



Australian Government
Productivity Commission

 **pc.gov.au**

Annual Report 2024-25



Acknowledgment of Country



The Productivity Commission acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to their Cultures, Country and Elders past and present.

About us

The Productivity Commission (PC) is the Australian Government's independent research and advisory body on a range of economic, social and environmental issues affecting the welfare of Australians. Its role, expressed most simply, is to help governments make better policies, in the long-term interest of the Australian community.

The PC's independence is underpinned by an Act of Parliament. Its processes and outputs are open to public scrutiny and are driven by concern for the wellbeing of the community as a whole.

For more information, visit the PC's website: www.pc.gov.au

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25 August 2025

The Hon Dr Jim Chalmers MP
Treasurer
Parliament House
CANBERRA ACT 2600

Dear Treasurer

I am pleased to present to you the Productivity Commission's Annual Report for 2024-25.

The report has been prepared in accordance with section 10 of the *Productivity Commission Act 1998*. It has also been prepared in accordance with all obligations of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), including section 46, which requires that you present the report in Parliament.

The report contains the PC's annual performance statement and annual financial statements for the period 2024-25 as required by sections 39(1)(b) and 43(4) of the PGPA Act.

In accordance with the subsection 17AG(2)(b) of the Public Governance, Performance and Accountability Rule 2014 and the Commonwealth Fraud Control Framework 2017, I hereby certify that I am satisfied that the PC has:

- prepared fraud risk assessments and fraud control plans
- in place appropriate fraud prevention, detection, investigation, reporting mechanisms that meet the specific needs of the PC
- taken all reasonable measures to appropriately deal with fraud relating to the PC.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D Wood'.

Danielle Wood
Chair

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Foreword

I'm pleased to share our Annual Report 2024-25.

Productivity is at the forefront of public policy discussions in Australia for good reason. While today's Australians enjoy higher material living standards compared to previous generations, the key ingredient to this success – productivity growth – has slowed.

To combat this, the Australian Government has put productivity at the centre of its policy agenda for this term of parliament. And it has asked the Productivity Commission to develop practical policy reforms that will kick-start productivity growth across the Australian Government's 5 productivity pillars:

1. Creating a more dynamic and resilient economy
2. Building a skilled and adaptable workforce
3. Harnessing data and digital technology
4. Delivering quality care more efficiently
5. Investing in cheaper, cleaner energy and the net zero transformation.

By the time this Annual Report is released, consultation will have concluded on our 5 interim reports and the Treasurer's Economic Reform Roundtable will also have been held. While there is no single 'productivity lever' that will guarantee future success, governments can make a real difference with a clear policy agenda that prioritises growth and resilience.

The PC has also worked across a diverse range of social, economic and environmental policy areas impacting Australians and the Australian economy including philanthropy, early childhood education and care, competition, artificial intelligence (AI) and technology, the circular economy, housing construction productivity, inequality and mental health.

An early highlight of the year was releasing our 50th edition of the Trade and Assistance Review (TAR), which provides data, analysis and reporting around trade and industry policy settings as well as government assistance to industry. When the first TAR was published, Australia was experiencing growth and productivity challenges arising from protectionist policies and a complex system of import quotas, tariffs and industry assistance. Since then, Australia has developed into a high income, globally integrated, services-based economy that has embraced and benefited from trade liberalisation policies.

I'm optimistic that the PC's work will inform the next wave of pro-growth reforms.

This Annual Report is my second as Chair, and as I reflect on the past year's achievements, I want to recognise the incredible breadth and depth of skills, knowledge and expertise that is brought to our work every day by my fellow Commissioners, PC staff, stakeholders and community members.

I look forward to continuing this important work, with you, in 2025-26.

Danielle Wood

Chair

About us

Vision

Our independent research and advice helps government make informed policy decisions that benefit all Australians.

What we do

We are the Australian Government's independent research and advisory body on a range of economic, social and environmental issues affecting the welfare of Australians.

Our work includes:

- holding public inquiries and delivering advice and recommendations on policy matters requested by the Australian Government
- undertaking research on a range of economic, social and environmental issues impacting Australians
- reporting annually on productivity, economic performance, industry assistance and regulation through our *Productivity Bulletin* and *Trade and Assistance Review* (TAR)
- providing independent, ongoing reporting for governments including the *Closing the Gap Annual Data Compilation Report* and dashboard and the *Report on Government Services* (RoGS)
- undertaking reviews of different government agreements and plans including the National Agreement on Closing the Gap and Murray–Darling Basin Plan
- investigating and reporting on competitive neutrality arrangements and complaints
- promoting public understanding of economic, social and environmental issues impacting Australians.

