



Australian Government  
Australian Signals Directorate

ASD

ANNUAL REPORT 2024-25



Australian Government  
Australian Signals Directorate

OFFICE OF THE  
DIRECTOR-GENERAL  
**ASD**

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## Location of this annual report

Further information about ASD can be found at our website [www.asd.gov.au](http://www.asd.gov.au).

The direct address to view this annual report and previous annual reports is [www.asd.gov.au/annual-reports](http://www.asd.gov.au/annual-reports).

The annual report can also be viewed at [www.transparency.gov.au](http://www.transparency.gov.au).

## Acknowledgment of Country

ASD acknowledges the Traditional Owners and Custodians of Country throughout Australia, and acknowledges their continuing connection to land, sea and community. We pay our respects to the people, the cultures and Elders past and present. We also acknowledge the contributions of our Aboriginal and Torres Strait Islander employees in support of our mission.

The Hon Richard Marles MP  
Deputy Prime Minister and Minister for Defence  
Parliament House  
CANBERRA ACT 2600

Dear Minister,

## Australian Signals Directorate Annual Report 2024–25

In accordance with section 46 of the *Public Governance, Performance, and Accountability Act 2013* (PGPA Act) and section 42A of the *Intelligence Services Act 2001* (ISA), I am pleased to present to you the Australian Signals Directorate's (ASD) Annual Report for 2024–25. This report contains information required by section 17AD of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), and complies with section 46 of the PGPA Act as modified by the *Public Governance, Performance and Accountability (Australian Signals Directorate Section 105D) Determination 2018*.

As required by section 17AG(2) of the PGPA Rule, I certify that fraud risk assessments and fraud control plans have been prepared for ASD; that ASD has appropriate mechanisms in place for preventing, investigating, detecting, and reporting incidents of fraud; and that all reasonable measures have been taken to deal appropriately with fraud relating to ASD.

Yours sincerely,

Abigail Bradshaw CSC  
Director-General  
Australian Signals Directorate  
9 September 2025

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## Glossary of abbreviations and acronyms

AASB	Australian Accounting Standards Board	IP	Internet Protocol
ACSC	Australian Cyber Security Centre	IRAP	Information Security Registered Assessors Program
ACT	Australian Capital Territory	ISA	<i>Intelligence Services Act 2001</i>
ADF	Australian Defence Force	ISM	Information Security Manual
AFM	Advance to the Finance Minister	IWWN	International Watch and Warning Network
AI	Artificial intelligence	KMP	Key Management Personnel
AIREAS	ASD Incident Response Exercises and Scenarios	LGBTQIA+	Lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual and other sexually or gender diverse people
AKMI	Australian Key Management Infrastructure	LSL	Long Service Leave
ANAO	Australian National Audit Office	MACS	Microsoft-ASD Cyber Shield
ANU	Australian National University	MRC	Management Review Committee
APCERT	Asia Pacific Computer Emergency Response Team	MSP	Managing Successful Programs
APS	Australian Public Service	MSS	Ministry of State Security (People's Republic of China)
APSC	Australian Public Service Commission	NEP	National Exercise Program
APT40	Advanced Persistent Threat 40	NIC	National Intelligence Community
ASD	Australian Signals Directorate	OCC	Operational Compliance Committee
ASDARC	ASD Audit and Risk Committee	ONI	Office of National Intelligence
ASEAN	Association of Southeast Asian Nations	OPA	Official Public Account
AUC	Assets under construction	OT	Operational Technology
AUPDNS	Australian Protective Domain Name System	OTIEs	Operational Technology Information Exchanges
BMC	Business Management Committee	PaCSON	Pacific Cyber Security Operations Network
CHIPs	Cyber Hygiene Improvement Programs	PBS	Portfolio Budget Statement
CISA	Cybersecurity and Infrastructure Security Agency (United States)	PFADS	Performance Feedback Assessment and Development Scheme
CI-UP	Critical Infrastructure Uplift Program	PhaaS	Phishing as a Service
Co-Lab	ASD-ANU Collaboration Agreement	PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
CMMP	Cyber Maturity Measurement Program	PGPA Rule	Public Governance, Performance and Accountability Rule 2014
CPR	Commonwealth Procurement Rules	PID Act	<i>Public Interest Disclosure Act 2013</i>
CSIP	Cyber Security Integration Program	PfMO	Portfolio Management Office
CSS	Commonwealth Superannuation Scheme	PJCIS	Parliamentary Joint Committee on Intelligence and Security
CTIS	Cyber Threat Intelligence Sharing	PPGWG	Policy, Procedures and Governance Working Group
CURP	Cyber Uplift Remediation Program	PRC	People's Republic of China
DCB	Departmental capital budgets	PRINCE2	PRojects IN Controlled Environments
DFAT	Department of Foreign Affairs and Trade	PSPF	Protective Security Policy Framework
DTIC	Data, Technology and Infrastructure Committee	PSS	Public Sector Superannuation Scheme
E8	Essential Eight Maturity Model	PSSap	PSS Accumulation Plan
ECI	Exceptionally Controlled Information	REDSPICE	Resilience, Effects, Defence, SPace, Intelligence, Cyber, Enablers
ECL	Expected credit loss	ROU	Right of use
EL	Executive Level	SANS	SysAdmin, Audit, Network Security
FBT	Fringe Benefits Tax	SES	Senior Executive Service
FMS	Foreign Military Sales	SIEM	Security Information and Event Management
FOI	Freedom of Information	SME	Small and Medium Enterprises
FOI Act	<i>Freedom of Information Act 1982</i>	SOAR	Security orchestration, automation and response
FRR	Financial Reporting Rule	STEM	Science, technology, engineering and mathematics
GRU	Main Intelligence Directorate (Russian Armed Forces)	The Foundations	Foundations for Modern Defensible Architecture
GST	Goods and Services Tax	The Framework	Commonwealth Fraud and Corruption Control Framework 2024
ICT	Information and Communications Technology	WHS	Work health and safety
IGIS	Inspector-General of Intelligence and Security	WHS Act	<i>Work Health and Safety Act 2011</i>
IOC	Indicators of compromise		
IoT	Internet of Things		

CHAPTER 1

# DIRECTOR-GENERAL ASD'S REVIEW



I am pleased to present the Australian Signals Directorate (ASD) 2024–25 Annual Report.

ASD defends Australia from global threats and advances the national interest through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government. Throughout 2024–25, ASD continued to fulfil its purpose.

Across the year, ASD's signals intelligence provided Government with insight into global strategic and military developments, enabling effective decision-making. Our signals intelligence products, technical expertise and advice provided unique situational awareness to National Intelligence Community (NIC) partners and broader government on threats to national security and prosperity. In particular, our intelligence on the intentions of foreign adversaries and threat actors enabled Government to make informed decisions in Australia's national interest.

ASD also continued to deliver impactful offensive and defensive cyber activities, including operations that dismantled online infrastructure used by foreign cyber criminals who target Australians.

ASD's work in cyber security remained critical in supporting Australia's national security and economic prosperity. In response to emerging cyber security threats, including to Australia's critical infrastructure, ASD has used a proactive and multifaceted approach to improving preparedness and building stronger collective cyber resilience. ASD's public guidance on building and maintaining cyber resilience, the Foundations for Modern Defensible Architecture, published on [cyber.gov.au](https://cyber.gov.au), is an example of this work.

ASD continued to engage with domestic and international partners to increase and uplift cyber threat awareness and regional security. Strategic cooperation with other nations provides opportunities for leveraging capability and expertise to improve regional security. ASD contributed to or led a wide range of joint products with international partners, including cyber security advisories attributing malicious activity to state-sponsored threat actors, reflecting our commitment to uplifting collective cyber resilience. Working closely with domestic and international partners, ASD also supported Australia's sanctions against cybercriminals, including Australia's first cyber sanction against an entity.

During 2024–25, ASD met the high standards and expectations of the Government and the Australian public, by engaging with various parliamentary and other oversight bodies, including the Parliamentary Joint Committee on Intelligence and Security (PJCS); Senate Standing Committee on Foreign Affairs, Defence and Trade; the Inspector-General of Intelligence and Security (IGIS); and the Auditor-General. This oversight helps provide assurance to the Australian public that ASD advances the national interest while following the letter and spirit of the law. ASD also continued efforts to provide greater transparency of its activities through initiatives such as its proactive declassification program and our online presence.

ASD has also continued to invest in expanding our national footprint and achieving technical resilience. Our focus has remained on growing our workforce through activities that support the attraction, retention and upskilling of our people so that ASD can fulfil its purpose.

ASD is only as good as its people. I am fortunate to lead a team of dedicated, talented and diverse staff that each and every day work to safeguard the prosperity and security of Australia. It is this team of people that has delivered ASD's results over the last year.

**Abigail Bradshaw CSC**

Director-General

Australian Signals Directorate

CHAPTER 2

# OVERVIEW OF ASD

## Purpose

ASD's purpose is to defend Australia against global threats and advance Australia's national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government, and as outlined in the *ASD Corporate Plan 2024–25*.

ASD operates in accordance with section 7 of the *Intelligence Services Act 2001* (the ISA), which states that ASD's functions are to:

- collect foreign signals intelligence
- communicate foreign signals intelligence
- prevent and disrupt offshore cyber-enabled crime
- provide cyber security advice and assistance to Australian governments, businesses and individuals
- support military operations
- protect the specialised tools ASD uses to fulfil its functions
- cooperate with, and assist, the national security community's performance of its functions.

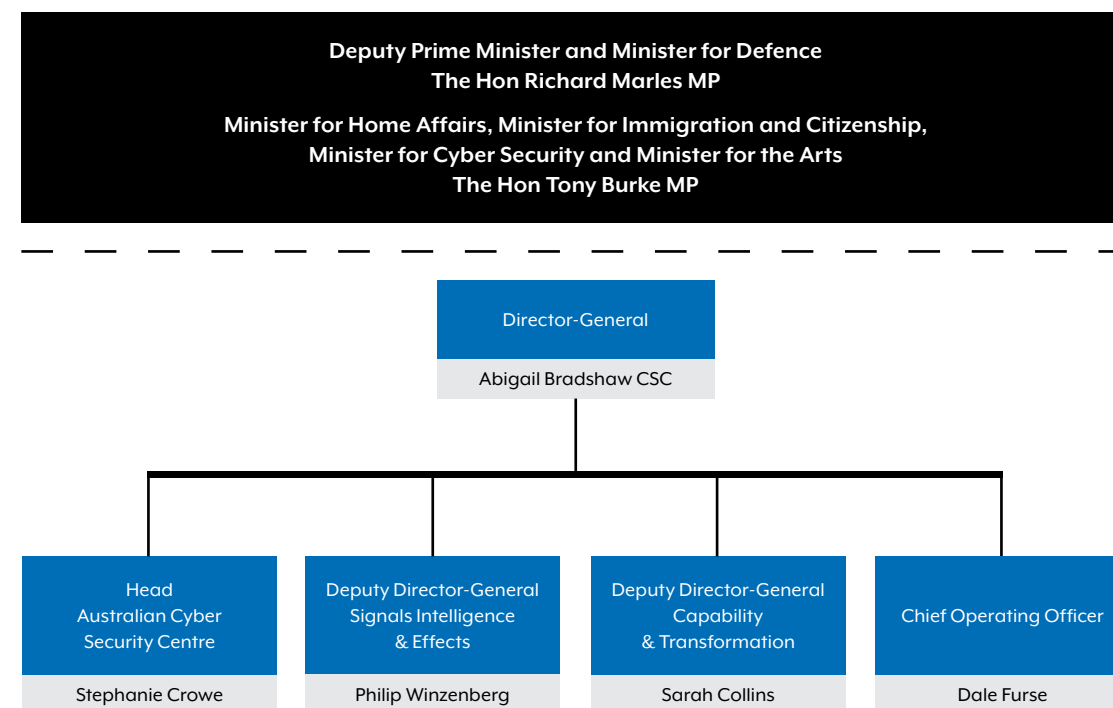
In order to do this, ASD masters technology and its application to inform (signals intelligence), protect (cyber security) and generate effects (offensive cyber operations).

Underpinning ASD's purpose are five strategic objectives, which are described in full in the *ASD Corporate Plan 2024–25*:

- deliver strategic advantage for Australia by providing intelligence that protects and advances Australia's national interests
- lead in cyber security, making Australia the most secure place to connect online, and foster national cyber security resilience
- support military operations, enabling the war fighter, and protecting Defence personnel and assets
- counter cyber-enabled threats, protecting Australia and Australians by countering cyber-enabled crime and disrupting terrorists' use of the internet
- provide trusted advice and expertise, delivering timely, quality advice to government, law enforcement, businesses and the community.

## Organisational structure

ASD is a statutory agency within the Defence Portfolio that reports directly to the Deputy Prime Minister and Minister for Defence, the Hon Richard Marles MP since 23 May 2022.



**FIGURE 1:** ASD's organisational structure as at 30 June 2025

Ms Rachel Noble PSM was Director-General ASD and ASD's accountable authority from 1 July to 5 September 2024. Ms Abigail Bradshaw CSC became Director-General ASD on 6 September 2024.



CHAPTER 3

# REPORT ON PERFORMANCE

## Introductory statement

ASD's purpose is to defend Australia against global threats and advance Australia's national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government.

ASD's ability to publicly report on its performance is limited by the classified nature of its work. The agency is committed to ensuring that robust measures for determining performance remain in place and transparency is provided either through this public report or ASD's annual classified submission on administration and expenditure presented to the Parliamentary Joint Committee on Intelligence and Security.

As Director-General ASD, and the accountable authority of ASD, I present the 2024–25 annual performance statement for ASD, as required by section 39(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, the annual performance statement accurately reflects the performance of ASD in achieving its purpose and complies with section 39(2) of the PGPA Act.



**Abigail Bradshaw CSC**  
Director-General  
Australian Signals Directorate  
9 September 2025

## ASD's performance

For the 2024–25 reporting period, ASD achieved its purpose to defend Australia against global threats and advance our national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government. This was achieved through the successful delivery of three key activities:

- foreign signals intelligence
- cyber security services
- offensive cyber operations.

Due to the nature of ASD's work, classified performance information will continue to be reported through existing performance frameworks in classified channels. As per existing processes, this was achieved through the annual classified submission to the PJCIS on administration and expenditure. The ASD Annual Report and its classified submission to the PJCIS together meet ASD's reporting obligations under both the PGPA Act and the ISA.

ASD reports regularly on mission-related activities via NIC governance forums coordinated by the Office of National Intelligence (ONI). Further, ASD provides full classified financial reporting to the Australian National Audit Office (ANAO) through the annual audit of its financial statements. ASD activities are also subject to independent and external review through the Inspector-General of Intelligence and Security (IGIS), with the ANAO also able to conduct audits on any finance and performance matter.

### Assessing performance

ASD has a set of five performance objectives set out in the *ASD Corporate Plan 2024–25* to evaluate ASD's performance against its key activities and purpose<sup>1</sup>.

ASD's performance is measured using a combination of qualitative and quantitative metrics against defined targets based on statistics, stakeholder feedback and case studies that outline demonstrated impact. Each metric is considered to be of equal weight, and the overall result is assessed on balance.

<sup>1</sup> ASD's potential performance outcomes are *met*, *substantially met*, *partially met* and *not met*.

Performance summary

Overall, ASD has achieved its purpose with Performance Objectives 1–5 assessed as being met at the end of the reporting period (Table 1).

TABLE 1: ASD’s performance objective outcomes summary as at 30 June 2025

Performance Objectives		Result
1	ASD’s foreign signals intelligence meets Government’s expectations to deliver strategic advantage and enables National Intelligence Community operations.	Met
2	ASD’s foreign signals intelligence products and technical expertise provide effective support for military operations and activities.	Met
3	ASD provides high quality, impactful cyber security services to government, critical infrastructure and services, business, families and individuals.	Met
4	ASD delivers partnerships, programs and technical capability that strengthen national cyber security or resilience.	Met
5	ASD’s offensive cyber operations provide effective and timely support for military operations and activities, and meet whole-of-government requirements for countering offshore cyber threats.	Met

Key Activity: Foreign Signals Intelligence

Performance Objective 1: ASD’s foreign signals intelligence meets Government’s expectations to deliver strategic advantage and enables National Intelligence Community operations.				
Measures		Targets	2024–25 Result	
1.1 Government expectations to deliver strategic advantage are met.		Government and NIC stakeholders confirm that ASD products have high impact.		Met
1.2 NIC operational requirements are met.		NIC and Defence stakeholders confirm that ASD products have high impact.		Met
Reference: ASD Corporate Plan 2024–25 (page 22)				

Rationale

During 2024–25, ASD continued to generate foreign signals intelligence that provided the Government with insight into global strategic and military developments, enabling effective NIC operational and tactical decision-making. ASD’s achievement against this performance objective was evaluated through qualitative assessment of the impact of foreign signals intelligence on Australia’s strategic, operational and tactical decision-makers.

During 2024–25, ASD provided intelligence products, technical expertise and advice to the NIC and Government on threats to national security. An example of ASD’s activities in this regard would be providing insights into the intentions of foreign adversaries in order to assist the Government in making the best decisions for Australia’s national interest and to avoid misunderstandings and miscalculations.

ASD frequently engaged with the wider NIC, which enabled ASD to focus its efforts on what was critical to whole-of-government activities, ensuring that relevant and vital contributions with high-impact collection, analysis, data and linguistic support were provided. ASD has embedded liaison officers in key departments who have proven to be valuable in supporting intelligence needs and decision-making.

Feedback from stakeholders confirmed that the NIC and other government agencies considered ASD intelligence to be a critical enabler of their work, and were satisfied with the level of service provided by ASD. ASD supplemented these views with assessments of its performance based on regular engagement with its customers, who confirmed the results.

