Australian Government
Australian Signals Directorate

ASD

ANNUAL REPORT 2025–26

Aids to access

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Location of this annual report

Further information about ASD can be found at our website www.asd.gov.au.

The direct address to view this annual report and previous annual reports is www.asd.gov.au/annual-reports. The annual report can also be viewed at 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.

Australian Government
Australian Signals Directorate

OFFICE OF THE
DIRECTOR-GENERAL
ASD

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

Dear Minister,

Australian Signals Directorate Annual Report 2025–26

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 2025–26. 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
21 September 2026

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Glossary of abbreviations and acronyms

AASB	Australian Accounting Standards Board
ACSC	Australian Cyber Security Centre
ACT	Australian Capital Territory
ADF	Australian Defence Force
AFM	Advance to the Finance Minister
AGM	Annual General Meeting
AI	Artificial intelligence
AKMI	Australian Key Management Infrastructure
ANAO	Australian National Audit Office
ANU	Australian National University
APCERT	Asia Pacific Computer Emergency Response Team
APS	Australian Public Service
APSC	Australian Public Service Commission
ASD	Australian Signals Directorate
ASDARC	ASD Audit and Risk Committee
AUC	Assets under construction
AUPDNS	Australian Protective Domain Name System
BMC	Business Management Committee
CCD	Commonwealth Climate Disclosure
CHIPs	Cyber Hygiene Improvement Programs
CI-UP	Critical Infrastructure Uplift Program
Co-Lab	ASD-ANU Collaboration Agreement
CPR	Commonwealth Procurement Rules
CSS	Commonwealth Superannuation Scheme
CTIS	Cyber Threat Intelligence Sharing
CURP	Cyber Uplift Remediation Program
DCB	Departmental capital budgets
DTIC	Data, Technology and Infrastructure Committee
E8	Essential Eight Maturity Model
ECI	Exceptionally Controlled Information
ECL	Expected credit loss
EL	Executive Level
EoL	End-of-Life
FBT	Fringe Benefits Tax
FMS	Foreign Military Sales
FOI Act	*Freedom of Information Act 1982*
FRR	Financial Reporting Rule
GovCAT	Government Cyber Assessment Team
GST	Goods and Services Tax
ICT	Information and Communications Technology
IGIS	Inspector-General of Intelligence and Security
IRAP	Information Security Registered Assessors Program
ISA	*Intelligence Services Act 2001*
ISM	*Information Security Manual*
KMP	Key Management Personnel
LGBTQIA+	Lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual and other sexually or gender diverse people

LSL	Long Service Leave
MRC	Management Review Committee
NEP	National Exercise Program
NIC	National Intelligence Community
OCC	Operational Compliance Committee
ONI	Office of National Intelligence
OPA	Official Public Account
OT	Operational Technology
OTIEs	Operational Technology Information Exchanges
PaCSON	Pacific Cyber Security Operations Network
PBS	Portfolio Budget Statement
PFADS	Performance Feedback Assessment and Development Scheme
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PID Act	*Public Interest Disclosure Act 2013*
PfMO	Portfolio Management Office
PJCIS	Parliamentary Joint Committee on Intelligence and Security
PPGWG	Policy, Procedures and Governance Working Group
PSPF	Protective Security Policy Framework
PSS	Public Sector Superannuation Scheme
PSSap	PSS Accumulation Plan
REDSPICE	Resilience, Effects, Defence, SPace, Intelligence, Cyber, Enablers
ROU	Right of use
SANS	SysAdmin, Audit, Network Security
SES	Senior Executive Service
SME	Small and Medium Enterprises
STEM	Science, technology, engineering and mathematics
The Foundations	Foundations for Modern Defensible Architecture
The Framework	Commonwealth Fraud and Corruption Control Framework 2024
WHS	Work health and safety
WHS Act	*Work Health and Safety Act 2011*

CHAPTER 1

DIRECTOR-GENERAL ASD'S REVIEW



I am pleased to present the Australian Signals Directorate (ASD) 2025–26 Annual Report.

ASD defends Australia from global threats and advances the national interest by providing foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government. Throughout 2025–26, ASD continued to fulfil its purpose.

During the past year, ASD's signals intelligence provided critical insight into global strategic and military developments, enabling timely and informed decision-making by Government. Our intelligence products, technical expertise and advice delivered unique situational awareness to National Intelligence Community (NIC) partners and the broader Australian Government on threats to Australia's security and prosperity.

ASD's cyber security efforts remained essential to protecting Australia's national security and economic prosperity. As cyber threats evolved, ASD worked proactively to enhance preparedness, strengthen collective cyber resilience and support the security of Australia's digital environment. ASD also continued to deliver offensive and defensive cyber effects, including operations that have disrupted and degraded online infrastructure used by foreign cybercriminals targeting Australians. A particular focus has been to prepare networks against threats emerging from artificial intelligence (AI), as well as harnessing the benefits of AI for cyber defence.

ASD continued to work closely with domestic and international partners to enhance cyber threat awareness and support regional security. Through strategic cooperation, we leveraged shared capabilities, intelligence and expertise to address evolving cyber threats and advance collective security objectives. We contributed to and led a range of joint products with international partners, including cyber security advisories attributing malicious activity to state-sponsored cyber actors. This collaboration underscores our commitment to strengthening collective cyber resilience and supporting a secure, stable and prosperous region.

ASD has continued to meet the high standards expected by the Government and the Australian public through constructive engagement with parliamentary and independent oversight bodies, including the Parliamentary Joint Committee on Intelligence and Security (PJCIS), the Senate Standing Committee on Foreign Affairs, Defence and Trade, and the Inspector-General of Intelligence and Security (IGIS). These oversight arrangements provide assurance that ASD advances Australia's national interests while operating within both the letter and spirit of the law.

We have continued to invest in ASD's resilience to ensure we can deliver our mission now and into the future. We have also maintained a strong focus on growing our workforce through initiatives that attract, retain and develop talented people, ensuring ASD has the skills and capabilities required for the future.

Our people remain ASD's greatest strength. I am privileged to lead a dedicated, talented and diverse workforce that works every day to protect Australia's security and prosperity. The achievements outlined in this report are a testament to their expertise, commitment and service to the nation.

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 by providing foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government, and as outlined in the ASD *Corporate Plan 2025–26*.

ASD operates in accordance with section 7 of the *Intelligence Services Act 2001* (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 2025–26:*

- 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 warfighter, 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.

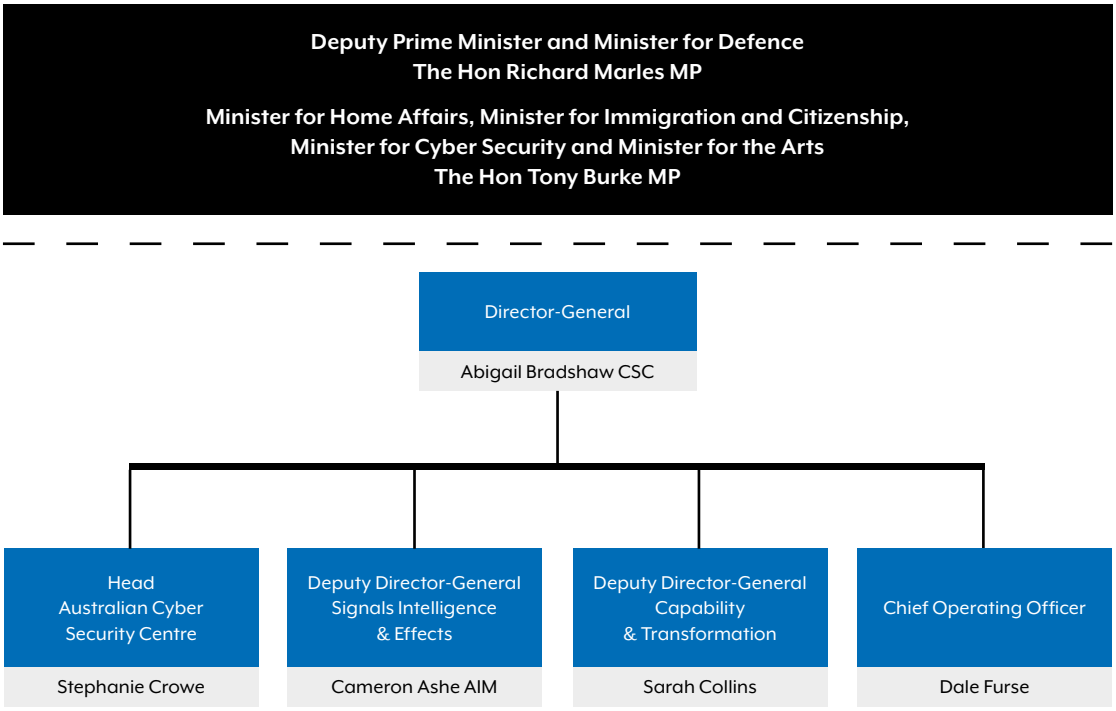


FIGURE 1: ASD's organisational structure as at 30 June 2026

Ms Abigail Bradshaw CSC was Director-General ASD and ASD's accountable authority for the 2025–26 reporting period.

