



Australian
**Small Business and
Family Enterprise**
Ombudsman

QUARTERLY REPORT

1 April to 30 June 2026

Ombudsman's message

Supporting small business through change, challenge and opportunity

Australia's small businesses and family enterprises continue to demonstrate resilience, adaptability and determination.

I join many conversations with small business owners who are managing rising costs, workforce pressures, changing customer behaviours and ongoing economic uncertainty. While the challenges facing Australia's small business community continue to evolve, small business owners consistently demonstrate resilience, innovation and determination. Their ability to adapt, solve problems and continue serving their communities remains one of the sector's greatest strengths.



Their contribution to Australia's economy and local communities cannot be overstated, and it remains a privilege to advocate for them as the Ombudsman. This Quarterly Report highlights the work we undertook between 1 April and 30 June 2026 to support small businesses, increase awareness of available services and ensure their experiences are reflected in policy and regulatory discussions.

During the quarter, we received 2,399 requests for information and assistance. Behind each contact is a small business owner seeking guidance, exploring solutions or wanting to better understand their options. Whether it's helping resolve payment disputes, assisting with digital platform account issues, supporting franchise participants or facilitating access to alternative dispute resolution (ADR) services, our focus remains on helping small businesses move forward with confidence.

One of the strongest themes this quarter was the growing importance of digital platforms to small business operations. Many of them rely on online platforms to connect with customers, generate revenue and promote products and services. When access to those platforms is disrupted, the impacts can be immediate and significant. Through our assistance work and advocacy, we continue to support small businesses facing these challenges while calling for more accessible and responsive dispute resolution processes.

We also saw ongoing demand for support with payment disputes and franchising matters. In particular, we assisted small businesses navigating payment issues within the National Disability Insurance Scheme (NDIS) environment and provided guidance to franchisees and franchisors managing renewal, expiry and exit arrangements. These matters demonstrate the value of seeking assistance early and having access to trusted information when challenges arise.

The insights from our casework continue to improve our understanding of the experiences of small businesses across Australia. This quarter's analysis highlighted the importance of clear communication, accessible support pathways and early engagement in helping small businesses resolve disputes and reduce stress. These findings also help shape both our assistance services and our advocacy priorities.

The issues raised with us this quarter also reflect the pressures many small businesses continue to face. Payment disputes, digital platform disruptions and increasing compliance obligations have a real impact on small business owners' time, cash flow and confidence. These experiences continue to inform our advocacy for proportionate and risk-based regulation, reduced white tape and more



accessible pathways for dispute resolution. Listening to the experiences of small business owners remains central to this work.

Engagement is equally important. During the quarter, we connected with and listened to small businesses, industry associations, regulators and government agencies through conferences, forums, presentations and events across the country. These conversations help us better understand emerging issues, strengthen awareness of our services and ensure small business voices are heard where decisions are being made. This engagement and listening contributed to positive outcomes following the 2026 Federal Budget, including advocating for the increase to the turnover threshold for the 50 per cent active asset reduction capital gains tax concession from \$2 million to \$10 million. We also welcomed measures to support investment, productivity and reduced regulatory burden for small businesses.

One of my priorities is ensuring small business owners know they have someone in their corner. We continue to invest in making our services easier to access through updated resources, improved website accessibility and targeted outreach activities. Our goal is to make it easier for small businesses to find the information and support they need, when they need it.

Throughout this quarter, we saw firsthand the determination that defines Australia's small business community. In one case, we assisted a small business experiencing difficulties with an online platform that was critical to connecting with customers and generating revenue. By facilitating engagement between the parties, the issue was resolved, and the small business was able to continue operating and serving its customers. It is a simple but important reminder of the difference timely support can make.

I continue to be inspired by the resilience, innovation and commitment of Australia's small business and family enterprise community. The experiences shared by small businesses help shape our advocacy, our services and our priorities, and we remain committed to ensuring the support we provide continues to meet their needs.

Because when small businesses thrive, our communities thrive with them.

