

Form_Year

2026

EMPLOYER / ORGANISATION DETAILS

Organisation name *

Australian Taxation Office

Please enter name as you would like it to appear on certificates or any awards if applicable. 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.

Contact Person for the Index

Please provide full contact details.

- This is the person we should contact if we have any questions.
- Results will be emailed to this person.

Contact Person for the Index - Name *

s 22

Contact Person for the Index - Position title *

HR Advisor

Contact Person for the Index - Postal address *

19 George Street Dandenong VIC 3175

Including postal code

Contact Person for the Index - Phone number *

s 22

Contact Person for the Index - Email Address *

s 22

DISCLOSURE RECOGNITION

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. *

- ☐ We are happy to be identified at Bronze Tier (based on Foundation Submission score) if we do not reach a higher tier
- ☐ Only identify us if we reach Silver Tier or higher
- ☒ Only identify us if we reach Gold Tier or higher
- ☐ We are participating anonymously and do not want to be identified

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.

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. *

- ☐ Yes, you may use anything
- ☐ Yes, you may use anything – but please advise us first
- ☐ Yes, but please ask us for permission first
- ☒ No, please do not use any of our visuals

NEGATIVE PRESS / COMPLAINTS DISCLOSURE

Check any of the fields below if it is applicable to your organisation

- ☐ We have received negative press that could impact our reputation as an LGBTQ+ inclusive employer within the assessed year.
- ☐ Formal complaints have been lodged against us for LGBTQ+ discrimination, bullying or harassment (Fair Work Ombudsman, Human Rights Commission, Sex Discrimination Act) within the assessed year.
- ☐ A complaint has won an LGBTQ+-related case against us within the assessed year.
- ☒ We understand that up to 25 points may be deducted from our score if we have received a significant amount of negative press regarding an anti-LGBTQ+ incident where our organisation was responsible and insufficient action was taken to rectify this; or we were found at fault for a lodged complaint regarding LGBTQ+ individuals and this was not acted on. *

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. *

Name of person signing off accuracy *

§ 22

Position within organisation *

Acting Deputy Commissioner ATO People

Contact email *

§ 22

Contact phone *

§ 22

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WEI
AUSTRALIAN WORKPLACE EQUALITY INDEX

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 5th 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.

s 47G

We wish you all the best with your submission!



SUBMISSION DETAILS

The AWEI Advanced Submission is for Silver or Gold Tier Status 2026.

This application can be completed and submitted between Monday, 12 January 2026 – Monday, 23 February 2026.

SUBMITTING YOUR INDEX:

Pride in Diversity **only accepts submissions through this online portal**. You can use the 'Save and Complete Later' function, but once you have submitted your final application online, **no changes can be made**. If you experience issues using this portal, please contact awei@acon.org.au as early as possible.

Organisations who are not members of Pride in Diversity are welcome to submit to the AWEI and can request a review of their AWEI Advanced Submission a minimum of 4 weeks before the final deadline, for a consultation fee. Please email awei@acon.org.au to request a review.

☒ We accept these terms and conditions and understand that submitting the AWEI in any other format outside of this online portal 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. *

☐ We understand and accept these terms.

PROVIDING EVIDENCE

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

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

Tick-box Selections:

- Please ensure you select the appropriate 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.

Text Responses:

- Where evidence is by way of written responses, please use the text box provided. To expand the text box, click and drag the corner of the selection to increase the height of the textbox.
- Most questions will require a written response, even if an evidence attachment is also requested. Please ensure you use the text boxes provided to clearly address the criteria and explain how your evidence supports your response. A strong written explanation helps provide context and clarity for reviewers, ensuring your submission is assessed accurately and fairly.

Evidence Attachments:

- Limit one piece of evidence per evidence box. Please note: If multiple files are uploaded to a single evidence field, they will not register as separate files and some files may be lost. Where multiple files are required, separate evidence fields have been provided. Pride in Diversity cannot take responsibility for evidence uploaded incorrectly, so please ensure that text and evidence fields are used as directed throughout the form.
- The maximum amount of evidence required for each question is determined by the number of evidence boxes provided.
- If an evidence box is not provided within the question, an attachment is not required for the question.
- Please note: Some questions include multiple criteria, which may require different forms of support to fully address the question. For example, a single question might ask for written 'details' for one item and 'evidence' for another. Please read each question carefully to ensure you are meeting all requirements. Where possible, Pride in Diversity has structured questions to minimise unnecessary attachments and streamline your submission process.
- Please note: You are not required to use all evidence upload boxes provided within a single question. These additional boxes are included to allow flexibility for organisations that may need to upload multiple files to meet the evidence requirements. However, if your organisation can address multiple criteria points within a single document, you are welcome to upload just one attachment. The key is ensuring that all required elements are clearly identifiable within the evidence you provide.

HOW TO COMPLETE YOUR SUBMISSION

'Save and Complete Later' Function:

- **IMPORTANT:** Use the 'Save and Complete Later' function as you complete your Submission. This function can be utilised throughout the year, as you prepare, review and complete.
- This function allows you to return to your work without losing any work previously updated.
- If you do not use this function, any changes or updates made may not be saved and work may be lost. Pride in Diversity will not be responsible for any work lost.
- Upon clicking 'Save and Complete Later,' you will be sent a link to utilise to return and continue work on your Submission.

'Submit' Function:

- Once you have completed and reviewed all work and are ready to submit, you must click the 'Submit' button upon completion.
- If you do not click 'Submit' upon completion, your Submission will not be accepted.
- Do not click the 'Submit' function unless you are ready to formally complete and submit your Submission.

Placeholder Link Function:

- Each time you click 'Save and Complete Later,' you will be sent an updated link to continue your work on your submission. Any work done on an 'outdated' link will result in work being lost.
- Any link provided to you and your organisation can only be utilised by those within your organisation.
- If multiple people are working on a submission for their organisation, they must share this correct link or all work will not be saved properly. Each placeholder link email will be sent to the person who is working on the submission at time of saving.

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 that 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

1. Tracking of Incidents

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Answer

a) The ATO has established formal processes for reporting and tracking LGBTI+ related harassment incidents through our secure People Connect system. This system is a self-service platform for HR and Physical Security Management requests, records and incidents. When creating a request, an 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 its 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 or areas of concern.

b) People Helpline (PHL) is the ATO's first point of contact for staff regarding any aspect of their employment arrangements or conditions. Staff can contact via phone, email or by submitting an online form. All enquiries are recorded securely in the ATO's People Connect system. 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 when 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. Where disclosures or any other sensitivities are made known, PHL's workforce is trained to manage with sensitivity and confidentiality, including providing access to available options and resources or escalating to the ATO's Conduct team where required. 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 our strategies to prevent and manage bullying and harassment in the workplace. Staff can locate HCO contact details through the ATOs Protect Business Continuity Management database.

c) The ATO is actively protecting the psychological safety of its workforce, including LGBTI+ employees. It does this through a structured, risk based and early intervention approach supported by our Psychosocial Risk Framework which guides the application of a risk-based approach for the identification and prevention of psychosocial risks and hazards, early intervention and rehabilitation.

The ATO actively ensures that LGBTI+ employees feel safe, respected and able to bring their whole selves to work, ensuring employees are supported and safe despite social and political backlash against LGBTI+ inclusion in the external environment. Current initiatives that demonstrate a strong focus on visibility, community connection, respectful culture and structural protection and include:

- Providing identity affirming networks, including the ATOMIC LGBTI+ and Allies network and Kaleidoscope. Both networks foster community, visibility and peer support.
- Creating safe spaces and inclusive workplace practices that encourage employees to be open, authentic and confident in expressing their identities.
- Celebrating LGBTI+ visibility, including participation in AWEI initiatives and recognising days of significance.
- Supporting transgender and gender diverse employees with practical, respectful processes aligned to APS wide inclusion and gender recognition guidelines.
- Recognising and elevating LGBTI+ advocacy, including through leadership engagement and accountability for inclusive behaviours.
- Embedding LGBTI+ inclusion into organisational strategy, particularly through the ATO's Diversity & Inclusion Strategy and workplace culture commitments.
- Applying a Psychosocial Risk Framework, ensuring LGBTI+ employees are protected through structured risk identification, prevention and support systems.

These measures collectively strengthen a culture where LGBTI+ employees feel respected, included and empowered to speak up. They support the ATO to meet its legislative obligation to exercise a duty of care to manage all health and safety risks, including psychosocial risks. The ATO takes a proactive, structured approach to protecting psychosocial safety for all employees, including LGBTI+ staff, particularly in the context of heightened public discourse, media and external events that may impact wellbeing or workplace behaviour.

INCLUSION OF TRANS AND GENDER DIVERSE EMPLOYEES

s 47G



ATO employees have access to additional paid leave to undertake or manage their gender affirmation which is supported by the ATO Enterprise Agreement 2024 (Agreement) and ATO's Gender Affirmation Guidelines. Under the Agreement, employees have entitlements to personal leave for illness, medical treatment and caring purposes. Although the Agreement does not explicitly list "gender affirmation" as a standalone leave type, gender affirmation activities in the ATO are commonly approved under Miscellaneous Leave as this category covers situations that:

- are not specifically addressed elsewhere in the Agreement; and
- require leave in the interests of fairness, wellbeing, or operational practicality.

Employees may be granted paid miscellaneous leave s 22 as part of their workplace gender affirmation plan s 22. The Miscellaneous leave guidelines explicitly include "To support a workplace gender affirmation plan" in the policy under 'leave for other reasons'. Applications for Miscellaneous Leave require manager approval following discussions with the staff member and referencing information on myATO, together with advice and support of People Helpline and/or the People Support Team, and/or the ATOMIC Network and the Inclusion and Diversity team if required.