Performance Objective 2: ASD's foreign signals intelligence products and technical expertise provide effective support for military operations and activities.		
Measure	Target	2024–25 Result
2.1 ASD's foreign signals intelligence supports the ADF's military operations and activities, technological advantage and capability development.	ADF/Defence stakeholders confirm ASD support had a high impact.	<div><div>✓</div><div>Met</div></div>
Reference: <i>ASD Corporate Plan 2024–25</i> (page 23)		

Rationale

During 2024–25, ASD foreign signals intelligence was used to support deployed ADF elements and helped inform tactical and operational decision-making. ASD maintained strong ties to Defence and the ADF and conducted regular engagement to review requirements. This ensured that key Defence and ADF outcomes were well understood and addressed by ASD. ASD also delivered advanced cyber training to ADF personnel to improve defensive and offensive cyber capabilities.

Stakeholders in Defence and the ADF confirmed that ASD's foreign signals intelligence and technical expertise were high impact, and provided effective and timely support to military operations. Defence and ADF stakeholders confirmed that they were satisfied with services provided by ASD. These views were corroborated through the extensive engagement ASD has with its customers in the ADF.

Key Activity: Cyber Security Services

Performance Objective 3: ASD provides high quality, impactful cyber security services to Government, critical infrastructure and services, business, families and individuals.		
Measures	Targets	2024–25 Result
3.1 ASD's cyber security advice and assistance supports stakeholders to improve or maintain their cyber security posture.	Information Security Manual (ISM) and Essential Eight (E8) are updated at least annually.	<div><div>✓</div><div></div></div>
	Number of Information Security Registered Assessors Program (IRAP) assessors remains constant or increases.	<div><div>✓</div><div>Met</div></div>
	Demonstrated impact.	<div><div>✓</div><div></div></div>
3.2 Systems to support assistance and technical advice are available for use by ASD and relevant stakeholders.	Availability of support assistance and technical advice remains at or above 99%.	<div><div>✓</div><div>Met</div></div>
3.3. ASD's Top Secret network assessment and authorisation activities, and key management services support stakeholders' requirements.	All requests are resolved within timeframes agreed with the stakeholder.	<div><div>✓</div><div></div></div>
	Availability remains at or above 99%.	<div><div>✓</div><div>Met</div></div>
References: <i>ASD Corporate Plan 2024–25</i> (page 24)		

Rationale

Over the reporting period, ASD delivered whole-of-economy cyber security advice and assistance to the Australian Government, critical infrastructure and services, businesses, as well as communities and individuals.

**Updates to the *Information Security Manual* and the *Essential Eight Maturity Model***

During the reporting period, the *Information Security Manual* (ISM) was updated four times. These updates provide changes to security controls based on developments ASD has seen in the cyber threat environment. ASD's *Essential Eight Maturity Model* (E8) was reviewed during the year. It was assessed as fit for purpose and no updates were made.

ASD published a combination of 108 alerts, advisories, knowledge articles and publications, to inform the Australian public of cyber events and advice via social media, cyber.gov.au and the Partner Portal.

## Impact to government

### *Government Uplift Program*

**Cyber Maturity Measurement Program:** During the reporting period, ASD completed seven Cyber Maturity Measurement Program (CMMP) assessments for federal, state and territory entities. The CMMP assessments involve teams of technical subject-matter experts working with prioritised federal, state, territory and local government entities to assess their cyber security maturity against the E8 mitigation strategies and their broader cyber security posture. Entities are provided with a detailed report containing tailored advice and recommendations to improve their cyber security maturity.

**Cyber Uplift Remediation Program:** The Cyber Uplift Remediation Program (CURP) is an enabler for Australian government entities to improve their cyber security posture. The objective of CURP is to uplift E8 maturity, improve cyber security posture, and remediate other cyber security vulnerabilities by providing skilled technical specialists and working in partnership with prioritised government entities. During the reporting period, CURP had 26 active engagements with federal, state and territory government entities, four of which began within the reporting period. Through these engagements, CURP assisted federal, state and territory government entities to implement robust security controls, remediate misconfigurations, address critical vulnerabilities, and uplift E8 maturity. CURP have further undertaken 39 'Tech Connects', which are short-term, focused engagements offering IT architectural, engineering, and procedural advice and assistance, with an emphasis on cybersecurity. These are delivered through presentations, interactive workshops, demonstrations, or email communications.

**ASD Incident Response Exercises and Scenarios (AIREAS) Pilot Program:** AIREAS was a 12-month pilot program that sought to improve cyber security resilience for 10 participating government entities. Through simulations of cyber security incidents, AIREAS assisted organisations to test their incident response plans and posture, and identify critical gaps. The pilot simulated exercises against various threat actors, tradecraft and situational challenges, and tested whether incident response plans were fit for purpose – identifying gaps in internal tooling, processes and personnel. The pilot resulted in an improvement in incident response readiness and capability for all participating entities.

### *Australian Protective Domain Name System*

The Australian Protective Domain Name System (AUPDNS) is a security service available to all federal, state and territory government entities to protect infrastructure from known malicious activity. Information from AUPDNS directly assists ASD's mission to build a national cyber threat picture. The threat picture is shared with ASD partners, including individuals, businesses, academia, not-for-profit organisations and government entities, which enables them to protect their networks.

Over 630 organisations are protected by the AUPDNS service. In the 2024–25 financial year, AUPDNS processed more than 220 billion queries and blocked customer access to over 334 million malicious domains. This represents an increase of 307% more malicious domains blocked compared to the 2023–24 financial year.

### Case Study 1: CrowdStrike

On 19 July 2024, ASD became aware of a global, widespread outage event widely attributed to an Endpoint Detection and Response provider known as CrowdStrike. Threat actors used the widespread IT outage as an opportunity to conduct phishing and other malicious activity against entities that would be interested in seeking information about the outage. ASD analysts identified hundreds of malicious websites imitating CrowdStrike aimed at enticing entities to visit the site and download malware. ASD shared indicators of compromise (IOCs), via its Cyber Threat Intelligence Sharing (CTIS) platform, with ASD partners to defend their networks and users from the malicious activity. ASD has also blocked these malicious domains and issued takedowns to disrupt the activity at scale.

### *Domain Takedown Service*

ASD requested the removal of over 168,000 malicious domains through our Domain Takedown Service during the financial year, helping to prevent cybercrime and fraud. This service has demonstrated success by taking down malicious infrastructure that is targeting Australian networks.

### *Cyber Hygiene Improvement Programs*

ASD continued to run Cyber Hygiene Improvement Programs (CHIPs) scans quarterly, while expanding program membership within privately owned critical infrastructure entities. The program has now provided reports to more than 3,900 entities, compared to around 2,000 entities in the previous reporting period. Through CHIPs, ASD measures the cyber posture and hygiene of internet-facing systems and assets for government and critical infrastructure entities. The results of these scans are sent to the entity network owners, providing them with actionable information to help inform their cyber security improvement efforts.

ASD also performed over 470 High-Priority Operational Tasking CHIPs scans in the 2024–25 financial year, up from 365 in 2023–24. These scans identified critical vulnerabilities relating to specific high-priority threats. Through these activities, CHIPs quickly builds visibility of, develops insights into, and guides uplift initiatives against security vulnerabilities across governments and critical infrastructure.

### *Support to Cyber Sanctions*

Malicious cyber actors continue to target Australian governments, critical infrastructure business and individuals. Australia's autonomous cyber sanctions framework is a key tool in imposing costs on cyber actors and protecting Australians from this threat.

During the reporting period, ASD supported Government's targeted financial and travel sanctions on cyber infrastructure entity ZServers and five of its Russian employees for their roles in providing infrastructure to host and disseminate data stolen from a significant cyberattack on an Australian health sector entity.

This was the first time Australia had imposed cyber sanctions on an entity, and the first time Australia had imposed sanctions on those providing the network infrastructure and services that make cyberattacks possible.

The sanctions resulted from close collaboration between ASD, other Commonwealth agencies and key international partners to identify and disrupt cybercriminals who prey on Australia and Australians.

Impact to critical infrastructure and industry partnerships

Critical Infrastructure Uplift Program

The Critical Infrastructure Uplift Program (CI-UP) offers a range of services that assist critical infrastructure partners to improve their resilience to cyberattacks.

**CI-UPs:** Over 2024–25, eight in-depth uplift engagements and four sprint engagements were completed on critical infrastructure assets across three sectors: energy, transport, and engineering. Additionally, two sprint engagements had commenced by the end of financial year 2024–25.

**Scaled technical engagements:** Seven bespoke technical engagements were conducted with critical infrastructure partners in the financial services, telecommunications, transport, and food and grocery sectors. Technical engagements provide an opportunity for detailed technical discussions on cyber security, unique to the partner’s sector and risk profile. Additionally, ASD conducted II Operational Technology Information Exchanges (OTIEs). OTIEs are a forum for ASD’s Cyber Security Partners, who are responsible for operational technology, to increase their understanding of current cyber threats and uplift cyber security through information sharing with other partners.

Case Study 2: Partnering with vendors on uplift

The Microsoft–ASD Cyber Shield (MACS) partnership is an example of the importance of collaboration between the public and private sectors in countering the cyber threats we collectively face. One of the projects delivered under MACS in the reporting period was the Microsoft 365 E5 Uplift pilot project. ASD’s operational experience had found that many federal government organisations subscribed to an E5 licence, but either did not use or had not optimised existing security products within the licence. Between October 2024 and March 2025, ASD partnered with Microsoft to uplift Microsoft Defender for Identity and Microsoft Defender for Endpoint products and configurations for seven government organisations.

Through this project, ASD was able to increase visibility of over 38,000 accounts and enable the identification of 35 previously unidentified vulnerabilities. Additionally, four workshops with over 300 participants across 33 government organisations were delivered to share technical expertise. Learnings from the collaboration have now also been included in ASD’s Secure Blueprint for Cloud, which is available at [blueprint.asd.gov.au](https://blueprint.asd.gov.au).

National Exercise Program

The National Exercise Program (NEP) works in partnership with Australian critical infrastructure and governments to scope, plan, deliver and evaluate cyber security exercises to improve Australia’s overall cyber resilience. The NEP also delivers exercise management training workshops for industry and government. ASD delivered 17 exercises for government and critical infrastructure organisations during 2024–25.

Cyber Threat Intelligence Sharing

ASD’s Cyber Threat Intelligence Sharing (CTIS) platform allows ASD to disseminate, to participating organisations at machine speed, observable indicators of compromise that organisations may then use to identify activity on their own networks. The CTIS platform also allows participating organisations to bi-directionally share indicators of compromise observed on their own networks with other CTIS partners. As a result, partners and ASD are better informed about potential threats to their networks at speed and scale.

As of 30 June 2025, CTIS grew from just over 400 partners in the last reporting period to over 450 partners this year, and over 2.9 million indicators of compromise have been shared via the platform.

Case Study 3: Darcula Phishkit targeting Australians

The Darcula Phishkit is a ‘Phishing-as-a-service’ (PhaaS) platform that enables criminals to build advanced phishing kits that can target any brand with a click of a button.

Over the financial year, ASD has observed the Darcula Phishkit targeting Australians via unwanted messages on mobile devices. These phishing texts often impersonate the transport and financial sector, having the ability to bypass the SMS filtering commonly used by telecommunication network companies.

In response to the threat, ASD analysts discovered a constant stream of active malicious sites and pushed the related Indicators of compromise to our network partners, including telecommunications companies and impacted organisations. 796 malicious sites using Darcula Phishkit were successfully taken down over the reporting period.

## Impact to businesses, families and individuals

### *Australian Cyber Security Hotline*

The Australian Cyber Security Hotline '1300 CYBER!' (1300 292 371) is a 24/7 hotline that provides enhanced, tailored and publicly accessible support to all Australians seeking cyber security advice and assistance. During the reporting period, the hotline responded to over 42,500 calls, a 16% increase from FY 2023–24 (approximately 36,700).

Availability of support assistance and technical advice remained at or above 99%.

### *Incident Response*

During the reporting period, ASD responded to more than 1,200 cyber security incidents, providing timely advice to the Australian organisations impacted by them. This included the provision of awareness, mitigation and response, 24 hours per day, seven days per week, through a variety of products and services.

ASD continues to detect and alert potential victims of ransomware attacks. In the reporting period, ASD published a range of advisories on [cyber.gov.au](https://cyber.gov.au) to provide the public with detailed insights on cyber security matters and threats, including on ransomware variants. These advisories were co-authored with Five Eyes and other international partners, helping to improve individual and collective cyber resilience.

ASD uses its unique intelligence insights, international partnerships, and industry engagements to proactively identify and share cyber security threats and vulnerabilities to protect Australian organisations. In 2024–25, ASD notified entities more than 1,700 times of potentially malicious cyber activity, an 83% increase from last year.

## Information Security Registered Assessors Program

Under the Information Security Registered Assessors Program (IRAP), ASD endorses suitably qualified cyber security professionals to provide cyber security services to secure broader industry and Australian Government systems and data. The number of endorsed IRAP assessors increased by approximately 26% over the reporting period to 382. As a result, IRAP assessors are now more accessible.

## Systems to support assistance and technical advice

### *Cyber.gov.au and ReportCyber*

[Cyber.gov.au](https://cyber.gov.au) is a public-facing ASD website providing government, large organisations, critical infrastructure, small and medium businesses and individuals with the latest information and resources relating to cyber security. This website also allows government, businesses and individuals to report cyber security incidents or cybercrimes, and provides additional assistance and referral pathways, depending on the nature of the report. During 2024–25, the availability of [cyber.gov.au](https://cyber.gov.au) and the ReportCyber portal remained at or above 99%. [Cyber.gov.au](https://cyber.gov.au) was viewed over 5,440,390 times, across over 2,233,680 total users. There were 261,150 total file downloads on [cyber.gov.au](https://cyber.gov.au) across the reporting period.

### *The ASD Partner Portal*

The ASD Partner Portal (formerly the Australian Cyber Security Centre Partner Portal) is an online platform where ASD shares relevant cyber security advice and information with its partners. During the reporting period, the availability of this platform remained at or above 99%.

### *ASD's Blueprint for Secure Cloud*

[Blueprint.asd.gov.au](https://blueprint.asd.gov.au) is an online tool to support the design, configuration, and deployment of collaborative and secure cloud and hybrid workspaces, with a current focus on Microsoft 365. The Blueprint provides better practice guidance, configuration guides and templates, and standard operating procedures as per the controls in ASD's ISM. While the Blueprint is primarily developed for government organisations, it is also available for private sector organisations. During the reporting period, the availability of this platform remained at or above 99%.

## TOP SECRET ICT System Authorisation to Operate and Key Management Services

During 2024–25, ASD actioned Top Secret network authorisations to operate, and undertook system security and risk assessments to support those authorisations to operate within agreed timeframes.

Since achieving full operating capability in March 2022, the Australian Key Management Infrastructure (AKMI) has provided cryptographic key infrastructure to ASD's customers. The availability of key management services to ASD's customers achieved its target of 99%. ASD's key management services provided effective support to ASD's customers.



Performance Objective 4: ASD delivers partnerships, programs and technical capability that strengthen national cyber security or resilience.			
Measures	Targets	2024–25 Result	
4.1 Cyber security information and expertise exchanges with partners help prevent, detect or remediate cyber threats to Australia.	Number of ACSC Partners increases.	✓	Met
	Demonstrated impact.	✓	
4.2 ASD supports emerging cyber security research that may help prevent, detect or remediate cyber threats to Australia.	Demonstrated impact.	✓	Met
Reference: <i>ASD Corporate Plan 2024–25</i> (page 25)			

Rationale

During the reporting period, ASD delivered partnerships, programs and technical capabilities that strengthened national cyber security and resilience. Membership of the ASD Cyber Security Partnership Program has consistently increased, and ASD has demonstrated impact in supporting domestic and international partners to prevent, detect and remediate cyber threats.

ASD has continued to support emerging cyber security research, including through the joint collaboration agreement with the Australian National University (ANU) known as the ‘ASD-ANU Co-Lab’, which funds an Honours program for undergraduates.

Membership of the ASD Cyber Security Partnership Program

The ASD Cyber Security Partnership Program enables close collaboration and a unified approach, across government and private industry, to uplift and enhance Australia’s cyber security posture, national resilience and understanding of the cyber threat environment. The ASD Cyber Security Partnership Program includes three tiers of membership across Network, Business and Home Partners.

Network Partners comprise academics, not-for-profit institutions, and organisations that have responsibility for networks and expertise in cyber security. Business Partners comprise large, medium or small businesses that want to be kept up to date with relevant cyber security information for their businesses. Home Partners are individuals or families with an interest in cyber security.

At the end of the reporting period, the ASD Cyber Security Partnership Program had over:

- 4,110 Network Partners, an increase of 14% from the last reporting period
- 5,980 Business Partners, an increase of 11% from the last reporting period
- 122,990 Home Partners, an increase of 11% from the last reporting period.

Impact of support to domestic partners

ASD Cyber Security Partnership Program

During the reporting period, ASD’s State Offices facilitated engagement with Partners across the country. This included:

- facilitating over 900 Partner engagements, including Executive Threat Briefings and sector-specific events with participants from a range of industry sectors – the number of Partner engagements in 2024–25 more than doubled compared to the number of engagements in 2023–24
- publishing 48 articles to inform ASD Cyber Security Network Partners about cyber events and advice on the ASD Partner Portal.

Case Study 4: Modern Defensible Architecture – Consultation

In February 2025, ASD published *Foundations for Modern Defensible Architecture* (the *Foundations*) on [cyber.gov.au](https://cyber.gov.au). This publication champions security architecture as a core approach to building and maintaining cyber resilience.

Given the significance of the *Foundations* and strong global interest in zero trust and secure-by-design cybersecurity strategies, ASD released the *Foundations* ‘for consultation’. ASD hosted a total of 240 stakeholders at consultative roundtable events and received over 60 detailed written feedback submissions from consumers, service providers and vendors.

The extensive insights and feedback received throughout these consultations have informed updates to the *Foundations* and forthcoming new guidance from ASD on modern defensible architecture, zero trust and secure-by-design. Stakeholders were supportive of the *Foundations*’ approach, requesting further advice and guidance to support implementation activities. ASD’s ongoing consultation and collaboration ensures our guidance remains relevant, practical and achievable across a broad range of organisations and technologies.