Lynda McAlary-Smith

Australian Small Business and Family Enterprise Ombudsman

Key activities

Assistance

- We were contacted for information and assistance 2,399 times. We helped small businesses with issues such as overdue invoices and contract disputes, arranged ADR for franchisors and franchisees, and liaised with digital platform providers about account access.
- We undertook an approach to market for qualified lawyers to continue our Legal Support Service, and assessment of the tender responses is currently underway. Once established, the Deeds of Standing Offer with successful tenderers will be available for use by other Commonwealth agencies, should they wish to offer legal support to small businesses in the future. Providing streamlined mechanisms for other agencies to support small business is one of the ways we can make a positive systemic impact.
- We onboarded our new contact centre provider, the Victorian Department of Energy, Environment and Climate Action (DEECA), who will commence answering our assistance phone line 1300 650 460 from 1 July 2026. DEECA is highly experienced in contact centre services, providing telephone assistance for a range of government services in Victoria, including during emergencies and small business advice and support. We are excited for our new partnership which will allow us to continue providing high-quality customer service to small businesses while delivery greater value for the Australian taxpayer.

Advocacy

During the quarter, we continued to listen to stakeholders across the small business ecosystem to better understand the challenges and opportunities shaping the operating environment. These insights informed our advocacy with government policymakers, decision-makers and regulators. Following the 2026 Federal Budget, we welcomed measures that support small business and continued to advocate for reforms informed by the experiences and priorities shared with us. This included successfully advocating for an increase to the turnover threshold for the 50 per cent active asset reduction capital gains tax concession from \$2 million to \$10 million.

We also continued an active program of advocacy, calling for:

- Proportionate and risk-based regulation that reflects an understanding of the capacity constraints and day-to-day operating realities of small businesses, while minimising the negative unintended consequences that can arise from poorly designed regulatory frameworks.
- Effective, timely and accessible complaints handling and internal dispute resolution processes for digital platforms, ensuring small businesses can access and obtain timely assistance when social media accounts are suspended, restricted, frozen or deactivated.

Greater awareness and recognition of the prevalence and cost of white tape — the regulatory, compliance, reporting and operational requirements that larger enterprises impose on small businesses in business-to-business relationships. This issue is the subject of a current request for advice from the Minister for Small Business, the Hon Dr Anne Aly MP.

Engagement

It has been a highly productive and insightful quarter of engagement and advocacy, with ongoing collaboration across governments, ministers and small business advocates to ensure the experiences, challenges and priorities of small businesses are heard and considered in decision-making.

This quarter we:

- Developed new resources and updated existing materials to support our outreach and engagement activities with small businesses, helping them better understand the services and assistance available when needed.
- Continued to strengthen our social media presence, achieving growth in followers, engagement, impressions and reach across all channels, with performance exceeding government and industry benchmarks.
- Promoted the Legal Support Service, Tax Concierge Service and our broader assistance functions, alongside our advocacy work, data insights, and information resources. We also recognised key events and days of significance, including National Reconciliation Week, Pride Month and Micro, Small and Medium-sized Enterprises Day. To mark International Electricians Day, we profiled a small business owner and explored the motivations and opportunities that inspire them to run their own small business.
- Published 3 newsletters, chaired 2 National Small Business Communications and Media Network meetings, participated in the Federal Regulatory Agency Group outreach and engagement meeting, and contributed to 3 Top End Regional Small Business Network meetings.
- Participated in the Western Australian Regional Business Excellence Awards, Queensland Small Business Month Expo in Brisbane, Queensland Small Business Friendly Conference in Rockhampton, and Franchising and Start Your Own Business Expo in Sydney. At these events, we partnered with the ATO, ACCC and IP Australia to provide direct advice and support to existing and aspiring small business owners.
- Improved website accessibility through content consolidation and updates to support compliance with the Web Content Accessibility Guidelines 2.2 and the Digital Service Standard. These improvements have made it easier for more Australians to access the information available on our website. We also upgraded our website content management system to Drupal 11 and introduced new website features to enhance functionality and the overall user experience.
- Delivered 6 presentations, participated in 6 webinars, panels, forums, and roundtables, expanding our reach and engagement with small business stakeholders across Australia.