In making a decision about a request for access to paid leave for gender affirmation reasons, managers are expected to apply 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 as well as their managers and colleagues
- The Gender Affirmation 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 seek advice and support from 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. Further support may be offered to employees via increased flexible working options during the period of an employee's gender affirmation. These supports are negotiated between the employee and manager with consideration to 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 decision maker, 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 the Disputes Settlement process.

File as evidence for this question

s 22

File as evidence for this question

s 22

INCLUSION OF TRANS AND GENDER DIVERSE EMPLOYEES

s 47G

Answer

The ATO is committed to inclusive workspaces, reflected in facilities designed to meet the diverse needs of our workforce. ATO Property works in partnership with the ATO People Inclusion and Diversity teams to deliver inclusive amenities. All gender accessible bathrooms are a standard feature of ATO fit outs, with consistent signage and iconography implemented across all new sites, including Parramatta, Wharf Street (Brisbane) and Barton, in line with s 22

File as evidence for this question

Only one attachment per field.

s 22

File as evidence for this question

Browse

Only one attachment per field.

INCLUSION OF TRANS AND GENDER DIVERSE EMPLOYEES

s 47G

Released under FOI Act 1982
Australian Taxation Office

Answer

The ATO demonstrates a strong commitment to supporting trans and gender diverse applicants throughout every stage of the recruitment process.

The ATO Careers page on ato.gov.au clearly communicates that the ATO is a workplace where all people are welcomed and valued. The site highlights the ATO's status as an AWEI Platinum Employer and showcases the ATO Making Inclusion Count (ATOMIC) network, which represents and supports lesbian, gay, bisexual, transgender and intersex (LGBTI+) employees and allies. The site includes a statement from the ATO's SES LGBTI+ Champion and a testimonial from one of our ATOMIC members. ATOMIC plays a central role in increasing LGBTI+ visibility and fostering a respectful, safe and equitable workplace culture.

The careers page also provides direct access to the ATO's Diversity and Inclusion Strategy. This strategy outlines the ATO's commitment to ensuring that diversity and inclusion are embedded across all recruitment, attraction and development programs, with an explicit focus on eliminating bias, promoting fairness and removing barriers faced by candidates from diverse backgrounds – including trans and gender diverse applicants.

Understanding and Addressing Barriers

A key aspect of this commitment involves acknowledging and actively addressing the specific recruitment barriers that trans and gender diverse applicants may encounter. To support this, the ATO provides comprehensive, documented resources and training for recruitment panel members.

All panel members are required to complete inclusion training prior to participating in selection processes. This training includes unconscious bias, LGBTI+ inclusion awareness and practical guidance to ensure equitable assessment of all applicants. These resources equip panel members with the tools needed to identify, prevent and mitigate discrimination or bias. (Refer to [s 22](#))

Visible, Accessible Support for Applicants

The ATO ensures that trans and gender diverse applicants have access to visible and immediate support from the beginning of the application process. Candidate information kits outline the ATO's commitment to diversity and inclusion and highlight employee networks, ally programs and workplace supports. Importantly, these kits provide direct contact details for a dedicated recruitment contact officer who applicants can reach out to for confidential advice or tailored support. (Refer to [s 22](#))

Where applicants request specific assistance – such as navigating name or identity disclosures, understanding how personal information will be handled, or seeking reassurance about inclusion practices – these matters can be addressed by the recruitment contact officer or referred to the ATO's Inclusion and Diversity team. This team includes staff with experience in supporting LGBTI+ inclusion matters, including those relating specifically to transgender and non-binary candidates. They can provide tailored guidance, clarify processes and ensure the applicant feels safe, respected and supported at every step.

The ATO's comprehensive approach, combining inclusive policies, documented resources, mandatory panel training, dedicated support pathways and visible LGBTI+ advocacy, demonstrates a genuine and tangible commitment to equitable recruitment. This ensures that trans and gender diverse applicants experience a process that is not only fair and respectful, but actively supportive and empowering.

File as evidence for this question

Only one attachment per field.

[s 22](#)

File as evidence for this question

Only one attachment per field.

[s 22](#)

File as evidence for this question

Browse

Only one attachment per field.

File as evidence for this question

Browse

Only one attachment per field.

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AWEI
AUSTRALIAN WORKPLACE EQUALITY INDEX

STRATEGIC FOCUS & ACCOUNTABILITY

s 47G

Answer

The ATO is committed to ensuring LGBTI+ related work delivered by network leadership and working groups is formally recognised as critical work within standard working hours, with formal accountability and contributing toward career development.

(a) Critical work within standard working hours:

The ATO's Leadership Strategy sets clear expectations for SES leaders to actively drive cultural, site based and corporate initiatives, including creating an inclusive, psychologically safe workplace. This aligns with the broader APS commitment to ensuring every employee can participate fully and authentically at work. Consistent with these expectations, LGBTI+ inclusion work led by network leadership, champions and working groups is recognised as critical organisational work, undertaken within standard working hours and embedded within our performance and development frameworks.

As SES LGBTI+ Champions, Deputy Commissioner s 22 and Assistant Commissioner s 22 play a significant leadership role in modelling inclusive behaviour and building the ATO's cultural capability. Their roles are not ancillary to their SES duties but are formally recognised within the ATO's Career and Growth Instrument as part of SES performance contribution, leadership impact and career development. Champion and leadership roles serve as a means for SES to broaden their organisational influence, demonstrate ATO values and support workforce capability uplift.

Throughout the year, s 22 has consistently demonstrated strong, visible and sustained leadership in support of LGBTI+ inclusion across the ATO and the broader APS. His ongoing presence, advocacy and engagement reflect a genuine commitment to fostering workplaces where all employees feel psychologically safe, seen and supported. These activities are conducted within his standard working hours and form part of the recognised portfolio of work expected of SES leaders under the Leadership Strategy.

As an active member of the ATO Making Inclusion Count (ATOMIC) Steering Committee, s 22 continues to strengthen his partnership with the network. ATOMIC, launched in 2016 and now comprises more than 2,200 members, is supported by a robust Leadership Group including Co Chairs, Steering Committee Members, Site Representatives, SES Champions and Sponsors. The network delivers events, training, newsletters and community building activities across ATO sites. s 22 leadership and attendance at events such as IDAHOBIT, Wear It Purple Day and site-based activities reinforce the legitimacy of this work as core business, not an optional add on.

s 22 has also been recognised externally for his expertise and credibility in this space. He was invited to participate in cross agency discussions regarding APS participation in Mardi Gras 2027, the APS+ Pride Community of Practice Champions Gathering and other whole of APS forums. These invitations highlight the trust placed in him as a collaborative SES leader who brings both strategic insight and lived experience to inclusion discussions.

In carrying out his responsibilities as an ATO LGBTI+ Champion, s 22 works closely with staff across business areas to foster diverse

perspectives, encourage new thinking and promote respectful challenge. He leverages both his formal authority and personal lived experience to champion initiatives that strengthen psychological safety, build capability and drive inclusive cultural change. This approach is consistent with SES expectations within the Leadership Strategy, including modelling inclusive leadership behaviours and demonstrating stewardship of the broader APS.

s 22 attendance at the 2025 Australian LGBTI+ Inclusion Awards, where he accepted the Platinum Tier Employer award on behalf of the ATO and subsequent actions to promote this internally and through LinkedIn further demonstrated his commitment to recognising the work of the network, our I&D partners and our allies. His leadership role in the Sydney IDAHOBIT panel event further strengthened local site engagement and visibility of inclusion efforts, with positive feedback from participants.

Looking ahead, **s 22** has articulated a strong commitment to building capability in allyship across the organisation. He recognises that meaningful inclusion is a shared responsibility requiring ongoing, deliberate efforts from all employees. His encouragement of others to step up, engage and contribute aligns directly with ATO strategic priorities and reinforces shared leadership as a driver of inclusion.

2025 was **s 22** first year as LGBTI+ champion. His commitments and contributions as an SES Diversity Champion have been recognised by his manager in both formal and informal performance check-ins. **s 22** attended the 2025 Pride in Practice Conference in Melbourne during business hours as a representative of the ATO. His participation formed an important part of his leadership responsibilities, providing valuable opportunities to engage with professionals from a wide range of organisations. Through these networking and learning interactions, **s 22** was able to gather insights, ideas and inspiration relevant to his role and the broader strategic inclusion objectives of the ATO.

The ATOMIC Steering Committee charter which sets out the scope and objectives of the ATOMIC network, details 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. The ATOMIC Charter which acknowledges that the work of committee members is within standard working hours, states 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.

(b) Formal accountability

Formal accountability for LGBTI+ work is embedded within the ATO's performance system, which employees use to document, monitor and review their performance and development.

The contributions of senior leaders are also recognised through the SES Performance Review process. In 2025, the Assistant Commissioner for Learning, Development and Inclusion provided detailed qualitative feedback on the work of our SES Champions, specifically their contributions to their networks and diversity groups. This feedback formed part of the broader performance assessment and was considered in discussions that inform final performance ratings, moderation outcomes and remuneration decisions.

(c) Career development

The ATOMIC network, which promotes LGBTI+ inclusion across the ATO, also plays a significant role in developing staff capability. It provides employees with opportunities to build skills and experience by taking on Site Representative and Steering Committee roles. Staff from all levels are encouraged to participate, ensuring the Site Representative cohort and the National Steering Committee reflect the diversity of the broader organisation.

This inclusive approach also creates opportunities for employees to collaborate, engage and provide advice to senior leaders on LGBTI+ matters. For example, 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.

Through these portfolios ATOMIC Steering Committee members gain skills and experience, which may not be accessible to them in their substantive role.