## Impact of support to international partners

In conjunction with ASD's domestic role in providing cyber security advice and assistance, ASD also engages with international partners to increase and uplift cyber threat awareness and security. Cooperation with other nations provides opportunities for leveraging capability, expertise, and threat visibility, as well as partnerships with industry. International engagement also provides opportunities to improve regional cyber security and build strategic relationships. ASD participated in a range of international activities during the reporting period. Examples of this cooperation are set out below.

### *Global partnerships and multilateral forums*

ASD participated in the International Watch and Warning Network (IWWN), a global partnership of operational cyber security agencies that aim to increase joint global cyber preparedness through information sharing and cooperation. During the reporting period, ASD regularly contributed to IWWN meetings, shared cyber threat intelligence and attended the in-person Annual General Meeting.

ASD continued to support Australia's membership of the Quad<sup>2</sup>, and conducted a number of cyber security information exchanges with Southeast Asian and Pacific nations. These were part of whole-of-government efforts enhance regional cyber security resilience.

In collaboration with the ANU, ASD supported the Department of Foreign Affairs and Trade (DFAT) in delivering three 'Cyber Bootcamps' to the Association of Southeast Asian Nations (ASEAN) countries. Each bootcamp improved regional cyber resilience by sharing insights and experiences into Australia's cyber security ecosystem.

### *Increased regional focus*

ASD is the permanent Secretariat of the Pacific Cyber Security Operations Network (PaCSON). PaCSON is an operational cyber security network consisting of regional working-level cyber security and technical experts from 16 eligible governments across the Pacific. PaCSON's mission is to improve cyber security capabilities and readiness across the Pacific through cooperation and collaboration. During the reporting period, ASD facilitated the sharing of cyber threat intelligence information and supported members to participate in regular capacity building activities such as cyber challenges and remote learning sessions. PaCSON held its Annual General Meeting in Rarotonga, Cook Islands, in September 2024.

ASD also continues to be an active member and leader in the Asia Pacific Computer Emergency Response Team (APCERT). APCERT is a community of 33 CERTs and Computer Security Incident Response Teams from 24 economies, dedicated to encouraging and supporting cyber security cooperation in the Asia-Pacific region. Over the reporting period, ASD was elected Deputy Chair of the APCERT Steering Committee and chaired the Policy, Procedures and Governance Working Group (PPGWG). ASD also participated in the Annual Drill – testing the response capabilities of leading Computer Security Incident Response Teams among Asia-Pacific economies. As Chair of the PPGWG, ASD worked with other members to continue to refresh APCERT to ensure it remains a fit-for-purpose regional group.

### *Five Eyes partners*

During the reporting period, ASD engaged regularly with national cyber security centres in Canada, New Zealand, the UK and the US to collaborate on operational cyber security and cyber threats, helping to improve individual and collective cyber resilience.

As part of this effort, ASD contributed to a range of joint products with Five Eyes partners, including:

- *Safe Software Deployment: How Software Manufacturers Can Ensure Reliability for Customers* (October 2024)
- *Secure by Demand: Priority Considerations for OT Owners and Operators* (January 2025)
- *Content Credentials: Strengthening Multimedia Integrity in the Generative AI Era* (January 2025)
- *Mitigation strategies for edge devices* (February 2025)
- *Security considerations for edge devices* (February 2025)
- *Guidance on digital forensics and protective monitoring specifications for producers of network devices and appliances* (February 2025)
- *AI Data Security* (May 2025).

<sup>2</sup> The Quad is a diplomatic partnership between Australia, India, Japan, and the United States committed to supporting a peaceful, stable and prosperous Indo-Pacific that is inclusive and resilient.

ASD led on the publication of the following joint Five Eyes products during the reporting period:

- *Best practices for event logging and threat detection* (August 2024)
- *Detecting and mitigating Active Directory compromises* (September 2024)
- *Principles of operational technology cybersecurity* (October 2024)
- *Choosing secure and verifiable technologies* (December 2024)
- *Preparing for and responding to denial-of-service attacks* (updated March 2025)
- *Implementing SIEM and SOAR platforms* (May 2025).

Five Eyes multi-agency badged products relating to threat advice included:

- *#StopRansomware: Play Ransomware* (June 2025)
- *Fast Flux: A national security threat* (April 2025)
- *Enhanced visibility and hardening guidance for communications infrastructure* (December 2024)
- *#StopRansomware: BianLian Ransomware Group* (November 2024)
- *2023 top routinely exploited vulnerabilities* (November 2024)
- *Iranian cyber actors' brute force and credential access activity compromises critical infrastructure* (October 2024)
- *People's Republic of China-Linked Actors Compromise Routers and IoT Devices for Botnet Operations* (September 2024)
- *The silent heist: cybercriminals use information stealer malware to compromise corporate networks* (September 2024).

In addition to regular engagement and collaboration with our Five Eyes partners, ASD has also worked with a wider range of international partners on cyber threats to achieve improved cyber resilience, contributing to a range of joint products:

- *Russian GRU targeting Western logistics entities and technology companies* (May 2025)
- *BADBAZAAR and MOONSHINE: Technical analysis and mitigations* (April 2025)
- *BADBAZAAR and MOONSHINE: Spyware targeting Uyghur, Taiwanese and Tibetan groups and civil society actors* (April 2025)
- *APT40 Advisory: PRC MSS tradecraft in action* (July 2024)
- *Russian Military Cyber Actors Target US and Global Critical Infrastructure* (September 2024).

#### Case Study 5: APT40 Advisory

In July 2024, ASD, alongside 11 international partner agencies, published a cyber security advisory that detailed agencies' shared understanding of Advanced Persistent Threat 40 (APT40). This marked the first time that ASD had led a jointly sealed cyber security advisory with international partners. The advisory drew on ASD's rich insights from incident response investigations across Australia, and feature preventative cyber security controls and mitigations to assist network defenders.

#### Cyber security research

ASD conducted cyber security research into critical and emerging technologies and operational technology environments that have been identified as being in Australia's national interest.

During the reporting period, ASD conducted research on a variety of technologies, including artificial intelligence (AI) and operational technology. Technical research outputs have informed cyber security advice and assistance to various internal and external stakeholders.

ASD continues to engage with industry to learn more about the challenges facing Australia's critical infrastructure. ASD is continuing to build relationships with industry and academia through the Cyber Security Integration Program (CSIP). The CSIP has improved collaboration between ASD and industry in strengthening cyber defence capabilities to protect and support critical networks. ASD is also working closely with domestic and international partners to share and leverage each other's research.

Key Activity: Offensive Cyber Operations

Performance Objective 5: ASD's offensive cyber operations provide effective and timely support for military operations and activities, and meet whole-of-government requirements for countering offshore cyber threats.			
Measures	Targets	2024–25 Result	
5.1 Offensive cyber capabilities provide effective and timely support for ADF military operations and activities.	ADF/Defence stakeholders confirm ASD support had a high impact.	✓	Met
5.2 Offensive cyber operations that counter offshore cyber threats meet whole-of-government security requirements.	Government stakeholders confirm ASD operations had a high impact.	✓	Met
References: <i>ASD Corporate Plan 2024–25</i> (page 26)			

Rationale

Throughout 2024–25, ASD continued to provide offensive cyber operations in support of the ADF's key operational requirements. This includes future enhancements of ASD's cyber security capability to support military preparedness.

ASD continued to pivot its offensive cyber capabilities to address emerging threats presented by foreign cybercriminals' malicious activities. Operations focused on disabling online infrastructure used by the foreign cybercriminals and disrupting their activity.

Report on financial performance

The Government provided ASD with \$1,657.0 million in appropriation funding for operating costs and a further \$1,066.5 million for capital investment in the 2024–25 Portfolio Budget process (totalling \$2,723.5 million). Additionally, ASD received \$3.0 million in cost recovery revenue primarily for the provision of Top Secret ICT services.

ASD's financial statements show a total comprehensive loss of \$523.6 million. After adjusting for the impact of depreciation and including the impact of lease payments, ASD has an operating surplus of \$14.7 million. Employee benefits expense was higher than budget due to continual increase in recruitment activity during the year. Supplier expenses were lower than budgeted due to a decrease in technical support services and IT related expenses in support of approved projects.

ASD's financial statements, including a summary of ASD's total resources and payments is provided at Appendix B.

The nature of ASD's activities require it to continuously invest in talented people and new technology to ensure its capabilities remain contemporary and relevant to its functions.

CHAPTER 4

# MANAGEMENT AND ACCOUNTABILITY

Corporate governance

As a statutory agency in the Defence Portfolio, ASD reports directly to the Deputy Prime Minister and Minister for Defence, the Hon Richard Marles MP.

ASD operates under the PGPA Act and the ISA. The Director-General ASD is the accountable authority of ASD.

All of ASD’s activities are subject to oversight from IGIS. ASD’s performance and financial statements are auditable by the Auditor-General.

The PJCIS provides further oversight of ASD’s administration, expenditure, enabling legislation and any matters referred by the Australian Senate, House of Representatives or a minister of the Australian Government. ASD also appears before the Senate Standing Committee on Foreign Affairs, Defence and Trade during Senate Estimates hearings.

Corporate Plan

On 29 August 2024, ASD published its corporate plan covering the period 2024–25 to 2027–28.

ASD has continued to mature since becoming a statutory agency on 1 July 2018, including by strengthening its reporting and performance framework and governance functions.

Governance framework

The Director-General is assisted in administering ASD by the Executive Committee, its subcommittees and the ASD Audit and Risk Committee (ASDARC). ASD’s governance framework also includes the REDSPICE Advisory Board, which was established in July 2022 to provide advice to the Director-General ASD on the implementation of the REDSPICE Program (Figure 2).

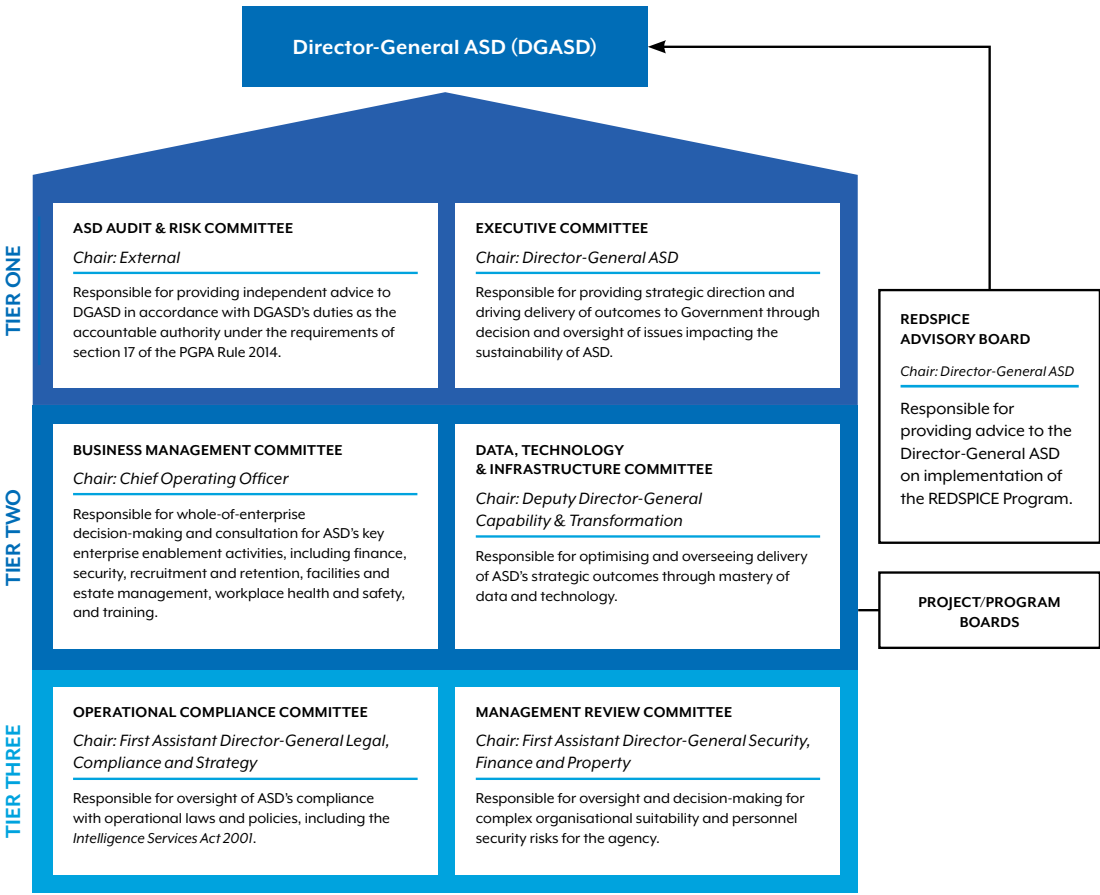


FIGURE 2: ASD governance framework

Executive Committee

The ASD Executive Committee is the primary decision-making committee within ASD, with the Director-General as the accountable person.

The role of the committee is to provide advice to the Director-General, set the strategic direction for ASD, and provide oversight of all ASD activities. The Executive Committee assists the Director-General in ensuring that ASD meets the highest standards of governance, performance and accountability, with the Director-General having the ultimate decision-making authority on all issues.

The Executive Committee met 13 times during 2024–25.

ASD Audit and Risk Committee

ASDARC is responsible for monitoring, reviewing and, where appropriate, making recommendations to the Director-General about financial reporting; performance reporting; systems of risk oversight, including fraud risk assessment, deterrence and prevention; systems of internal control; and internal and external audit.

In accordance with section 45 of the PGPA Act and section 17 of the PGPA Rule, ASDARC has three members, all of whom are external to ASD.

The ASDARC charter is available from the ASD website at [www.asd.gov.au/publications/governance/audit-and-risk-committee-charter](http://www.asd.gov.au/publications/governance/audit-and-risk-committee-charter).

During 2024–25, ASDARC met formally four times.

Table 2 provides information in accordance with the audit committee disclosure requirements for Commonwealth entities.

TABLE 2: Positions held on ASDARC during 2024–25

Member name Qualifications, knowledge, skills or experience	Number of meetings attended/Total number of meetings	Total annual remuneration (GST inc.)
<b>Mark Ridley (Chair)</b> <i>Qualifications:</i> Fellow of the Institute of Chartered Accountants and a graduate of the Australian Institute of Company Directors, with bachelor degrees in commerce and accounting. <i>Notable roles:</i> Chair of ASDARC since 1 July 2020, has served as an independent member and chair of audit and risk committees for several large-sized and medium-sized Commonwealth agencies since 2011, and has also assisted some entities in the oversight of ICT projects. He was formerly a senior partner of PricewaterhouseCoopers with leadership roles in risk advice, internal audit and ICT project assurance for large financial services companies, other industries and state and federal governments.	4/4	\$25,107.80
<b>Sue Bird</b> <i>Qualifications:</i> Graduate of the Australian Institute of Company Directors, holds an Honours degree in law from the Australian National University and was admitted to legal practice in 2000. She has received accreditation in PRINCE2 and MSP Project and Program Management and is a certified organisational coach. <i>Notable roles:</i> Member of ASDARC since 1 July 2020, currently serves as an independent member of audit and risk committees for several Commonwealth agencies, and has previously held the position of Chief Operating Officer for the Australian Federal Police. She has also held a number of Chief Legal Counsel roles and was an independent integrity adviser for a large Commonwealth agency.	4/4	\$10,601.25
<b>Shane Carmody</b> <i>Qualifications:</i> Masters of Business Administration from Monash University, Bachelor of Arts from University of Queensland, and a Indonesian language qualifications from Universitas Gajah Mada, Indonesia. Mr Carmody is a Graduate of the Australian Institute of Company Directors and is a Fellow of the Royal Aeronautical Society. <i>Notable roles:</i> Member of ASDARC since 2023, was previously Chief Executive Officer and Director of Aviation Safety at the Civil Aviation Safety Authority, and a Deputy Secretary at the Department of Defence, Veterans' Affairs, and Infrastructure and Transport.	4/4	\$16,925.00

### REDSPICE Advisory Board

An external REDSPICE Advisory Board has been established to provide the Director-General ASD with independent advice on delivery of the REDSPICE Program. The Board met three times in 2024–25.

### Business Management Committee

The Business Management Committee (BMC) is ASD's whole-of-enterprise decision-making and consultation forum for ASD's key enterprise enablement activities.

The BMC advises the Executive Committee on matters relating to people, finance, facilities and estate, workplace health and safety, risk, security and compliance, and ensures these matters remain aligned with ASD's legislative requirements.

The BMC is chaired by the Chief Operating Officer. The BMC met 10 times during 2024–25.

### Data, Technology and Infrastructure Committee

The Data, Technology and Infrastructure Committee (DTIC) is ASD's peak data and technology decision making committee. The DTIC takes a whole-of-organisation perspective on capability, risk and investment to optimise ASD's strategic outcomes through mastery of data and technology.

The DTIC advises the Executive Committee on significant data and technology investments, capability risk, infrastructure and services lifecycle management, and data management and handling.

The DTIC is chaired by the Deputy Director-General Capability and Transformation.  
The DTIC met 10 times during 2024–25.

### Management Review Committee

ASD's Management Review Committee (MRC) is the key body for managing complex organisational suitability and personnel security risks for the agency.

Where required, the MRC considers potential issues of concern related to employee organisational suitability in a manner that balances intelligence-related equities and appropriate personnel management.

The MRC does not consider issues related to the security clearance process, broader employment conditions, Code of Conduct, other administrative investigations or performance management activities.

The MRC is chaired by the First Assistant Director-General Security, Finance and Property.  
The MRC met 11 times during 2024–25.

### Operational Compliance Committee

The Operational Compliance Committee (OCC) is the responsible body for ensuring ASD meets the highest standards of governance, performance and accountability in its operations, achieved through establishing and maintaining best-practice compliance and oversight procedures.