Assistance

Help for NDIS providers in payment disputes

There has been an increase in requests for assistance from small businesses seeking payments for services delivered to NDIS participants. The provider may be seeking payment from the National Disability Insurance Agency (NDIA), another business acting as plan manager, a digital platform that provides a matching and payment service, or the NDIS participant themselves.

Payment disputes arise for a range of reasons. We have seen cases where the payer believes the services were not authorised in advance, considers that the provider has not followed the correct administrative processes, the participant is dissatisfied with the services and refuses to verify their receipt, or where insufficient funds remain available under the participant's NDIS plan. The amounts in dispute vary significantly, ranging from a few hundred dollars for services such as cleaning, to several hundred thousand dollars for higher cost supports, including supported accommodation.

We assist small businesses by helping them understand their options available to them, based on their individual circumstances. We can provide support in relation to both business-to-business disputes and disputes between businesses and the NDIA. Our '5 Steps to Dispute Resolution' guidance is a useful starting point for small businesses seeking to recover unpaid debts and resolve payment issues. We will shortly publish guidance to help small businesses minimise the risk of disputes when providing services to NDIS participants. This guidance will cover practical measures such as written service agreements, issuing invoices promptly, and actively monitoring payments and outstanding accounts.

Exiting a franchise

Recent media reports have highlighted disputes that can arise at the expiry of a franchise agreement, particularly where a franchisee wishes to renew the agreement or sell the business to an identified purchaser, but the franchisor does not agree. We commonly see disputes relating to franchisee-initiated exits before the end of the franchise term, where a franchisee no longer wishes to operate the business or continue under the franchise system. This may occur because the business is not generating the expected returns or due to personal, health or financial circumstances affecting the franchisee.

Where a franchisor and franchisee (or a group of franchisees) are in dispute regarding exit arrangements, the formal dispute resolution procedures set out in the Franchising Code of Conduct will generally apply. We can assist both franchisors and franchisees to understand and navigate these dispute resolution processes, including facilitating access to appropriate ADR services. In some circumstances, we may offer subsidised legal support to help parties prepare for ADR and engage in the process with a focus on achieving a practical resolution.

Further guidance on exiting a franchise is available on our website. Franchisors and franchisees involved in a dispute can submit an online enquiry form to seek our assistance.

How we've helped – case studies

Small business seeks payment for services already delivered

A small business providing disability services contacted us after encountering difficulties in obtaining payment for services it had already delivered. The business explained that multiple parties were involved in the funding and payment process, creating uncertainty about who was responsible for payment and what documentation was required to support a claim.

The small business was concerned that ongoing payment delays were affecting its cash flow and its capacity to continue delivering services.

We assisted the small business by providing information about the dispute resolution pathways available and options for engaging with the relevant parties to resolve the matter. We also helped the small business better understand the payment processes and documentation requirements associated with the funding arrangements, enabling it to take informed steps towards resolving the dispute.

Franchisee seeks guidance on franchise expiry and exit arrangements

A franchisee contacted us seeking assistance to better understand their rights and obligations as their franchise agreement approached expiry and the franchisor chose to not offer a renewal.

The franchisee disputed the reasons provided for the non-renewal and was concerned about the conditions that would apply on exiting the franchise network. They sought information about the dispute resolution processes available under the Franchising Code of Conduct and the options available to address their concerns.

We provided information about the operation of the Code, including the dispute resolution framework and the resources available to assist both franchisees and franchisors. We also referred the parties to an ADR provider to support discussions and explore opportunities for resolution.

This matter highlights the importance of seeking information and assistance early when considering franchise renewal, expiry, or exit arrangements, particularly where there is uncertainty about rights, obligations, or the dispute resolution options available.

Small business resolves account access issue with digital platform

A small business contacted us regarding a dispute with an online services platform that was critical to its ability to connect with customers and generate revenue.

The business reported difficulties communicating with the platform provider and was concerned that its concerns were not being adequately considered through the provider's standard support channels. The loss of access to the platform was having a significant impact on the business' day-to-day operations and commercial activities.

We assisted the business by facilitating engagement between the parties and providing information about the options available to resolve the dispute.

