biases and contributing to a respectful, inclusive work environment (refer to [§22](#))

- As part of induction into the Inclusion and Diversity team, it is an expectation that staff new to the team complete all inclusion and diversity training and refresh as required (refer to [§22](#))

[§22](#)

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**Answer:** The ATO has specific leadership training that incorporates an LGBTI+ component. This webinar is part of the Leading Others Program, The Inclusive Manager and supports leaders by exploring what diversity is, how to create and maintain an inclusive workplace culture and strategies to build empathy and understanding that aligns with global best practice. The webinar provides tools and approaches to lead and support staff, and an increased confidence to foster a respectful and inclusive work environment. The training explicitly provides information on LGBTI+, gender diversity and non-binary inclusion. It discusses LGBTI+ and community considerations and outlines definitions and appropriate language including use of pronouns. Refer to evidence - s22 [REDACTED] There is also a diversity component in induction for all SES, including LGBTI+ inclusion.

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**Answer:**

The ATO's Compass Performance Framework is central to fostering a high-performance culture. A culture where all staff including LGBTI+ employees can grow and be their best. This framework contains important elements including:

- team plans and clear individual performance expectations
- regular meaningful check ins with your manager to discuss well-being, performance, potential, aspirations and future opportunities, and
- clear, respectful, and timely feedback from managers and peers.

This framework enables managers to identify high performing employees, including those who are LGBTI+ and put plans in place for further development, working towards the individual's goals and career aspirations. The manager and employee can monitor progress, identify barriers and act on mitigating these early. Compass also enables participation in leadership and talent management programs to be reported on.

For example, high potential/high performing ATOMIC Network members attended LGBTI+ leadership summits. The ATOMIC Steering Committee opened invitations to high performing LGBTI+ members, in consultation with the members' managers, to ensure their attendance was consistent with their

Compass development goals and that they were high potential / performing. See s22 [REDACTED] Their attendance was part of their development plan and an important succession management initiative for the ATOMIC Network.

The ATOMIC Network continues to build its focus on talent identification and providing opportunities for career development and reporting on these areas as a priority. The Network plans to improve governance around this, focusing on ensuring that talented ATOMIC members are given the opportunities to thrive and grow in leadership roles and monitor progress here.

The ATO reports quarterly on diversity representation, including LGBTI+ representation at each level and in leadership roles. We track change each quarter and monitor decrease of areas for concern. Though we have more work to do, we regularly monitor representation at all levels in quarterly reporting and are proud the ATO has 4.0% LGBTI+ representation in senior leadership (SES), which is comparable with our wider workforce representation of 4.1%.

s22 [REDACTED]

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## EXECUTIVE LEADERSHIP & ENGAGEMENT

**Please note: This section refers to those in leadership positions at the executive level including; CEOs (and equivalent), Board Chairs, and other executives, directors or managers at the C-Suite level.**

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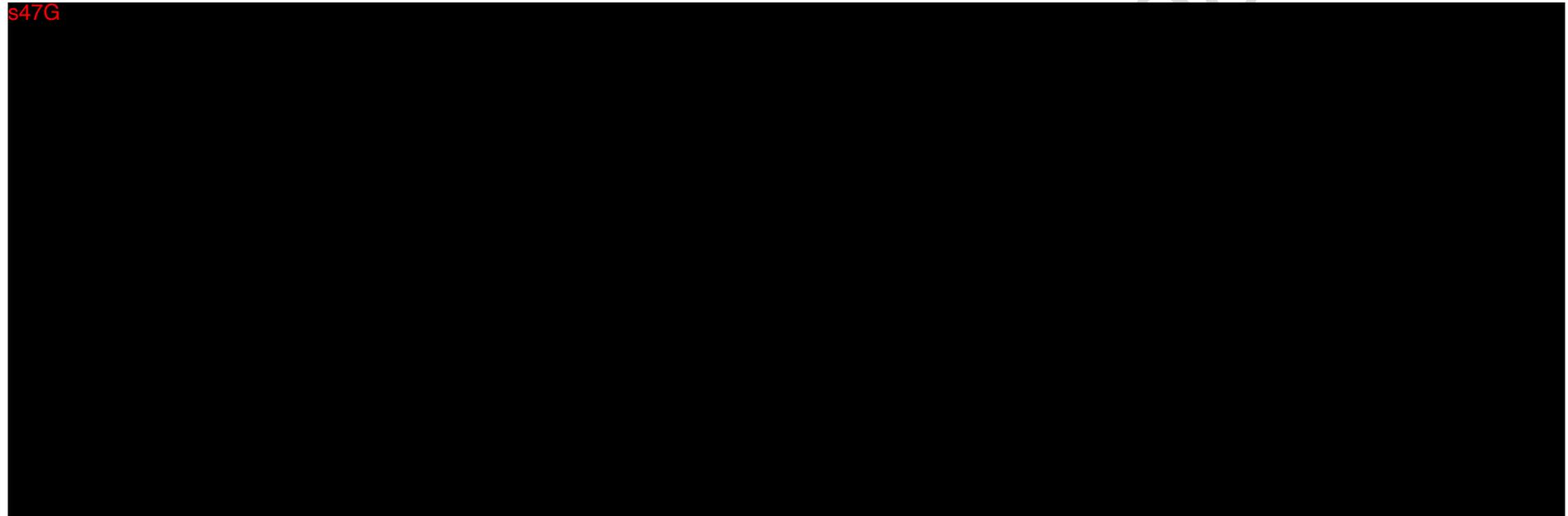
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**Answer:** In 2024, Assistant Commissioner and SES LGBTI+ Champion s47E and Executive Leader s47E developed and delivered a Pride in Practice session. This webinar was made available to all staff in the ATO Small Business and Superannuation and Employment Obligations business lines. The webinar presented valuable insights via a panel discussion between s47E (SES CALD champion) and s47E. The webinar received positive feedback, with attendance of over 100 participants and active interaction. Refer to s22. The ATOs Adelaide office celebrated Wear it Purple Day with Senior Executives s47E joining in with the activities and celebrations on site. See s22 which highlight how the day was used to raise awareness of LGBTI+ inclusion and celebrate the day in purple outfits, distributing treats and overall engaging with staff in the workplace around the significance of the day.