Overall, LGBTI+ inclusion work undertaken by SES Champions and the broader ATOMIC leadership community is recognised as core organisational work. It is supported within standard working hours, contributes directly to SES performance expectations, aligns with ATO strategic documents and provides meaningful opportunities for leadership development

STRATEGIC FOCUS & ACCOUNTABILITY

s 47G

Released under FOI Act 1982
Australian Taxation Office

Answer

Organisational Strategy

The ATO's Diversity and Inclusion Strategy (refer to **s 22**) remains active and in effect while a comprehensive organisational review of all ATO People-related strategies is underway. The review aims to create a more cohesive, integrated and contemporary suite of strategies to support our commitment to a diverse and sustainable workforce.

The ATO Diversity and Inclusion Strategy 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 ATO Executive, including progress on LGBTI+ inclusion.

Working action plan

The Diverse Group Action Plan 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 **s 22**)

These are:

- Implement 'drop-in Sessions' for staff to discuss LGBTI+ inclusion matters with LGBTI+ Champions 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 (**s 22**): 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 (**s 22**)

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.

File as evidence to the statement "We have an organisational D&I strategy with an LGBTQ+ component"

Only one attachment per field.

s 22

File as evidence to the statement "We have a documented stand-alone Network Strategy or articulated accountability for the LGBTQ+ component of the organisational strategy"

Only one attachment per field.

s 22

File as evidence to the statement "We have a working action plan clearly stating deliverables, accountabilities and timelines that can be used to track progress"

Only one attachment per field.

s 22

File as evidence to the statement "We have a process for reporting against the plan"

Only one attachment per field.

s 22

STRATEGIC FOCUS & ACCOUNTABILITY

s 47G

Answer

The ATO's Social Media team is responsible for managing external facing channels for the ATO using multiple social media platforms - Instagram, Facebook and Linked-In which have showcased our work and commitment to LGBTI+ inclusion. Examples are provided below of post on IDAHOBIT around workplace safety and being true to your authentic self.

Links below

Facebook: <https://www.facebook.com/reel/3999338440309452>

LinkedIn: https://www.linkedin.com/posts/australian-taxation-office_i-met-my-younger-self-for-coffee-activity-7330079583385346049-2JB9?utm_source=share&utm_medium=member_desktop&rcm=ACoAACWC5T4Bvk3cpvgXUS7Da_kufZtdkknkxtU

Instagram: <https://www.instagram.com/reels/DJ0eKCKhtYC/>

Also found in **s 22**

File as evidence for this question

Only one attachment per field.

s 22

STRATEGIC FOCUS & ACCOUNTABILITY

Released under FOI Act 1982
Australian Taxation Office

Answer

The ATO integrates a strong focus on LGBTI+ inclusion when working with external organisations and partners. This ensures our practices remain ethical, inclusive and aligned with APS wide expectations for diversity and equity. Below are examples across four distinct work areas, as required.

1. Third party recruiters and career service providers

When engaging external recruitment providers through the Department of Finance's Provider Panels, the ATO evaluates suppliers on their demonstrated diversity and inclusion commitments. This assessment helps ensure alignment with APS and ATO diversity and inclusion goals, including improving employment outcomes for groups facing barriers to equitable participation.

Recruitment suppliers such as DFP Recruitment and Chandler Macleod were selected in part due to their evidence of:

- strong diversity and inclusion strategies
- demonstrated alignment with the ATO's Inclusion and Diversity Strategy
- compatible inclusion practices supporting LGBTI+ candidates.

This ensures LGBTI+ inclusion is embedded in recruitment processes delivered on behalf of the ATO.

2. Suppliers

The ATO places clear expectations on suppliers to demonstrate inclusive practices, particularly where services impact employee wellbeing or learning.

Employee Assistance Program (EAP) – TELUS Health was selected based on their alignment with the ATO's Diversity and Inclusion Strategy and their commitment to inclusive service delivery. This includes:

- over 240 clinicians trained to support LGBTI+ clients
- options for employees to request clinicians based on gender preference or LGBTI+ experience
- short term, confidential wellbeing support tailored to diverse needs

The ATO also engages SBS as a supplier for inclusion and diversity training. SBS is a values aligned partner, demonstrating:

- Platinum level LGBTIQ+ workplace accreditation
- a strong Pride & Allies employee network
- inclusive workplace policies and strategies
- sector leading visibility and education programs.

These partnerships reinforce the ATO's commitment to LGBTI+ inclusion across all contracted service delivery.

3. Strategic partners and key external stakeholders

As a recognised employer of choice for LGBTI+ inclusion, the ATO regularly collaborates with both government and private sector organisations to share best practice and uplift sector capability. An example in 2025 includes collaboration between the ATO Inclusion and Diversity team and the Department of Home Affairs, where the ATO shared:

- guidance on gender affirmation
- leave provisions
- policy and guideline considerations supporting LGBTI+ employees

This partnership demonstrates the ATO's leadership role in supporting improved inclusive practices across the public sector.

4. Potential and Existing customers and service users

The ATO ensures its interactions with customers reflect respect for gender diversity and inclusivity. Key examples include:

- Our external website ato.gov.au has clear references to our approach to diversity including LGBTI+ inclusion see website: Our approach to diversity | Australian Taxation Office; 2024 Diversity and Inclusion Strategy | Australian Taxation Office; Focus on inclusion and diversity | Australian Taxation Office; Diversity networks | Australian Taxation Office
- Customers and service users can update gender markers and personal information across ATO systems, with clear instructions available on ato.gov.au. The process was most recently updated in June 2025.
- ATO client facing channels, including letters, portals and online forms, generally avoid unnecessary references to gender, reducing discomfort or barriers for trans, gender diverse and non-binary clients. This gender-neutral approach delivers a better overall client experience.

These measures ensure that LGBTI+ clients feel respected, recognised and supported in their interactions with the ATO.

Across recruitment, supplier engagement, strategic partnerships and customer service, the ATO embeds LGBTI+ inclusion in its organisational practices. These examples demonstrate active commitment to ensuring external partners, clients and stakeholders experience the ATO as an inclusive, safe and values aligned organisation.

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WEI
AUSTRALIAN WORKPLACE EQUALITY INDEX

LGBTQ+ EMPLOYEE NETWORK

s 47G



Released under FOI Act 1982
Australian Taxation Office

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 network leadership vacancies 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 **s 22**)

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 **s 22**) 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 is 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.

File evidence for the statement "leadership roles are not left vacant"

Only one attachment per field.

s 22

File evidence for the statement "potential successors have the training and/or correct skills/motivation to take on leadership roles"

Only one attachment per field.

s 22

File evidence for the statement "contingency plans should current resources become insufficient (e.g., financial, people)"

Browse

Only one attachment per field.

File evidence for the statement "network leadership representation spread across multiple sites, states or offices"

Browse

Only one attachment per field.

LGBTQ+ EMPLOYEE NETWORK

s 47G

Released under FOI Act 1982
Australian Taxation Office

Answer

The ATO undertook a range of work to better understand and support underrepresented groups within its LGBTI+ workforce. This work focused on identifying communities whose experiences, visibility and representation differed from the broader LGBTI+ population and ensured that we could respond meaningfully to their specific needs

LGBTI+ women

During the 2025 reporting year, ATOMIC identified that LGBTI+ women were significantly underrepresented within both the broader network and the ATO's LGBTI+ visibility more generally. This was reinforced by insights from the 2024–2025 AWEI Survey.

ATOMIC supports LGBTI+ women through its dedicated sub network, ATOMIC Amazons, which provides a safe space to connect, share experiences and be fully themselves at work. Historically, the sub network had a representative on the National Steering Committee however, engagement levels indicated the group was not feeling meaningfully connected or represented.

In response, ATOMIC Co Chairs undertook targeted engagement and research with members of ATOMIC Amazons to better understand their experiences and the barriers they were facing in the workplace. These consultations informed renewed efforts to revitalise the sub network and highlighted a desire for greater recognition, more opportunities for connection and improved visibility.

Non-binary and other gender diverse employees

ATOMIC provides extra support to this community through its sub network Kaleidoscope. In early 2025, given the issues raised and demands placed on the co-chair, it became clear that Kaleidoscope needed additional resourcing and support to meet members' needs. Consultation with members identified key challenges around psychological safety and proper pronoun use.

Transgender employees

An analysis of the 2025 AWEI Survey responses highlighted that transgender employees continue to face unique and often significant challenges within the ATO. Results showed opportunities to:

- Improve organisational education on transgender identities
- Strengthen allyship
- Increase visibility and targeted support
- Address the detrimental mental health impacts experienced when an individual's identity is not acknowledged or respected.

LGBTI+ CALD Employees

Intersectionality poses unique challenges for individuals and as part of the ATO's broader Diversity & Inclusion work, research was undertaken into the experiences of employees from Culturally and Linguistically Diverse (CALD) backgrounds, including those who also identify as LGBTI+. This work was completed through the CALD Action Plan project team and included:

- Focus groups with CALD employees to explore their lived experiences, challenges, cultural influences and workplace barriers
- Discussion of intersectional experiences, including those who identify as both CALD and LGBTI+
- Quantitative analysis of Employee Census data relating to bullying, harassment and discrimination, applying an intersectional lens (CALD + LGBTI+) to identify systemic barriers and impacts on career progression.

LGBTQ+ EMPLOYEE NETWORK

s 47G

Released under FOI Act 1982
Australian Taxation Office

Answer

The ATO recognises the importance of amplifying the visibility of underrepresented groups, including 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.

LGBTI+ Women

In response to the findings of targeted engagement and research of LGBTI+ Women in the ATO, ATOMIC increased their focus on increasing visibility for this group through initiatives such as the recognition and celebration of Lesbian Day of Visibility on 25 April 2025. Personal stories are published on MyATO, that raise visibility of LGBTI+ Women in the ATO and feature their early work experiences as women working in male dominated workplaces, coming out as a lesbian in workplaces and their experiences in the ATO.