Following our involvement, the parties were able to engage constructively, and the business subsequently reported that the issue had been addressed.

"Your involvement directly ensured that my case was finally taken seriously and handled with the priority it deserved.

Thank you for being a reliable backbone for small businesses and independent workers. Your patience and role in the ecosystem are highly appreciated."

This matter demonstrates the importance of accessible dispute resolution pathways for small businesses, particularly where access to critical digital platforms is disrupted and direct engagement with the provider has proven challenging.

Quarterly statistics: signals from small business dispute activity and engagement

Demand for information and assistance has remained elevated over recent quarters, with digital platform disputes accounting for a significant proportion of new cases. Our data provides a practical view of how small business owners access protections, navigate support pathways and engage with dispute resolution services.

Findings in this section reflect analysis of cases requiring dedicated case management and selected call centre interactions, and should be read as indicators of observed patterns, not measures of overall prevalence in the small business population.

Together, these insights highlight how dispute type, business context and the timing of engagement shape how effectively existing small business support pathways operate in practice.

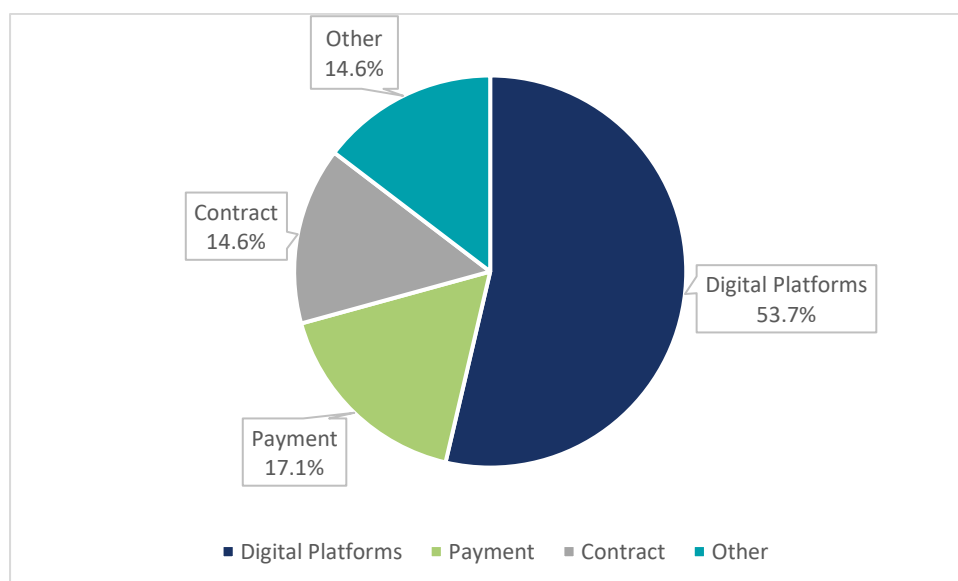
Communication support remains an important feature of disputes

This quarter, we had 72 small business owners requesting additional support from their dedicated case manager. More than half (57%) spoke English at home.

The most commonly requested support was written communication. Small business owners reported that receiving information in writing helped them understand and retain information while managing a stressful dispute.

Among small business owners who spoke English at home and requested additional support, 54% were involved in a digital platform dispute. The next most common dispute type for this cohort was payment disputes (17%). This suggests that the need for support in these matters extends beyond language barriers alone and reflects in part the complexity of navigating platform processes and dispute pathways. It should also be noted that digital platforms are critical to the operations of many small businesses and accessing a real person at a digital platform who can understand individual circumstances and review decisions is often difficult.

Small business owners who spoke English at home and required additional support, by dispute type, June quarter 2026



Source: ASBFEO cases with a dedicated case manager, 2026.

Long running disputes may reflect difficulties finding the right help

This quarter, there were 98 new disputes with a dedicated case manager that had been ongoing for 366 days or more before the small business owner submitted a web form seeking our assistance.

While the median time between a dispute first occurring and a small business owner seeking one-on-one assistance fell from 54 days in March quarter 2026 to 39 days this quarter, a persistent cohort continued to seek assistance after disputes had become long running.