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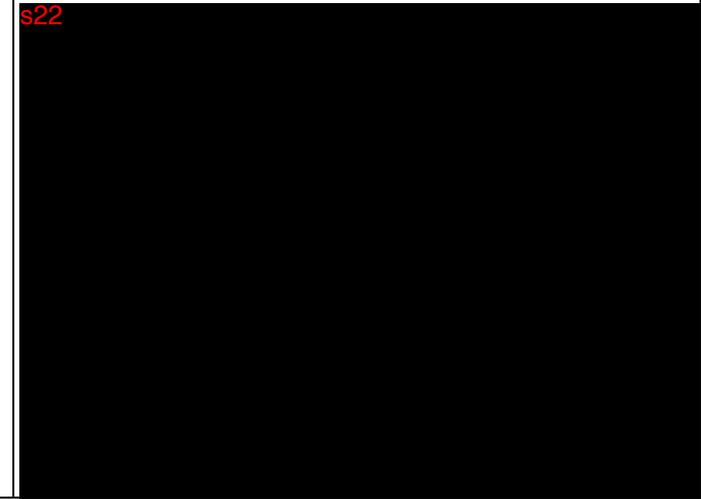
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Answer

- Jacqui Curtis, PSM and at the time acting Commissioner of Taxation, highlighted IDAHOBIT in the Commissioner's section of MyATO news 17 May 2024 edition. Quote:  
The other big event this week is that today is International Day Against Homophobia, Biphobia, Intersex Discrimination and Transphobia (IDAHOBIT). It is an opportunity to raise awareness of the oppression of LGBTI+ rights worldwide and give visibility to work combatting LGBTI+ discrimination worldwide.  
As an organisation, I am very proud of the work we do to foster a safe, respectful and inclusive environment for all employees, regardless of sexual orientation, gender identity or expression. Our expectation is that we can all bring our whole selves to work, and that we support and actively promote inclusivity in the workplace. In last year's APS Employee Census, 85% of respondents agreed or strongly agreed that we do this well, which is above the average for the APS and other large agencies. A terrific result! But this year's IDAHOBIT theme of 'No one left

s22



behind: equality, freedom and justice for all' is a reminder that there is always more to do."

Refer to **s22**

- The ATO Commissioner has explicitly shown support for the LGBTI+ community in his weekly newsletter Commish Connect where he said:

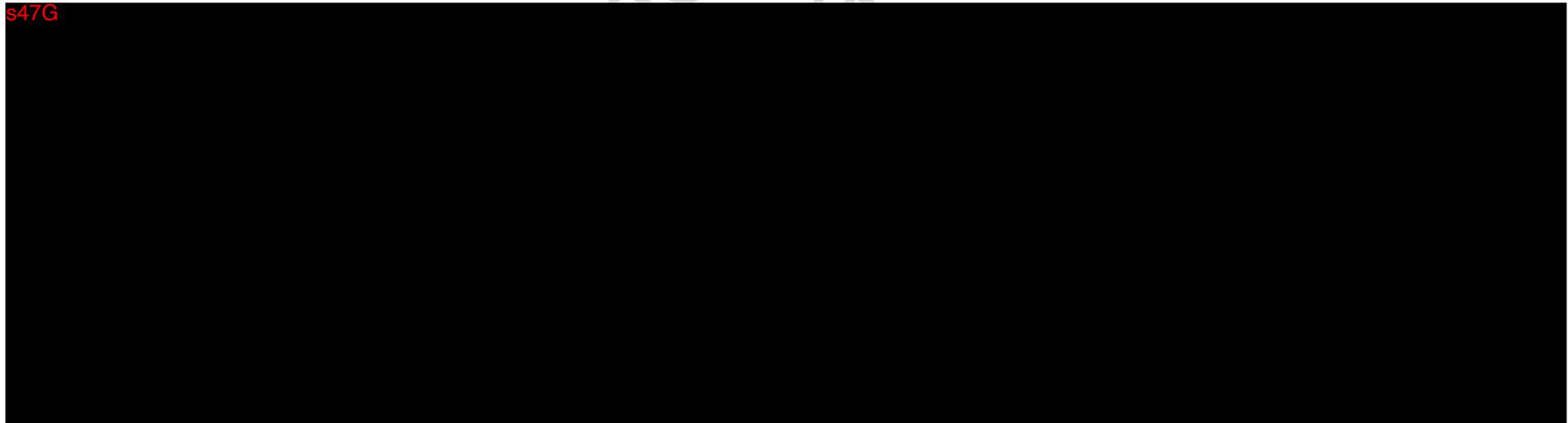
...it's Wear it Purple Day next week which is a great way to show our support for the LGBTI+ community. I encourage you to wear purple next Friday and look out for activities that may be happening in your site.