CHAPTER 3

REPORT ON PERFORMANCE

Introductory statement

ASD's purpose is to defend Australia against global threats and advance Australia's national interests by providing 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 2025–26 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
21 September 2026

ASD's performance

For the 2025–26 reporting period, ASD achieved its purpose to defend Australia against global threats and advance our national interests by providing 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 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 2025–26* to evaluate ASD's performance against its key activities and purpose.[1]

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.

1 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 2026

Performance Objectives		Result
1	ASD's foreign signals intelligence products and enabling capabilities meet Government's expectations to deliver strategic advantage and support National Intelligence Community (NIC) 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 products and enabling capabilities meet Government's expectations to deliver strategic advantage and support National Intelligence Community (NIC) operations.			
Measures	Targets	2025–26 Result	
1.1 Government expectations to deliver strategic advantage are met.	Government and NIC stakeholders confirm that ASD products had a high impact.	✓	Met
1.2 NIC operational requirements are met.	NIC and Defence stakeholders confirm that ASD's products and enabling capabilities had a high impact.	✓	Met
Reference: ASD *Corporate Plan 2025–26* (page 18)			

Rationale

During 2025–26, 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 2025–26, 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	2025–26 Result
2.1 ASD's foreign signals intelligence and enabling capabilities support the ADF's military operations and activities, technological advantage and capabilities.	ADF/Defence stakeholders confirm ASD support had a high impact.	✓ Met
Reference: ASD *Corporate Plan 2025–26* (page 19)		

Rationale

During 2025–26, ASD foreign signals intelligence and enabling capabilities were 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 highly impactful, 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.			
Measure	Target	2025–26 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.	✓	Met
	Number of Information Security Registered Assessors Program (IRAP) assessors remains constant or increases.	✓	
	Demonstrated impact.	✓	
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%.	✓	Met
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.	✓	Met
	Availability remains at or above 99%.		
Reference: ASD *Corporate Plan 2025–26* (page 20)			

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.

In 2026, ASD commenced national consultation with government, industry, regulators and organisations to evolve and modernise the Essential Eight to ensure the continued effectiveness of the mitigation advice in light of evolving cyber threats.

ASD published a total of 76 alerts, advisories, and publications, to inform the Australian public of cyber events and advice via cyber.gov.au.

Case Study 1: ASD's Essentials Series

Emerging technologies and global cyber security threats are constantly evolving and malicious actors, including state-sponsored actors, continue to target Australia. To ensure the continued effectiveness of ASD's mitigation advice in light of this threat landscape, ASD is evolving the Essential Eight to a broader, principles-based Essentials series – offering prioritised, threat-informed cyber security mitigations with technology-specific content.

In addition to ASD's unique intelligence insights, cyber security incident data and public cyber threat reporting, ASD has been engaging with partners to inform the development of the Essentials series.

From early 2026, ASD engaged with regulators that use the Essential Eight as a cyber-security standard to discuss the evolving technological and threat environment, which is driving the need for change. Across March and April 2026, ASD undertook more than 30 face-to-face workshops with key stakeholders across all eight capital cities to present ASD's conceptual approach to the evolved Essentials series. Feedback from these workshops informed a consultation paper released via ASD's Partner Portal, with submissions invited from June to July 2026. In parallel, ASD undertook bespoke targeted consultation with key entities and stakeholders on the operational technology and cloud chapters.

This process enabled partners and service providers to shape the evolution of the Essential Eight, while ensuring the Essentials series is threat informed and supported by clear progression pathways and improved usability.

Impact to government, critical infrastructure and industry partnerships

Government Uplift Program

There are three key elements to the Government Uplift Program:

Government Cyber Assessments: Over 2025–26, ASD completed three cyber assessments on government networks. These engagements assisted Australian government entities to assess their maturity against the E8 mitigation strategies and their broader cyber security posture.

Scaled technical engagements: 37 technical remediation engagements were conducted with federal, state and territory government entities.

Training: Privileged User Training was provided to over 9,950 participants.

Case Study 2: Support to the 2026 Census

The Australian Bureau of Statistics (ABS) engaged ASD early in the 2026 Census preparations. In February 2026, the Cyber Uplift Remediation Program (CURP) focused on delivering targeted remediation, hardening of existing environments, and the implementation of ASD guidance. Simultaneously the Government Cyber Assessment Team (GovCAT) undertook a threat-informed assessment of the ABS's environments, identifying possible threat vectors and uplift opportunities through its purple team work. ASD also supported the cyber security of the Census through a review of the code underpinning the service.

The coordinated work enabled a rapid turnaround and significantly improved the cyber security of the Census. The security of the Census has been strongly supported through the deep partnership between ASD's Australian Cyber Security Centre (ACSC) and ABS. Together, these efforts have delivered meaningful security uplift, strengthened resilience across the ABS environment, and enhanced preparedness to respond to evolving cyber threats as Census activities continue.

Critical Infrastructure Uplift Program

Critical Infrastructure Uplift Program (CI-UP): Over 2025–26, six in-depth uplift engagements and twelve sprint engagements were completed on critical infrastructure assets. Additionally, one sprint engagement had commenced by the end of 2025–26.

Scaled technical engagements: Ten bespoke technical engagements were conducted with critical infrastructure partners in key sectors. Additionally, ASD reached 157 entities through Operational Technology Information Exchanges (OTIEs), helping Cyber Security Partners improve their understanding of current cyber threats and supporting cyber security uplift activities across their organisations.

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.

Over 230 organisations are protected by the AUPDNS service. In 2025–26, AUPDNS processed more than 220 billion queries and blocked customer access to over 564 million malicious domains.

Domain Takedown Service

ASD requested the removal of over 169,000 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 distributed 14,000 reports to approximately 3,500 entities. 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 distributed over 8,300 High-Priority Operational Tasking notifications in 2025–26. These notifications identified critical vulnerabilities relating to specific high-priority threats.

Case Study 3: Addressing legacy IT risks through CHIPS

Legacy IT is hardware and software that is considered an end-of-life (EoL) product and/or no longer supported by the manufacturer, vendor or developer. As legacy IT does not receive security updates, it is more vulnerable to cyber attacks. The most effective method to mitigate the risk posed by legacy IT is to replace it before it becomes unsupported.

To reduce legacy IT risk across the economy, ASD's CHIPs expanded its service offering in February 2026 and scanned on-boarded customers to identify the presence of eight pre-selected types of EoL products. Once identified, CHIPs sent reports to customers, recommending they update to a version in support, change to a supported version of another product, or decommission the products if no longer needed.

Follow-up scans completed in June 2026 showed a 31.7% reduction in the presence of the eight EoL products for Commonwealth entities and a 30.2% reduction for critical infrastructure organisations.

National Exercise Program

ASD's National Exercise Program 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. ASD delivered 15 exercises for government and critical infrastructure organisations during 2025–26.

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 bidirectionally share indicators of compromise they have 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 2026, CTIS partners grew from just over 450 partners in the last reporting period to over 550 partners, and over one million indicators of compromise have been shared via the platform.

Support to Cyber Sanctions

ASD supports the Australian Government's autonomous cyber sanction framework by conducting technical and intelligence analysis, and by leveraging partnerships with international and industry stakeholders to identify the tools, techniques, and real-world actors responsible for cybercriminal activity.

During the reporting period, ASD supported Government's targeted financial and travel sanctions on cyber infrastructure entity Media Land LLC and two of its key personnel for their roles in providing infrastructure to malicious cyber actors and cybercriminals, allowing them to conduct cyber-attacks in Australia against Australian financial institutions, Australian businesses, their customers and critical international infrastructure.

Impact to businesses, families and individuals

Australian Cyber Security Hotline

The Australian Cyber Security Hotline '1300 CYBER1' (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 37,500 calls, a 12% decrease from 2024–25 (approximately 42,500). Despite this reduction, demand for cyber security advice and assistance remained significant.

Availability of support assistance and technical advice was 100%.

Incident Response

During the reporting period, ASD responded to more than 1,500 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 cyber-attacks. In the reporting period, ASD published a range of advisories on 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 2025–26, ASD notified entities more than 2,200 times of potentially malicious cyber activity, a 33% 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 8% over the reporting period to 410. As a result, IRAP assessors are now more accessible. While the number of IRAP assessors continued to grow, the growth rate was lower than in previous reporting periods. This was due to a pause in IRAP training delivery between December 2025 and June 2026, while updated course materials were developed.

Systems to support assistance and technical advice

Cyber.gov.au and ReportCyber

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 2025–26, the availability of cyber.gov.au remained at or above 99%. Cyber.gov.au was viewed over 6,281,600 times across over 2,959,800 total users. There were over 262,800 total file downloads on cyber.gov.au across the reporting period.

The ASD Partner Portal

The ASD Partner Portal (formerly the ACSC 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 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. During the reporting period, the availability of this platform remained at or above 99%. Blueprint.asd.gov.au was viewed over 379,740 times.

TOP SECRET ICT System Authorisation to Operate and Key Management Services

During 2025–26, ASD actioned Top Secret network authorisations to operate, and undertook system security and risk assessments to support those authorisations to operate within agreed timeframes.