Among matters received and resolved this quarter, 48% of disputes that had been ongoing for 366 days or more were referred to state or territory agencies, compared with 26% of disputes that had been ongoing for less than 366 days. These referred disputes were observed in both capital city and regional areas in New South Wales and Victoria, as well as Greater Perth.

This suggests that some small business owners spend considerable time attempting to resolve disputes before reaching the organisation best placed to assist. The higher referral rate among long-running disputes appears to indicate challenges in identifying the most appropriate assistance pathway at an earlier stage.

Newer businesses are more common among language-diverse business owners seeking assistance

This quarter, our case managers assisted with 135 new disputes involving small businesses that had been operating for less than one year. Of these, 44 involved small business owners who spoke a language other than English at home.

Among small business owners who spoke a language other than English at home, 32% had been operating for less than one year, compared with 15% of those who spoke English at home. Payment disputes were the most common dispute type among these newer language-diverse small businesses, accounting for half of all disputes for this cohort, compared with 26% across all new disputes with a dedicated case manager. This highlights the importance of ensuring newer small business owners can readily access information about payment protections, payment recovery options and available dispute resolution pathways.

This also suggests that language-diverse small business owners may be more likely to seek assistance during the early stages of operation. While these findings do not indicate dispute prevalence across the broader small business community, they highlight the importance of accessible information and clear support pathways for newer businesses navigating disputes.

Taken together, these patterns provide timely, real-world signals about how small business owners navigate disputes and access support. They highlight the role of clear assistance pathways, effective communication support and early engagement in helping small businesses identify and access the most appropriate form of assistance.

This quarter, we had:

- **1,656** calls to our contact centre
- **743** new cases that we actively managed
- **2,399** total requests for assistance.

Digital platform disputes are the most common type of dispute where we provide one-to-one support. This quarter, they accounted for 48.3% of new actively managed. Other common types of disputes were payment (26.1%) and franchise disputes (9.2%).

Case management outcomes

- **73.7%** of cases required active case management support, including providing information to progress the dispute (noting that calls to our Information Line are not included)
- **23.1%** were referred to a more appropriate agency (usually relevant Small Business Commissioner, or alternative government agency)
- **3.2%** were referred to an ADR practitioner.

Industry codes

Franchising Code of Conduct

As part of our responsibilities under the Franchising Code of Conduct, we:

- keep lists of arbitrators, conciliators and mediators for the Code or franchise agreements
- appoint arbitrators, conciliators or mediators
- receive information about disputes that are being, or have been, dealt with under the Code or a complaint handling procedure of a franchise agreement
- regularly provide to the Minister statistical information relating to disputes under the Code or complaint handling procedures
- publicise names of franchisors who refuse to engage in or withdraw from ADR.

While not a responsibility under the Code, as part of our broader role we provide general information about franchising on our website, including entering and exiting a franchise.

This quarter we provided franchise participants with information relating to the use of the mandatory dispute resolution process under the Code. We also arranged ADR processes and appointed independent ADR practitioners to disputes as requested. This included:

- responding to 95 enquiries from franchising participants
- helping 68 new franchise disputes with a dedicated case manager.

Horticulture Code of Conduct

As part of our responsibilities under the Horticulture Code of Conduct, we:

- maintain a compiled list of mediators and horticulture produce assessors
- appoint a mediator or horticulture produce assessor upon request.

This quarter we continued to provide participants with information relating to the use of the mandatory dispute resolution process under the Code. We also managed ADR processes and appointed independent ADR practitioners to disputes when requested. This quarter we received one enquiry about the Code.

We also made a submission to the Independent Review of the Horticulture Code of Conduct where we advocated for stronger protections against unfair trading practices and improved access to justice for small businesses, to support fairer, more transparent and sustainable commercial relationships across the industry.

Our submission highlighted the need to strengthen protections for small and family-run growers, who often face power imbalances, cash flow pressures and limited bargaining power. We recommended introducing a standard horticulture produce agreement to improve clarity and uptake, expanding and clarifying good faith obligations, and reforming dispute resolution processes to ensure timely, low-cost outcomes with clearer pathways and defined timeframes. We

also called for better monitoring and data collection, increased education and awareness of Code obligations, and the Code's potential expansion to cover sectors such as greenlife products.