When required, the OCC ensures all compliance breaches, suspected and confirmed, are investigated following established procedures. It also reviews emerging operational compliance issues and assesses whether ASD's legal and regulatory frameworks are in line with legislation and review recommendations.

The OCC is chaired by the First Assistant Director-General Legal, Compliance and Strategy.  
The OCC met four times during 2024–25.

## Management of risk and fraud

### Risk management

Consistent with requirements in the PGPA Act, the PGPA Rule, and the Commonwealth Risk Management Policy 2023, ASD has established systems and appropriate internal controls for oversight and management of risk.

Managing risk well enables ASD to achieve its purpose and strategic objectives and to meet Government priorities. ASD continues to balance opportunity and accountability while operating with integrity to manage risk as this ensures the Australian public's trust and confidence are maintained.

Effective risk management addresses the need for information on major risks to flow up, down and across organisational structures to improve the quality of decisions made in order to meet strategic and business objectives.

In 2024–25, ASD continued to embed risk management principles to support timely decision-making and reporting; prioritise resources; increase compliance and efficiency; and improve operations.

### Fraud control, detection and prevention

All staff within ASD's mission, regardless of seniority, must adhere to policies and procedures and be held accountable for their actions. ASD takes all reasonable steps to minimise the potential for fraud and corruption by designing and implementing internal controls that prevent, detect and deal with fraudulent or corrupt behaviour. ASD takes a stringent 'educate, trust and verify' approach to fraud and corruption. Given ASD's role, operating environment and reliance on partners, the protection of its people, information and assets is paramount.

In accordance with the Commonwealth Fraud and Corruption Control Framework 2024 (the Framework), ASD continues to meet its mandatory obligations to prevent, detect and respond to fraud.

During the 2024–25 financial year, ASD reviewed and updated its Fraud and Corruption Control Plan to continue responding to the changing operating environment as a result of REDSPICE.

ASD continues to monitor compliance with the Framework and requirements of the *National Anti-Corruption Commission Act 2022*.

Every two years, ASD staff members complete mandatory training on fraud and integrity awareness. Fraud and corruption education is also promoted through activities such as International Fraud Awareness Week and regular messaging to the workforce.

During the reporting year, ASD participated in the Australian Institute of Criminology's Annual Fraud Against the Commonwealth Census for the sixth time as a statutory agency. ASD also participated in the inaugural Commonwealth Fraud Control Policy Annual Reporting Census.

During the reporting year, ASD conducted 16 preliminary assessments following reports of suspected fraud; of the 16 preliminary assessments, two progressed to formal investigation. By 30 June 2025, one investigation was finalised, with allegations found to be unsubstantiated, and the other was ongoing. ASD continues to bolster fraud and corruption detection mechanisms, supported by the completion of an internal fraud and corruption control testing activity.



Ethical model

ASD’s ethical structure is shaped around legislation that governs ASD business activities and is embedded in its organisational values. The structure is supported by ASD’s Security and Integrity Framework, which is designed to protect ASD’s people, information and assets, and promote the effective and efficient delivery of ASD’s business. The Framework outlines ASD’s values and standards and is designed to improve the transparency of the way in which security and integrity issues are managed.

ASD staff are committed to upholding the organisation’s values (Figure 3), which are an integral aspect of ASD’s culture.

During the reporting period, ASD continued mandatory integrity training for all staff. This aligns with ASD’s commitment to the Framework, and supports the implementation of the APS Commissioner’s 2022 Directions.

ASD has a robust internal operational compliance and oversight function to ensure it complies with the spirit and letter of the law. ASD’s internal programs not only provide timely operational compliance advice, policy and training, but also carry out self-regulatory functions through investigations and assurance activities. Combined, these internal programs are designed to ensure that ASD undertakes all mission activities in accordance with legislation, policy and Ministerial Directions. ASD also works closely with IGIS, who provides independent assurance to ministers, the Parliament, and the public that ASD acts with legality, propriety and with regard for human rights.

Public Interest Disclosure

ASD is also subject to the *Public Interest Disclosure Act 2013* (PID Act), which facilitates disclosure and investigation of wrongdoing and maladministration in the Commonwealth public sector. ASD Principal Officer Delegates and Authorised Officers are appointed by the Director-General to fulfil the purpose and direction of the PID Act.

During the reporting period, ASD received two internal public interest disclosures. One was allocated to another agency and the second was investigated; however, no instances of disclosable conduct were found.

OUR VALUES

Reveal their secrets. Protect our own.

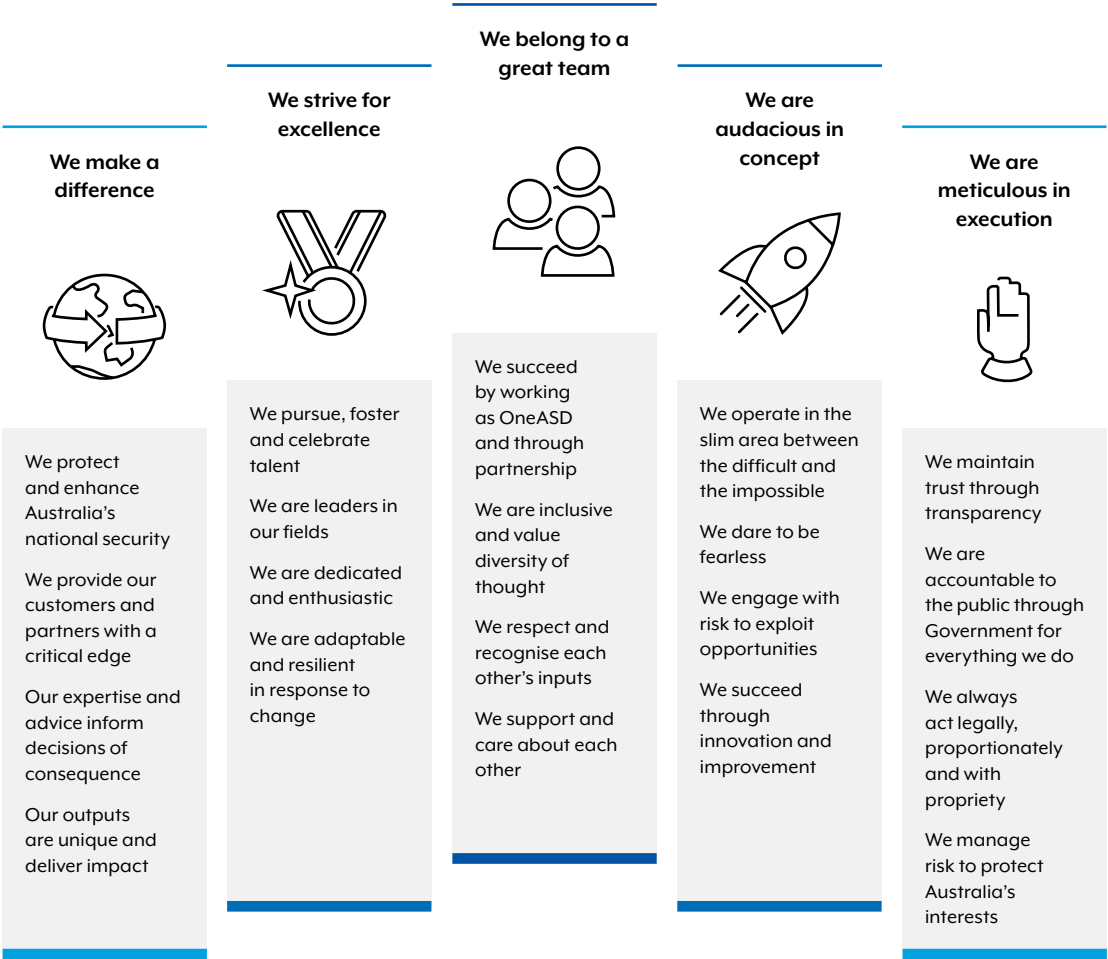


FIGURE 3: ASD values

## External scrutiny

### Parliamentary Joint Committee on Intelligence and Security

Section 28 of the ISA establishes the PJCIS and section 29 gives the PJCIS the function to review ASD's administration and expenditure.

ASD provided the PJCIS with a classified written submission as part of its Review of Administration and Expenditure No.23 (2023–24) – Australian Intelligence Agencies on 29 November 2024. A hearing was conducted for this review on 14 February 2025.

### Senate Standing Committee on Foreign Affairs, Defence and Trade

ASD was scheduled to appear before the Foreign Affairs, Defence and Trade Legislation Committee on 6 November 2024 but was dismissed. ASD appeared before the Committee on 26 February 2025. Records of ASD's evidence to the Committee can be found in the Hansard.

### Inspector-General of Intelligence and Security

IGIS is an independent Statutory Officer who reviews the activities of the NIC, including the activities of ASD. IGIS undertakes independent checks across ASD's operational activities, investigates complaints received by their office, and reports ASD's compliance performance through their annual report.

During 2024–25, IGIS undertook a regular inspection program of activities across ASD's operational functions, which included visits to ASD facilities, meetings with ASD staff and audits of ASD documentation.

ASD works closely with IGIS to provide information about ASD's activities, particularly where questions of legal compliance or propriety might arise. During 2024–25, this included ASD providing technical briefings and operational updates, supporting new IGIS-initiated projects and detailing legal advice provided to ASD.

During 2024–25, ASD provided IGIS with eight notifications of potential compliance incidents. Upon identification of these matters, ASD undertakes in-depth analysis to determine whether legislative non-compliance has occurred. During the year, IGIS confirmed eight instances of legislative non-compliance by ASD covering incidents reported during this and prior years. In response to these incidents ASD implemented mitigations to prevent recurrence.

During 2024–25, ASD supported IGIS in the conduct of routine inspection of ASD activities, as well as cross-agency activities pursuant to the *Inspector-General of Intelligence and Security Act 1986*, including one inquiry and nine preliminary inquiries relating to ASD. The inquiry remains ongoing. One preliminary inquiry, which remains ongoing, involves a cross-agency review into the use and management of Exceptionally Controlled Information (ECI) and one related to ASD's administration of the Public Interest Disclosure scheme. The remaining seven preliminary inquiries related to complaints made to IGIS in respect of ASD. For all inquiries and preliminary inquiries, ASD responded to IGIS requests for information in a timely manner.

### Briefings to the Leader of the Opposition

Section 27D of the ISA requires the Director-General to consult regularly with the Leader of the Opposition in the House of Representatives to keep them informed on matters relating to ASD. ASD last met with the then Leader of the Opposition, the Hon Peter Dutton, for this purpose.

### Australian National Audit Office

The ANAO supports the Auditor-General by providing a full range of audit and assurance services to the Parliament and the Commonwealth public sector entities and statutory bodies specified in the *Auditor-General Act 1997*. The ANAO is a regular observer of ASDARC meetings.

ASD works closely with the ANAO and the Auditor-General to provide information about ASD's activities. During the reporting period, the ANAO undertook its annual audit of ASD's financial performance and position.

### Judicial and administrative decisions

No judicial decisions, or decisions made by administrative tribunals, were deemed to have had a significant effect on the operations of ASD during the 2024–25 reporting period.

## People capability

### Human resource management

ASD employees are engaged under the ISA. In accordance with the ISA, ASD adopts the principles of the *Public Service Act 1999* in relation to employees, to the extent that the Director-General considers they are consistent with the effective performance of the function of the agency.

In addition, ASD is supported in the delivery of its key activities through an integrated ADF workforce.

During 2024–25, ASD continued to use a shared-service arrangement with the Department of Defence to supplement specialist human resource functions provided internally. During 2024–25, ASD continued to develop the role of human resources and its contribution to organisational objectives through a range of recruitment, retention and work health and safety (WHS) activities. These activities support the attraction, retention and growth of ASD.

### Recruitment

ASD is focusing on attracting, retaining and developing the workforce needed today and into the future. At the end of the 2024–25 financial year, ASD employed over 4,000 staff (headcount).

ASD received over 22,500 applications in the 2024–25 financial year. This reflects a shift from bulk recruitment activities in the 2023–24 financial year, to targeted recruitment in 2024–25 aimed at attracting specialist skills.

### Entry-level programs

ASD has a range of dedicated programs for people at the starting point of their career. This includes an Apprentice and Cadet Program, which employed 27 cadets and 17 apprentices, during 2024–25 while they completed their studies.

ASD has a dedicated graduate program, which allows graduates across all degree disciplines to apply for permanent employment with ASD, with 53 graduates joining ASD during 2024–25. ASD also has an Internship Program that provides a pathway from study to permanent work. During 2024–25, one intern became a permanent staff member and 11 interns are continuing in the program.

### Retention

#### Learning and development – analytical training

ASD designs and delivers tailored training to support ASD's mission, and provides access to external development opportunities for ASD staff. Training programs and learning requirements are reviewed and evaluated regularly to ensure ASD's workforce is suitably skilled to meet current and future capability requirements. In 2024–25, ASD continued to review and update its technical training pathways, to assist staff with planning their development of critical skills from a fundamental to senior practitioner level.

Training offered includes courses focused on intelligence and cyber skills, and other skills unique to the classified environment, as well as a range of external training. It is designed to support the development of employees' technical skills and knowledge to meet the agency's current and future needs.

During the 2024–25 financial year, ASD upskilled its staff through face-to-face technical training and self-paced offerings provided by external training providers. Additionally, ASD staff undertook a number of e-learning courses developed within ASD by technical subject-matter experts. Training included the following types of courses:

- programming, networking, infrastructure and specialist skills courses, including face-to-face training, e-learning and virtual seminars
- online technical and cyber courses, including SANS, Red Hat, Pluralsight and Hack the Box
- bespoke technical training courses offered through Defence and ASD online learning management platforms
- specialised analyst training for intelligence and cyber analysts in support of ASD's mission.

ASD staff are also able to enrol in courses held by the National Intelligence Academy.

### Leadership

ASD has continued to promote people-management and leadership development in 2024–25.

Delivery of a cross-agency staff development program known as Building the ASD Team, which develops leadership skills at all levels, continued as an ongoing program in 2024–25. This program focuses on how to engage with complexity and change, and develop leadership skills at all levels.

For the broader workforce, ASD continued to facilitate access to existing training from the Australian Public Service Commission (APSC), Department of Defence, ONI and international counterparts.

## Staff consultation

During 2024–25, ASD continued to consult employees and their representatives, through the Joint Staff Consultation Group, Change Agent Network, Policy Coordination Working Group and the Workplace Relations Forum on key employment matters, such as conditions of employment, organisational change and policy reform. ASD's consultative committees and change network play an important role in sharing ideas and information between management and employees, and promoting a constructive workplace culture.

## Diversity and inclusion

ASD is committed to a respectful and inclusive workplace where it is safe for all people to bring their whole selves to work. ASD's strength, resilience and creativity derive from differences in age, backgrounds, caring responsibilities, cultures, neurodiversity, physical abilities, religions and sexualities.

ASD's Diversity and Inclusion Strategy 2023–26 assists ASD to achieve its workforce capability requirements, and aligns activities with the Government's strategic plans.

ASD supports a number of internal diversity and inclusion employee networks. These include: cultural and linguistic diversity, gender, neurodiversity, LGBTQIA+, accessibility, parents and carers, veterans, and First Australians.

## Gender and sexuality

As at 30 June 2025, the proportion of women in the workforce remained steady. Women made up 41% of the workforce in 2025, 42% in 2024, and 41% in 2023.

During the year, ASD provided internal communications and opportunities for staff to take part in relevant events, for example, International Women's Day saw ASD staff take part in a virtual event hosted by UN Women Australia.

ASD also delivered outreach and training activities that champion equitable representation of gender and other diversity dimensions in STEM (science, technology, engineering and mathematics). These initiatives aim to improve equity both in ASD and the broader job marketplace.

## Closing the gap – Australia's First Peoples and the wider Australia population

ASD takes pride in recognising and respecting the Traditional Owners of the lands and in acknowledging Elders past and present. ASD is committed to delivering on the Government's objective to 'close the gap' between First Australians and the wider Australian community, and contributes to the national reconciliation journey.

In 2024–25, ASD continues to demonstrate respect for First Australian peoples, cultures, lands and histories. ASD staff undertook cultural awareness training, offered through the Department of Defence, and have engaged in culture and language learning activities to provide further awareness and understanding of our First Australians.

## Flexible roles and parenting outreach

In the 2024–25 reporting period, ASD has continued its Flexible Work Policy to benefit staff and operations. ASD is committed to supporting its employees in maintaining a positive work-life balance, and the policy provides employees with a range of flexible work options. In particular, the policy emphasises ASD's expectation that all employees should work flexibly, particularly working from home and ensuring meetings are held at times that support family commitments.

The types of flexible work arrangements currently available in ASD include flexible working hours, flex-time for ASD-level staff, time-off-in-lieu, home-based work, part-time work, job sharing, and shift work.

ASD supports the Parenting Outreach Program, which was established by the Parent and Carers' Network to help new parents keep up professional and personal networks while on long-term leave. Both the Parent and Carers' Network and Parenting Outreach Program provide support to assist parents in managing the balancing act upon their return to work, including through the use of flexible work arrangements.

With the introduction of the ASD Determination 2024, ASD increased the total combined parental leave entitlement to 18 weeks for primary caregivers, and eight weeks for secondary caregivers. In addition to this, the combined entitlement for secondary caregivers increases over the life of the Determination to 18 weeks from September 2026.

## Disability reporting

Australia's Disability Strategy 2021–2031 outlines a vision for an inclusive Australian society that ensures people with disability can fulfil their potential, as equal members of the community. The Strategy sets out practical changes that will assist people with disability across seven outcome areas. Additional information is available on the Department of Social Services website at <https://www.dss.gov.au/disability-and-australias-disability-strategy-2021-2031>.

Appendix C provides information on the diversity of ASD's workforce, including statistics on people who identify with a disability.

## Work health and safety

ASD is committed to providing a safe working environment and ensuring the health, safety and welfare of its staff. Staff can access WHS information through the ASD intranet and directly through the WHS team; they are able to contribute to ASD's overall safety culture through a network of Health and Safety Representatives.