Non-binary and other gender diverse employees

After reviewing census data and consulting with members, ATOMIC appointed an additional co-chair to support the Kaleidoscope lead. The network increased the frequency and visibility of communications on pronoun use, including articles, educational pieces and reminders within the internal newsletter Rainbow Connections. ATOMIC created specific content for all-network channels to elevate understanding of gender diversity and the challenges nonbinary people experience in the workplace.

Transgender Employees

The research into the challenges of transgender employees enabled us to obtain a greater awareness of the gaps in support for transgender employees. This led to more structured support pathways for transgender employees and greater focus on visibility to ensure their voices and experiences are heard. There was recognition and there were celebrations of days of significance including Transgender Day of Visibility and Transgender Awareness Week.

LGBTI+ CALD Employees

The work and research into intersectional challenges faced by LGBTI+ CALD employees provided valuable insights into how cultural background, language and sexuality/gender identity intersect to influence feelings of safety, visibility and inclusion. The impact of this provides a deeper understanding of intersectional challenges, insights to inform future CALD and LGBTI+ inclusion strategies and improved visibility of CALD LGBTI+ employees' unique experiences as per an article in MyATO news on Intersectionality from an individual employee's perspective.

LGBTQ+ EMPLOYEE NETWORK

s 47G

Answer

As an established, strong network in the ATO, the ATOMIC network has led the way in proactively supporting and assisting other diversity networks in the ATO. During 2025, ATOMIC Co-Chairs have collaborated with other diversity networks, including:

- Generational Inclusion
- Gender Equality
- Neurodiversity
- Culturally and Linguistically Diverse
- National Disability and Ally Network.

Meetings were set up that enabled collaborative problem solving, shared learning and mutual support across networks. (See AS 12a Meetings with other networks) While not all ideas led to formal projects, the exchange of insight and troubleshooting contributed to improved processes and clearer pathways for future collaborative work.

ATOMIC offered cross network capability support and provided guidance on managing a network SharePoint site, using the ATOMIC site as an example to uplift capability in structuring content, publishing updates and maintaining accessibility. This support led to greater confidence, capability and consistent site management practices.

1.) Generational Inclusion (Gen Inc) Network:

- ATOMIC worked closely with the Gen Inc network on a joint proposal to recognise days of significance across all networks, including a suggested inter network event for National Families Week. Although the proposal did not proceed, the planning discussions clarified expectations for future cross network activity and strengthened working relationships.

Impact: Increased confidence and capability for a newer network to improve its processes and visibility and improved alignment across networks on how days of significance could be approached.

2.) Neurodiversity Network:

- The ATOMIC network shared its process documents and templates to help the Neurodiversity Network strengthen its governance practices and streamline its internal administration.
- ATOMIC co-chairs partnered with Neurodiversity network with a focus on diagnosing a perceived drop off in new membership registrations across our networks. The issues identified were escalated to an all-network co-chairs forum and resulted in identification of technology changes that had impacted registration notifications. This prompted action to resolve the issue.
- Shared experiences of recurring operational and governance challenges across networks and worked together to identify practical feedback and fixes that would reduce administrative strain for current and future co-chairs.

Impact: Supported greater consistency in member management processes and contributed to practical governance improvements for this network.

3.) Culturally and Linguistically Diverse (CALD) network

- Provided the CALD Network with ATOMIC process documents and templates to support consistent governance and assisted them in developing clearer operational procedures.

Impact: Enabled the CALD Network to build more structured and sustainable governance processes aligned with broader network practice.

LGBTQ+ EMPLOYEE NETWORK

Answer

The ATOMIC Network produces an annual report to showcase achievements and progress made towards LGBTI+ inclusion in the ATO. (s 22 [REDACTED]). The annual report is presented to executive leadership such as SES champions, Sponsor and other SES stakeholders. The ATOMIC annual report includes:

- How ATOMIC has trended against individually set network targets in retention and attrition of ATOMIC network membership and the growth since last year on disclosure on SAP, of our ongoing employees identifying as LGBTI+ in SAP (See s 22 [REDACTED])
 - Areas of significant contribution are highlighted by SES Champions, Co-Chairs and Network portfolio outcomes. The report showcases Initiatives and activities to ensure we are a fair and equitable agency. There is recognition of the commitment of SES Diversity Champions, the ATOMIC Co-chairs and Steering Committee, ATOMIC Site Representatives, valued partners in Inclusion and Diversity, National Site Leadership, Workplace Services, and ATOMIC Members (see s 22 [REDACTED]). Co-chairs reflect on celebrating days of significance and achievements around ATOMIC SharePoint facelift: streamlining access to resources, improving navigation, and creating a central hub for Rainbow Connection articles and upcoming training opportunities. (see s 22 [REDACTED]). The report showcases ATOMIC's achievements in education and training (s 22 [REDACTED]), communications and engagement through quarterly LGBTI+ newsletter, visibility and events co-ordination including IDAHOBIT national event broadcast (see s 22 [REDACTED]) and the significant achievements are outlined in the Overview of the year's Communications and Events (see s 22 [REDACTED])
 - Areas of future focus from the SES Champions included continued growth as a network and organisation, (see s 22 [REDACTED]), strengthening allyship, challenging assumptions and creating safe spaces to allow their staff to bring their whole selves to work (See s 22 [REDACTED]). Co-chairs' future focus aspirations are building stronger interagency relationships, creating opportunities for internetwork collaboration with our Diversity networks, expanding the network of members and enhancing engagement. (See s 22 [REDACTED])
 - Network advice to the organisation throughout the year. SES LGBTI+ champion s 22 [REDACTED] recognised that "Our ATOMIC network continued to provide community, advice and momentum" (See s 22 [REDACTED]). The Kaleidoscope Network have influenced positive change in ATO culture improving awareness, understanding, and inclusion for transgender, gender diverse, and intersex people. They have continued to actively provide advice to Inclusion and Diversity where deadnaming occurs in ATO systems and support efforts to reduce harm caused by deadnaming, which can negatively impact transgender and gender diverse people (See s 22 [REDACTED])
 - Annual progress tracking against the outcomes of the 2025 AWEI survey and how our status as a Platinum Employer contributes towards the ATO Diversity and Inclusion Strategy. (See s 22 [REDACTED])
- ATOMIC acknowledges the everyday actions of people right across our organisation who believe in fostering an inclusive and respectful workplace. (See s 22 [REDACTED])

File as evidence for the statement "progress against network targets"

Only one attachment per field.

s 22 [REDACTED]

File as evidence for the statement "additional advice provided to the organisation throughout the year"

Browse

Only one attachment per field.

File as evidence for the statement "areas of significant contribution"

Browse

Only one attachment per field.

File as evidence for the statement "areas of future focus"

Browse

Only one attachment per field.

File as evidence for the statement "annual progress tracking against the AWEI"

Browse

Only one attachment per field.

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AWEI
AUSTRALIAN WORKPLACE EQUALITY INDEX

VISIBILITY OF INCLUSION

s 47G

Answer

In 2025, the ATO actively promoted IDAHOBIT (International Day Against Homophobia, Biphobia, Interphobia and Transphobia) and Wear It Purple Day.

Both days of significance were recognised through published articles in agency wide employee weekly newsletter. The articles provided information on the importance and context of each event. These campaigns aimed to deepen awareness, foster inclusion and encourage meaningful participation across the organisation.

Both articles highlighted the ATO's ongoing commitment to creating a safe, supportive and respectful workplace for LGBTI+ employees and allies. See **s 22**

File as evidence for this question

Only one attachment per field.

s 22

File as evidence for this question

Only one attachment per field.

s 22

VISIBILITY OF INCLUSION

s 47G

Answer

The ATO visibly supports LGBTI+ inclusion through a range of employee driven and organisational initiatives. These measures help ensure that LGBTI+ employees feel welcome, supported and valued, whether or not they are out at work.

a) Options for employees to visually indicate that they are allies or supporters

The ATO provides multiple avenues for staff to demonstrate visible allyship and support for LGBTI+ inclusion, including:

- Pronouns in email signatures: Staff can include personal pronouns in both internal and external email signatures. Many employees also voluntarily note their ATOMIC Network roles, ally status or SES Champion role.

- Desk display inclusivity postcards: Employees may display ATO branded inclusivity postcards at their desks, including:

- o ATOMIC (ATO Making Inclusion Count) postcard

- o Rainbow flag postcard with ALLY

- o Transgender flag postcard with ALLY

- ATOMIC branded lanyards: Lanyards featuring ATOMIC branding are available to promote the network and provide a visible symbol of allyship.

- Virtual meeting backgrounds: Staff can choose from several ATOMIC branded virtual backgrounds for internal and external meetings to demonstrate visible support in digital spaces.

- Days/weeks of significance displays: ATOMIC Site Representatives set up creative displays, progress pride flags, posters and educational materials during days and weeks of significance (e.g., IDAHOBIT, Wear It Purple Day, Trans Day of Visibility).

These options allow employees across the ATO to demonstrate visible allyship in ways that suit their role, environment and comfort level.

b) Displays of organisational support across ATO offices

The ATO also demonstrates strong organisational commitment to LGBTI+ inclusion through visible signage and communications across its workplaces.

- Posters and signage: Many ATO offices display posters, inclusive messaging and supportive signage throughout common areas and workplaces.

- Digital media displays: Where building capabilities allow, digital screens in lifts, lobbies and communal spaces display ATOMIC content during days of significance, raising visibility and awareness.

- ATOMIC banner stands: At selected sites (dependent on building arrangements), ATOMIC banners are displayed in foyers or communal areas to visibly promote inclusion.