Refer to **s22**

- A MyATO news article for Wear it Purple Day was featured, with a photo of ATO Commissioner, Rob Heferen and the Chief Operations Officer Jacqui Curtis. They celebrated Wear it Purple Day and visibly showed their support for LGBTI+ inclusion. See **s22**

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**s47G**



s47G

**Answer** The ATO's Commissioner of Taxation and Chief Operating Officer have proudly shown their support for LGBTI+ inclusion on external platforms.

- The Commissioner has a message on the Pride in Diversity website celebrating the ATO maintaining our Platinum Employer Status and recognising the efforts of ATOMIC, Inclusion and Diversity and SES Diversity Champions to foster inclusion in the workplace. The ATO's commitment to empower staff to bring their unique selves to work makes the ATO better positioned to provide better service to the community. Refer to s22 [REDACTED]

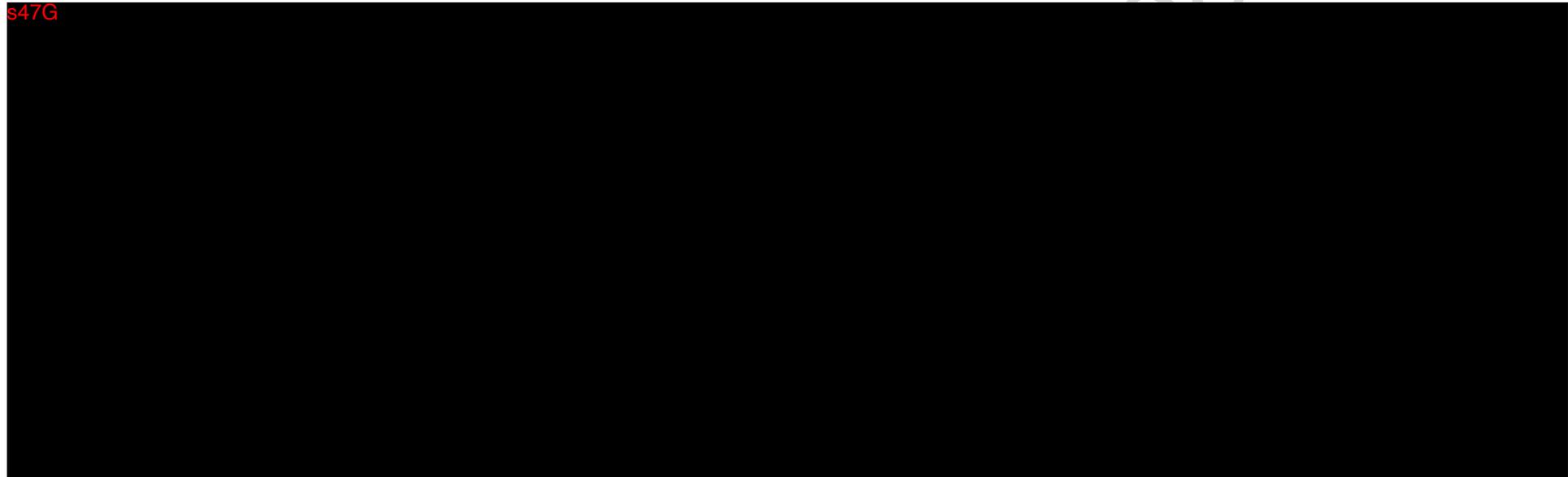
- Jacqui Curtis, as Chief Operating Officer, posted on LinkedIn a message of standing with the LGBTI+ community celebrating Wear it Purple day and her commitment to promote and support workplace inclusion. See s22 [REDACTED]

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Answer

In early 2024, s47E (SES Diversity Champion) attended a meeting of the National Executive LGBTI+ Allies Forum. The forum brings together executive allies from across government and private sector organisations. s47 reflected that she always leaves these meetings with plenty to think about and news and information to share with our network.

s47E shared the following in the ATOMIC newsletter, Rainbow Collections:

- \* Qtopia Sydney - The home of Queer History and Culture - a museum devoted to the memory, education and celebration of the unique histories and lived experiences of the LGBTI+ community. The museum is in the old Darlinghurst police station, a place once associated with the harassment and persecution of the community including the original "78-ers" who were held there after marching down Oxford Street in 1978
- \* the Investor Guide to LGBTI+ Inclusion. This report, prepared by Open for Business, looks at why LGBTI+ inclusion matters to investors, and how it can be integrated within Environmental, Social, and Governance strategies. It explores the correlation between LGBTI+ inclusion and business performance – such as higher profit margins, enhanced corporate reputation and brand preference, and improved diversity outcomes.

s22



Ultimately, the report strives to encourage more companies to adopt LGBTI+ inclusive ESG strategies and provide insights for investors to evaluate companies on LGBTI+ inclusion effectively.