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, including management and delivery of the Australian Key Management Infrastructure.

Performance Objective 4: ASD delivers partnerships, programs and technical capability that strengthen national cyber security or resilience.			
Measures	Targets	2025–26 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: ASD *Corporate Plan 2025–26* (page 21)			

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 small, medium and large organisations that seek timely and relevant cyber security information to help protect and strengthen 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:

- 4,320 Network Partners, an increase of 5% from the last reporting period
- 6,610 Business Partners, an increase of 11% from the last reporting period
- 138,630 Home Partners, an increase of 13% from the last reporting period.

Impact of support to domestic partners

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 2025–26 is consistent with the number of engagements in 2024–25
- publishing 52 articles (including newsletters, posters and publications) to inform ASD Network Partners about cyber events and advice on the ASD Partner Portal
- Four webinar briefing sessions, with a total of over 2,720 attendees
- One 'town hall' briefing and question-answer session that attracted over 810 attendees.

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

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 17 economies 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 (AGM) in Kiritimati Island, Kiribati, in October 2025.

The PaCSON Secretariat supported the use of a regional cyber security operations centre during the 54th Pacific Island Forum Leaders Meeting in Solomon Islands. Staff at this centre from Vanuatu, Kiribati, Papua New Guinea and Solomon Islands were able to use skills learned during PaCSON workshops to provide cyber security support during the meetings.

ASD also continues to be an active member and leader in the Asia Pacific Computer Emergency Response Team (APCERT). APCERT is a community of 35 CERTs and Computer Security Incident Response Teams from 25 economies, dedicated to encouraging and supporting cyber security cooperation in the Asia-Pacific region. ASD hosted the APCERT Annual General Meeting (AGM) in Sydney, bringing together participants from 18 economies for strategic discussions and technical presentations from 24–28 November 2025.

At the AGM, ASD was elected Chair of the APCERT Steering Committee, and continued to chair the Policy, Procedures and Governance Working Group (PPGWG) throughout 2025–26. ASD also participated in the Annual APCERT Drill, which tests 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 governance documentation to ensure it remains an effective and collaborative group.

International partners

During the reporting period, ASD engaged regularly with international partners – predominately 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 and international partners, including:

- *Five Eyes cyber security agencies statement: The AI shift in cyber risk: why leaders must act now* (June 2026)
- *Secure connectivity principles for Operational Technology (OT)* (January 2026)
- *Principles for the secure integration of Artificial Intelligence in Operational Technology* (December 2025)
- *Bulletproof defense: mitigating risks from bulletproof hosting providers* (November 2025)
- *Microsoft Exchange Server security best practices* (October 2025)
- *Creating and maintaining a definitive view of your operational technology architecture* (October 2025)
- *A Shared Vision of Software Bill of Materials (SBOM) for Cybersecurity* (September 2025)
- *Foundations for OT cybersecurity: Asset inventory guidance for owners and operators* (August 2025).

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

- *Careful adoption of agentic AI services* (May 2026)
- *Securing space* (March 2026)
- *Artificial intelligence and machine learning: Supply chain risks and mitigations* (March 2026)
- *Artificial intelligence for small business: Managing cyber security risks* (January 2026)
- *Foundations for modern defensible architecture* (October 2025)
- *Investing in modern defensible architecture* (October 2025)
- *Modern defensible architecture for senior decision-makers* (October 2025)
- *Managing cryptographic keys and secrets* (August 2025).

ASD collaborated with Five Eyes and other international partners to publish cyber security advisories, with attributions on key cyber threats. These advisories supported network defenders through the provision of practical detection and mitigation advice. Over the reporting period, the advisories included:

- *Defending against China-nexus covert networks of compromised devices* (April 2026)
- *INC Ransom Affiliate Model Enabling Targeting of Critical Networks* (March 2026)
- *Pro-Russia Hacktivists conduct opportunistic Attacks against US and Global Critical Infrastructure* (December 2025)
- *Counter Chinese State-Sponsored Actors Compromise of Networks Worldwide to Feed Global Espionage System* (August 2025)
- *Scattered Spider* (July 2025).

Case Study 4: INC Ransom Advisory

In March 2026, ASD's ACSC in collaboration with the Kingdom of Tonga's National Computer Emergency Response Team (CERT Tonga) and New Zealand's National Cyber Security Centre (NCSC) released a joint advisory on the ransomware group, INC Ransom.

In mid-June 2025, the Tongan Ministry of Health was impacted by a ransomware attack that rendered core services inaccessible and disrupted the national health care network. INC Ransom later claimed responsibility for the attack. INC Ransom is a financially motivated cybercriminal group that provides a ransomware-as-a-service operation to its affiliate network. The group and their affiliate network have previously targeted the United States and United Kingdom, but since early 2025, they have been observed increasingly targeting Australia, New Zealand and the Pacific Island states. This marked the first occasion that Australia has drafted and co-signed a cyber-advisory with Tonga.

Cyber security research

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

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	2025–26 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
Reference: ASD *Corporate Plan 2025–26* (page 22)		

Rationale

Throughout 2025–26, 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 $1,748.5 million in appropriation funding for operating costs and a further $729.8 million for capital investment in the 2025–26 Portfolio Budget process (totalling $2,478.3 million). Additionally, ASD received $56.7 million in cost recovery revenue primarily for the provision of Top Secret ICT services.

ASD's financial statements show a total comprehensive loss of $578.6 million. After adjusting for the impact of depreciation and including the impact of lease payments, ASD has an operating surplus of $6.7 million. Employee benefits expense was lower than budgeted due to higher recruitment activity later in the year. Supplier expenses were higher than budgeted due to an increase 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 requires 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 25 August 2025, ASD published its corporate plan covering the period 2025–26 to 2028–29.

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 (see Figure 2).

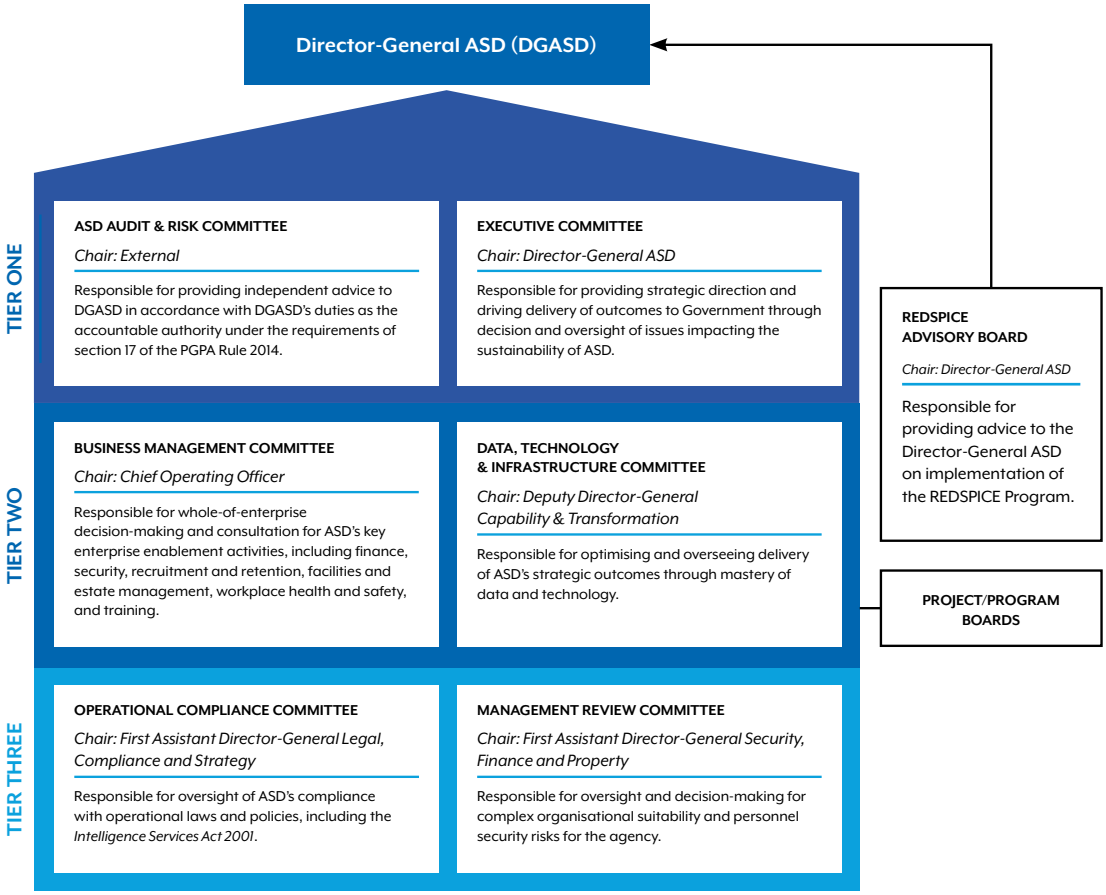


FIGURE 2: ASD governance framework

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 12 times during 2025–26.

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.

During 2025–26, ASDARC met formally five times.