- Coordinated national visibility campaigns: In the lead up to key events and training, cross agency promotion occurs through:

- o digital signage in lifts and lobbies

- o ATOMIC banners on myATO

- o myATO News articles

- o site newsletters and notices.

These campaigns are coordinated by Inclusion and Diversity, Site Leadership, Learning and Development and the ATOMIC Network to ensure consistent, organisation wide visibility. See **s 22**

The ATO's approach ensures strong and consistent visibility of LGBTI+ inclusion through both individual allyship options and organisationally endorsed displays across offices. These initiatives collectively support a welcoming environment for LGBTI+ employees and reinforce the ATO's commitment to a safe, inclusive and respectful workplace

File as evidence for this question

Only one attachment per field.

s 22

File as evidence for this question

[Browse](#)

Only one attachment per field.

VISIBILITY OF INCLUSION

s 47G

Answer

The ATO offers a well-established suite of recognition options designed to acknowledge the little things that make a big difference, celebrate significant achievements and honour the dedicated individuals who contribute to advancing LGBTI+ inclusion across the organisation (refer to s 22 [REDACTED]).

A key component of this framework is the ATO's Recognition Gallery – an interactive platform that enables not only senior leaders, but all employees, to nominate colleagues for their contributions to LGBTI+ inclusion. It also features a Star Wall showcasing individuals who have been recognised for going above and beyond in LGBTI+ inclusion over the years.

In addition to formal recognition, employees can express immediate appreciation through Kudos, the ATO's online recognition portal. Special badges have been incorporated into the Kudos feed and posts to further highlight LGBTI+ inclusion efforts (see s 22 [REDACTED]).

The ATO also leverages its internal communication channels – such as MyATO News and Rainbow Connections – to enable senior leaders to publicly acknowledge and celebrate the commitment, achievements and contributions of employees. These platforms regularly feature stories highlighting individual excellence, including coverage of ATO recognition of celebrations at the AWEI 2025 Awards. (see s 22 [REDACTED]).

File as evidence for this question

Only one attachment per field.

s 22 [REDACTED]

File as evidence for this question

Only one attachment per field.

s 22 [REDACTED]

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AWEI
AUSTRALIAN WORKPLACE EQUALITY INDEX

TRAINING, AWARENESS & PROFESSIONAL DEVELOPMENT

s 47G



Released under FOI Act 1982
Australian Taxation Office

Answer

a) Training sessions delivered in 2025. See **s 22** in 2025 for attendance and completion of training data for 2025

b) Promoting training to all employees – articles in site newsletters with some examples below.

See **s 22** for evidence of examples of promotion of sessions which are articles in Wollongong and Dandenong Site Newsletters, noting that these articles appear in each site's newsletters.

c) Actions to increase uptake of training for all employees

- Collaboration with ATOMIC network and Inclusion & Diversity Team in coordination of training, promotion of training and facilitation of ATOMIC members gaining training accreditation
- Promotion in Site Leadership Newsletters.
- Trainers encourage attendees to mention the training to their colleagues and team members, to encourage attendance – this is a built-in component of each training session
- Cross-promoting training opportunities during events celebrating LGBTI+ days of significance
- Posts promoting training on SharePoint page.
- Posts promoting training in the ATOMIC MS Teams group.
- Separating training modules to be accessible as standalone learning products
- Development of a Gender Equality learning pathway as an element of the new ATO Learning platform.
- Cross promotion of training across other diversity networks.
- Monitoring and following up mandatory training non completion

See **s 22** showing separate training modules being accessible – extract from ATO Learning platform and email issued to prompt completion of Safe Secure and Inclusive mandatory training

File as evidence for this question

Only one attachment per field.

s 22

File as evidence for this question

Only one attachment per field.

s 22

TRAINING, AWARENESS & PROFESSIONAL DEVELOPMENT

s 47G

Answer

The ATO has completed significant work 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

This training outlines the ATO priorities for a respectful and inclusive work environment. The training explicitly highlights the following LGBTI+ themes that assist middle managers in understanding the nature of challenges and their impact on individuals and provides guidance of everyday practices to be more inclusive. The training covers:

- The importance of acknowledging who you are and celebrating differences which enables everyone to bring their unique and best selves to work.
- Examples of the challenges that are faced by a gay man and a nonbinary individual speaking of their lived experiences of being bullied, excluded, micromanaged and misunderstood in a video.
- How respect and valuing individual differences and learning from each other regardless of race, ethnicity, gender, age, religion, ability or sexual orientation creates a sense of belonging and safety at work.
- Examples of everyday practices to be more inclusive.

Refer to [s 22](#) for information and link to videos.

Mandatory Managing Safety and Integrity training

This training outlines manager responsibilities around ensuring a safe and respectful workplace. It covers prevention and early intervention noting that some team members are at greater risk from psychosocial hazards and encouraging middle managers to obtain additional support, or seek assistance, if staff have disclosed individual factors such as identifying as an LGBTI+.

Confidently Managing Diverse Teams and Inclusive Leadership training sessions

These sessions were delivered during 2025 by the ATO's Inclusion and Diversity team to middle managers. The sessions provide practical advice and tools to enable managers to understand their people, the challenges that diverse groups face in the workplace, including LGBTI+ and how to support them. Topics include legal obligations, inclusive leadership habits and traits, resources and support. The session includes:

- an overview 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 [s 22](#).

Pride in Diversity endorsed LGBTI+ Awareness training

These sessions for all employees, particularly beneficial for those in leadership and people management roles. A session overview is within [s 22](#).

The ATO leadership training pathways

These pathways build capability in diversity and inclusion and 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 helps the leader understand how to build a workplace environment where everyone feels valued, respected and part of our ATO community.
- 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 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.

Mandatory Training

It is compulsory for middle managers to complete the following training programs that contain content on LGBTI+ inclusion:

- Safe, Secure and Inclusive training
- Managing Safety and Integrity

[s 22](#) for email to Manager prompting completion of Managing Safety and Integrity training

File as evidence to this question

Only one attachment per field.

s 22

File as evidence to this question

Only one attachment per field.

s 22

File as evidence to this question

Only one attachment per field.

s 22

TRAINING, AWARENESS & PROFESSIONAL DEVELOPMENT

s 47G

a) The ATO has identified 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 - including Inclusion and Diversity, People Support teams and other HR areas in ATO People including Recruitment, Employee Relations, Learning and Development, Working Well (Health, Performance and Conduct). See evidence – **s 22**

To ensure that individuals within these roles are skilled and capable to provide an inclusive experience for LGBTI+ people, the ATO has provided the following training to staff who perform roles in critical functions in the assessed period.

- LGBTI+ Inclusion and Awareness Training

- Why LGBTI+ inclusion?

- Why gender inclusion?

- Supporting LGBTI+ inclusion

- Respect at work

- Inclusive manager

- Gender Diversity

Critical functions in the ATO People Business line attended the above sessions

- Learning and Development – 22 people recorded attending

- Inclusion and Diversity – 10 people recorded attending

- People Support Team – 7 people recorded attending:

- Recruitment – 5 recorded attending.

b) 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 **s 22**

s 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 ATO's Capability Framework, together with Compass performance check-ins, are prompts for manager and employee conversations, particularly with new appointees into critical roles in ATO People, to review capability needs, to conduct specific training needs analysis and identify 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.

- Safe, Secure and Inclusive training is mandatory training that all employees, including managers, must complete at commencement of employment with the ATO and annually thereafter. It is training that focuses on recognising biases and contributing to a respectful, inclusive work environment (further details including relevant extracts of Safe Secure Inclusive can be provided if necessary).

- As part of induction into the Inclusion and Diversity team it is an expectation that new staff complete all inclusion and diversity training and refresh as required (The I&D Induction Reference Sheet is available if needed).

File as evidence for this question

Only one attachment per field.

s 22

File as evidence for this question

Only one attachment per field.

s 22

TRAINING, AWARENESS & PROFESSIONAL DEVELOPMENT

s 47G

Answer

The ATO has established internal leadership and management training that incorporates LGBTI+ inclusion. This includes a dedicated webinar within the Leading Others learning pathway titled The Inclusive Manager.

The program supports leaders to understand diversity, foster inclusive workplace cultures and apply strategies that build empathy, respect and psychological safety. The content aligns with global best practice in inclusive leadership and equips leaders with practical tools to effectively lead and support diverse teams, increasing confidence to promote respectful and inclusive work environments.

The training covers LGBTI+ inclusion, including gender diversity and non-binary identities. It addresses LGBTI+ community considerations and provides clear guidance on definitions, appropriate terminology and respectful language, including the correct use of pronouns. We can provide evidence and extracts from The Inclusive Manager training materials if required.

In addition, diversity and inclusion – including LGBTI+ inclusion – forms part of the induction program for Senior Executive Service (SES) leaders, reinforcing expectations of inclusive leadership at the most senior levels of the organisation.

TRAINING, AWARENESS & PROFESSIONAL DEVELOPMENT

Answer

The ATO's Compass Performance Framework underpins our commitment to cultivating a high-performance culture where all employees, including LGBTI+ staff, are supported to develop, succeed and progress. Compass provides a consistent, merit based and inclusive approach to identifying and developing high performing employees through:

- clear team plans and individual performance expectations
- regular, meaningful check ins between managers and employees to discuss wellbeing, performance, aspirations and development
- timely, constructive and respectful feedback from managers and peers

These processes enable managers to design tailored development pathways for high performing employees, including those who are LGBTI+, aligned to individual strengths, career goals and future aspirations.

(a) Identifying and Developing High Performing LGBTI+ Employees

Through Compass, the ATO actively identifies employees with strong performance and high potential and supports them through targeted leadership and talent development initiatives. This includes access to formal leadership programs that align with employees' Compass development goals.