\* new group called ALBEI (Australian LGBTI+ Board and Executive Inclusion). Their mission is to foster discussions between company board members, nominations committees, executive search firms, industry governance bodies and individuals, to create inclusive and diverse boardrooms that benefits everyone.

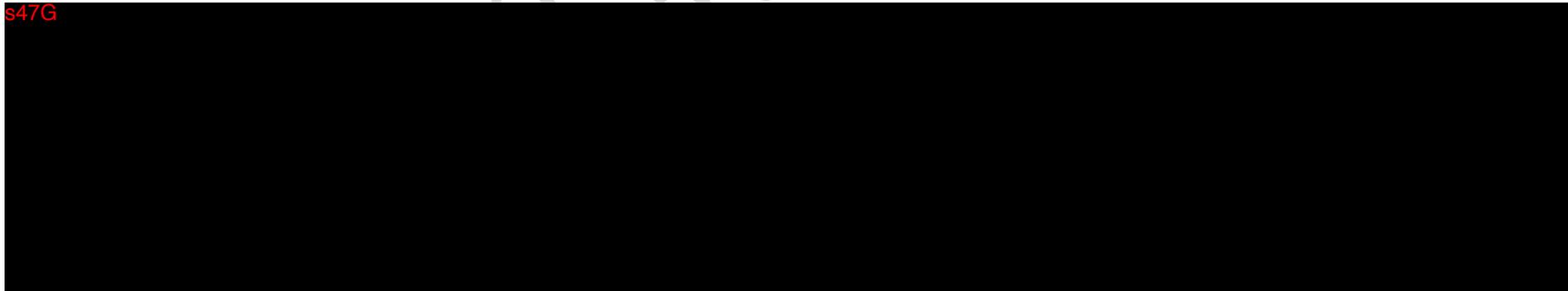
See [s22](#)

[s47E](#) was appointed as an ATO SES LGBTI+ Champion in 2024 and attended and participated in the Pride in Practice Conference in Melbourne in November 2024. [s47E](#) found the conference inspiring as he learned more about the challenges faced by LGBTI+ employees and gained valuable insights on how other organisations are making their workplaces inclusive for their LGBTI+ employees. Following the conference, [s47E](#) reflected on ideas he wanted to put into practice, particularly around mentoring and career development for LGBTI+ employees in the ATO. See [s22](#)

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## DATA ANALYSIS

[s47G](#)



s47G

Answer

The ATO uses Employee Census and staff experience data in comparison with representation and attrition rates to identify trends and where necessary, presents and discusses issues with senior leaders. The Inclusion and Diversity team and HR Business Partners regularly assist with raising awareness and supporting staff and managers with specific issues such as gender affirmation, leave, change of name and/or gender in ATO systems and use of pronouns and inclusive language.

We also hold regular Confidentially managing diverse teams and inclusive leadership sessions, where we draw on survey data to highlight staff experience figures and trends for LGBTI+ inclusion and well-being, comparing to the wider ATO and other diversity groups. The sessions include sharing practical actions for managers to create a safe and inclusive workplaces, and aggregate workplace statistics on representation from our HR system and inclusion indicators from the APS Census. See s22

We continue to be informed by and refer to staff surveys conducted by ORIMA Research and results from the annual AWEI survey and APS Employee Census. This assists with our presentations, advice to staff, training packages and work with SES Champions and the ATOMIC Network. The ATO reports regularly on work supporting LGBTI+ inclusion, representation, attrition and achievements such as retaining Platinum Status in May 2024. This includes to key stakeholders, HR Business Partners and People Support Team SES and Group Heads quarterly and as required to Chief Operating Officer, Chief People Officer, People Committee and the ATO Executive Committee.

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**Answer:**

The ATO commissioned ORIMA Research to conduct research to better understand the diversity of our staff, and attitudes towards sharing personal diversity information on the ATOs SAP HR information system.

Research indicated that respondents who identify as LGBTI+ felt a lower sense of comfort and trust that the information will be used appropriately. People who identify as LGBTI+ had concerns about confidentiality and they were relatively less likely to trust the ATO with this information.

The ATO uses these findings alongside representation and attrition data which we track and monitor quarterly. Aggregate data is by business group, including LGBTI+ staff and by classification level e.g. APS1-3, APS4-6, EL1-2 and SES. This allows us to note any significant changes in business groups and/or classification grouping and sites, for example decreases in representation or increases in attrition.