In 2024–25, ASD continued a program of work to embed an organisational culture that proactively manages WHS risk.

Key initiatives during the year included:

- the continued implementation of ASD's updated Health and Safety Management Arrangements and supporting WHS Committee Structure, facilitating improved consultation with all ASD Workers and enhancing governance arrangements
- the continued implementation of an Employee Support Program to ensure timely support for staff who experience an injury or illness, whether related to work or not, including early access to quality support services encompassing self-management strategies, financial support and additional leave
- the continued education and increased awareness of psychosocial hazards, including awareness-raising campaigns on changes to WHS legislation regarding psychosocial hazards
- the establishment of a Radiation Safety Network to ensure that any risks are communicated and managed effectively and appropriately given the expanding footprint of the organisation.

These actions demonstrate our commitment and support in sustaining healthy and safe work environments.

### Notifiable incident reporting

During 2024–25, ASD notified Comcare of 19 work health and safety incidents in accordance with Part 3 of the *Work Health and Safety Act 2011* (WHS Act).

ASD was not issued any notices in accordance with Part 10 or directions under Part 11 of the WHS Act.

## Psychological safety

ASD has a strong focus on supporting mental health and wellbeing, which is essential to maintain an emotionally resilient and high-performing workforce.

ASD staff have access to a wide range of mental health supports through both ASD's embedded Psychology Services team and Department of Defence offerings. ASD's team provides counselling and therapeutic interventions, as well as training and workshops for staff. ASD psychologists provide training and presentations to staff on a range of topics, including managing stress and anxiety, building resilience and trauma informed leadership.

ASD maintains connections across the NIC, through the NIC Senior Psychology Forum and the Health Director's Forum, to stay abreast of relevant issues for staff within the NIC.

In addition, ASD maintains the Security Sub-Committee and the Management Review Committee (MRC) as key bodies for managing staff wellbeing and personnel security risks for the agency. Where required, the MRC considers potential issues of concern related to employee organisational suitability in a manner that balances intelligence-related equities with appropriate personnel management.

Performance management

ASD employees and their ASD and ADF supervisors are required to participate in the Performance Feedback Assessment and Development Scheme (PFADS).

PFADS supports a strong performance culture as it provides a framework for employees and their supervisors to establish and discuss expectations regarding performance and behaviour; to recognise, reward and reinforce performance; and to identify and encourage improvement where improvements need to be made.

The foundation of the performance framework is frequent, quality conversations between employees and their supervisors throughout the performance cycle. By regularly discussing performance, sharing ongoing feedback, and acknowledging achievements and performance, supervisors and employees create a sustainable and strong performance culture.

ASD’s annual performance cycle runs from 1 September to 31 August. Key events in the performance cycle include:

- frequent, clarifying, check-in and closing conversations that occur continually throughout the performance cycle to discuss particular work activities
- three defined checkpoint conversations – to set expectations and review and assess performance – that occur at distinct points within the performance cycle.

ASD’s performance management process is underpinned by policies to assist supervisors to lead and encourage employees to high performance and to improve poor performance.

ASD Determination

ASD’s non-SES Employment Determination was made on 17 April 2024 by the Director-General under subsection 38A(3) of the ISA. It provides pay increases over a three-year term, with the final increase being September 2025.

ASD’s SES workforce is employed under the ASD Terms and Conditions of Employment (SES) Determination 2024.

These two determinations provide a range of salary and non-salary benefits including leave entitlements and access to flexible working arrangements. These benefits aim to highlight ASD’s investment in its staff, particularly in the pursuit of additional training and development.

Table 3 shows the types of employment arrangements covering SES and non-SES arrangements in ASD as at 30 June 2025.

TABLE 3: SES and non-SES employees by employment arrangement

Employment arrangement type	
ASD Conditions of Employment (non-SES) Determination	98.4%
ASD Conditions of Employment (SES) Determination	1.6%

Service allowance non-salary benefits

The ASD Service Allowance continues under the ASD Terms and Conditions of Employment (non-SES) Determination 2024 and ASD Terms and Conditions of Employment (SES) Determination 2024. The ASD Service Allowance is paid at 4% of base salary to eligible staff under these determinations and is managed within ASD’s existing appropriation.

Performance bonus policy

ASD does not pay performance bonuses to key management personnel or to senior executives. Refer to Appendix E for information on senior executive remuneration.

Non-salary benefits

ASD offers its staff a number of additional benefits that are not included under the provisions of the Determinations, including:

- annual influenza immunisation
- in-house capability development programs
- a confidential employee assistance program for employees and their immediate families
- study assistance to eligible employees
- access to flexible working arrangements.

## Security

ASD undertakes its missions in accordance with sound, risk-based security practices that protect the organisation's most important equities and are attuned to the sensitivity of the functions and activities being performed. ASD is also a shared-service provider of security services to the Defence Intelligence Group.

Throughout 2024–25, ASD met its mandatory security obligations under the Protective Security Policy Framework (PSPF). ASD has embedded protective security internal processes and a strong security culture to meet the threat landscape and the expansion of ASD. ASD's Security and Integrity Framework is a critical tool in shaping the behaviour of ASD's staff, and enables ASD to undertake its mission while meeting its obligations under the PGPA Act and the PSPF.

## Portfolio management

The Portfolio Management Office (PfMO) is an essential element in ASD's planning and performance framework and is continuing to consolidate and embed best-practice capability.

The PfMO manages ASD's portfolio of both unapproved and approved capability investments. The PfMO's core focus is to ensure ASD's investment strategy remains aligned with ASD's strategic intent. The PfMO works closely with ASD's mission areas, capability delivery areas and the Department of Defence to monitor and report on all aspects of capability delivery, and to encourage the use of best practice.

## ICT shared-services delivery

Over the reporting period, ASD has continued to deliver Top Secret shared-services to a number of federal government entities. This shared-service arrangement offers access to classified ICT.

## Asset management

As at 30 June 2025, ASD had \$3,069.9 million (net book value) of assets under its control, including:

- \$794.9 million of plant and equipment
- \$1,313.1 million of buildings and infrastructure
- \$342.7 million of intangibles
- \$0.3 million of heritage assets
- \$618.9 million of other items, including cash, receivables and prepayments.

This asset portfolio directly contributes to the achievement of ASD's mission and is a critical enabler for the organisation.

ASD's unique requirement to efficiently procure, rapidly deploy and effectively manage complex assets continues to be a priority for the organisation. ASD's asset management framework is continuously reviewed and improved to ensure it is consistent with best practice standards and remains in line with Australian Accounting Standards. ASD assets are valued at fair value.

## Procurement

During 2024–25, ASD adhered to the Commonwealth Procurement Rules (CPRs) and associated policy and guidelines.

In accordance with the CPRs, ASD made use of whole-of-government and coordinated procurement arrangements, with a particular focus on the purchase of equipment and systems through the Digital Transformation Agency. ASD also leveraged Department of Defence procurement mechanisms where these offered economy-of-scale benefits to both parties.

ASD's procurement compliance was reviewed by management and reported to ASDARC during 2024–25. No significant issues have been identified and compliance was acceptable during the reporting period.

Expenditure on reportable consultancy contracts

During 2024–25, no new reportable consultancy contracts were entered into. One ongoing reportable consultancy contract was active during the period, involving total actual expenditure of \$0.024m (inclusive of GST).

ASD’s annual report contains information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Decisions to engage consultants during 2024–25 were made in accordance with the PGPA Act and related regulations, including the CPRs and relevant internal policies.

ASD primarily engages consultants through the use of available panel arrangements established through an open tender process. In some limited instances, direct contracting is adopted where an essential precondition to effectively perform that particular consultancy has been identified.

TABLE 4: Reportable consultancy contracts 2024–25

Reportable consultancy contracts 2024–25	Number	Expenditure (\$'000)
New contracts entered into during the reporting period	0	-
Ongoing contracts entered into during a previous reporting period	1	24
Total	1	24

TABLE 5: Organisations receiving a share of reportable consultancy expenditure

Organisations receiving a share of reportable consultancy contract expenditure 2024–25	Expenditure (\$'000)
Yardstick Advisory Pty Ltd	24

Expenditure on reportable non-consultancy contracts

During 2024–25, 899 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$445,405,981 (inclusive of GST). In addition, 856 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$362,839,348 (inclusive of GST).

ASD’s annual report contains information about actual expenditure on reportable non-consultancy contracts. Information on the reportable non-consultancy contracts’ values is available on the AusTender website.

TABLE 6: Reportable non-consultancy contracts

Reportable non-consultancy contracts 2024–25	Number	Expenditure (\$'000)
New contracts entered into during the reporting period	899	445,406
Ongoing contracts entered into during a previous reporting period	856	362,839
Total	1,755	808,245

TABLE 7: Organisations receiving a share of reportable non-consultancy contract expenditure

Organisations receiving a share of reportable non-consultancy contract expenditure 2024–25	Expenditure (\$'000)
Data 3 Group	57,235
Boeing Defence Australia Ltd	50,741
VMware Australia Pty Ltd	37,431
DXC Technology Australia Pty Limited	30,744
Whizdom Pty Ltd	30,302
Keane Consulting Pty Ltd	30,264
Leidos Australia Pty Limited	30,208
Splunk Services Singapore Pte Ltd	23,892
Nominet Australia Pty Ltd	18,941
Hitachi Vantara Australia Pty Limited	18,625



Exempt contracts

ASD publishes information on the value of contracts and consultancies on the AusTender website. ASD is not required to publish certain information on AusTender where it has been determined by the Director-General that such information would disclose exempt matters under the *Freedom of Information Act 1982* (FOI Act). During 2024–25, ASD exempted about 65 contracts with the total value of \$90.0 million.

Small business

ASD supports small business participation in the federal government procurement market. Small and medium enterprises (SME) and small enterprise participation statistics are available on the Department of Finance’s website.

ASD’s procurement practices to support SMEs include:

- adoption of standing offers such as the digital marketplace, which provides access to a large number of small and medium enterprises
- use of the Commonwealth Contracting Suite for relevant procurements valued at less than \$200,000
- use of electronic systems to facilitate the Department of Finance’s Procurement On-Time Payment Policy for Small Business, including payment cards.

Advertising and market research

During 2024–25, ASD conducted the following advertising campaigns:

- ASD Recruitment
- Annual Cyber Threat Report
- Business Email Compromise
- Social Media Boosting.

ASD’s total advertising expenditure was \$432,195 excluding GST. ASD spent \$292,800, excluding GST, on market research.

In 2024–25, no ASD advertising campaigns exceeded the Department of Finance reporting threshold of \$250,000 (excluding GST) outlined at the *Australian Government Guidelines on Information and Advertising Campaigns by non-corporate Commonwealth entities*. Accordingly, information about ASD’s advertising campaigns has not been made available either on the ASD website or reported to the Department of Finance.

Electoral expenses

ASD does not fall within the definition of agencies covered by the reporting requirements of s311A of the *Commonwealth Electoral Act 1918*.

Grants

ASD did not provide any grants during the 2024–25 reporting period.

Information Publication Scheme

ASD is exempt from the operation of the FOI Act and does not have an Information Publication Scheme.

Non-compliance with finance law

During 2024–25, ASD did not record any significant instances of non-compliance with the finance law that would require a report to the Minister for Defence and the Minister for Finance in accordance with section 19 of the PGPA Act.

Australian National Audit Office access clauses

Australian standard contract templates and the Commonwealth Contracting Suite include provisions allowing the Auditor-General to have access to the contractor’s premises to audit relevant information relating to performance of that contract. During 2024–25, ASD had one contract that did not include the clause providing access to the Auditor-General.

TABLE 8: Contracts that do not include the ANAO access clause<sup>1</sup>

Program and company	2024–25	Purpose
United States Government <sup>2</sup>	\$3,938,667	Software support

1 All figures are GST inclusive (where applicable).

2 Defence uses the US Department of Defense’s Foreign Military Sales (FMS) program, which facilitates sales of US arms, defence equipment, defence services and military training to foreign governments. The standard terms and conditions of FMS contracts do not contain ANAO access provision.

## Ecological sustainable development and environmental performance

In 2024–25, ASD took steps to actively reduce its environmental footprint and introduce sustainable recycling initiatives. ASD continues to work with a range of industry partners to support sustainable reuse that considerably reduces the amount of waste going into landfill.

ASD's shared-services agreement with the Department of Defence includes the provision of a range of sustainable property and estate services. Defence's environmental policies and strategies apply to these services.

The Defence Environmental Policy<sup>1</sup> outlines one general principle: to 'manage the environment including pollution, contamination, and sustainable resource use, to enable Defence capability across all domains.'

ASD recycled a significant amount of commercial waste that would have otherwise gone to landfill. This recycling included, approximately:

- 23 cubic metres of computer equipment such as keyboards, mice and cables
- 4 cubic metres of batteries, an increase from half a cubic metre the previous financial year
- 160 cubic metres of bulk scrap metal, including computer carcasses, racks and other metal items
- 100 large garbage bags of printer cartridges through Planet Ark.

## Climate Action in Government Operations

ASD's energy supply, domestic travel and fleet management are managed by the Department of Defence under a Memorandum of Understanding. ASD's emissions are included as part of Defence's reporting.

The Defence commitment is for a 43% reduction in emissions by 2030 and net zero emissions by 2050, in line with Australia's nationally determined contribution.

## Omissions and errors

The *ASD Annual Report 2023–24* contained the following errors:

### Cyber Hygiene Improvement Programs (page 25)

The *ASD Annual Report 2023–24* reported 2,800 High-Priority Operational Tasking CHIPs scans were performed in the 2023–24 financial year. This should have read more than 365.

### Notifiable incident reporting (page 55)

The *ASD Annual Report 2023–24* reported that ASD notified Comcare of two work health and safety incidents in accordance with Part 3 of the WHS Act. This number should have been three.

### Financial Statements (page 108)

*Table 6.1 Other Information.*

Three rows were incorrectly labelled: 'Buildings and Infrastructure' should have read 'Cash and cash equivalents'; 'Plant and equipment' should have read 'Trade and other receivables'; and 'Intangibles' should have read 'Prepayment.'

<sup>1</sup> Defence's Environment Policy, published in May 2025, supports all Groups and Services to fulfil environmental obligations under legislation and ensure that sustainable management of the environment is an enabler to Defence capability.

CHAPTER 5

# APPENDICES

APPENDIX A | AGENCY RESOURCE STATEMENT

STATEMENT BY THE DIRECTOR-GENERAL AND CHIEF FINANCE OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), as amended by section 105D and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

Signed.....

**Abigail Bradshaw CSC**  
Director-General  
Australian Signals Directorate

29 August 2025

Signed.....

**Mr Philip Davies**  
Chief Finance Officer  
Australian Signals Directorate

29 August 2025

APPENDIX B | FINANCIAL STATEMENTS  
INCLUDING EXPENSES BY OUTCOME

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## Australian Signals Directorate

### STATEMENT OF COMPREHENSIVE INCOME

for the period ended 30 June 2025

		Original Budget		
		2025	2024	2025
	Notes	\$'000	\$'000	\$'000
<b>NET COST OF SERVICES</b>				
<b>EXPENSES</b>				
Employee benefits	1.1A	644,079	529,634	599,887
Suppliers	1.1B	944,194	1,052,308	1,003,158
Depreciation and amortisation	2.2A	602,862	492,584	532,090
Interest on lease liabilities		13,238	8,451	6,578
Write-down and impairment of assets	2.2A	15,435	30,814	-
Net foreign exchange losses	1.1C	544	-	-
<b>Total Expenses</b>		<b>2,220,352</b>	<b>2,113,791</b>	<b>2,141,713</b>
<b>OWN-SOURCE INCOME</b>				
<b>OWN-SOURCE REVENUE</b>				
Revenue from contract with customers	1.2A	4,705	3,915	2,994
Resources received free of charge		3,309	899	155
<b>Total own-source revenue</b>		<b>8,014</b>	<b>4,814</b>	<b>3,149</b>
<b>Gains</b>				
Reversals of write-downs and impairment	2.2A	2,216	3,829	-
Net foreign exchange gains	1.1C	-	4,682	-
Other Gains		627	549	-
<b>Total gains</b>		<b>2,843</b>	<b>9,060</b>	<b>-</b>
<b>Total own-source income</b>		<b>10,857</b>	<b>13,874</b>	<b>3,149</b>
<b>Net cost of services</b>		<b>(2,209,495)</b>	<b>(2,099,917)</b>	<b>(2,138,564)</b>
Revenue from Government	1.2B	1,683,109	1,732,225	1,657,007
<b>Deficit attributable to the Australian Government</b>		<b>(526,386)</b>	<b>(367,692)</b>	<b>(481,557)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve	2.2A	2,801	270	-
<b>Total other comprehensive income</b>		<b>2,801</b>	<b>270</b>	<b>-</b>
<b>Total comprehensive loss</b>		<b>(523,585)</b>	<b>(367,422)</b>	<b>(481,557)</b>

### Variance Analysis

Variances are considered 'major' based on the following criteria:

- the variance between budget and actual is greater than 10%; and
- the variance between budget and actual is greater than 2% of total expenses; or
- the variance between budget and actual is below this threshold but is considered important for the reader's understanding.

In some instances, a budget has not been provided for in the Portfolio Budget Statement (PBS), for example non-cash items such as asset revaluations, foreign exchange and sale of assets. Unless the variance is considered 'major' no explanation has been provided.

#### 1. Employee Benefits

Employee expenses is higher than original budget due to continual increase in recruitment activity during the year.

#### 2. Depreciation and Amortisation

Depreciation and Amortisation Expenses is higher than the original budget due to additional capital expenditure throughout the year and the timing of asset capitalisations.

#### 3. Write-down of Assets

No budget was provided for these expenses as they are not reliably estimated.