A recent example includes a high performing member of the ATOMIC Network who was identified as emerging talent and supported through tailored development opportunities, including attending an LGBTI+ leadership summit in 2025. This opportunity was directly aligned to their Compass development plan and long-term career goals.

In addition, ATOMIC SES Champions and the broader network play a proactive role in fostering LGBTI+ leadership potential. They extend invitations to targeted development activities in consultation with employees' managers to ensure:

- strong alignment with Compass development goals
- confirmation of high performance and future potential
- consistency with broader workforce talent and succession planning.

These opportunities are incorporated into participants' formal development plans and contribute to ongoing succession planning within the ATOMIC Network.

The ATOMIC Network continues to strengthen its focus on identifying emerging LGBTI+ talent, supporting career development and creating clearer leadership pathways to ensure high performing LGBTI+ employees are equipped to thrive and progress.

(b) Reporting on LGBTI+ Participation and Representation

The ATO has the capability to report on participation in leadership, talent and succession programs through Compass and wider workforce reporting mechanisms. We provide quarterly reporting on diversity representation, including LGBTI+ participation across classification levels and within senior leadership. This enables ongoing monitoring of trends and informs future workforce planning.

Current reporting indicates:

- 4.3% LGBTI+ representation in Senior Executive Service (SES) roles (up from 4% the previous year)
- 4.5% LGBTI+ representation across the broader ATO workforce

While the ATO collects LGBTI+ diversity data through SAP HR People System, this information cannot legally be used to identify individual employees for talent initiatives, in line with privacy legislation and our obligations. However, the comparable rates of LGBTI+ representation in senior leadership and the overall workforce indicate that our development programs, inclusive practices and targeted support for high performing LGBTI+ employees continue to be effective.

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.

s 47G

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a) During the assessed year, ATO Senior Executives visibly demonstrated their support for LGBTI+ inclusion through active leadership, participation and sponsorship of key inclusion initiatives.

In 2025, SES LGBTI+ Champion **s 22** facilitated a webinar and panel discussion in recognition of the International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT). The video recording of the event was promoted to all ATO staff and featured a panel discussion with Deputy Commissioner **s 22**, SES LGBTI+ Champion, alongside other senior leaders and an external expert from Inclusion and Diversity in Services Australia.

Aligned to the IDAHOBIT theme, "The Power of Communities", the discussion highlighted the diversity, strength and richness of LGBTI+ communities, from grassroots to global perspectives and celebrated intersecting identities, backgrounds and lived experiences. The ATO also supported local sites to host events, recognise and honour the day.

The visible participation and leadership of senior executives and SES Diversity Champions, including **s 22** and **s 22**, demonstrates strong executive sponsorship and advocacy for LGBTI+ inclusion. Their engagement reinforced the organisation's commitment to fostering a respectful, inclusive and supportive workplace for LGBTI+ employees and allies. See **s 22**

b) Explicit commitment to LGBTI+ employees during global backlash

s 22 SES ATOMIC Network Sponsor, acknowledged the impact on the rainbow community in an article in Rainbow Connections newsletter of "what we have seen on the international stage where there has been some significant backward steps in inclusion" and the importance of active allyship during these times. See **s 22**

During 2025, increasing public and media scrutiny of Diversity, Equity and Inclusion (DEI) programs created a challenging environment for LGBTI+ employees across the Australian Public Service, including the ATO. Broader commentary also highlighted a global "anti woke" backlash, with some employers reducing or withdrawing DEI initiatives. These narratives had the potential to impact the psychological safety and wellbeing of LGBTI+ staff.

The ATO recognised that this external climate, combined with some media commentary and Freedom of Information (FOI) requests relating the ATO's participation in a range of inclusion and diversity related benchmarking surveys, could create uncertainty or distress for members of our LGBTI+ community. To support staff, ATO Assistant Commissioner, Learning, Development and Inclusion took proactive steps to ensure open communication, channels of support and reinforce leadership commitment to inclusion.

A series of dedicated meetings were held with the ATO's LGBTI+ Champions and ATOMIC Co Chairs to provide transparency about the external climate, including connection to recent media coverage and information requests and discuss potential impacts on staff. These discussions centred on maintaining psychological safety, mitigating the effects of negative public narratives and ensuring network leaders felt supported and informed.

During this period, senior leaders reaffirmed that the ATO's commitment to LGBTI+ inclusion is grounded in our responsibility as an employer to provide a safe, respectful and inclusive workplace for all employees. The ATO reiterated its obligation to remain impartial and apolitical while continuing to uphold essential workplace safety and wellbeing standards.

Through transparent communication, engagement with LGBTI+ leaders and visible senior leadership support, the ATO demonstrated a clear and continued commitment to LGBTI+ inclusion despite external pressures and media scrutiny

File as evidence to this question

Only one attachment per field.

s 22

File as evidence to this question

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s 22

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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Answer

) Evidence of the ATO's CEO or equivalent visibly showing their support for LGBTI+ inclusion internally:
Commissioner of Taxation, Rob Heferen, highlighted the importance of an inclusive and diverse workforce and the significance of Wear it Purple Day in the Commissioner's weekly email distributed to all staff, Commish Connect. See s 22
The Commissioner also promoted the AWEI survey in his Commish Connect email that goes to all staff - asking staff to complete AWEI survey See s 22

b) Explicit commitment to LGBTI+ employees during Global Backlash - no examples

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s 22

File as evidence to this question

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s 22

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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Answer

a) ATO Senior Executive visibly showing support for LGBTI+ inclusion externally. See AS_24a_External Senior Leadership Advocacy for examples of support by ATO senior leaders.

- s 22 - Deputy Commissioner ATO LinkedIn post
- s 22 - Assistant Commissioner ATO LinkedIn post
- s 22 - Assistant Commissioner ATO LinkedIn post

b) The ATO has continued to demonstrate visible senior level commitment to LGBTI+ workplace inclusion, including in the context of increasing global backlash against LGBTI+ rights and initiatives. In 2025, this commitment was reinforced publicly through the participation of s 22, Assistant Commissioner, as a keynote speaker at the Hatchery LGBTQIA+ Leadership & Allyship Summit on 19 June 2025. This summit was explicitly framed as a response to growing international resistance to LGBTI+ inclusion, with its central message emphasising the importance of unity, visibility and strong leadership during a period of heightened global scrutiny. The event positioned LGBTI+ inclusion not only as a workplace priority but as a critical component of upholding human rights and social cohesion.

The event's headline theme captured this context:

"Now, more than ever, it is time to unite & lead... This is a very important moment for LGBTQIA+ rights, inclusion and freedom... Now, more than ever, it's time to lead."

As the opening keynote of the summit outlined, speakers addressed several key areas shaped by global backlash, including:

- understanding the current state of play for LGBTQIA+ rights in Australia and internationally
- strengthening allyship both within and outside the community
- removing siloed approaches to diversity and embracing intersectionality to amplify meaningful change

The Summit's purpose was to bring together leaders and allies to explore strategies to advance inclusive leadership, address bias, foster psychological safety and support individuals to thrive regardless of gender identity or sexuality.

By participating and publicly contributing to this national conversation, Assistant Commissioner s 22 demonstrated the ATO's continued and visible commitment to LGBTI+ inclusion – not only within the organisation, but in the broader public arena – at a time when many global organisations were retreating from or diluting their inclusion efforts. This presence reinforced the ATO's stance that inclusive leadership remains essential, even amid international pressure and political challenges to LGBTI+ rights.

See s 22 for further information about the summit: LGBTQIA+ Leadership & Allyship Summit - The Hatchery

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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.

s 47G

Answer

Within the assessed year, the ATO's Senior Executives have actively engaged in external, peer led LGBTI+ inclusion forums and support networks beyond general organisational training. These activities provide opportunities for confidential peer discussion, shared learning and deeper understanding of LGBTI+ inclusion challenges and leadership responsibilities.

Example 1: Participation in Pride in Diversity (PiD) Executive Allies Meeting – May 2025

In May 2025, Assistant Commissioner s 22, SES Sponsor of the ATOMIC Diversity Network, attended a Pride in Diversity Executive LGBTI+ Allies Meeting. This forum brings together senior leaders from across sectors to discuss current trends, challenges and best practice strategies in LGBTI+ inclusion.

At this meeting, AC s 22 engaged in peer led conversations about AWEI national trends, including the observed decline in respondents identifying as active allies. Her participation provided an opportunity to seek insight from other executives, share experiences and deepen her understanding of contemporary allyship challenges at an executive level. This engagement supports her role as an SES sponsor for LGBTI+ inclusion within the ATO.

Example 2: Attendance at Pride in Diversity Executive Leaders Event – s 22

Assistant Director s 22 represented the ATO at a Pride in Diversity Executive Leaders event, providing another example of external, peer-based leadership engagement. This event supports senior leaders in strengthening their capability to lead LGBTI+ inclusion work, offering confidential space to ask questions, share complex challenges and learn from experienced executive peers driving inclusion within their own organisations.

Through participation in these external executive forums, ATO leaders benefit from the expertise and lived experiences of peers across industry and government. This supports the continued development of confident, informed and visible LGBTI+ allies at senior levels of the organisation.