This work is underpinned by the in-house enabling services of strategic communications and engagement, digital technology, human resources, finance and administrative support.

How we work



We are evidence based

Our findings and recommendations are supported by evidence-based research and analysis and input from our consultation and engagement activities.



We operate independently

We operate under the powers, protection and guidance of the *Productivity Commission Act 1998* (Cth). Our independence is formally exercised through the Chair and Commissioners, who are appointed by the Governor-General for fixed periods.

We have our own budget allocation and staff, which allows us to operate at arm's length from government. While our work is often initiated by government, our findings and recommendations are always based on our own analysis and judgments.



Our processes are transparent

Our inquiry reports and research studies are open to public scrutiny. We publish all working papers and models that have contributed to our conclusions. We run public hearings and use roundtables and seminars to seek input from stakeholders and community members.

Our values

We are committed to building and supporting a positive, safe and productive work culture for all. Our people possess a diverse range of skills and experience and come from a range of different backgrounds. What unites us is our shared commitment to better public policy.

Our values are the guiding principles for how we work and make decisions.

Together with the APS values, our values also provide the foundations we need to adapt and grow so that we meet the needs and expectations of each other, our stakeholders and the Australian community.

INCLUSIVE



COLLABORATIVE



INFLUENTIAL



RESPECTFUL



SUPPORTIVE



Our legislation and governance

We are an independent non-corporate Commonwealth entity established under the PC Act and PGPA Act.

The PC Act establishes the functions, powers, structure and operations of the PC that are overseen by the Chair, Deputy Chair and Commissioners, who are appointed by the Governor-General.

Associate Commissioners can be appointed by the Treasurer for terms of up to 5 years or for the duration of specific inquiries.

The PC Act also instructs the PC to have regard to:

- improving productivity and overall economic performance in Australia
- reducing unnecessary regulation
- encouraging efficient, innovative and internationally competitive Australian industries
- facilitating structural changes in the economy in a way that avoids economic and social hardship
- recognising the diverse views and interests of the Australian communities likely to be impacted by our work
- increasing employment, including in regional areas
- promoting regional development
- recognising the progress made by other countries to reduce barriers to trade with Australia
- making sure Australian industry develops in ecologically sustainable ways
- making sure Australia meets its international obligations and commitments.

The Chair is the Accountable Authority for the PC.