Oil Code of Conduct

As part of our responsibilities under the Oil Code of Conduct, we:

- advise the Minister on dispute resolution under the Code
- can make a nonbinding determination about a dispute
- appoint a mediator
- comment on advice provided by a mediator.

This quarter we continued to provide participants with information related to the use of the mandatory dispute resolution process under the Code. We also managed ADR processes and appointed independent ADR practitioners to disputes when requested. This quarter we received 2 enquiries about the Code.

Dairy Industry Code

As part of our responsibilities under the Dairy Industry Code, we:

- keep lists of arbitrators and mediators
- appoint arbitrators and mediators
- request and receive information about disputes under the Code.

This quarter we continued to provide participants with information relating to the use of the mandatory dispute resolution process under the Code. We also managed ADR processes and appointed independent ADR practitioners to disputes when requested. This quarter we did not receive any new requests for assistance under the Code.

Food and Grocery Code

As part of our responsibilities under the Food and Grocery Code, we are required to keep lists of ADR practitioners who can provide services of mediation or arbitration for the purposes of this Code (including for a grocery supply agreement).

This quarter we did not receive any new requests for assistance under the Code.

Tax Concierge Service (TCS)

Our TCS continued providing small businesses with information and assistance about a range of taxation matters. This quarter, we received:

- 10 requests for assistance with ATO negative decision letters, a decrease from 12 requests last quarter.
- 6 additional enquiries about the TCS, a decrease from 11 last quarter.

The TCS worked with the small businesses and ATO to help issues to be readdressed and/or referred matters to independent tax lawyers for subsidised advice about appealing negative decisions.

Legal Support Service

Our Legal Support Service assists small businesses navigate dispute resolution. Since its implementation in March 2025, the service has been offered 112 times to eligible small businesses, with well over half of the offers accepted.

Specialist legal advice is available to unrepresented small businesses at up to 2 stages of the dispute resolution process for a small co-payment.

- Stage 1 can assist a small business understand the issues in dispute and whether ADR may be an appropriate way to attempt to resolve them.
- Stage 2 offers access to a legal practitioner who can provide strategic advice to assist the small business to prepare for the ADR process. This will include helping the small business prepare documentation, understand what to expect during ADR, identify the outcomes that the small business is seeking, discuss negotiation options and adopt a resolution mindset.

Advocacy

This quarter, we continued to bring a small business perspective to policy development processes, providing insights on their experiences and the issues they face. Some key areas of focus are outlined below and our submissions to public consultations are available on our website.

Proportionate risk-based regulation

We continued to advocate for policies and regulations that are proportionate and risk-based, with compliance requirements that consider the administrative capacity and operating realities of small business. This advocacy was illustrated in our submission for consultations on:

- measures to strengthen the integrity of the NDIS
- reform options to support sustainability of the Compensation Scheme of Last Resort
- commercial cash distribution arrangements.

We emphasised that regulatory requirements should be designed for the 97% of Australian businesses that are small businesses, rather than the 3% of larger enterprises which is commonly the case. While exemptions or extended transitional periods for small businesses may be appropriate in some instances, requirements should be designed for the overwhelming majority of businesses with any additional obligations layered on for larger enterprises where expectations, capacity and capability are rightly higher.

Digital platforms

We continued to advocate for digital platforms having effective, timely and accessible complaints handling and internal dispute resolution processes in place, ensuring small businesses can access and obtain timely assistance when their accounts are suspended, frozen or deactivated.

Many small businesses rely on social media for running their business, for example, advertising their goods and services, generating sales and bookings, and communicating with customers. When access to their account is disrupted, whether due to the platform's concerns about potential scam activity or a breach of community standards, or due to a technical issue causing loss of admin privileges, it can have a significant negative impact.