As of 31 December 2024, LGBTI+ representation from our HR system at the ATO was 4.1% (up from 3.7% in December 2023). This is lower than the 7% of staff identified who identify as LGBTI+ in the 2024 Employee Census. We are proud however to note that representation in SES roles is 4.0%, comparable with the workforce figure of 4.1% indicating there isn't a clear barrier to promotion to senior leadership.

We know there is much more to do to increase representation in line with the community we serve. The Inclusion and Diversity team regularly consult with ATOMIC and Kaleidoscope networks, SES Champions and other stakeholders to discuss issues impacting those in the ATO who identify as LGBTI+. We work in partnership with key parties toward resolution, supporting LGBTI+ staff to raise concerns and obtain support from site ATOMIC representatives (each ATO site has a representative). Where issues are complex and / or are unable to be resolved at a local level, site representatives can refer the matter to the ATOMIC steering committee, Diversity and Inclusion Team and People Support teams to provide further assistance to employees.

The ATO consulted with these stakeholders in the evaluation of the ATOs Diversity and Inclusion Strategy which was presented to the ATO People Committee and with further consultation, will feed into the development of a refreshed Diversity and Inclusion Strategy and Action Plan. We have also consulted with ATO Recruitment on improving inclusion in recruitment for those who identify as LGBTI+, including to review gender inclusive language on candidate information kits and within the ATO website.

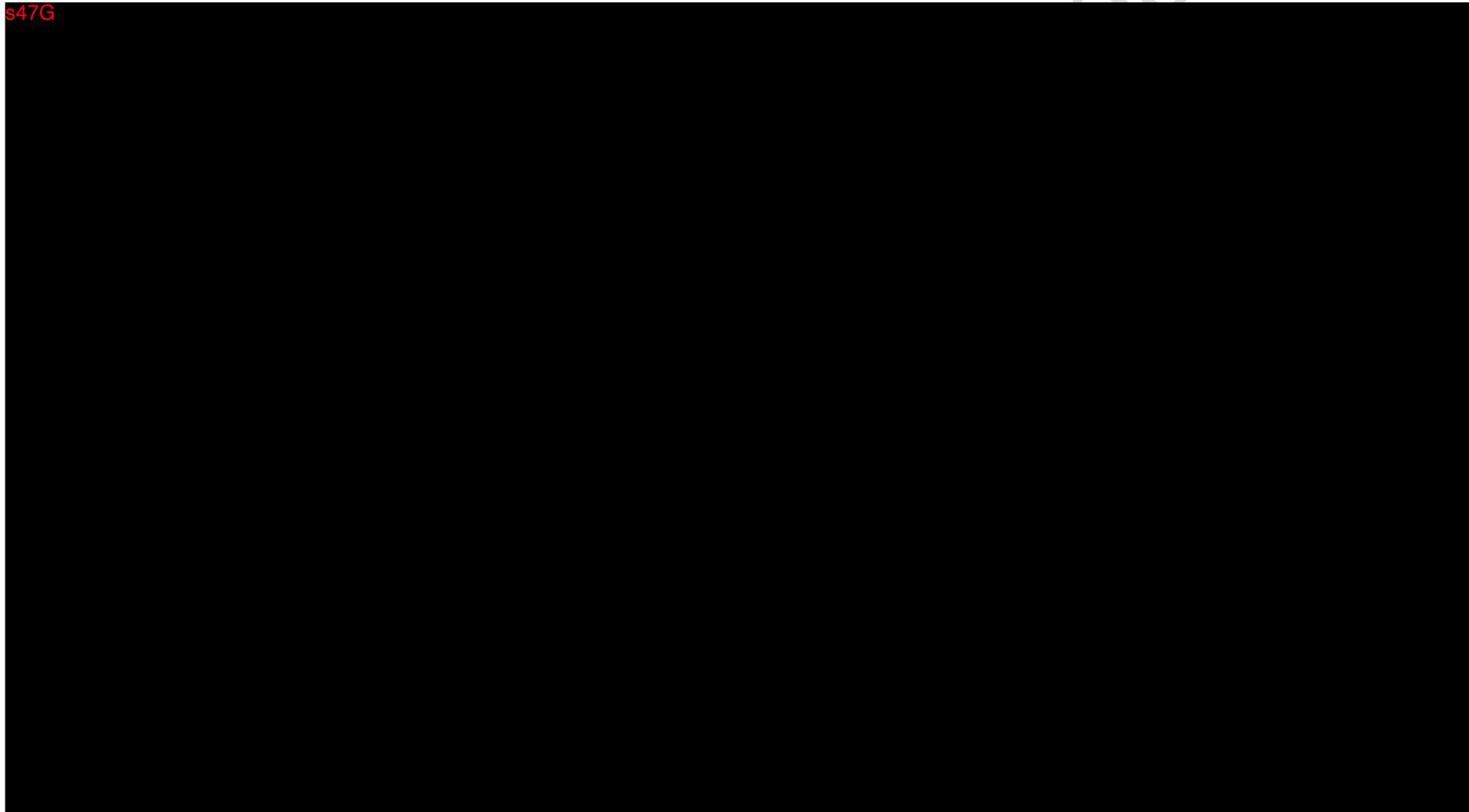
To support LGBTI+ inclusion at the ATO, the Inclusion and Diversity team and SES Champions actively work with, guide and raise the profile of the ATOMIC Network. ATOMIC is open to all employees and supports LGBTI+ workplace inclusion to create an environment in which employees can bring their whole selves to work. It promotes a culture that is respectful, supportive and equitable. The ATOMIC Network has over 2,300 members. It is led by a leadership group made up of steering committee members, site representatives, SES Champions, sponsors and the Inclusion and Diversity team. The ATOMIC Network works closely with stakeholders including Inclusion and Diversity, Workplace Services to ensure issues affecting LGBTI+ staff are followed up and resolved.