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

TABLE 2: Positions held on ASDARC during 2025–26

Member name Qualifications, knowledge, skills or experience	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)
Mark Ridley *Chair* 1 July 2020 to present *Qualifications:* Fellow of the Institute of Chartered Accountants and a graduate of the Australian Institute of Company Directors, with bachelor degrees in commerce and accounting. *Notable roles:* 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.	5/5	$27,935
Sue Bird *Member* 1 July 2020 to present *Qualifications:* 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 is also a certified organisational coach. *Notable roles:* 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.	5/5	$15,764
Shane Carmody *Member* 4 September 2023 to 24 February 2026 *Qualifications:* Masters of Business Administration from Monash University, Bachelor of Arts from University of Queensland, and 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. *Notable roles:* Previously Chief Executive Officer and Director of Aviation Safety at the Civil Aviation Safety Authority, and a Deputy Secretary at the Departments of Defence, Veterans' Affairs, and Infrastructure and Transport.	4/5	$19,050
Caroline Edwards *Member* *20 February 2026 to present* *Qualifications:* Admitted to practice in the Supreme Courts of Victoria and the Northern Territory and entered on the High Court of Australia roll of practitioners. Ms Edwards has a bachelor degree in Arts from the Australian National University and in Law with 1st class Honours from Monash University. Ms Edwards is also a qualified LEADR mediator. *Notable roles:* Member of the Services Australia Independent Advisory Board (2023 to present, Deputy Chair since 2025), independent member Federal Council of the Australian Medical Association (2025 to present) and board member of the National Foundation of Australian Women (2024 to present, Deputy Chair since 2025). She was previously a member of the Senior Executive Service of the Australian Public Service (2001 to 2021), Commissioner to the Americas for the State of Victoria (2021 to 2023) and Chair of the ACT Public Service Taskforce (2025).	1/5	$5,160

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 2025–26.

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 11 times during 2025–26.

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 11 times during 2025–26.

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 is chaired by the First Assistant Director-General Security, Finance and Property. The MRC met 11 times during 2025–26.

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 2025–26.

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, thereby ensuring that 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 2025–26, 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.

In accordance with the Framework, during the 2025–26 financial year, ASD tested the effectiveness of a number of fraud and corruption controls identified through ASD's 2024 Fraud and Corruption Risk Assessment. Testing demonstrated ASD had effective controls in place, with minor policy and process updates recommended for a small number of controls as part of process improvement.

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. ASD regularly promotes fraud and corruption education opportunities through targeted awareness messaging and Fraud and International Fraud Awareness Week communications.

During the reporting year, ASD participated in the Australian Institute of Criminology's *Annual Fraud Against the Commonwealth Census* for the seventh time as a statutory agency. ASD reported full compliance with the Fraud and Corruption Rule, Section 10 of the PGPA Rule.

During the reporting year, ASD conducted 17 assessments following reports of suspected fraud. Of the 17 assessments, eight were unsubstantiated and closed, two remain open. Evidence of fraud and/or corruption was identified in seven matters. One of these matters was referred to the National Anti-Corruption Commission. The remaining six matters were progressed via internal administrative avenues, including code of conduct action.

ASD is exploring the use of emerging technologies in our fraud and corruption prevention and detection, including artificial intelligence.

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 Security and Integrity 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 Security and Integrity Framework, and applying the Australian Public Service Commissioner's Directions 2022.

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 no internal public interest disclosures.

OUR VALUES

Reveal their secrets. Protect our own.

We make a difference



We protect and enhance Australia's national security

We provide our customers and partners with a critical edge

Our expertise and advice inform decisions of consequence

Our outputs are unique and deliver impact

We strive for excellence



We pursue, foster and celebrate talent

We are leaders in our fields

We are dedicated and enthusiastic

We are adaptable and resilient in response to change

We belong to a great team



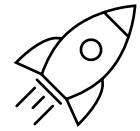
We succeed by working as OneASD and through partnership

We are inclusive and value diversity of thought

We respect and recognise each other's inputs

We support and care about each other

We are audacious in concept



We operate in the slim area between the difficult and the impossible

We dare to be fearless

We engage with risk to exploit opportunities

We succeed through innovation and improvement

We are meticulous in execution



We maintain trust through transparency

We are accountable to the public through Government for everything we do

We always act legally, proportionately and with propriety

We manage risk to protect Australia's interests

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.24 (2024–25) – Australian Intelligence Agencies on 11 December 2025. A hearing was conducted for this review on 9 April 2026.

Senate Standing Committee on Foreign Affairs, Defence and Trade

ASD appeared before the Foreign Affairs, Defence and Trade Legislation Committee on 9 October 2025, 3 December 2025 and 3 June 2026. ASD was also scheduled to appear before the Committee on 11 February 2026, but was dismissed. 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 2025–26, 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 2025–26, this included ASD providing technical briefings and operational updates, supporting new IGIS-initiated projects and detailing legal advice provided to ASD.

During 2025–26, ASD provided IGIS with 13 notifications of potential compliance incidents. Upon identification of these matters, ASD undertakes in-depth investigations to determine whether legislative non-compliance has occurred. During the year, IGIS confirmed six reports 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 2025–26, 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 eight preliminary inquiries relating to ASD. The inquiry, which related to an operational matter in the previous reporting period, was closed with no recommendations issued to ASD. One preliminary inquiry involved a cross-agency review into the use and management of Exceptionally Controlled Information (ECI) was finalised. IGIS did not identify any concerns relating to ASD. The remaining preliminary inquiries related to complaints made to IGIS in respect of ASD, of which five were closed during the reporting period and two remain open. 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 remains available to support such consultations as required.

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 2025–26 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 2025–26, ASD continued to use a shared-service arrangement with the Department of Defence to supplement specialist human resource functions provided internally. During 2025–26, ASD's human resources contributed 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.

Over the past year, ASD has continued to prioritise targeted recruitment activities over large-scale bulk recruitment campaigns. During the 2025–26 financial year, ASD received over 28,500 applications.

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 cadets and apprentices during 2025–26 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 graduates joining ASD during 2025–26.

Retention

Learning and development

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 2025–26, 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 2025–26 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 2025–26.

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 2025–26. 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 2025–26, 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 supports a number of internal diversity and inclusion employee initiatives. These include cultural and linguistic diversity, gender, neurodiversity, LGBTQIA+, accessibility, parents and carers and First Australians.

Gender and sexuality

As at 30 June 2026, the proportion of women in ASD's workforce remained steady. Women made up 41% of the workforce in 2026, consistent with 41% in 2025.

During the year, ASD provided internal communications and opportunities for staff to take part in relevant capability building and networking events.

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 Australian 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 2025–26, 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 participated in cultural and language-learning activities to deepen their understanding of First Australians and their cultures.

Flexible roles and parenting outreach

ASD supports flexible work for the benefit of staff and the agency's operations. ASD is committed to supporting its employees in maintaining a positive work-life balance, and its policy provides employees with a range of flexible work options.

Flexible work arrangements available to ASD employees include flexible working hours, flex-time for ASD-level employees, 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 Parents and Carers Network to help new parents keep up professional and personal networks while on long-term leave. Both the Parents and Carers Network and Parenting Outreach Program provide support to assist parents in balancing work and personal responsibilities upon their return to work, including through the use of flexible work arrangements.

Following the implementation of the ASD Determination 2024, ASD increased paid parental leave entitlements to 18 weeks for both primary and secondary caregivers over the life of the Determination.

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, Health and Safety Representative network and directly through the WHS team. All staff are encouraged to contribute to ASD's safety culture.

In 2025–26, ASD continued a program of work to embed an organisational culture that proactively manages WHS risk.

Key initiatives during the year included:

- a review of ASD's Health and Safety Management Arrangements and supporting WHS Committee Structure – the process incorporated a comprehensive consultation process with all ASD employees and their representatives to ensure the arrangements are fit for purpose
- Mental Health Month initiatives were conducted across ASD sites to raise awareness and promote better mental health – a range of activities focused on building resilience, dealing with stress, and understanding and managing mental health
- a review of psychosocial hazards in the workplace, and development of a Psychosocial Risk Management Framework, to mature ASD's ability to prevent and manage psychosocial hazards and risks
- the implementation of an updated suite of Hazard Identification and Risk Management policy and guidance materials to support staff in proactively incorporating risk management into business activities

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

Notifiable incident reporting

During 2025–26, ASD notified Comcare of nine 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.

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 both 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, high-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 employment conditions are provided 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 percentage of employees covered by both employment arrangements as at 30 June 2026.

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

Employment arrangement type	
ASD Conditions of Employment (non-SES) Determination	98.5%
ASD Conditions of Employment (SES) Determination	1.5%

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:

- 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 a shared-service provider of security services to the Defence Intelligence Group.

Throughout 2025–26, 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 Strategy and Security Plan are critical in shaping the behaviour of ASD staff, and enables ASD to undertake its mission while meeting its obligations under the PGPA Act and the PSPF.

Portfolio management

Portfolio management is essential to aligning investments and activities with organisational priorities, enabling informed decision-making, effective resource allocation, and the delivery of strategic outcomes.