## Australian Signals Directorate

### STATEMENT OF FINANCIAL POSITION

as at 30 June 2025

		Original Budget		
		2025	2024	2025
	Notes	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Financial Assets</b>				
Cash and cash equivalents	2.1A	23,008	47,718	15,041
Trade and other receivables	2.1B	427,850	234,119	127,310
<b>Total financial assets</b>		<b>450,858</b>	<b>281,837</b>	<b>142,351</b>
<b>Non-financial assets<sup>1</sup></b>				
Buildings and infrastructure	2.2A	1,313,103	947,262	562,635
Plant and equipment	2.2A	794,916	623,170	1,799,845
Intangibles	2.2A	342,737	274,655	174,502
Heritage assets	2.2A	338	338	244
Prepayments		167,935	166,150	129,208
<b>Total non-financial assets</b>		<b>2,619,029</b>	<b>2,011,575</b>	<b>2,666,434</b>
<b>Total assets</b>		<b>3,069,887</b>	<b>2,293,412</b>	<b>2,808,785</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers		433,170	329,335	245,628
Employee payables	2.3A	24,724	14,491	11,964
Other payables		8,767	3,783	2,433
<b>Total payables</b>		<b>466,661</b>	<b>347,609</b>	<b>260,025</b>
<b>Interest Bearing Liabilities</b>				
Leases	2.4A	604,373	489,581	453,346
<b>Total interest bearing liabilities</b>		<b>604,373</b>	<b>489,581</b>	<b>453,346</b>
<b>Provisions</b>				
Employee provisions	2.5A	175,433	155,315	127,649
<b>Total provisions</b>		<b>175,433</b>	<b>155,315</b>	<b>127,649</b>
<b>Total liabilities</b>		<b>1,246,467</b>	<b>992,505</b>	<b>841,020</b>
<b>NET ASSETS</b>		<b>1,823,420</b>	<b>1,300,907</b>	<b>1,967,765</b>
<b>EQUITY</b>				
Contributed equity		3,548,049	2,490,766	3,611,357
Reserves		47,592	44,791	44,521
Accumulated deficit		(1,772,221)	(1,234,650)	(1,688,113)
<b>TOTAL EQUITY</b>		<b>1,823,420</b>	<b>1,300,907</b>	<b>1,967,765</b>

<sup>1</sup> Right-of-use (ROU) assets are included in the following line items: Buildings and infrastructure

### Variance Analysis

#### 1. Cash and cash equivalents

Cash is drawn from appropriation on demand and fluctuates, as the cash needs change.

#### 2. Trade and other receivables

Trade and Other receivables were higher than budget due to the appropriation receivable balance being higher than forecast at year end. This was primarily due to project activities occurring late in the financial year, which were not paid until July.

#### 3. Non-financial assets

Building and infrastructure was higher than budgeted primarily due to additional facilities that were not forecast in the budget. Plant and equipment was also lower due to differences in the classification of asset classes in the budget process.

Intangible assets increase is reflective of changing information technology, which had not been originally forecast.

#### 4. Prepayments

Prepayments is higher than budget, which is largely due to increases in software licences, subscriptions and maintenance contracts.

#### 5. Supplier Payables

Supplier payables are greater than budget predominantly due to increased procurement activities at year-end.

#### 6. Employee Provisions

Employee Provisions are higher than budgeted due to an increase in recruitment activity and staffing levels.

#### 7. Equity

Refer to Statement of Changes in Equity for budget variance explanations.

## Australian Signals Directorate

### STATEMENT OF CHANGES IN EQUITY

for the period ended 30 June 2025

		Original budget		
		2025	2024	2025
	Notes	\$'000	\$'000	\$'000
<b>CONTRIBUTED EQUITY</b>				
Opening balance		2,490,766	1,420,499	2,544,866
Adjusted opening balance		2,490,766	1,420,499	2,544,866
<b>Distributions to owners</b>				
Return of equity		-	(54,100)	-
<b>Contribution by owners</b>				
Equity injection – Appropriations		1,027,283	1,094,367	1,036,491
Departmental capital budget		30,000	30,000	30,000
Closing balance as at 30 June		3,548,049	2,490,766	3,611,357
<b>RETAINED EARNINGS</b>				
Opening balance		(1,234,650)	(866,958)	(1,206,556)
Prior period error adjustment		(11,185)	-	-
Adjusted opening balance		(1,245,835)	(866,958)	(1,206,556)
<b>Comprehensive income</b>				
Deficit for the period		(526,386)	(367,692)	(481,557)
Closing balance as at 30 June		(1,772,221)	(1,234,650)	(1,688,113)
<b>ASSET REVALUATION RESERVE</b>				
Opening balance		44,791	44,521	44,521
Comprehensive income				
Other comprehensive income	2.2A	2,801	270	-
Closing balance as at 30 June		47,592	44,791	44,521
<b>TOTAL EQUITY</b>				
Adjusted Opening balance		1,289,722	598,062	1,382,831
Deficit for the period		(526,386)	(367,692)	(481,557)
Other Comprehensive Income		2,801	270	-
Transactions with owners		1,057,283	1,070,267	1,066,491
Closing balance as at 30 June		1,823,420	1,300,907	1,967,765

#### Accounting Policy

##### Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

##### Other Distribution to Owners

The Financial Reporting Rules (FRR) require that distribution to owners to be debited to contributed equity unless it is in the nature of a dividend.

#### Budget Variances Commentary

##### Statement of Changes in Equity

##### Asset Revaluation Reserve

No budget was provided for in the PBS for asset revaluations due to the uncertainty in measurement and its non-cash nature.

Refer to the Statement of Comprehensive Income for Deficit variance explanations.

## Australian Signals Directorate

### STATEMENT OF CASH FLOWS

for the period ended 30 June 2025

		Original Budget		
		2025	2024	2025
	Notes	\$'000	\$'000	\$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Appropriations		1,895,065	1,673,270	1,657,007
Sale of goods and rendering of services		33,606	5,436	2,994
GST received		144,245	102,575	134,271
Other		17,222	6,579	-
<b>Total cash received</b>		<b>2,090,138</b>	<b>1,787,860</b>	<b>1,794,272</b>
<b>Cash used</b>				
Employees		(609,464)	(498,139)	(599,887)
Suppliers		(842,144)	(958,963)	(1,003,003)
GST paid		(148,966)	(104,315)	(134,271)
Section 74 receipts transferred to OPA		(198,501)	(89,377)	-
Other		(1,904)	(2,181)	-
Interest payments on lease liabilities		(13,238)	(8,451)	(6,578)
<b>Total cash used</b>		<b>(1,814,217)</b>	<b>(1,661,426)</b>	<b>(1,743,739)</b>
<b>Net cash from/(used by) operating activities</b>		<b>275,921</b>	<b>126,434</b>	<b>50,533</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash used</b>				
Purchase of buildings and infrastructure		(512,567)	(521,811)	(1,066,491)
Purchase of plant and equipment		(443,519)	(346,942)	-
Purchase of intangibles		(82,819)	(233,022)	-
<b>Total cash used</b>		<b>(1,038,905)</b>	<b>(1,101,775)</b>	<b>(1,066,491)</b>
<b>Net cash (used by) investing activities</b>		<b>(1,038,905)</b>	<b>(1,101,775)</b>	<b>(1,066,491)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
Contributed equity		802,831	1,067,209	1,066,491
<b>Total cash received</b>		<b>802,831</b>	<b>1,067,209</b>	<b>1,066,491</b>
<b>Cash used</b>				
Principal payments of lease liabilities		(64,557)	(59,463)	(50,533)
<b>Total cash used</b>		<b>(64,557)</b>	<b>(59,463)</b>	<b>(50,533)</b>
<b>Net cash from financing activities</b>		<b>738,274</b>	<b>1,007,746</b>	<b>1,015,958</b>
<b>Net increase/(decrease) in cash held</b>		<b>(24,710)</b>	<b>32,405</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period		47,718	15,313	15,041
<b>Cash and cash equivalents at the end of the reporting period</b>	2.1A	<b>23,008</b>	<b>47,718</b>	<b>15,401</b>

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

### Budget Variances Commentary

#### Statement of Cash Flows

The amounts reported in the statement of cash flows are interrelated with figures disclosed in the statement of comprehensive income and statement of financial position. Consequently, cash flow variances are attributable to the relevant variance explanations provided above.



## Australian Signals Directorate

### ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME

for the period ended 30 June 2025

	2025	2024	Original Budget
	\$'000	\$'000	\$'000
<b>NET COST OF SERVICES</b>			
Deficit attributable to the Australian Government	-	-	-
<b>Total comprehensive income/(loss)</b>	-	-	-

## Australian Signals Directorate

### ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2025

	2025	2024	Original Budget
	\$'000	\$'000	\$'000
<b>ASSETS</b>			
Cash and cash equivalents	38,428	19,128	-
<b>Total assets administered on behalf of Government</b>	38,428	19,128	-
<b>LIABILITIES</b>			
Other payables	38,428	19,128	-
<b>Total liabilities administered on behalf of Government</b>	38,428	19,128	-
<b>Net assets</b>	-	-	-

## Australian Signals Directorate

### ADMINISTERED RECONCILIATION SCHEDULE

for the period ended 30 June 2025

	2025	2024
	\$'000	\$'000
Opening assets less liabilities as at 1 July	-	-
Closing assets less liabilities as at 30 June	-	-

## Australian Signals Directorate

### ADMINISTERED CASH FLOW STATEMENT

for the period ended 30 June 2025

	2025	2024
	\$'000	\$'000
Cash and cash equivalents at the beginning of the reporting period	19,128	19,708
<b>Cash from the Official Public Account</b>		
Special Accounts	41,238	21,297
<b>Total cash from the Official Public Account</b>	41,238	21,297
<b>Cash to the Official Public Account</b>		
Special Accounts	(21,938)	(21,877)
<b>Total cash to the Official Public Account</b>	(21,938)	(21,877)
<b>Cash and cash equivalents at the end of the reporting period</b>	38,428	19,128

Australian Signals Directorate

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

The Australian Signals Directorate (ASD) is an Australian Government controlled, not-for-profit entity. The objective of ASD is to defend Australia from global threats, and advance the national interest by providing foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government.

Basis of Preparation

- The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The financial statements have been prepared in accordance with:
- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) as amended by section 105D; and
  - Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

New Australian Accounting Standards

All new, revised, amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on ASD’s financial statements.

Taxation

ASD is exempt from all forms of taxation except Fringe Benefits Tax (FBT), the Goods and Services Tax (GST) and certain excise and customs duties.

Retained Earnings Prior Period Adjustment

The prior period equity adjustment of \$11.1m relates to foreign exchange currency appropriation supplementation gain. This was reflected in the 2021–22 financial statements in revenue and equity.

**Reporting of Administered activities**

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Australian Signals Directorate

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Financial Performance

This section analyses the financial performance of ASD for the year ended 30 June 2025.

1.1 Expenses

	2025	2024
	\$'000	\$'000
<b>1.1A: Employee benefits</b>		
Wages and salaries	479,781	393,410
Superannuation		
Defined contribution plans	70,670	58,538
Defined benefit plans	15,017	14,747
Leave and other entitlements	55,649	47,089
Separation and redundancies	14	81
Other employee expenses	22,948	15,769
<b>Total employee benefits</b>	<b>644,079</b>	<b>529,634</b>

Accounting Policy

Employee benefits are based on the relevant employment agreements and legislation. Liabilities for wages and salaries (including non-monetary benefits), annual leave and other entitlements expected to be wholly settled within 12 months of the reporting date are measured at their nominal amounts. All other employee benefits liabilities (including long service leave) are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

(a) Leave

The liability for employee benefits includes provisions for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of ASD is estimated to be less than the annual entitlement for sick leave. The leave liabilities are calculated on the basis of employees' remuneration, including ASD's employer superannuation contribution, at the estimated rates that will be applied at the time the leave is taken, to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of the Australian Government Actuary in the current year. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

(b) Separation and Redundancy

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

(c) Superannuation

Employees of ASD are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS Accumulation Plan (PSSap) or other superannuation schemes held outside the Commonwealth. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

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

(d) Accounting Judgements and Estimates

As required by AASB 119 Employee Benefits, liabilities for short-term employee benefits expected to be paid within 12 months of the end of reporting period are measured at the one-year Commonwealth government bond rate of 3.50%. Liabilities for long term employee benefits are discounted using the 10-year Commonwealth government bond rate of 4.25%.

	2025	2024
	\$'000	\$'000
<b>1.1B: Suppliers</b>		
<b>Goods and services supplied or rendered</b>		
Goods supplied	32,615	65,404
Services rendered	909,941	986,024
<b>Total goods and services supplied or rendered</b>	<b>942,556</b>	<b>1,051,428</b>
<b>Other suppliers</b>		
Short-term leases	50	95
Workers compensation expenses	1,588	785
Total other suppliers	1,638	880
<b>Total suppliers</b>	<b>944,194</b>	<b>1,052,308</b>

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

Accounting Policy

Short-term leases and leases of low-value assets

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

	2025	2024
	\$'000	\$'000
<b>1.1C: Net foreign exchange losses</b>		
Foreign exchange gains		
Non-speculative	(2,080)	(6,748)
Foreign exchange losses		
Non-speculative	2,624	2,066
<b>Total net foreign exchange (gain)/loss</b>	<b>544</b>	<b>(4,682)</b>

**Accounting Policy**

Transactions denominated in a foreign currency are converted at the exchange rate on the date of the transaction.

Foreign currency receivables and payables are translated at the exchange rate at the balance date.

Non-financial items that are measured at cost in a foreign currency are translated using the spot exchange rate at the date of the initial transaction.

Non-financial items that are measured at fair value in a foreign currency are translated using the spot exchange rates at the date when the fair value was determined.

All exchange gains and losses are reported in the Statement of Comprehensive Income.

1.2 Own-Source Revenue and Gains

	2025	2024
	\$'000	\$'000
Own-Source Revenue		
<b>1.2A: Revenue from contracts with customers</b>		
Rendering of services	4,705	3,915
<b>Total revenue from contracts with customers</b>	<b>4,705</b>	<b>3,915</b>
<b>Type of customer:</b>		
Australian Government entities (related parties)	4,072	3,255
Non-government entities	633	660
	<b>4,705</b>	<b>3,915</b>
<b>Timing of transfer of goods and services:</b>		
Over time	4,705	3,915
	<b>4,705</b>	<b>3,915</b>

### Accounting Policy

Revenue from contracts with customers is recognised when control has been transferred to the buyer. ASD determines a contract is in scope of AASB 15 when the performance obligations are required by an enforceable contract and the performance obligations within the enforceable contract are sufficiently specific to enable ASD to determine when they have been satisfied. ASD determines there to be an enforceable contract when the agreement creates enforceable rights and obligations. Performance obligations are sufficiently specific where the promises within the contract are specific to the nature, type, value and quantity of the services to be provided and the period over which the services must be transferred.

The following is a description of principal activities from which ASD generates its revenue:

- ICT services related to the provision of networks to the Department of Defence and other agencies, satisfied over the period of the contract which runs in line with the financial year.

The transaction price is the total amount of consideration to which ASD expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both. All consideration promised in contracts with customers is included in the transaction price.

ASD expects to recognise as income any liability for unsatisfied obligations associated with revenue from contracts with customers within the next 12 months.

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

*Resources received free of charge*

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as own-source revenue.

In 2024–25, ASD recognised the control of assets worth \$3.3 million. This includes the provision of free of charge Financial Statements audit services valued at \$165,000 (2024: \$155,000) by the Australian National Audit Office (ANAO). No other services were provided by the ANAO.

	2025 \$'000	2024 \$'000
<b>1.2B: Revenue from Government</b>		
Appropriations		
Departmental appropriations	1,683,109	1,732,225
<b>Total revenue from Government</b>	<b>1,683,109</b>	<b>1,732,225</b>

### Accounting Policy

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when ASD gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned.

ASD draws down appropriations on a just-in-time basis. The undrawn appropriations as at 30 June 2025 are reflected as a receivable and are available to be drawn down to meet future obligations. Appropriations receivable are recognised at their nominal amounts.

2. Financial Position

This section analyses ASD's assets used to conduct its operations and the operating liabilities incurred as a result.

2.1 Financial Assets

	2025	2024
	\$'000	\$'000
2.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	23,008	47,718
Total cash and cash equivalents	23,008	47,718

Accounting Policy

Cash and cash equivalents includes notes and coins held, any deposits in bank accounts held at call with a bank, and cash held in special accounts. Cash is measured at its nominal amount. Cash and cash equivalents denominated in a foreign currency are converted at the exchange rate at the balance date.

	2025	2024
	\$'000	\$'000
2.1B: Trade and other receivables		
Goods and services receivables		
Goods and services	13,384	47,528
Total goods and services receivables	13,384	47,528
Appropriation receivables		
Appropriation receivable	400,623	159,623
Total appropriation receivables	400,623	159,623
Other receivables		
GST receivable from the Australian Taxation Office	11,805	14,966
Other	2,038	12,002
Total other receivables	13,843	26,968
Total trade and other receivables	427,850	234,119

Credit terms for goods and services were within 20 days (2024: 20 days).

Accounting Policy

Trade receivables and other receivables are recognised initially at fair value and subsequently measured at amortised cost, less any loss allowance.

Trade and other receivable assets at amortised cost are assessed for impairment at the end of each reporting period. The simplified approach has been adopted in measuring the impairment loss allowance at an amount equal to lifetime 'expected credit loss' (ECL).