See s 22

File as evidence for this question

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s 22

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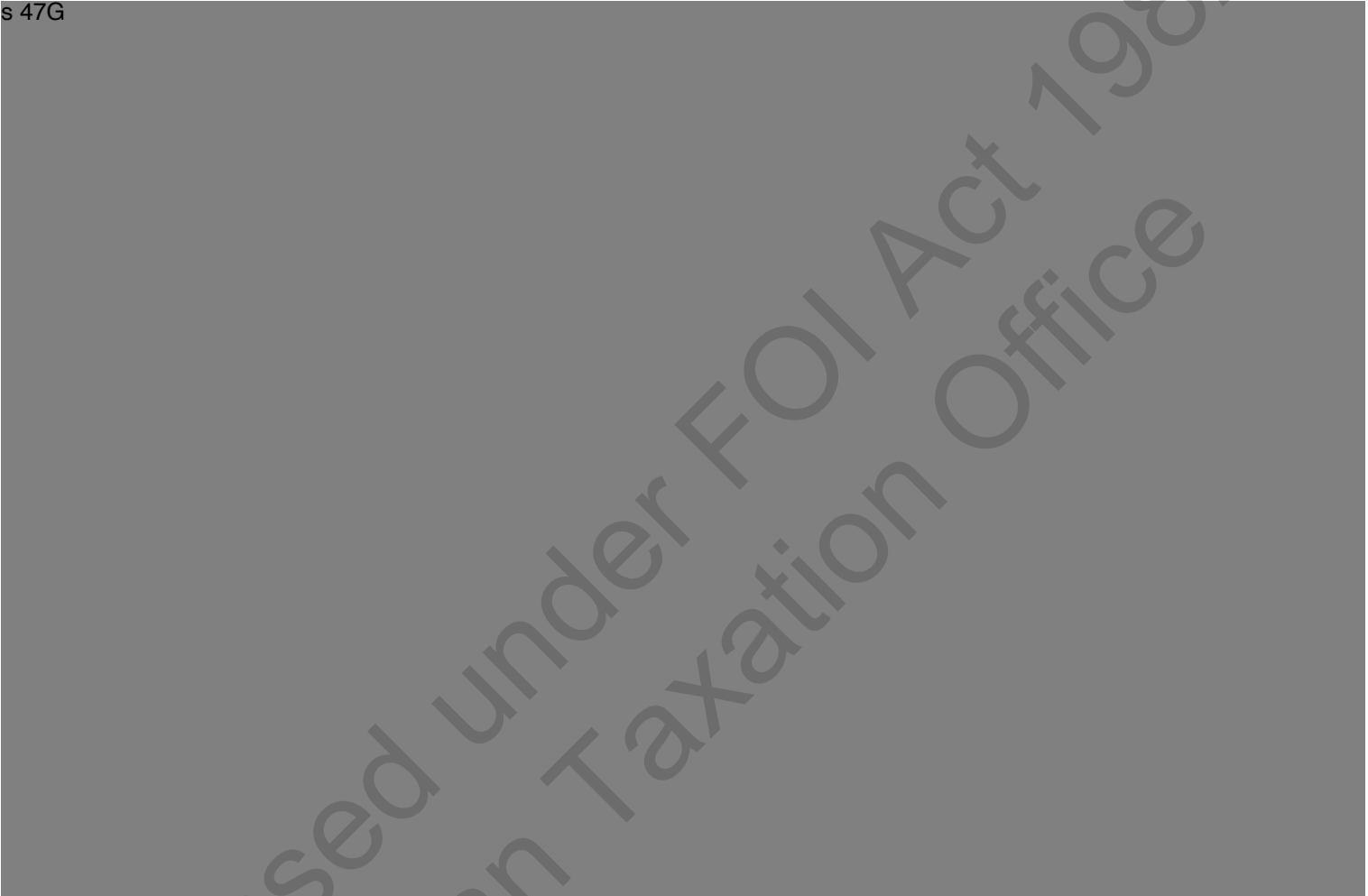
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DATA ANALYSIS

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Answer

The ATO Inclusion and Diversity team conducted an analysis of the 2025 AWEI survey results and identified the following key focus areas:

- survey respondent numbers were down by over 50% compared to last year, also noting less LGBTI+ survey respondents
 - 60.5% of respondents identified as heterosexual
 - 48.5% of respondents were she/her
 - 85% recommend ATO as a good place to work
 - 54% of respondents recognise there are >2 genders
 - 86% of respondents think there is positive ATO commitment to LGBTI+ people
 - Allies – 38% were active and 56% were passive.
 - The data showing ATO survey results in comparison to other APS agencies and organisations – showed the ATO was on par or above average in comparison
 - Comparisons of last year results:
 - o showed positive to not witnessing workplace incivility towards LGBTI+ employees, knowledge of active allies and executive allies and greater respondents coming out at work.
 - o Percentages were down in responses mainly around support for organisation's work on LGBTI+ diversity and inclusion, workplace incivility acts against LGBTI+ people are acted upon quickly and respondent is an active Ally.
- The extensive qualitative data will require further review.

s 22 from Pride in Diversity was invited to unpack the results in a meeting. LGBTI+ SES champions, Inclusion and Diversity team and ATOMIC network representatives were invited to this meeting in June 2025 where the results were further explored and unpacked (See s 22

The ATO also uses the APS 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.

The ATO conducts 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 with 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 s 22

The ATO reports regularly on work supporting LGBTI+ inclusion, representation, attrition and achievements such as retaining Platinum Status in 2025. This includes to key stakeholders, HR Business Partners and ATO People 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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s 22

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s 22

DATA ANALYSIS

s 47G

Answer

Within the assessed year, the ATO undertook a range of activities to identify and address potential disadvantages experienced by LGBTI+ employees. This work focused both on understanding lived experiences and on examining workforce data to detect any disparities in employment outcomes.

1. Research into Inclusive Language and Acronym Use

The Inclusion and Diversity team conducted research examining the ATO's use of the LGBTI+ acronyms across internal materials and interactions. This work followed staff feedback from new staff joining the ATO and enquiries regarding the absence of the "Q" in commonly used terminology. The research highlighted:

- Inconsistent use of terminology across different ATO areas and across the APS.
- Feedback from queer-identifying staff – via ATOMIC and direct engagement – indicating that omission of the "Q" contributed to feelings of exclusion and disadvantage.
- A need for clearer, more inclusive and consistent language to better reflect community expectations and employee identities.

The research See [s 22](#) explored potential impacts of updating the acronym, recognising that terminology can influence belonging, visibility and perceptions of organisational support. Recommendations from the ATOMIC together with research findings have been finalised and are awaiting endorsement.

2. Analysis of Workforce Data to Identify Potential Disadvantage

The ATO reports workforce representation and attrition data quarterly, including for LGBTI+ employees. Data is analysed at business-group level and by classification (APS1–3, APS4–6, EL1–2 and SES) to detect trends or potential disparities.

Key observations include:

- As at 30 December 2025, 4.5% of ongoing staff identified as LGBTI+ in HR systems, compared with 7% in the 2025 APS Census, suggesting under-reporting and highlighting the importance of creating safe environments for disclosure.
- Representation of LGBTI+ staff in SES roles is 4.3%, closely aligning with overall workforce representation, indicating no clear barrier to senior leadership advancement based on available data.

The representation data is reported in the ATO performance report and is presented to the ATO Executive on a quarterly basis. It is also shared with business partners on an ad-hoc basis for supporting workforce planning and staff related initiatives.

3. Consultation and Support Mechanisms to Address Issues

The ATO continues to work closely with ATOMIC, Kaleidoscope, SES Champions and other stakeholders to understand lived experiences, identify emerging issues and support resolution efforts. This includes:

- Regular engagement with network representatives via monthly ATOMIC Steering Committee meetings to share successes and concerns impacting LGBTI+ staff.
- A structured escalation process for complex issues, involving ATOMIC site representatives, the steering committee, the Diversity and Inclusion team, People Support teams and People Helpline teams. Where a matter is significant, this will be reported in the People Connect system, enabling aggregate identification of ongoing systemic barriers.
- Active involvement of SES LGBTI+ Champions who advocate for inclusion, elevate staff voices and provide visible leadership.

4. Visibility and Leadership Support

To strengthen representation and foster a culture of inclusion:

- SES Champions, including [s 22](#), promoted the AWEI survey and engaged with staff to raise visibility and build trust.
- LGBTI+ SES champions were regularly featured in communications across days of significance, demonstrating active leadership and strong support for LGBTI+ inclusion.