The ATO is committed to delivery of LGBTI+ goals in the Diversity and Inclusion Strategy on increased visibility of LGBTI+ senior leaders, building on our success by continuing to embed cultural change. This includes advocacy of LGBTI+ inclusion SES champions and allies and the ATOMIC Network SES sponsor. In late 2024, we enlisted support of new SES LGBTI+ Champion s47E to sponsor and promote the AWEI survey once available. This was a way to introduce s47E, boost his profile as a new Champion, demonstrate his commitment to supporting staff and being an active role model staff can approach for support. s47E were both featured consistently in emails, communications and the ATOMIC newsletter, building their profile among LGBTI+ staff across the ATO.

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## COMMUNITY ENGAGEMENT

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**Answer:** The ATO has no evidence of organisational branding in community events. Click or tap here to enter text.

*File name/s as evidence for this question:*  
*File 1:* Click or tap here to enter text.

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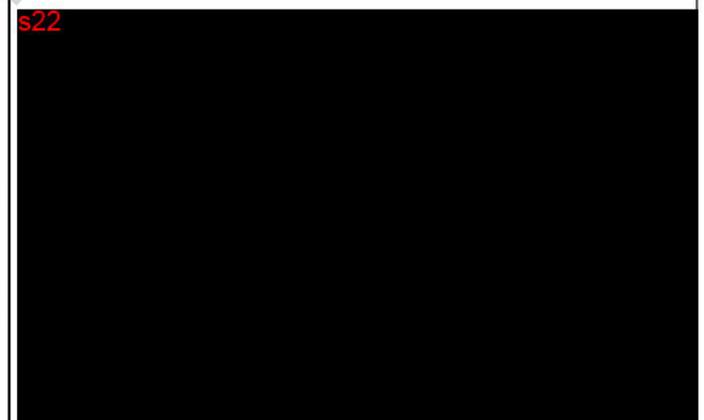
Answer

The ATO's ATOMIC Network in Wollongong NSW supported a local fundraising event held for the Red Ribbon Appeal. Staff were encouraged to wear red and make a donation. They were presented with red lollipops to raise awareness. See s22

ATOMIC site representatives in the ATO's Townsville QLD site organised several events including on Wear it Purple Day, Damper Day and activities during a Disco Happy Hour. Money raised and profits from these activities went toward the charity Minus 18 where donations help to improve the lives of LGBTI+ youth and create a more inclusive Australia. Refer to s22

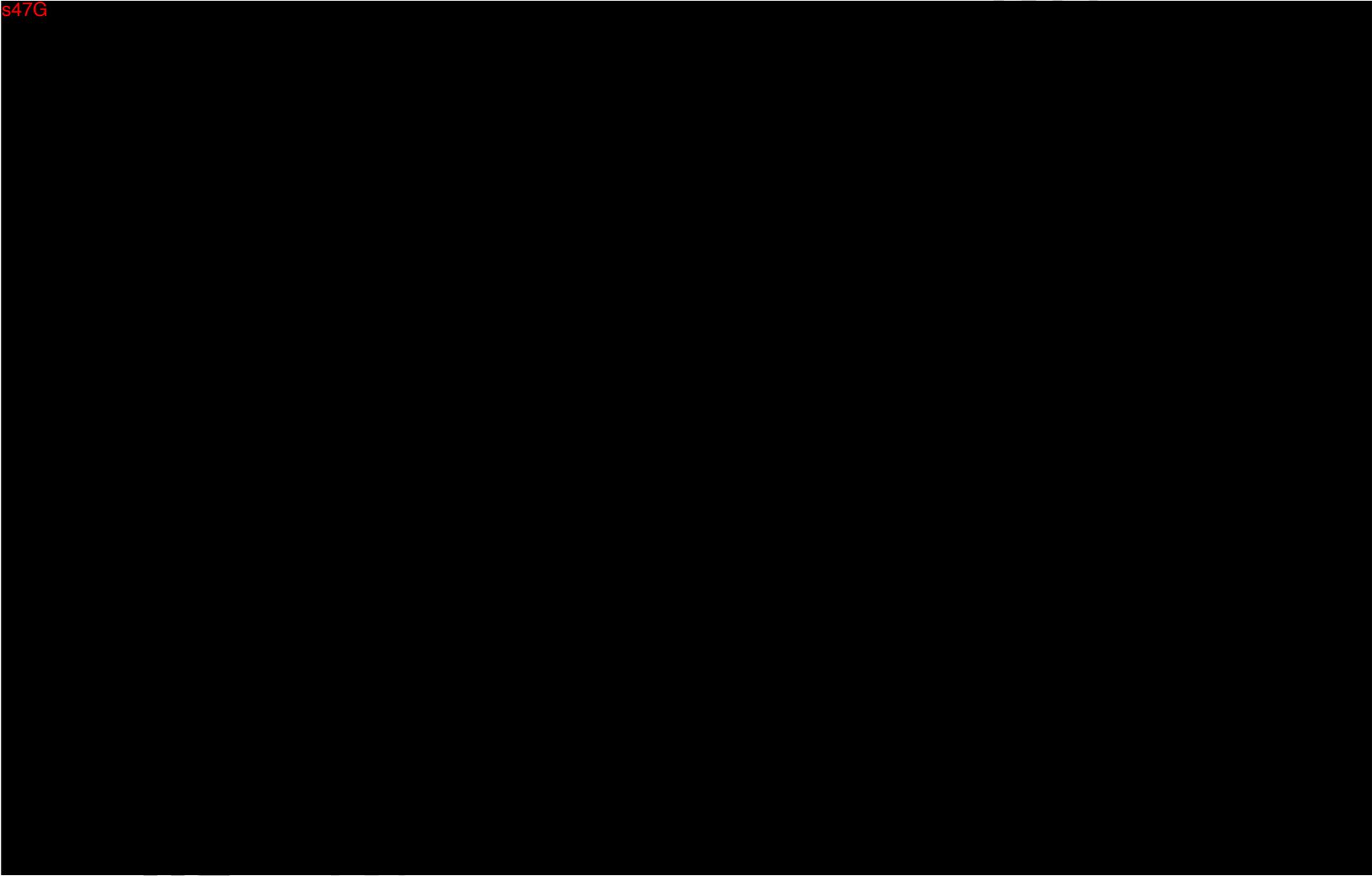
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## OPTIONAL SURVEY