ASD actively manages a portfolio of approved and unapproved capability investments, ensuring effective coordination and integration with relevant Defence stakeholders and dependencies. ASD's portfolio management teams work 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 ensure alignment in 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 2026, ASD had $2,869.3 million (net book value) of assets under its control, including:

- $811.8 million of plant and equipment
- $1,397.7 million of buildings and infrastructure
- $320.6 million of intangibles
- $0.3 million of heritage assets
- $338.9 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 2025–26, 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 2025–26. No significant issues have been identified and compliance was acceptable during the reporting period.

ASD is not required to publish information on the AusTender website, in line with exemptions determined by the Director-General to avoid prejudice to essential security interests. A list of consultancy and non-consultancy contracts to the value of $10,000 or more during this reporting period, and the total value of each of those contracts over the life of each contract is reported as part of ASD's annual reporting to the PJCIS, which oversees ASD's administration and expenditure.

Expenditure on reportable consultancy contracts

ASD engages consultants where it needs professional, independent and expert advice or services that were not available within the agency. 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.

During 2025–26, no new reportable consultancy contracts were entered into. No ongoing reportable consultancy contracts were active during the period.

TABLE 4: Reportable consultancy contracts

Reportable consultancy contracts 2025–26	Number	Expenditure ($'000)
New contracts entered into during the reporting period	-	-
Ongoing contracts entered into during a previous reporting period	-	-
Total	-	-

Expenditure on reportable non-consultancy contracts

During 2025–26, 969 new reportable non-consultancy contracts were entered into involving total actual expenditure of $425,449,577 (inclusive of GST). In addition, 891 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of $336,162,869 (inclusive of GST).

ASD's annual report contains information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts for the 2025–26 financial year is available on the AusTender website.

TABLE 5: Reportable non-consultancy contracts

Reportable non-consultancy contracts 2025–26	Number	Expenditure ($'000)
New contracts entered into during the reporting period	969	425,450
Ongoing contracts entered into during a previous reporting period	891	336,163
Total	1,860	761,612

Exempt contracts

Over the 2025–26 financial year, ASD published 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 2025–26, ASD exempted 93 contracts with the total value of $158 million. Details of ASD's arrangements, contracts and standing offers are available to the PJCIS on request.

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 2025–26, ASD conducted the following advertising campaigns:

- ASD Recruitment
- Annual Cyber Threat Report
- Legacy technology
- Event logging
- Supply chain risk
- Quantum readiness
- Social Media Boosting.

ASD's total advertising expenditure was $1,654,438 excluding GST. In 2025–26, ASD did not undertake any market research.

In 2025–26, 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 2025–26 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 2025–26, 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 the performance of that contract. During 2025–26, ASD had one contract that did not include the clause providing access to the Auditor-General.

TABLE 6: Contracts that do not include the ANAO access clause[1]

Program and company	2025–26	Purpose
United States Government[2]	$3,816,025	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 2025–26, 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 arrangement 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[3] 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:

- computer equipment such as keyboards, mice and cables
- bulk scrap metal, including computer carcasses, racks and other metal items
- printer cartridges recycled through Planet Ark.

3 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.

Climate action in government operations

Commonwealth Climate Disclosure

Commonwealth Climate Disclosure (CCD) is the Australian Government's policy for Commonwealth entities to publicly report on their exposure to climate-related risks and opportunities, and the actions they are taking to manage them. The 2025–26 requirements for ASD are to report under four disclosure pillars: governance, strategy, risk management, and metrics and targets.

Governance

The Director-General is the Accountable Authority for ASD. Climate-related risks and opportunities are considered through ASD's governance, risk and planning arrangements, taking into account ASD's operational environment, security obligations and shared-service arrangements with Defence.

Strategy

ASD is closely integrated with Defence through shared-service arrangements, including energy supply, domestic travel and fleet management. Many climate-related risks, opportunities and emissions sources associated with ASD's operations are therefore managed at the Defence portfolio level. ASD will continue to work with Defence to identify and support practical opportunities to reduce emissions from activities within ASD's influence, including through shared-service arrangements for energy, travel and fleet management.

Risk management

Climate-related risks are considered through ASD's risk management framework, taking account of ASD's operational environment and Defence shared-service arrangements.

Metrics and targets

ASD's emissions from energy supply, domestic travel and fleet management are included as part of Defence's aggregated emissions reporting. ASD-specific emissions data cannot be separately reported where it is managed through Defence shared-service arrangements or where separate disclosure would not be appropriate for operational, capability or security reasons.

Omissions and errors

The *ASD Annual Report 2024–25* contained the following errors:

Advertising and market research (page 64)

ASD's *Annual Report 2024–25* reported an expenditure of $432,195 excluding GST for campaign advertising. Taking into account credits received in 2025–26 against invoices paid in 2024–25, this figure should be amended to read $402,875 excluding GST.

An amount of $297,074 excluding GST for creative development of recruitment advertising should have been reported in 2024–25.

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 2026 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

14 September 2026

Signed.....

Mr Philip Davies
Chief Finance Officer
Australian Signals Directorate

14 September 2026

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 2026

				Original Budget
		2026	2025	2026
	Notes	**$'000**	$'000	$'000
NET COST OF SERVICES				
EXPENSES				
Employee benefits	1.1A	**706,079**	644,079	725,294
Suppliers	1.1B	**1,025,855**	944,194	970,718
Depreciation and amortisation	2.2A	**661,355**	602,862	603,311
Interest on lease liabilities		**17,876**	13,238	5,860
Write-down and impairment of assets	2.2A	**23,168**	15,435	-
Net foreign exchange losses	1.1C	-	544	-
Total Expenses		**2,434,333**	2,220,352	2,305,183
OWN-SOURCE INCOME				
OWN-SOURCE REVENUE				
Revenue from contract with customers	1.2A	56,742	4,705	3,064
Resources received free of charge		11,954	3,309	159
Total own-source revenue		68,696	8,014	3,223
Gains				
Reversals of write-downs and impairment	2.2A	**62**	2,216	-
Net foreign exchange gains	1.1C	**266**	-	-
Other Gains		**2,737**	627	-
Total gains		**3,065**	2,843	-
Total own-source income		**71,761**	10,857	3,223
Net cost of services		**(2,362,572)**	(2,209,495)	(2,301,960)
Revenue from Government	1.2B	**1,748,497**	1,683,109	1,748,497
Deficit attributable to the Australian Government		**(614,075)**	(526,386)	(553,463)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve	2.2A	**35,429**	2,801	-
Total other comprehensive income		**35,429**	2,801	-
Total comprehensive loss		**(578,646)**	(523,585)	(553,463)

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 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 lower than original budget due to higher recruitment activity later in 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.

4. **Revenue from contracts with customers**

Revenue from contracts with customers is higher than the original budget mainly due to increased revenue from Defence for the provision of shared services. A review of costings resulted in a higher recoverable shared service cost from Defence.

Australian Signals Directorate

STATEMENT OF FINANCIAL POSITION

as at 30 June 2026

				Original Budget
		2026	2025	2026
	Notes	**$'000**	$'000	$'000
ASSETS				
Financial Assets				
Cash and cash equivalents	2.1A	**27,138**	23,008	47,718
Trade and other receivables	2.1B	**188,896**	427,850	231,781
Total financial assets		**216,034**	450,858	279,499
Non-financial assets[1]				
Buildings and infrastructure	2.2A	**1,397,690**	1,313,103	834,226
Plant and equipment	2.2A	**811,782**	794,916	1,338,913
Intangibles	2.2A	**320,578**	342,737	326,072
Heritage assets	2.2A	**338**	338	338
Prepayments		**122,873**	167,935	166,150
Total non-financial assets		**2,653,261**	2,619,029	2,665,699
Total assets		**2,869,295**	3,069,887	2,945,198
LIABILITIES				
Payables				
Suppliers		**304,892**	433,170	329,335
Employee payables	2.3A	**23,166**	24,724	15,792
Other payables		**4,596**	8,767	2,480
Total payables		**332,654**	466,661	347,607
Interest Bearing Liabilities				
Leases	2.4A	**638,037**	604,373	389,200
Total interest bearing liabilities		**638,037**	604,373	389,200
Provisions				
Employee provisions	2.5A	**193,871**	175,433	155,315
Total provisions		**193,871**	175,433	155,315
Total liabilities		**1,164,562**	1,246,467	892,122
NET ASSETS		**1,704,733**	1,823,420	2,053,076
EQUITY				
Contributed equity		**4,008,008**	3,548,049	4,277,908
Reserves		**83,021**	47,592	44,791
Accumulated deficit		**(2,386,296)**	(1,772,221)	(2,269,623)
TOTAL EQUITY		**1,704,733**	1,823,420	2,053,076

1 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 lower than budget due to the appropriation receivable balance being lower than forecast at year end. This was primarily due to project activities occurring earlier in the financial year, and paid before the end of June.

3. **Non-financial assets**

Buildings and infrastructure was higher than budgeted primarily due to additional facilities work being completed. Plant and equipment was also lower due to differences in the classification of asset classes in the budget process.

Intangible assets decrease is reflective of changing information technology requirements.

4. **Prepayments**

Prepayments is lower than budget, which is largely due to lower additions in software licences, subscriptions and maintenance contracts compared to the original budget.