Financial assets

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, which are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

## 2.2 Non-Financial Assets

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

	Buildings and Infrastructure	Plant and Equipment	Intangibles	Heritage Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2024</b>					
Gross book value	1,208,301	888,965	377,359	338	2,474,963
Accumulated depreciation, amortisation and impairment	(261,040)	(265,795)	(102,704)	-	(629,539)
<b>Total as at 1 July 2024</b>	<b>947,262</b>	<b>623,170</b>	<b>274,655</b>	<b>338</b>	<b>1,845,425</b>
<b>Adjusted total as at 1 July 2024</b>	<b>947,262</b>	<b>623,170</b>	<b>274,655</b>	<b>338</b>	<b>1,845,425</b>
<b>Additions</b>					
Purchase	512,567	443,519	82,819	-	1,038,905
Right-of-use assets	190,614	-	-	-	190,614
Revaluations and impairments recognised in other comprehensive income	-	2,801	-	-	2,801
Write-downs and impairments recognised in net cost of services	(2,258)	(12,231)	(859)	-	(15,348)
Depreciation and amortisation	(235,377)	(278,832)	(14,892)	-	(529,101)
Depreciation on right-of-use assets	(73,761)	-	-	-	(73,761)
Disposals	-	(87)	-	-	(87)
Impairments on right-of-use assets recognised in net cost of services	(10,570)	-	-	-	(10,570)
<b>Other movements</b>					
Reversal of previous asset write-downs	48	1,885	283	-	2,216
Transfers	(15,422)	14,691	731	-	-
<b>Total as at 30 June 2025</b>	<b>1,313,103</b>	<b>794,916</b>	<b>342,737</b>	<b>338</b>	<b>2,451,094</b>
<b>Total as at 30 June 2025 represented by</b>					
Gross book value	1,652,777	1,015,860	460,394	338	3,129,369
Accumulated depreciation, amortisation and impairment	(339,674)	(220,944)	(117,657)	-	(678,275)
<b>Total as at 30 June 2025</b>	<b>1,313,103</b>	<b>794,916</b>	<b>342,737</b>	<b>338</b>	<b>2,451,094</b>
Carrying amount of right-of-use assets	<b>549,421</b>				<b>549,421</b>

All revaluations were conducted in accordance with the revaluation policy stated at Note 2.2A (c). ASD's shared service provider, the Department of Defence, engaged Jones Lang LaSalle to undertake a valuation of ASD's Plant and Equipment assets in 2024–25 in line with ASD's rolling revaluation cycle.

At 30 June 2025, ASD have contractual commitments for the acquisition of property, plant and equipment and intangible assets of \$87,379,639 (2024: \$158,231,075). The Commitments include outstanding contractual payments for items under construction.

### Accounting Policy

#### (a) Individual Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position. Individual items are capitalised where the individual value is equal to or exceeds the relevant asset capitalisation threshold. Assets costing below these thresholds are capitalised to the relevant low value asset account or are expensed in the year of acquisition.

#### (b) Assets under construction

Assets under construction (AUC) includes expenditure to date on major capability and facilities projects and is measured at cost. AUC projects are reviewed annually for indicators of impairment. Prior to rollout into service, the accumulated AUC balance is reviewed to ensure accurate capitalisation.

#### (c) Revaluations

All property, plant and equipment (excluding ROU assets) is measured and disclosed at fair value, less any accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date.

The basis for determining fair value is by reference to the highest and best use that is physically possible, legally permissible and financially feasible. Where an active and liquid market exists, fair value is determined by reference to market values, noting the highest and best use criteria and any specific factors that have been noted by the valuer.

Valuation for buildings, infrastructure and other plant and equipment assets are performed by independent external valuers using inputs such as sales prices of comparable assets, replacement cost, expected useful life and adjustments for obsolescence.

Revaluation adjustments are made on a class basis. Any revaluation increment is recognised as Other Comprehensive Income under the heading of changes in asset revaluation reserves except to the extent that it reverses a previous revaluation decrement of the same class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

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

#### (d) Depreciation

Property, plant and equipment items having limited useful lives are systematically depreciated over their estimated useful lives on a straight-line basis.

Depreciation rates (useful lives) are determined upon acquisition and are reviewed at each subsequent reporting date, and necessary adjustments are made in the current, or current and future reporting periods, as appropriate.

The following are minimum and maximum useful lives for the different asset classes. These are not necessarily indicative of typical useful lives for these asset classes:

	2025	2024
Buildings and Infrastructure	3 to 40 years	3 to 40 years
Plant and Equipment	2 to 40 years	2 to 40 years

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

#### *(e) Intangible Assets*

ASD's intangibles comprise externally acquired and internally developed software for internal use and other externally acquired and internally developed intangibles. Intangibles with gross values greater than \$250,000 are capitalised when they meet the recognition criteria in AASB 138.

All intangibles are amortised on a straight-line basis over their anticipated useful lives. The useful lives of ASD's software are 2 to 22 years (2024: 2 to 22 years) and the useful lives of ASD's other intangibles are 1 to 6 years (2024: 1 to 6 years). All intangible assets are assessed annually for indications of impairment.

ASD recognises its intangible assets initially at cost. If an intangible asset is acquired at no cost or for nominal consideration, other than those acquired through restructuring, it is recognised initially at fair value as at the date of acquisition.

All ASD intangible assets are currently stated at cost less accumulated amortisation and accumulated impairment losses.

Acquired intellectual property may form part of the acquisition of particular tangible assets. Where the acquired intellectual property is inseparable from the underlying tangible asset it is reflected in the value of the tangible asset in the statement of financial position.

ASD reviews the useful life of intangible assets annually based on the service potential of the assets. All ASD intangible assets have finite useful lives and are amortised over their anticipated useful lives. Where there is an indication that the service potential of an intangible asset is impaired, the recoverable amount of that asset is determined based on the remaining service potential. Where the recoverable amount is lower than the carrying amount, the asset is written down to its recoverable amount.

#### *(f) Acquisition of Assets*

Assets are initially recorded at cost on acquisition which includes the fair value of assets exchanged and liabilities undertaken.

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

#### *(g) Impairment of Assets*

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

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

#### *(h) Derecognition of Assets*

Assets are derecognised upon disposal or when no further economic benefits or capability are expected from their use or disposal.

#### *(i) Heritage Assets*

Heritage items include artefacts and memorabilia that are or may be of national historical significance.

#### *(j) Lease Right of Use Assets (ROU)*

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

An impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, General Government Sector and Whole of Government financial statements.

#### *(k) Significant Accounting Judgements and Estimates*

ASD assesses non-financial assets for impairment by monitoring impairment indicators specific to an asset's use in the ASD context. Where these indicators signify that an asset is impaired, management has made an estimate of the recoverable amount of those assets to determine any impairment loss.

Property, plant and equipment is measured at fair value using revaluation techniques that require significant judgements and estimates to be made.



## 2.3 Payables

	2025	2024
	\$'000	\$'000
<b>2.3A: Employee payables</b>		
Salaries and wages	22,192	12,545
Superannuation	2,532	1,946
<b>Total employee payables</b>	<b>24,724</b>	<b>14,491</b>

### Accounting Policy

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled. The liability for superannuation recognised as at 30 June 2025 represents outstanding contributions yet to be paid.

## 2.4 Interest Bearing Liabilities

	2025	2024
	\$'000	\$'000
<b>2.4A: Leases</b>		
Lease liabilities	604,373	489,581
<b>Total leases</b>	<b>604,373</b>	<b>489,581</b>

Total cash outflow for leases for the year ended 30 June 2025 was \$77,884,777 (2024: \$67,937,771).

	2025	2024
	\$'000	\$'000
<b>Maturity analysis – contractual undiscounted cash flows</b>		
Within 1 year	78,352	65,056
Between 1 to 5 years	335,094	228,821
More than 5 years	346,510	244,177
<b>Total leases</b>	<b>759,956</b>	<b>538,054</b>

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

### Accounting Policy

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

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

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

## 2.5 Employee Provisions

	2025	2024
	\$'000	\$'000
<b>2.5A: Employee Provisions</b>		
Leave	175,433	155,315
<b>Total employee provisions</b>	<b>175,433</b>	<b>155,315</b>

The relevant accounting policy for employee provisions is detailed in Note 1.1A Employee Benefits.

3. Funding

This section identifies ASD’s funding structure.

3.1 Appropriations

3.1A: Annual appropriations ('recoverable GST exclusive')

Annual Appropriations for 2024–25					
	Annual Appropriation <sup>1</sup>	Adjustments to appropriation <sup>2</sup>	Total appropriation	Appropriation applied in 2025 (current and prior years)	Variance <sup>4</sup>
	\$'000	\$'000	\$'000	\$'000	\$'000
DEPARTMENTAL					
Ordinary annual services	1,683,109	54,255	1,737,364	(1,775,525)	(38,161)
Capital budget <sup>3</sup>	30,000	-	30,000	(10,414)	19,586
Other services					
Equity Injections	1,046,493	-	1,046,493	(792,417)	254,076
Total departmental	2,759,602	54,255	2,813,857	(2,578,356)	235,501

Notes

1. In 2024 departmental other services appropriations totalling \$19,210,000 of *Appropriation Act (No.2) 2024–2025* have been withheld under section 51 of the PGPA Act.
2. Adjustments to appropriations includes adjustments to current year annual appropriations including Advance to the Finance Minister (AFM), section 74 PGPA receipts.
3. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1, 3, 5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
4. The variance for departmental ordinary annual services primarily represents the timing difference of payments to suppliers and employees.

Annual Appropriations for 2023–24

	Annual Appropriation <sup>1</sup>	Adjustments to appropriation	Total appropriation	Appropriation applied in 2024 (current and prior years)	Variance <sup>2</sup>
	\$'000	\$'000	\$'000	\$'000	\$'000
DEPARTMENTAL					
Ordinary annual services	1,732,225	14,713	1,746,938	(1,586,164)	160,774
Capital budget <sup>3</sup>	30,000	-	30,000	(30,000)	-
Other services					
Equity Injections	1,094,367	-	1,094,367	(1,040,468)	53,899
Total departmental	2,856,592	14,713	2,871,305	(2,656,632)	214,673

Notes

1. Adjustments to appropriations includes adjustments to current year annual appropriations including Advance to the Finance Minister (AFM), section 74 PGPA receipts.
2. The variance for departmental ordinary annual services primarily represents the timing difference of payments to suppliers and employees.
3. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

**3.1B: Unspent annual appropriations ('recoverable GST exclusive')**

	2025 \$'000	2024 \$'000
<b>DEPARTMENTAL</b>		
<b>Operating</b>		
Act 3 2022–23 <sup>1,2</sup>	3,259	3,259
Act 3 2023–24	-	92,639
Act 1 2024–25	55,428	-
Act 3 2024–25	23,759	-
<b>Total Operating</b>	<b>82,446</b>	95,898
<b>Equity</b>		
Act 2 2022–23 <sup>1,3</sup>	50,841	50,841
Act 4 2023–24	-	66,984
Act 1 DCB 2024–25	19,586	-
Act 2 2024–25 <sup>4</sup>	19,210	-
Act 2 2024–25	291,848	-
Act 4 2024–25	10,002	-
<b>Total Equity</b>	<b>391,487</b>	117,825
<b>Total</b>	<b>473,933</b>	213,723
Cash and cash equivalents	23,008	47,718
<b>Total unspent annual appropriations</b>	<b>496,941</b>	261,441

1. These balances will lapse on 1 July 2025 when the underlying Appropriation Acts are repealed.
2. In 2023, \$3,259,000 of the *Appropriation Act (No.3) 2022–23* was permanently quarantined under section 51 of the PGPA Act.
3. In 2023, \$50,841,000 of the *Appropriation Act (No.2) 2022–23* was permanently quarantined under section 51 of the PGPA Act.
4. In 2024, \$19,210,000 of the *Appropriation Act (No.2) 2024–25* was permanently quarantined under section 51 of the PGPA Act.

**3.2 Net Cash Appropriation Arrangements**

The Government funds ASD on a net cash appropriation basis, where appropriation revenue is not provided for depreciation and amortisation expenses.

ASD's accountability for its operating result is at its result net of unfunded depreciation and amortisation.

	2025 \$'000	2024 \$'000
<b>Total comprehensive income/(loss) – as per the Statement of Comprehensive Income</b>	<b>(523,585)</b>	<b>(367,422)</b>
Plus: Depreciation/amortisation expenses not funded through revenue appropriation <sup>1</sup>	529,101	428,710
Plus: Depreciation of right-of-use assets <sup>2</sup>	73,761	63,874
Less: Principal repayments – leased assets	(64,557)	(59,463)
<b>Net Cash Operating Surplus/(Deficit)</b>	<b>14,720</b>	65,699

1. From 2010–11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity injections. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.
2. The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 *Leases*, which does not directly reflect a change in appropriation arrangements.

4. People and Relationships

4.1 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of ASD, directly or indirectly. ASD has determined the key management personnel to be the:

- i. Minister for Defence;
- ii. Director-General Australian Signals Directorate;
- iii. Head of Australian Cyber Security Centre;
- iv. Deputy Director-General Capability and Transformation;
- v. Deputy Director-General Signals, Intelligence and Effects; and
- vi. Chief Operating Officer.

Key management personnel remuneration is reported in the table below.

	2025	2024
	\$'000	\$'000
Short-term employee benefits	2,651	2,515
Post-employment benefits	349	419
Other long-term employee benefits	72	72
Termination benefits	14	-
<b>Total key management personnel remuneration expenses<sup>1</sup></b>	<b>3,086</b>	<b>3,006</b>

The total number of key management personnel that are included in the above table are 8 (2024:6). Acting key management personnel are included in this figure.

Notes

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Minister for Defence. The remuneration and other benefits of the Minister for Defence is set by the Remuneration Tribunal and is not paid by ASD.

4.2 Related Party Disclosures

Related party relationships:

ASD is an Australian Government controlled entity. Related parties to ASD are:

- i. Key Management Personnel (as detailed in Note 4.1);
- ii. spouse or domestic partners of (i);
- iii. children or dependents of (i);
- iv. entities, individually or jointly, controlled by the above individuals; and
- v. other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

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

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by ASD, it has been determined that there are no significant related party transactions to be separately disclosed.

5. Managing Uncertainties

5.1 Contingent Liabilities and Assets

Quantifiable Contingencies

As at 30 June 2025 there were nil quantifiable contingent assets or liabilities (2024: nil).

Unquantifiable Contingencies

As at 30 June 2025 there were nil unquantifiable contingent assets or liabilities (2024: nil).

Accounting Policy

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

ASD applies Accounting Standard AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* in determining disclosure of contingent assets and liabilities.

5.2 Financial Instruments

	Notes	2025 \$'000	2024 \$'000
5.2A: Categories of financial instruments			
Financial assets at amortised cost			
Cash and cash equivalents	2.1A	23,008	47,718
Trade and other receivables		15,422	59,530
Total financial assets at amortised cost		38,430	107,248
Total financial assets		38,430	107,248
Financial Liabilities			
Financial liabilities measured at amortised cost			
Suppliers		433,170	329,335
Other payables		8,767	3,783
Total financial liabilities measured at amortised cost		441,937	333,118
Total financial liabilities		441,937	333,118

Accounting Policy

*Financial Assets*

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

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

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

*(a) Financial Assets at Amortised Cost*

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

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

Amortised cost is determined using the effective interest method.

*(b) Effective Interest Method*

The effective interest method is a method of calculating the amortised cost of a financial asset and allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

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

*(c) Impairment of Financial Assets*

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

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

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

*Financial Liabilities*

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'. Financial liabilities are derecognised when the obligation under the contract is discharged, cancelled or has expired.

*(d) Financial Liabilities at Amortised Cost*

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

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

	2025 \$'000	2024 \$'000
<b>5.2B: Net gains or losses on financial assets</b>		
<b>Financial assets at amortised cost</b>		
Exchange gains/(losses)	2,080	6,748
<b>Net gains/(losses) on financial assets at amortised cost</b>	<b>2,080</b>	<b>6,748</b>
<b>Net gains on financial assets</b>	<b>2,080</b>	<b>6,748</b>
<b>5.2C: Net gains or losses on financial liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Exchange gains/(losses)	(2,624)	(2,066)
<b>Net gains/(losses) on financial liabilities measured at amortised cost</b>	<b>(2,624)</b>	<b>(2,066)</b>
<b>Net losses from financial liabilities</b>	<b>(2,624)</b>	<b>(2,066)</b>

**5.3 Fair Value Measurement****5.3A: Fair value measurement**

		Fair value measurements at the end of the reporting period	
		2025 \$'000	2024 \$'000
<b>Non-financial assets</b>	<b>Notes</b>		
Buildings and Infrastructure	2.2A	763,682	504,125
Heritage Assets	2.2A	338	338
Plant and Equipment	2.2A	794,916	623,170
<b>Total non-financial assets fair value measurement</b>		<b>1,558,936</b>	<b>1,127,633</b>

**Accounting Policy**

ASD's assets are held for national security and operational purposes, not for the purposes of deriving a profit.

The different levels of fair value are detailed below:

- Level 1: Quoted prices (unadjusted) in an active market for identical assets or liabilities that ASD can access at the measurement date.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: Unobservable inputs for an asset or liability.

In estimating the fair value of an asset or a liability, ASD uses market-observable data to the extent it is available. For level 2 and 3 inputs, ASD engages third party qualified valuers to establish the appropriate valuation techniques and inputs to the models, to ensure the valuations are in line with AASB 13.

ASD reviews all reports received from third party valuers to ensure the unobservable inputs used align with ASD's own assumptions and understanding of the market. This review includes investigation of significant fluctuations in the fair value of the assets and liabilities and that the report includes sufficient information to ensure compliance with AASB 13.

ASD deems transfers between levels of fair value hierarchy to have occurred when there has been a change to the inputs to the fair value measurement (for instance from observable to unobservable and vice versa) and the changed inputs are significant in determining fair value.