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s 22

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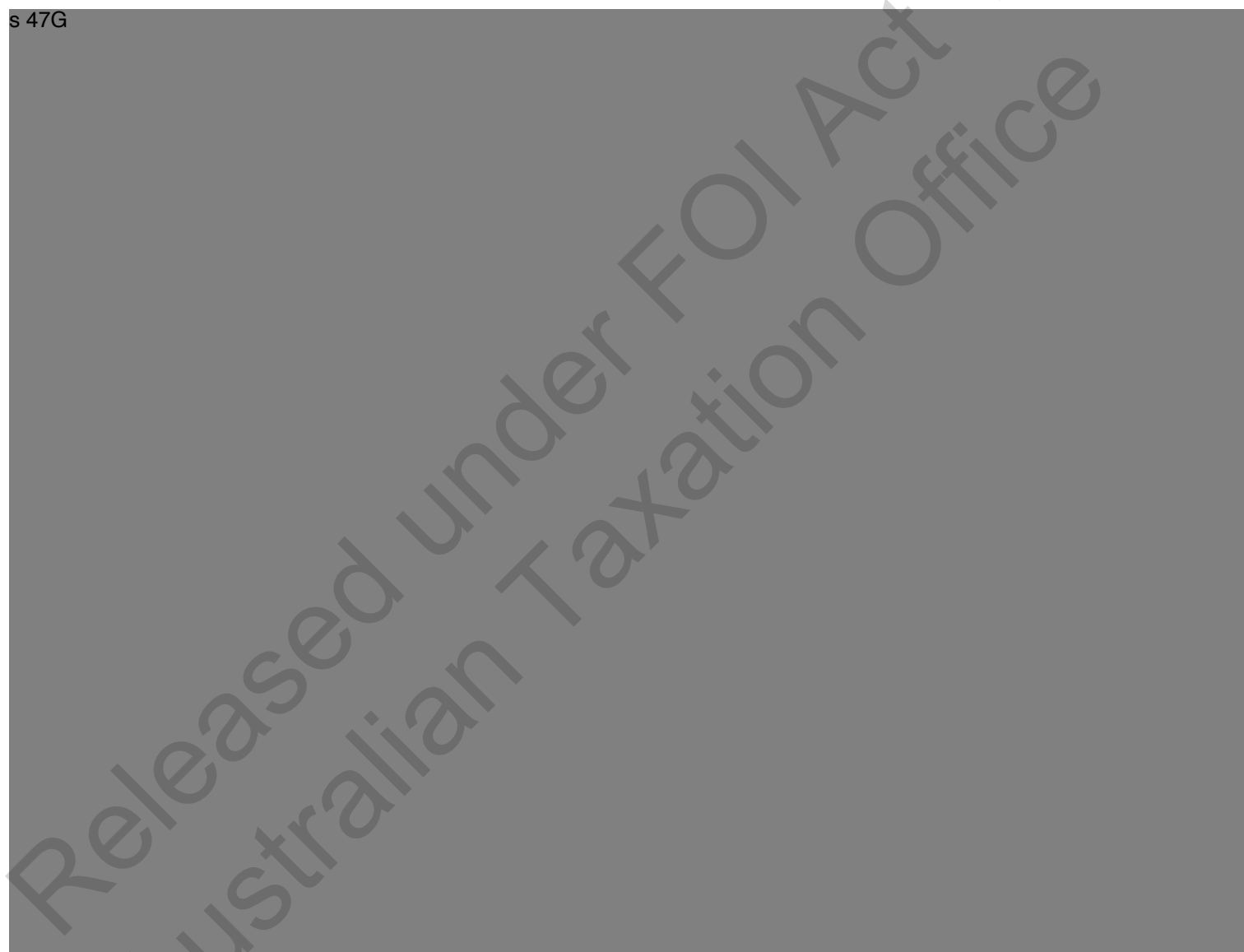
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COMMUNITY ENGAGEMENT

s 47G



Answer

The ATO has not participated in external LGBTI+ community events with organisational branding in the assessed calendar year.

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COMMUNITY ENGAGEMENT

Answer

The ATO's ATOMIC network supported local fundraising events in various sites in the ATO for Wear it Purple day. Twenty10, an ACNC registered charity, provides a broad range of free, accessible mental health and psychosocial support programs, as well as creative and digital programs, events, safe spaces and delivering specialist capacity building training all over NSW to continue building a world where LGBTIQ+ people of NSW are secure, connected and celebrated. Twenty10 takes its name from the Darlinghurst postcode where the original housing refuge was located, 2010. It began in 1982 when a group of passionate community volunteers created a housing refuge in response to the increased houselessness of young LGBTIQ+ young people in and around Sydney. Donations from employees of the Parramatta ATO office to this charity were \$642.85. Minus18 is Australia's charity improving the lives of LGBTIQ+ youth via life-affirming youth events, digital resources and education for the whole community. Donations from fundraising events in Penrith and Newcastle sites raised \$1967.95 for Minus18.

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ADDITIONAL WORK

s 47G

Additional Work A - Title

Kaleidoscope – Transgender and gender diverse network

Additional Work A - Answer

Kaleidoscope is a closed forum / network for intersex, transgender, non-binary and other gender diverse staff of the ATO. It's aligned with ATOMIC but operates as a bespoke network for transgender and gender diverse employees. The network builds community, provides safe support and strengthens inclusion by ensuring their voices help shape a more respectful and equitable workplace.

In 2025, Kaleidoscope had 2 x co-chairs who partner with the Inclusion and Diversity team to develop resources, awareness activities and training that helps build capability of ATO employees, to raise awareness and build inclusive behaviours by understanding respectful language and using correct pronouns.

Kaleidoscope members have indicated that they seek discretion, confidentiality and a safe place where they can connect without fear of bias or disclosure. They use a closed Teams channels that is configured for:

- private membership and membership details that are kept by co-chairs and separate to the ATOMIC network.
- moderated discussion
- controlled sharing of sensitive information

Additional Work A - File evidence for this question

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s 22

Additional Work A - File evidence for this question

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Additional Work B - Title

Quarterly LGBTI+ newsletters – Rainbow Connections

Additional Work B - Answer

The ATOMIC Network produces a quarterly newsletter called 'Rainbow Connections' which is sent to its over 2,200 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.

The newsletter strengthens visibility in the ATO LGBTI+ community, enables the sharing of lived experience insights, promotes inclusive practices and keeps employees informed about initiatives that support belonging, wellbeing and cultural understanding

Additional Work B - File evidence for this question

Only one attachment per field.

s 22

Additional Work B - File evidence for this question

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s 22

Additional Work C - Title

Celebrating ATOMIC's birthday

Additional Work C - Answer

Response:

Marking the ATOMIC network's birthday signals that the ATO actively values and celebrates LGBTI+ employees. It is a celebration that sends a message that everyone belongs, regardless of gender identity or sexual orientation.

It is a milestone and boosts visibility of the network and the more visible ATOMIC is the safer the workplace feels as it combats stigma and normalises LGBTI+ presence in the workplace. It acknowledges identity, deepens belonging and reinforces that diversity is a core organisational value

Additional Work C - File evidence for this question

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Additional Work C - File evidence for this question

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Additional Work D - Title

Showcasing ATOMIC in the Hobart Office Community Expo

Additional Work D - Answer

In February 2025, the Hobart office hosted a Community Expo, bringing together various workplace groups to showcase their initiatives and connect with colleagues. Alongside Social Club, Green Team, Welfare Fund, First Aid and the Sports Carnival, ATOMIC took centre stage with its own booth, run by ATOMIC Site Representatives. The event provided a great opportunity, at the local office level, to reinforce ATOMIC's presence and purpose within the workplace. The team welcomed new sign-ups, demonstrating the value of visible and accessible representation

Additional Work D - File evidence for this question

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Additional Work D - File evidence for this question

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Additional Work E - Title

Consultation within the ATOMIC Network

Additional Work E - Answer

In November 2025, the ATOMIC Network undertook a consultation with its members to gather their views on the acronym used when referring to the LGBTI+ community within the ATO. This consultation was separate to the research that was undertaken but complemented the work being done by the Inclusion and Diversity (I&D) team into organisational acronym use. ATOMIC cochairs engaged with the members of the ATOMIC network via email requesting them to vote on their preferred acronym in the ATO. See **s 22**

Additional Work E - File evidence for this question

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Additional Work E - File evidence for this question

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Additional Work F - Title

ATOMIC Microsoft Teams for LGBTI Network – a multipurpose platform

Additional Work F - Answer

Response:
The ATOMIC Network uses the Microsoft Teams platform as a core enabler of its operations, providing significant benefits across connection, engagement, visibility, safety and overall network effectiveness. The platform supports centralised and inclusive communication, ensuring all ATOMIC members, regardless of physical location or work pattern, have equitable access to information, updates, resources and discussions. This directly enhances the network's ability to reach and support its diverse membership. Use of Teams has strengthened member engagement and fostered a greater sense of belonging within the network. ATOMIC leverages interactive features such as dedicated channels, chat functions, polls and virtual meetings, all of which support active participation and inclusive dialogue. These functions enable the network to facilitate meaningful conversations, encourage ally engagement and respond quickly to member needs. The platform also provides robust functionality for collaboration and knowledge sharing, enabling ATOMIC members to seamlessly share documents, develop resources and coordinate initiatives. This supports operational effectiveness and the delivery of network activities at scale. Microsoft Teams has further contributed to enhanced leadership visibility, with SES Champions **s 22** and **s 22** executive sponsors and allies regularly engaging with the network through the platform. Their ability to post messages of support, participate in discussions, promote LGBTI+ days of significance and acknowledge milestones significantly elevates leadership presence. See **s 22**

Additional Work F - File evidence for this question

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Additional Work F - File evidence for this question

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Additional Work G - Title

Transgender women in sport

Additional Work G - Answer

An article in Rainbow Connections offered positive representation in an area where transgender women are often misunderstood or invisible. Sharing the story of a transgender athlete helped build empathy, deepen understanding and reduce unconscious bias. Sport is frequently a space where transgender women are often talked about but not represented. Highlighting a real athlete humanises the experience, replaces stereotypes with lived reality and normalises transgender identities in everyday life. This visibility contributes to an inclusive workplace where employees feel seen and assured that all parts of their identity are welcome. It also strengthens team relationships, communication and allyship.

Additional Work G - File evidence for this question

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Additional Work G - File evidence for this question

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Additional Work H - Title

Trans health care for minors

Additional Work H - Answer

A colleague shared their experience of supporting their transgender child in the ATOMIC Teams channel. This type of network activity helps others understand gender affirmation from a real, family centred perspective. Personal stories break down assumptions, reduce stigma and build empathy. The post also created visibility for families who may feel isolated and shows that our workplace values psychological safety, where people can share what affects their lives without fear of judgement. The story highlighted that inclusion affects real families and daily life, helping colleagues engage in more informed and respectful conversations. Lived experience encourages meaningful allyship, including listening, understanding and being mindful about language and reinforces that diverse family experiences are acknowledged and respected within our organisation.

Additional Work H - File evidence for this question

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Additional Work H - File evidence for this question

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End of Form

You are now about to submit the form. Please confirm that all questions are properly answered.

On behalf of Pride in Diversity, we would like to thank you for your commitment to Australian LGBTQ+ inclusion, equality and equity; and for participating in the AWEI Submissions and this important benchmarking Index.



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