5. **Employee provisions**

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

6. **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 2026

				Original budget
		2026	2025	2026
	Notes	**$'000**	$'000	$'000
CONTRIBUTED EQUITY				
Opening balance		**3,548,049**	2,490,766	3,548,049
Adjusted opening balance		**3,548,049**	2,490,766	3,548,049
Distributions to owners				
Return of equity		**(269,900)**	-	-
Contribution by owners				
Equity injection – Appropriations		**699,859**	1,027,283	699,859
Departmental capital budget		**30,000**	30,000	30,000
Closing balance as at 30 June		**4,008,008**	3,548,049	4,277,908
RETAINED EARNINGS				
Opening balance		**(1,772,221)**	(1,234,650)	(1,716,160)
Prior period error adjustment		**-**	(11,185)	-
Adjusted opening balance		**(1,772,221)**	(1,245,835)	(1,716,160)
Comprehensive income				
Deficit for the period		**(614,075)**	(526,386)	(553,463)
Closing balance as at 30 June		**(2,386,296)**	(1,772,221)	(2,269,623)
ASSET REVALUATION RESERVE				
Opening balance		**47,592**	44,791	44,791
Comprehensive income				
Other comprehensive income	2.2A	**35,429**	2,801	-
Closing balance as at 30 June		**83,021**	47,592	44,791
TOTAL EQUITY				
Adjusted Opening balance		**1,823,420**	1,289,722	1,876,680
Deficit for the period		**(614,075)**	(526,386)	(553,463)
Other Comprehensive Income		**35,429**	2,801	-
Transactions with owners		**459,959**	1,057,283	729,859
Closing balance as at 30 June		**1,704,733**	1,823,420	2,053,076

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 2026

	Notes	2026 $'000	2025 $'000	Original Budget 2026 $'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		**1,972,541**	1,895,065	1,748,497
Sale of goods and rendering of services		**65,695**	33,606	3,064
GST received		**79,480**	144,245	114,325
Other		**12,715**	17,222	-
Total cash received		**2,130,431**	2,090,138	1,865,886
Cash used				
Employees		**(692,050)**	(609,464)	(725,294)
Suppliers		**(1,109,460)**	(842,144)	(970,559)
GST paid		**(72,707)**	(148,966)	(114,325)
Section 74 receipts transferred to OPA		**(156,320)**	(198,501)	-
Other		**(2,596)**	(1,904)	-
Interest payments on lease liabilities		**(17,876)**	(13,238)	(5,860)
Total cash used		**(2,051,009)**	(1,814,217)	(1,816,038)
Net cash from/(used by) operating activities		**79,422**	275,921	49,848
INVESTING ACTIVITIES				
Cash used				
Purchase of buildings and infrastructure		**(253,572)**	(512,567)	(729,859)
Purchase of plant and equipment		**(353,152)**	(443,519)	-
Purchase of intangibles		**(12,950)**	(82,819)	-
Total cash used		**(619,674)**	(1,038,905)	(729,859)
Net cash (used by) investing activities		**(619,674)**	(1,038,905)	(729,859)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		**620,353**	802,831	729,859
Total cash received		**620,353**	802,831	729,859
Cash used				
Principal payments of lease liabilities		**(75,971)**	(64,557)	(49,848)
Total cash used		**(75,971)**	(64,557)	(49,848)
Net cash from financing activities		**544,382**	738,274	680,011
Net increase/(decrease) in cash held		**4,130**	(24,710)	-
Cash and cash equivalents at the beginning of the reporting period		**23,008**	47,718	47,718
Cash and cash equivalents at the end of the reporting period	2.1A	**27,138**	23,008	47,718

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 2026

			Original Budget
	2026	2025	2026
	$'000	$'000	$'000
NET COST OF SERVICES			
Deficit attributable to the Australian Government	-	-	-
Total comprehensive income/(loss)	-	-	-

Australian Signals Directorate

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2026

			Original Budget
	2026	2025	2026
	$'000	$'000	$'000
ASSETS			
Cash and cash equivalents	**24,417**	38,428	-
Total assets administered on behalf of Government	**24,417**	38,428	-
LIABILITIES			
Other payables	**24,417**	38,428	-
Total liabilities administered on behalf of Government	**24,417**	38,428	-
Net assets	-	-	-

Australian Signals Directorate

ADMINISTERED RECONCILIATION SCHEDULE

for the period ended 30 June 2026

	2026	2025
	$'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 2026

	2026	2025
	$'000	$'000
Cash and cash equivalents at the beginning of the reporting period	**38,428**	19,128
Cash from the Official Public Account		
Special Accounts	**60,233**	41,238
Total cash from the Official Public Account	**60,233**	41,238
Cash to the Official Public Account		
Special Accounts	**(74,244)**	(21,938)
Total cash to the Official Public Account	**(74,244)**	(21,938)
Cash and cash equivalents at the end of the reporting period	**24,417**	38,428

Australian Signals Directorate

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

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.

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 2026.

1.1 Expenses

	2026	2025
	$'000	$'000
1.1A: Employee benefits		
Wages and salaries	**531,819**	479,781
Superannuation		
Defined contribution plans	**68,093**	70,670
Defined benefit plans	**25,871**	15,017
Leave and other entitlements	**62,000**	55,649
Separation and redundancies	**8**	14
Other employee expenses	**18,288**	22,948
Total employee benefits	**706,079**	644,079

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 4.75%. Liabilities for long term employee benefits are discounted using the 10-year Commonwealth government bond rate of 5%.

	2026	2025
	$'000	$'000
1.1B: Suppliers		
Goods and services supplied or rendered		
Goods supplied	**43,148**	32,615
Services rendered	**978,991**	909,941
Total goods and services supplied or rendered	**1,022,139**	942,556
Other suppliers		
Short-term leases	**80**	50
Workers compensation expenses	**3,636**	1,588
Total other suppliers	**3,716**	1,638
Total suppliers	**1,025,855**	944,194

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.

	2026	2025
	$'000	$'000
1.1C: Net foreign exchange losses		
Foreign exchange gains		
Non-speculative	**(1,542)**	(2,080)
Foreign exchange losses		
Non-speculative	**1,276**	2,624
Total net foreign exchange (gain)/loss	**(266)**	544

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

	2026	2025
Own-Source Revenue	**$'000**	$'000
1.2A: Revenue from contracts with customers		
Rendering of services	**56,742**	4,705
Total revenue from contracts with customers	**56,742**	4,705
Type of customer:		
Australian Government entities (related parties)	**55,399**	4,072
Non-government entities	**1,343**	633
	56,742	4,705
Timing of transfer of goods and services:		
Over time	**56,742**	4,705
	56,742	4,705

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 2025-26, ASD recognised the control of assets worth $9.2 million. This includes the provision of free of charge Financial Statements audit services valued at $165,000 (2025: $165,000) by the Australian National Audit Office (ANAO). No other services were provided by the ANAO.

	2026	2025
	$'000	$'000
1.2B: Revenue from Government		
Appropriations		
Departmental appropriations	**1,748,497**	1,683,109
Total revenue from Government	**1,748,497**	1,683,109

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 2026 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

	2026	2025
	$'000	$'000
2.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	**27,138**	**23,008**
Total cash and cash equivalents	**27,138**	**23,008**

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.

	2026	2025
	$'000	$'000
2.1B: Trade and other receivables		
Goods and services receivables		
Goods and services	**5,570**	13,384
Total goods and services receivables	**5,570**	13,384
Appropriation receivables		
Appropriation receivable	**172,505**	400,623
Total appropriation receivables	**172,505**	400,623
Other receivables		
GST receivable from the Australian Taxation Office	**8,545**	11,805
Other	**2,276**	2,038
Total other receivables	**10,821**	13,843
Total trade and other receivables	**188,896**	427,850

Credit terms for goods and services were within 20 days (2025: 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
As at 1 July 2025					
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)
Total as at 1 July 2025	**1,313,103**	**794,916**	**342,737**	**338**	**2,451,094**
Adjusted total as at 1 July 2025	**1,313,103**	**794,916**	**342,737**	**338**	**2,451,094**
Additions					
Purchases or Internally Developed	253,572	353,152	12,950	-	619,674
Right-of-use assets	121,644	-	-	-	121,644
Revaluations and impairments recognised in other comprehensive income	35,429	-	-	-	35,429
Write-downs and impairments recognised in net cost of services	(646)	(9,555)	(12,727)		(22,928)
Depreciation and amortisation	(215,086)	(340,614)	(17,652)	-	(573,352)
Depreciation on right-of-use assets	(88,003)	-	-	-	(88,003)
Disposals	-	(240)	-	-	(240)
Impairments on right-of-use assets recognised in net cost of services	(12,993)	-	-	-	(12,993)
Other movements					
Reversal of previous asset write-downs	-	63	-	-	63
Transfers	(9,330)	14,060	(4,730)	-	-
Total as at 30 June 2026	**1,397,690**	**811,782**	**320,578**	**338**	**2,530,388**
Total as at 30 June 2026 represented by					
Gross book value	1,807,595	1,181,466	458,298	338	3,447,697
Accumulated depreciation, amortisation and impairment	(409,905)	(369,684)	(137,720)	-	(917,309)
Total as at 30 June 2026	**1,397,690**	**811,782**	**320,578**	**338**	**2,530,388**
Carrying amount of right-of-use assets	**570,069**				**570,069**

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 Buildings and Leasehold Improvement assets in 2025–26 in line with ASD's rolling revaluation cycle.