## 6. Other Information

### 6.1 Current/non-current distinction for assets and liabilities

#### 6.1A: Current/non-current distinction for assets and liabilities

	2025 \$000	2024 \$000
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	23,008	47,718
Trade and other receivables	427,850	234,119
Prepayments	100,490	89,605
<b>Total no more than 12 months</b>	<b>551,348</b>	<b>371,442</b>
<b>More than 12 months</b>		
Buildings and infrastructure	1,313,103	947,262
Plant and equipment	794,916	623,170
Intangibles	342,737	274,655
Heritage assets	338	338
Prepayments	67,445	76,545
<b>Total more than 12 months</b>	<b>2,518,539</b>	<b>1,921,970</b>
<b>Total assets</b>	<b>3,069,887</b>	<b>2,293,412</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers	433,170	329,335
Employee payables	24,724	14,491
Other payables	8,767	3,783
Leases	401,575	56,761
Employee provisions	53,933	48,552
<b>Total no more than 12 months</b>	<b>922,169</b>	<b>452,922</b>
<b>More than 12 months</b>		
Leases	202,798	432,820
Employee provisions	121,500	106,763
<b>Total more than 12 months</b>	<b>324,298</b>	<b>539,583</b>
<b>Total liabilities</b>	<b>1,246,467</b>	<b>992,505</b>



#### INDEPENDENT AUDITOR'S REPORT

##### To the Minister for Defence

##### Opinion

In my opinion, the financial statements of the Australian Signals Directorate (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*, as amended by Section 105D of the *Public Governance, Performance and Accountability Act 2013*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

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

- Statement by the Director-General and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Statement of Cash Flows;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

##### Basis for opinion

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

##### Accountable Authority's responsibility for the financial statements

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

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

**Auditor’s responsibilities for the audit of the financial statements**

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

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

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

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

Australian National Audit Office



Lorena Skipper

Executive Director

Delegate of the Auditor-General

Canberra

29 August 2025

# APPENDIX C | WORKFORCE STATISTICS

## Public Governance, Performance and Accountability Rule section 17AG(4)(aa)

Following the Foreign Affairs, Defence and Trade Legislation Committee Report on Annual Reports (No 1 of 2025), ASD has reviewed its approach to reporting workforce statistics. Workforce information provided in this Appendix complies with the requirements of section 17AG(4)(aa) of the PGPA Rule.

More detailed workforce statistics will be provided in ASD’s submission to the Parliamentary Joint Committee on Intelligence and Security, Review of Administration and Expenditure.

**TABLE 9:** Statistics on full-time and part-time employees (2024–25)

	Ongoing			Non-ongoing			Total
	Male	Female	Non-binary*	Male	Female	Non-binary*	
Full-time	55.9%	35.0%	0.2%	0.7%	0.7%	-	92.5%
Part-time	1.9%	5.2%	-	0.2%	0.2%	-	7.5%
	57.8%	40.2%	0.2%	0.9%	0.9%	-	100.0%

\* Figures include employees who have identified as non-binary, intersex or unspecified.

**TABLE 10:** Statistics on full-time and part-time employees (2023–24)

	Ongoing			Non-ongoing			Total
	Male	Female	Non-binary*	Male	Female	Non-binary*	
Full-time	55.0%	34.8%	0.1%	0.7%	1.2%	-	91.8%
Part-time	2.3%	5.2%	0.0%	0.3%	0.4%	-	8.2%
	57.3%	40.0%	0.1%	1.0%	1.6%	-	100.0%

\* Figures include employees who have identified as non-binary, intersex or unspecified.



TABLE 11: Statistics on employees by gender (2024–25)

	Ongoing	Non-ongoing	Total
Male	57.8%	0.9%	58.7%
Female	40.2%	0.9%	41.1%
Non-binary*	0.2%	-	0.2%
	98.2%	1.8%	100.0%

\* Figures include employees who have identified as non-binary, intersex or unspecified.

TABLE 12: Statistics on employees by gender (2023–24)

	Ongoing	Non-ongoing	Total
Male	57.3%	1.0%	58.3%
Female	40.0%	1.6%	41.6%
Non-binary*	0.1%	-	0.1%
	97.4%	2.6%	100.0%

\* Figures include employees who have identified as non-binary, intersex or unspecified.

TABLE 13: Statistics on employees by location (2024–25)\*

	Ongoing	Non-ongoing	Total
Location	98.2%	1.8%	100.0%

\* To avoid compromise of ASD's activities, and to comply with the determination issued to ASD under section 105D of the PGPA Act, the location of ASD employees is not disclosed.

TABLE 14: Statistics on employees by location (2023–24)\*

	Ongoing	Non-ongoing	Total
Location	97.4%	2.6%	100.0%

\* To avoid compromise of ASD's activities, and to comply with the determination issued to ASD under section 105D of the PGPA Act, the location of ASD employees is not disclosed.

TABLE 15: Employees with a disability (2024–25 and 2023–24)

Employment type	2024–25	2023–24
Percentage of the workforce	1.14%	1.07%

Employment arrangements of SES and non-SES employees

TABLE 16: Employment by arrangement (2024–25)

Arrangement	SES	Non-SES	Total
ASD Terms and Conditions of Employment (Non-SES) Determination 2024	-	98.4%	98.4%
ASD Condition of Employment (SES) Determination 2024	1.6%	-	1.6%
Other	-	-	-
Total	1.6%	98.4%	100%

APPENDIX D | SALARY RANGES

Salary ranges by classification level

TABLE 17: Salary ranges by classification level (2024–25)<sup>1</sup>

Classification	Minimum salary (\$)	Maximum salary (\$)
ASD SES 3	315,312	465,894
ASD SES 2	257,612	353,001
ASD SES 1	215,430	282,702
ASD EL 2	136,967	220,107
ASD EL 1	117,967	133,066
ASD 6	94,563	106,622
ASD 5	85,200	91,809
ASD 4	77,638	84,760
ASD 3	68,541	75,521
ASD 2	60,171	67,645
ASD 1	54,516	59,683
Other	77,638	106,622
Minimum/maximum range	54,516	465,894

1. Figures are correct as at 30 June 2025. The salary figures do not include any allowances that are paid to ASD staff. ASD employees are paid a 4% service allowance on their salary.

APPENDIX E | EXECUTIVE REMUNERATION

TABLE 18: Remuneration for key management personnel

Name <sup>1</sup>	Position title	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)		Termination benefits (\$)	Total remuneration <sup>4</sup> (\$)
		Base salary <sup>2</sup>	Bonuses	Other benefits & allowances	Super contributions	Long service leave <sup>3</sup>	Other long-term benefits		
Rachel Noble	Director-General ASD	135,011	0	0	15,468	3,063	0	0	153,542
Abigail Bradshaw	Director-General ASD	589,853	0	0	56,941	15,530	0	0	662,324
Abigail Bradshaw	Head of the Australian Cyber Security Centre	92,335	0	0	12,619	2,601	0	0	107,555
Stephanie Crowe	Head of the Australian Cyber Security Centre	388,425	0	0	48,268	10,791	0	0	447,484
Dale Furse	Chief Operating Officer	495,516	0	0	83,920	13,835	0	0	593,271
Philip Winzenberg	Deputy Director-General Signals Intelligence and Effects	437,433	0	0	47,788	11,838	0	0	497,059
Sarah Collins	Deputy Director-General Capability and Transformation	498,873	0	0	80,156	13,392	0	0	592,421
Ben Staughton	Deputy Director-General Capability and Transformation	1,885	0	0	0	0	0	13,551	15,436
Cameron Ashe	Deputy Director-General Signals Intelligence and Effects	12,367	0	0	4,057	1,047	0	0	17,471

1. Remuneration has been captured for only time spent by the named individual as key management personnel.  
2. Base salary includes annual leave taken plus the net movement in the annual leave balance. This may include periods of higher duties allowance.  
3. Long Service leave (LSL) is equal to LSL taken plus the net movement in the LSL balance.  
4. Total remuneration will differ from the remuneration tribunal due to a number of definitional differences.

TABLE 19: Remuneration for senior executives

Remuneration band	Number of senior executives <sup>1</sup>	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Average base salary	Average bonuses	Average other benefits & allowances <sup>2</sup>	Average super contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$0 – \$220,000	16	82,735	0	2,008	16,457	3,406	0	0	104,605
\$220,001 - \$245,000	2	195,273	0	0	30,753	2,589	0	0	228,614
\$245,001 - \$270,000	3	219,715	0	1,671	36,704	6,842	0	0	264,932
\$270,001 - \$295,000	10	239,073	0	1,195	36,821	6,203	0	0	283,292
\$295,001 - \$320,000	15	261,698	0	1,189	38,365	7,144	0	0	308,395
\$320,001 - \$345,000	11	278,868	0	698	43,032	7,062	0	0	329,659
\$345,001 - \$370,000	5	298,359	0	127	47,975	8,282	0	0	354,744
\$370,001 - \$395,000	2	319,743	0	99	52,062	8,708	0	0	380,612
\$395,001 - \$420,000	3	345,635	0	0	57,169	8,764	0	0	411,568
\$420,001 - \$445,000	3	364,369	0	0	53,508	9,830	0	0	427,707
\$445,001 - \$470,000	1	331,230	0	57,089	55,696	10,155	0	0	454,170
\$470,001 - \$495,000	1	397,597	0	655	63,187	10,494	0	0	471,933

1. The number of senior executives listed above is the number of individual SES personnel not including key management personnel, not the number of SES positions. Staff who were permanently appointed to an SES level position, or acted in an SES-level position for a period longer than 6 months, during the period are included.
2. Other benefits and allowances includes the value of items such as housing (including overseas), cost of living allowances (to support members and their families in remote or overseas locations) and any associated Fringe Benefits Tax payable by ASD. This column includes non-cash benefits.

TABLE 20: Remuneration for other highly paid staff

Remuneration band	Number of other highly paid staff	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Average base salary	Average bonuses	Average other benefits & allowances <sup>1</sup>	Average super contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$260,000 - \$270,000	31	171,188	889	53,255	34,138	5,820	0	0	265,290
\$270,001 - \$295,000	59	176,323	1,258	62,608	36,565	5,928	0	0	282,682
\$295,001 - \$320,000	15	191,601	1,440	66,716	37,809	6,022	0	0	303,588
\$320,001 - \$345,000	2	233,282	1,644	41,835	38,955	5,704	0	0	321,419
\$345,001 - \$370,000	0	0	0	0	0	0	0	0	0
\$370,001 - \$395,000	0	0	0	0	0	0	0	0	0
\$395,001 - \$420,000	0	0	0	0	0	0	0	0	0
\$420,001 - \$445,000	0	0	0	0	0	0	0	0	0
\$445,001 - \$470,000	0	0	0	0	0	0	0	0	0
\$470,001 - \$495,000	0	0	0	0	0	0	0	0	0
\$495,001 - \$520,000	0	0	0	0	0	0	0	0	0

1. Other benefits and allowances includes the value of items such as housing (including overseas), retention bonuses, performance progression pay, cost of living allowances (to support members and their families in remote or overseas locations) and any associated Fringe Benefits Tax payable by ASD. This column includes non-cash benefits.

## APPENDIX F | LIST OF REQUIREMENTS

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
17AD(g)	Letter of transmittal			
17AI	Letter of Transmittal	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	
17AD(h)	Aids to access			
17AJ(a)	Contents	Table of contents.	Mandatory	4-5
17AJ(b)	Index	Index.	Mandatory	124-127
17AJ(c)	Glossary of abbreviations and acronyms	Glossary of abbreviations and acronyms.	Mandatory	6-7
17AJ(d)	Appendix F   List of requirements	List of requirements.	Mandatory	118-123
17AJ(e)	Contact us	Details of contact officer.	Mandatory	Inside front
17AJ(f)	Location of this annual report	Entity's website address.	Mandatory	Inside front
17AJ(g)	Location of this annual report	Electronic address of report.	Mandatory	Inside front
17AD(a)	Review by accountable authority			
17AD(a)	Chapter 1   Director-General ASD's Review	A review by the accountable authority of the entity.	Mandatory	10-11
17AD(b)	Overview of the entity			
17AE(1)(a)(i)	Chapter 2   Overview of ASD	A description of the role and functions of the entity.	Mandatory	14
17AE(1)(a)(ii)	Organisational structure	A description of the organisational structure of the entity.	Mandatory	15
17AE(1)(a)(iii)	Purpose	A description of the outcomes and programmes administered by the entity.	Mandatory	14
17AE(1)(a)(iv)	Purpose	A description of the purposes of the entity as included in corporate plan.	Mandatory	14
17AE(1)(aa)(i)	Organisational structure	Name of the accountable authority or each member of the accountable authority.	Mandatory	15
17AE(1)(aa)(ii)	Organisational structure	Position title of the accountable authority or each member of the accountable authority.	Mandatory	15
17AE(1)(aa)(iii)	Organisational structure	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	15
17AE(1)(b)	Not applicable	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory	

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
17AE(2)	Not applicable	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, mandatory	
17AD(c)	Report on the performance of the entity			
	Annual performance statements			
17AD(c)(i); 16F	ASD's performance	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	19
17AD(c)(ii)	Report on financial performance			
17AF(1)(a)	Report on financial performance	A discussion and analysis of the entity's financial performance.	Mandatory	37
17AF(1)(b)	Appendix B   Financial statements including expenses by outcome	A table summarising the total resources and total payments of the entity.	Mandatory	71-110
17AF(2)	Not applicable	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, mandatory.	
17AD(d)	Management and accountability			
	Corporate governance			
17AG(2)(a)	Fraud control, detection and prevention	Information on compliance with section 10 (fraud systems).	Mandatory	47
17AG(2)(b)(i)	Letter of transmittal	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory	3
17AG(2)(b)(ii)	Letter of transmittal	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory	3
17AG(2)(b)(iii)	Letter of transmittal	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory	3
17AG(2)(c)	Corporate governance	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	40-49
17AG(2)(d) – (e)	Non-compliance with finance law	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory	65

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
Audit Committee				
17AG(2A)(a)	ASD Audit and Risk Committee	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	42
17AG(2A)(b)	ASD Audit and Risk Committee	The name of each member of the entity's audit committee.	Mandatory	43
17AG(2A)(c)	ASD Audit and Risk Committee	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	43
17AG(2A)(d)	ASD Audit and Risk Committee	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	43
17AG(2A)(e)	ASD Audit and Risk Committee	The remuneration of each member of the entity's audit committee.	Mandatory	43
External scrutiny				
17AG(3)	External scrutiny	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	50-51
17AG(3)(a)	External scrutiny	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, mandatory	51
17AG(3)(b)	Not applicable	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, mandatory	
17AG(3)(c)	Not applicable	Information on any capability reviews on the entity that were released during the period.	If applicable, mandatory	
Management of human resources				
17AG(4)(a)	People capability	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	52-55
17AG(4)(aa)	Appendix C   Workforce statistics	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory	111-112
17AG(4)(b)	Not applicable	Statistics on the entity's APS employees on an ongoing and non-ongoing basis, including the following: (a) statistics on staffing classification level; (b) statistics on full-time employees; (c) statistics on part-time employees; (d) statistics on gender; (e) statistics on staff location; (f) statistics on employees who identify as Indigenous.	Mandatory	

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
17AG(4)(c)	ASD Determination Service allowance non-salary benefits Performance bonus policy Non-salary benefits	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(l) of the <i>Public Service Act 1999</i> .	Mandatory	58-59
17AG(4)(c)(i)	ASD Determination	Information on the number of SES and non-SES employees covered by agreements etc. identified in paragraph 17AG(4)(c).	Mandatory	59
17AG(4)(c)(ii)	Not applicable	The salary ranges available for APS employees by classification level.	Mandatory	
17AG(4)(c)(iii)	Service allowance non-salary benefits	A description of non-salary benefits provided to employees.	Mandatory	59
17AG(4)(d)(i)	Not applicable	Information on the number of employees at each classification level who received performance pay.	If applicable, mandatory	
17AG(4)(d)(ii)	Not applicable	Information on aggregate amounts of performance pay at each classification level.	If applicable, mandatory	
17AG(4)(d)(iii)	Not applicable	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, mandatory	
17AG(4)(d)(iv)	Not applicable	Information on aggregate amount of performance payments.	If applicable, mandatory	
Assets management				
17AG(5)	Asset management	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory	61
Purchasing				
17AG(6)	Procurement	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	61
Reportable consultancy contracts				
17AG(7)(a)	Expenditure on reportable consultancy contracts	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	62
17AG(7)(b)	Expenditure on reportable consultancy contracts	A statement that “During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]”.	Mandatory	62
17AG(7)(c)	Expenditure on reportable consultancy contracts	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	62

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
17AG(7)(d)	Expenditure on reportable consultancy contracts	A statement that “ <i>Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.</i> ”	Mandatory	62
Reportable non-consultancy contracts				
17AG(7A)(a)	Expenditure on reportable non-consultancy contracts	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	63
17AG(7A)(b)	Expenditure on reportable non-consultancy contracts	A statement that “ <i>Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.</i> ”	Mandatory	63
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts			
17AGA	Expenditure on reportable consultancy contracts or reportable non-consultancy contracts	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	62; 63
Australian National Audit Office Access Clauses				
17AG(8)	Australian National Audit Office access clauses	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory	65
Exempt contracts				
17AG(9)	Exempt contracts	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory	64
Small business				
17AG(10)(a)	Small business	A statement that “ <i>[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.</i> ”	Mandatory	64

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
17AG(10)(b)	Small business	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	64
17AG(10)(c)	Not applicable	If the entity is considered by the Department administered by the Finance Minister as material in nature – a statement that “ <i>[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.</i> ”	If applicable, mandatory	
Financial statements				
17AD(e)	Appendix B   Financial statements including expenses by outcomes	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	71-108
Executive remuneration				
17AD(da)	Appendix E   Executive remuneration	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2 – 3 of the Rule.	Mandatory	115-117
Other mandatory information				
17AH(1)(a)(i)	Advertising and market research	If the entity conducted advertising campaigns, a statement that “ <i>During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.</i> ”	If applicable, Mandatory	64
17AH(1)(a)(ii)	Not applicable	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory	
17AH(1)(b)	Not applicable	A statement that “ <i>Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].</i> ”	If applicable, Mandatory	
17AH(1)(c)	Disability reporting	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	55
17AH(1)(d)	Information publication scheme	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	65
17AH(1)(e)	Omissions and errors	Correction of material errors in previous annual report.	If applicable, mandatory	67
17AH(2)	Work, Health and Safety	Information required by other legislation.	Mandatory	56-57
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