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*No evidence required.*

## **ADDITIONAL WORK**

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<p>a</p>	<p>Regional Inclusion</p>	<p>Answer:</p> <p>Newcastle NSW</p> <p>* The 'ReNEW' Conference was a week-long event in April 2024 and saw the participation of 360 staff members in Newcastle. It was designed to encourage staff connections and promote a collaborative culture, showcasing the power of collaboration and community. It brought together diverse voices and ideas, all working towards a common goal of sustainability and excellence, engaging staff in Newcastle site to connect with each other and build their networks.</p> <p>* ATOMIC participated with a booth at the event, which provided visibility of LGBTI+ inclusion at the ATO, supporting staff safety and belonging at work. We know from ORIMA research in 2022 that staff in regional sites, including Newcastle, reported lower levels of safety at work and in the community and that representation is lower in regional sites. The event saw high foot traffic, received a number of signups, and the ATOMIC Network were able to present and build awareness across the whole site. Refer to evidence s22 [REDACTED]</p> <p>Albury NSW</p>	<p>s22</p> <p>[REDACTED]</p>
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		<p>* ATOMIC site representative presents at the APS1–6 forum – 23 October 2024 The session focused on the ATOMIC Network and its goals, and the benefits of networking. Prizes were awarded to attendees who could name what the acronym ATOMIC stood for. See <span style="color: red;">s22</span> [REDACTED] for material on slide that was presented to attendees.</p> <p>* This session supported increased visibility of the ATOMIC Network, its background, purpose and how to get involved by joining as a member. See <span style="color: red;">s22</span> [REDACTED]</p> <p>This type of event was identified as a priority from staff feedback relating to lower representation and a lack of senior leaders in the Albury site, building on the work of the active allyship project and research in 2021 found role models to be a priority for staff in Albury.</p> <p>Click or tap here to enter text.</p>	
b	<p>ATOMIC 8TH Birthday celebration on 5 March 2024</p>	<p><b>Answer</b> ATOMIC celebrated its 8th birthday in 2024 and we marked the occasion at ATO sites across Australia by celebrating the history and contributions of the network, its over 2,300 members and leaders. Major celebrations took place in Albury, Moonee Ponds and Docklands - see evidence <span style="color: red;">s22</span> [REDACTED]</p> <p>The events recognised and reflected on ATOMIC’s proud history of not only supporting LGBTI+</p>	<p><span style="color: red;">s22</span> [REDACTED]</p>

		<p>inclusion, but also other diversity networks in the ATO. ATOMIC has shared its structure and frameworks with our 8 other diversity networks, all of which have learned from ATOMIC in establishing themselves and building their governance.</p> <p>Albury's celebration included a social lunch gathering Albury's ATOMIC members, and each walked away with a small token/prize to mark the occasion.</p> <p>: Click or tap here to enter text.</p>	
c	<p>Raising awareness of domestic violence in the LGBTI+ community</p>	<p><b>Answer:</b> ATOMIC raised awareness of the impacts of domestic violence in the LGBTI+ community through an article on the network's Microsoft teams site which reaches over 2,300+ ATOMIC members. The article - see evidence <b>s22</b> - also promoted an LGBTI+ domestic violence charity. The article noted that LGBTI+ people are less likely to report domestic violence. A number of staff responded to the article sharing statistics from the Australian Bureau of Statistics and other reputable sources about domestic violence in LGBTI+ relationships. Click or tap here to enter text.</p>	<p><b>s22</b></p>
d	<p>Updating names in ATO HR information system</p>	<p><b>Answer:</b> ATO staff members are supported to change their name in ATO HR systems where their circumstances have changed, including for staff who have affirmed their gender. <b>s47E</b> and the Inclusion and Diversity team have worked closely with IT stakeholders across ATO</p>	<p><b>s22</b></p>