At 30 June 2026, ASD have contractual commitments for the acquisition of property, plant and equipment and intangible assets of $69,084,906 (2025: $87,379,639). 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:

	2026	2025
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 (2025: 2 to 22 years) and the useful lives of ASD's other intangibles are 2 to 6 years (2025: 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 2026.

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

	2026	2025
	$'000	$'000
2.3A: Employee payables		
Salaries and wages	**20,025**	22,192
Superannuation	**3,141**	2,532
Total employee payables	**23,166**	24,724

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 2026 represents outstanding contributions yet to be paid.

2.4 Interest Bearing Liabilities

	2026	2025
	$'000	$'000
2.4A: Leases		
Lease liabilities	**638,037**	604,373
Total leases	**638,037**	604,373

Total cash outflow for leases for the year ended 30 June 2026 was $93,847,801 (2025: $77,884,777).

	2026	2025
	$'000	$'000
Maturity analysis – contractual undiscounted cash flows		
Within 1 year	**86,942**	78,352
Between 1 to 5 years	**269,029**	335,094
More than 5 years	**356,528**	346,510
Total leases	**712,499**	759,956

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

	2026	2025
	$'000	$'000
2.5A: Employee Provisions		
Leave	**193,871**	175,433
Total employee provisions	**193,871**	175,433

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

Annual Appropriations for 2025–26

	Annual Appropriation[1]	Adjustments to appropriation[2]	Total appropriation	Appropriation applied in 2026 (current and prior years)	Variance[3]
	$'000	$'000	$'000	$'000	$'000
DEPARTMENTAL					
Ordinary annual services	**1,748,497**	**235,800**	**1,984,297**	**2,047,891**	**(63,594)**
Capital budget	**30,000**	-	**30,000**	**31,995**	**(1,995)**
Other services					
Equity Injections	**699,859**	-	**699,859**	**588,358**	**111,501**
Total departmental	**2,478,356**	**235,800**	**2,714,156**	**2,668,244**	**45,912**

Notes

1. In 2025–26, departmental other services appropriations totalling $261.9m comprising of $122.4m of Appropriation Act (No.2) 2024–25 and $139.5m of Appropriation Act (No.2) 2025–26 and departmental capital budget of $8.0m of Appropriation Act (No.1) DCB 2025–26 have been withheld under Section 51 of the PGPA Act.
2. Adjustments to appropriations include adjustments to current year annual appropriations, comprising PGPA section 74 receipts of $235.8m. ASD changed the presentation of appropriations disclosed in the appropriation note to include GST amounts retained under section 74 of the PGPA Act. In prior years, retainable GST under section 74 of the PGPA Act was excluded from the appropriation note.
3. The remaining variance of $45.9m relates to Appropriations receivable that have not been drawn down in 2025–26. Please refer to Budget variances for reasons for underspend.

Annual Appropriations for 2024–25

	Annual Appropriation[1]	Adjustments to appropriation[2]	Total appropriation	Appropriation applied in 2025 (current and prior years)	Variance[4]
	$'000	$'000	$'000	$'000	$'000
DEPARTMENTAL					
Ordinary annual services	**1,683,109**	**54,255**	**1,737,364**	**(1,775,525)**	**(38,161)**
Capital budget[3]	**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), PGPA Act Section 74 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.

3.1B: Unspent annual appropriations

	2026	2025
	$'000	$'000
DEPARTMENTAL		
Operating		
Act 3 2022–23[1]	-	3,259
Act 3 2024–25	-	23,759
Act 1 2024–25	-	55,428
Act 1 2025–26	**11,463**	-
Total Operating	**11,463**	**82,446**
Equity		
Act 2 2022–23[1]	-	50,841
Act 4 2024–25	-	10,002
Act 2 2024–25[4,5]	**141,610**	19,210
Act 2 2024–25	-	291,848
Act 1 DCB 2024–25	-	19,586
Act 2 2025–26[7]	**290,951**	-
Act 1 DCB 2025–26[6]	**17,500**	-
Supply Act 1 DCB 2025–26	**91**	-
Total Equity	**450,152**	391,487
Total	**461,615**	473,933
Cash and cash equivalents	**27,138**	23,008
Total unspent annual appropriations[2,3]	**488,753**	496,941

1. Unspent annual appropriations from 2022–23 lapsed on 01 July 2025 when the underlying appropriation acts are repealed and are no longer available.
2. Unspent annual appropriations includes appropriations of $289.1m that have been withheld under section 51, but are legally available as at 30 June 2026.
3. The unspent annual appropriations of $488.8m is allocated as follows
   $289.1m has been withheld under Section 51; and
   $199.7m of unspent annual appropriations (including cash and cash equivalents) available to the Department.
4. In 2024–25, $19.2m of the Appropriation Act (No. 2) 2024–25 was permanently quarantined under Section 51 of the PGPA Act.
5. In 2025–26, $122.4m of the Appropriation Act (No. 2) 2024–25 was permanently quarantined under Section 51 of the PGPA Act.
6. In 2025–26, $8m of the Appropriation Act (No. 1) DCB 2025–26 was permanently quarantined under Section 51 of the PGPA Act.
7. In 2025–26, $139.5m of the Appropriation Act (No. 2) 2025–26 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.

	2026	2025
	$'000	$'000
Total comprehensive income/(loss) – as per the Statement of Comprehensive Income	**(578,646)**	(523,585)
Plus: Depreciation/amortisation expenses not funded through revenue appropriation[1]	**573,352**	529,101
Plus: Depreciation of right-of-use assets[2]	**88,003**	73,761
Less: Principal repayments – leased assets	**(75,971)**	(64,557)
Net Cash Operating Surplus/(Deficit)	**6,738**	14,720

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.

	2026	2025
	$'000	$'000
Short-term employee benefits	**3,139**	2,651
Post-employment benefits	**457**	349
Other long-term employee benefits	**85**	72
Termination benefits	**46**	14
Total key management personnel remuneration expenses[1]	**3,727**	3,086

The total number of key management personnel that are included in the above table are 7 (2025:8). 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 2026 there was one quantifiable contingent assets or liabilities (2025: nil).

ASD has a contingent asset estimated at $13.9m. While ASD expects an inflow of economic benefits, uncertainty remains regarding the final outcome and therefore the asset has not been recognised in the financial statements. Accordingly, the matter has been disclosed as a contingent asset.

Unquantifiable Contingencies

As at 30 June 2026 there were nil unquantifiable contingent assets or liabilities (2025: 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	**2026** **$'000**	2025 $'000
5.2A: Categories of financial instruments			
Financial assets at amortised cost			
Cash and cash equivalents	2.1A	**27,138**	23,008
Trade and other receivables		**7,846**	15,422
Total financial assets at amortised cost		**34,984**	38,430
Total financial assets		**34,984**	38,430
Financial Liabilities			
Financial liabilities measured at amortised cost			
Suppliers		**304,892**	433,170
Other payables		**4,596**	8,767
Total financial liabilities measured at amortised cost		**309,488**	441,937
Total financial liabilities		**309,488**	441,937

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).

	2026	2025
	$'000	$'000
5.2B: Net gains or losses on financial assets		
Financial assets at amortised cost		
Exchange gains/(losses)	**1,542**	2,080
Net gains/(losses) on financial assets at amortised cost	**1,542**	2,080
Net gains on financial assets	**1,542**	2,080

	2026	2025
	$'000	$'000
5.2C: Net gains or losses on financial liabilities		
Financial liabilities measured at amortised cost		
Exchange gains/(losses)	**(1,276)**	(2,624)
Net gains/(losses) on financial liabilities measured at amortised cost	**(1,276)**	(2,624)
Net losses from financial liabilities	**(1,276)**	(2,624)

5.3 Fair Value Measurement

5.3A: Fair value measurement

		Fair value measurements at the end of the reporting period	
		2026	2025
	Notes	**$'000**	$'000
Non-financial assets			
Buildings and Infrastructure	2.2A	**827,621**	763,682
Heritage Assets	2.2A	**338**	338
Plant and Equipment	2.2A	**811,782**	794,916
Total non-financial assets fair value measurement		**1,639,741**	1,558,936

Accounting Policy

ASD's assets are held for national security and operational purposes, not for the purpose 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

	2026	2025
	$'000	$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**27,138**	23,008
Trade and other receivables	**188,896**	427,850
Prepayments	**75,972**	100,490
Total no more than 12 months	**292,006**	551,348
More than 12 months		
Buildings and infrastructure	**1,397,690**	1,313,103
Plant and equipment	**811,782**	794,916
Intangibles	**320,578**	342,737
Heritage assets	**338**	338
Prepayments	**46,901**	67,445
Total more than 12 months	**2,577,289**	2,518,539
Total assets	**2,869,295**	3,069,887
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**304,892**	433,170
Employee payables	**23,166**	24,724
Other payables	**4,596**	8,767
Leases	**556,843**	401,575
Employee provisions	**61,420**	53,933
Total no more than 12 months	**950,917**	922,169
More than 12 months		
Leases	**81,194**	202,798
Employee provisions	**132,451**	121,500
Total more than 12 months	**213,645**	324,298
Total liabilities	**1,164,562**	1,246,467

Australian National Audit Office

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 2026:

(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 2026 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2026 and for the year then ended:

- Statement by the 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.