In our submission to the Scams Prevention Framework, we advocated for digital platforms to invest in tools and processes to accurately detect scams, and that the proposed 28-day timeframe for investigating a potential scam is far too long for small businesses given the significant impact of account disruption. We recommended a timeframe of 14 days or less and suggested the digital platform work with the affected small business while the account is disrupted.

White tape

We continued to progress the White Tape Review following a request for advice from the Minister on the nature, extent and impact of white tape on small businesses. White tape refers to regulatory, compliance, reporting or operational requirements that are imposed on small businesses by larger enterprises in a business-to-business relationship.

White tape adds to the compliance burden, can increase costs within a supply chain and act as a barrier to participation. For example, we heard of contractors imposing modern slavery-related reporting obligations on sub-contracted small businesses, requiring them to undertake extensive processes of risk assessment and self-certification, and without a proportionate adjustment to the value of the relevant contract.



In the last quarter we held targeted consultations with several industry groups across a range of sectors, including construction, finance and accounting, franchising, and hospitality. We are continuing the Review over the next quarter through a series of interviews with small businesses to better understand the nature and costs of white tape and to explore ways that these costs could be reduced. We will provide our advice to the Minister by 30 September 2026.

Parliamentary committee hearings and Budget Estimates

This quarter we appeared at 3 parliamentary committee hearings to which we have made submissions, along with an appearance at Budget Estimates:

- Inquiry into the value of skilled migration to Australia, 15 May 2026 – Joint Standing Committee on Migration
- Inquiry into the operation and adequacy of the National Employment Standards, 15 May 2026 – Standing Committee on Employment, Workplace Relations, Skills and Training
- Inquiry into Illicit tobacco, 18 May 2026 – Parliamentary Joint Committee on Law Enforcement.
- Budget Estimates, 5 June 2026 – Economics Legislation Committee.

Engagement

Quarter highlights

We continued to engage extensively with small businesses and their representatives across Australia to better understand the challenges and opportunities shaping their operating environment. Through targeted outreach and engagement activities, we increased awareness of our services and support offerings while strengthening relationships with key stakeholders. These efforts have fostered constructive collaboration with policymakers, industry associations and governments at all levels, supporting our shared objective of improving outcomes and operating conditions for small businesses.

Stakeholder engagement

We engaged with a diverse range of stakeholders, including industry associations, regulators, not-for-profit organisations and government agencies, to identify emerging issues and collaborate on initiatives that support small business success. The Ombudsman participated in a range of roundtables, conferences, forums and networking events, providing insights on key small business matters, promoting our services and strengthening relationships across the small business ecosystem. Through these engagements, we continued to enhance our understanding of stakeholder priorities and ensure that the perspectives of small businesses are represented in policy and regulatory discussions.

Stakeholder meetings

This quarter, the Ombudsman met with the following organisations to discuss opportunities to improve outcomes for small businesses:

- State Small Business Commissioners
- Tasmanian Small Business Advocate
- QLD Food Farmers Commissioner
- Australian Tax Office
- Australian Competition and Consumer Commission
- Australian Hairdressing Council
- Tasmanian Small Business Council
- Council of Small Business Organisations Australia
- Fair Work Ombudsman
- Energy Consumers Australia
- Beyond Blue
- Fair Work Commission
- Productivity Commission
- Treasury
- Australian Securities and Investment Commission
- Canberra Business Chamber
- Anti-Slavery Commissioner
- Rural Doctors Network
- Telecommunications Industry Ombudsman.

Presentations and webinars

This quarter, the Ombudsman delivered presentations and participated in webinars to share insights and raise awareness for our role and services, engaging with:

- Family Business Australia
- Australian Automotive dealer Association
- Australian Lottery and Newsagents Association
- Australian Finance Industry Association
- Local Government Association
- Certified Practising Accountants Australia.

The Ombudsman/her representatives also appeared at 3 parliamentary inquiry hearings:

- Standing Committee on Employment, Workplace Relations, Skills and Training's inquiry into the operation and adequacy of the National Employment Standards
- Joint Standing Committee on Migration's inquiry into the value of skilled migration to Australia.
- Parliamentary Joint Committee on Law Enforcement's inquiry into Illicit tobacco.