		<p>systems. They explained the importance of supporting change of name and the impacts of names not showing correctly following advice of the change, where staff are outed to team members and experience their deadname being shared or appearing in ATO systems. We have educated staff on deadnaming and the privacy and security impacts, not only for staff who have affirmed their gender, but also those who may have changed their name through marriage, divorce or for a range of other reasons.</p> <p>We have supported numerous staff to work through the updates required and on occasion agreed with the staff member to be a point of contact to ensure updates were progressed, updating the staff member as needed. Staff commented this was a significant relief and ease of the burden of retelling their story to multiple people.</p> <p>This has resulted in a positive experience for staff, as shown through an example see <span style="background-color: black; color: red;">§22</span></p> <p><span style="background-color: black; color: black;">[REDACTED]</span> This post was shared on the ATOMIC Microsoft Teams channel where the staff member shared how they had updated their 'preferred' name (as they termed it in the post), which was a positive experience. This personal story may encourage others to take action knowing it was an easy and quick update. <a href="#">Click or tap here to enter text.</a></p>	
e	ATOMIC Newsletter – Rainbow connections	<p><b>Answer:</b> The ATOMIC Network produces a quarterly newsletter called 'Rainbow Connections' which is</p>	<p><i>File name/s as evidence for this question:</i></p>

		<p>sent to its over 2,300 members and shared with key stakeholders. The newsletters share information, advice and initiatives on LGBTI+ inclusion, staff stories, updates on changes to personnel in the network and provides dates for upcoming trainings. This is a great way for staff to be across upcoming work, celebrate achievements and share within the network.</p> <p>Refer to evidence for copies of 2024 newsletters</p> <p>s22</p>	<p>s22</p>
f	SES Champion Toolkit	<p><b>Answer:</b> At the ATO, a dedicated staff member oversees the SES Diversity Champion program, which is specifically designed to support and guide our 23 SES Diversity Champions. As part of this program, valuable resources are offered, including the SES Diversity Champion toolkit (refer to s22 [redacted]).</p> <p>Included in the toolkit is detailed information such as core roles and responsibilities, support from the Inclusion and Diversity team and key goals, ensuring that our Champions are well-equipped for their important roles.</p> <p>We provide the following support to the SES Diversity Champions:</p>	<p>s22</p>

		<ul style="list-style-type: none"> <li>• Identifying opportunities for Champions to participate in internal and external events (including provision of briefing kits/talking points), including conferences, employee network meetings, and days of celebration and significance.</li> <li>• Identifying opportunities for Champions to use internal and external communication platforms such as, newsletters, internal articles, emails, and LinkedIn (including providing suggested content) to promote key diversity messages.</li> <li>• Facilitating opportunities for Champions to share stories, connect with staff and diverse audiences, and become visible leaders of inclusion.</li> <li>• Providing Champions with connections to foster partnerships with other APS SES Diversity Champions.</li> <li>• Coordinating Champions attendance and providing secretariat support (such as talking points) for APS Champions meetings, including the APS Pride Champion quarterly forum.</li> <li>• Coordinating ATO SES Diversity Champion meetings.</li> <li>• Sharing useful resources and best practice research relating to diversity focus areas.</li> <li>• Keeping a record of engagement and activities to showcase work as an inclusive leader.</li> </ul> <p>This comprehensive support framework ensures that our SES Diversity Champions are equipped to effectively contribute to fostering inclusion and</p>	
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		diversity within the ATO Click or tap here to enter text.	s22
g	Linking with local LGBTI+ community and organisations	<p><b>Answer:</b> Perth ATOMIC worked in partnership with the Knit Wits, (a creative group in the Perth ATO of craft minded people who share skills and ideas, support and inspire each other) and other volunteers in the office to make a rainbow butterfly bouquet of smaller handmade butterflies from mixed media (paper and crochet). This was donated to a local midwife to give to parents who have lost a child. Refer to Perth Site Newsletter article in <b>s22</b></p> <p>Click or tap here to enter text.</p>	
h	Story sharing experience of partner affirming their gender	<p><b>Answer</b> ATO staff member <b>s47E</b> shared in the ATOMIC 'Rainbow Connections' newsletter, their very personal story of their partner transitioning, including the reaction of their child and how their relationships evolved. Stories and experiences of partners are less often shared, and we recognise and celebrate their unique experiences and the support provided by partners such as <b>s47E</b> See <b>s22</b></p> <p>Click or tap here to enter text.</p>	