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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

14 September 2026

APPENDIX C | WORKFORCE STATISTICS

Workforce information provided in this Appendix complies with the requirements of section 17AG(4)(aa) of the PGPA Rule. Section 17AG(4)(b) of the PGPA Rule applies to statistics on Australian Public Service (APS) employees and is not applicable to ASD staff employed under the ISA.

More detailed workforce statistics are provided in ASD's annual submission to the PJCIS.

TABLE 7: Statistics on full-time and part-time employees (2025–26)

	Ongoing			Non-ongoing			Total
	Male	Female	Non-binary*	Male	Female	Non-binary*	
Full-time	56.3%	35.1%	0.2%	0.5%	0.4%	-	**92.5%**
Part-time	2.1%	5.2%	0.0%	0.0%	0.1%	-	**7.5%**
	58.4%	40.3%	0.2%	0.5%	0.5%	-	**100.0%**

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

TABLE 8: 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%	0.0%	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 9: Statistics on employees by gender (2025–26)

	Ongoing	Non-ongoing	Total
Male	58.4%	0.5%	**58.9%**
Female	40.4%	0.5%	**40.9%**
Non-binary*	0.2%	-	**0.2%**
	99.0%	1.0%	**100.0%**

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

TABLE 10: 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 11: Statistics on employees by location (2025–26)*

	Ongoing	Non-ongoing	Total
Location	99.0%	1.0%	**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 12: 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 13: Employees with a disability (2025–26 and 2024–25)

Employment type	2025–26	2024–25
Percentage of the workforce	1.3%	1.1%

Employment arrangements of SES and non-SES employees

TABLE 14: Employment by arrangement (2025–26)

Arrangement	SES	Non-SES	Total
ASD Terms and Conditions of Employment (Non-SES) Determination 2024	-	98.5%	98.5%
ASD Condition of Employment (SES) Determination 2024	1.5%	-	1.5%
Other	-	-	-
Total	**1.5%**	**98.5%**	**100%**

APPENDIX D | SALARY RANGES

Salary ranges by classification level

TABLE 15: Salary ranges by classification level (2025–26)[1,2]

Classification	Minimum salary ($)	Maximum salary ($)
ASD SES 3	326,032	481,734
ASD SES 2	266,370	365,003
ASD SES 1	222,754	292,314
ASD EL 2	141,624	169,993
ASD EL 1	121,978	137,590
ASD 6	99,734	111,701
ASD 5	88,834	96,829
ASD 4	80,278	87,641
ASD 3	70,871	78,089
ASD 2	62,775	69,945
ASD 1	57,497	61,713
Other	-	-

1. Figures are correct as at 30 June 2026. The salary figures do not include any allowances that are paid to ASD staff. ASD non-SES employees are paid a 4% service allowance on their salary.
2. Information on salary ranges required under section 17AG(4)(c)(ii) of the PGPA Rule applies to APS employees and is not applicable to ASD staff employed under the ISA. ASD has chosen to disclose this information.

TABLE 16: Remuneration for key management personnel

Name[1]	Position title	Short-term benefits ($)			Post-employment benefits ($)	Other long-term benefits ($)		Termination benefits ($)	Total remuneration[4] ($)
		Base salary[2]	Bonuses	Other benefits & allowances	Super contributions	Long service leave[3]	Other long-term benefits		
Abigail Bradshaw	Director-General ASD	706,768	0	0	70,282	19,131	0	0	**796,181**
Dale Furse	Chief Operating Officer	543,485	0	0	87,160	13,340	0	0	**643,985**
Cameron Ashe	Deputy Director-General Signals Intelligence and Effects	510,904	0	0	72,367	13,341	0	0	**596,612**
Sarah Collins	Deputy Director-General Capability and Transformation	429,470	0	0	87,407	13,811	0	0	**530,688**
Stephanie Crowe	Head Australian Cyber Security Centre	478,157	0	0	73,046	13,340	0	0	**564,543**
Philip Winzenberg	Deputy Director-General Signals Intelligence and Effects	352,872	0	0	50,223	9,968	0	46,173	**459,236**
Janice Law[5]	Acting Deputy Director-General Capability and Transformation	117,713	0	0	16,757	2,211	0	0	**136,681**

1. Remuneration has been captured for only time spent by the named individual as a KMP.
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 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.
5. Janice Law was Acting Deputy Director-General Capability and Transformation from 6 September to 30 November 2025 and from 19 to 23 March 2026.

TABLE 17: Remuneration for senior executives

Remuneration band	Number of senior executives[1]	Short-term benefits ($)			Post-employment benefits ($)	Other long-term benefits ($)		Termination benefits ($)	Total remuneration ($)
		Average base salary	Average bonuses	Average other benefits & allowances[2]	Average super contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
$0 – $220,000	15	93,618	0	4	14,370	3,031	0	0	**111,023**
$220,001 – $245,000	0	0	0	0	0	0	0	0	**0**
$245,001 – $270,000	2	213,360	0	0	32,354	5,992	0	0	**251,706**
$270,001 – $295,000	3	248,353	0	0	36,232	6,215	0	0	**290,800**
$295,001 – $320,000	9	260,190	0	0	42,025	6,983	0	0	**309,199**
$320,001 – $345,000	20	282,341	0	142	43,763	7,610	0	0	**333,857**
$345,001 – $370,000	13	298,850	0	0	48,234	7,760	0	0	**354,845**
$370,001 – $395,000	1	323,890	0	0	47,865	9,309	0	0	**381,064**
$395,001 – $420,000	3	339,066	0	2,378	51,206	8,997	0	0	**401,647**
$420,001 – $445,000	6	366,129	0	0	60,188	9,447	0	0	**435,764**
$445,001 – $470,000	1	383,766	0	0	57,042	10,418	0	0	**451,226**
$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. 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 18: 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[1]	Average super contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
$260,000 – $270,000	16	176,204	511	51,546	33,786	5,790	0	0	**267,836**
$270,001 – $295,000	94	178,940	1,221	59,799	37,354	5,993	0	0	**283,307**
$295,001 – $320,000	26	185,220	1,576	72,611	40,035	6,282	0	0	**305,724**
$320,001 – $345,000	0	0	0	0	0	0	0	0	**0**
$345,001 – $370,000	2	256,022	1,700	48,768	41,286	6,093	0	0	**353,869**
$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	3
17AD(h)	Aids to access			
17AJ(a)	Contents	Table of contents (print only).	Mandatory	4–5
17AJ(b)	Alphabetical index	Alphabetical index (print only).	Mandatory	118–120
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	112–117
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 programs 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	
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	

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
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	18
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	33
17AF(1)(b)	Appendix B | Financial statements including expenses by outcome	A table summarising the total resources and total payments of the entity.	Mandatory	65–104
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	42
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	36–43
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	58
	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	38
17AG(2A)(b)	ASD Audit and Risk Committee	The name of each member of the entity's audit committee.	Mandatory	39
17AG(2A)(c)	ASD Audit and Risk Committee	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	39
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	39
17AG(2A)(e)	ASD Audit and Risk Committee	The remuneration of each member of the entity's audit committee.	Mandatory	39

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
	External scrutiny			
17AG(3)	External scrutiny	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	45–46
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	46
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	47–50
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	105–107
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	
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(1) of the *Public Service Act 1999*.	Mandatory	53
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	53
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	53
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	

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
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	55
	Purchasing			
17AG(6)	Procurement	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	55
	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	56
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	56
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	56
17AG(7)(d)	Not applicable	A statement that *"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."*	Mandatory	
	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	56
17AG(7A)(b)	Expenditure on reportable non-consultancy contracts	A statement that *"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."*	Mandatory	56
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts			
17AGA	Not Applicable	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
	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	58
	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	57
	Small business			
17AG(10)(a)	Small business	A statement that *"[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."*	Mandatory	57
17AG(10)(b)	Small business	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	57
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 *"[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."*	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	65–104
	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	109–111
17AD(f)	Other mandatory information			
17AH(1)(a)(i)	Advertising and market research	If the entity conducted advertising campaigns, a statement that *"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."*	If applicable, Mandatory	57

PGPA Rule Reference	Part of report	Description	Requirement	Page(s)
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 *"Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."*	If applicable, Mandatory	
17AH(1)(c)	Disability reporting	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	50
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	58
17AH(1)(e)	Omissions and errors	Correction of material errors in previous annual report.	If applicable, mandatory	61
17AH(2)	Work, Health and Safety Ecological sustainable development and environmental performance Climate Action in Governance Operations	Information required by other legislation.	Mandatory	51–52, 59, 60

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