Our commissioners and staff



Danielle Wood
Chair



Alex Robson
Deputy Chair



Selwyn Button
Commissioner



Julie Abramson
Commissioner



Catherine de Fontenay
Commissioner



Barry Sterland PSM
Commissioner



Joanne Chong
Commissioner



Steven King
Commissioner



Angela Jackson
Commissioner

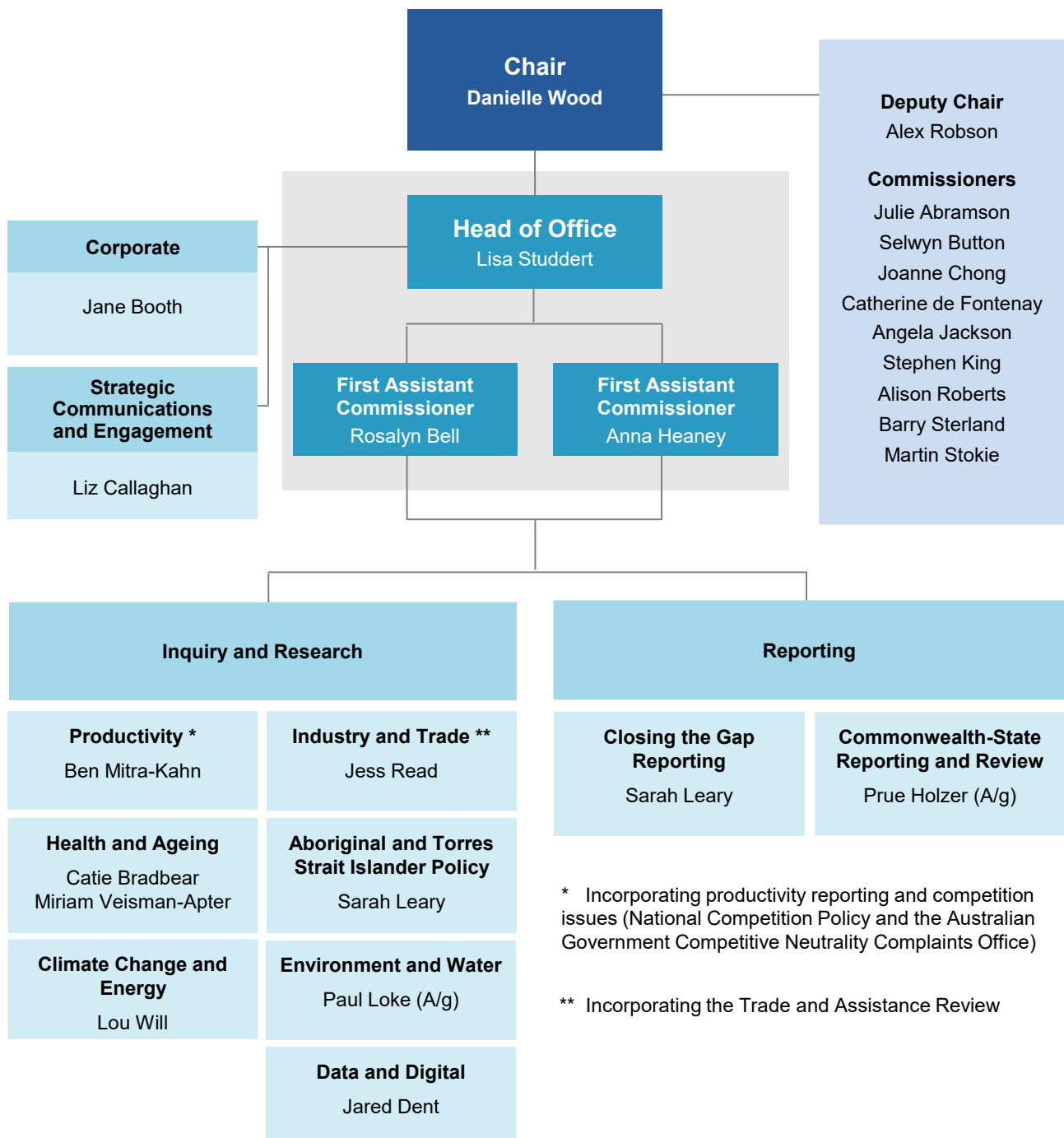


Martin Stokie
Commissioner



Alison Roberts
Commissioner

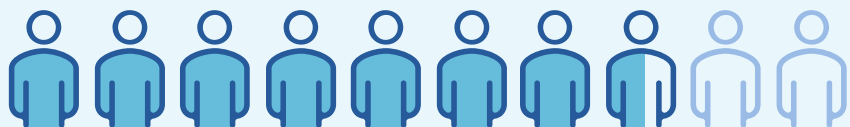
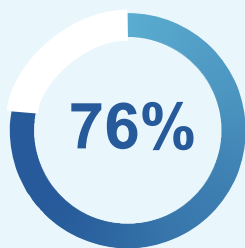
Figure 1 – PC structure and senior staff as at 30 June 2025



Our year in review

Key statistics and facts

 10 Inquiries	 8 Reports or papers	 8 Submissions made
 16 Articles and opinion pieces	 2,200 Submissions received	 340 Academic citations
 13,462 Media mentions	 24,037 Social media followers	 17 International engagements
 94 Parliamentary mentions	 6 Events and webinars	 163 Speeches and panels
 565 Community meetings	 495 Government meetings	 3 Parliamentary hearings



In our Annual Stakeholder Survey 2024-25, 76% of people agreed that the PC generates research, analysis and advice that is robust, evidence-based and independent.

Achievements by focus area

A comprehensive summary of our work and achievements by topic or focus area is detailed on the following pages.

Productivity



1 inquiry



6 papers



3 articles and opinion pieces



3 events and webinars



46 speeches and panels

The Australian Government has put productivity squarely at the centre of its policy agenda asking us to identify the highest priority reform areas under the following 5 pillars of productivity by the end of 2025:

1. Creating a more dynamic and resilient economy
2. Building a skilled and adaptable workforce
3. Harnessing data and digital technology
4. Delivering quality care more efficiently
5. Investing in cheaper, cleaner energy and the net zero transformation.

In our inquiry into creating a more dynamic and resilient Australian economy, we have been exploring policy reforms that will spur investment and productivity growth including:

- pivoting the corporate tax system to a lower company income tax combined with a new net cashflow tax over the long term
- initially lowering the company tax rate to 20% for companies earning less than \$1b in revenue
- introducing a net cashflow tax of 5% for all companies
- setting a clear agenda for regulatory reform through a whole of government statement and action
- bolstering high-level scrutiny of regulations
- enhancing regulatory practice to deliver growth, competition and innovation.

While there is no single ‘productivity’ lever that will guarantee success, these whole-of-economy reforms together with the reforms we are proposing across the other 4 pillar inquiries (discussed in later sections) will provide the Australian Government with a practical policy agenda that prioritises growth and makes progress across many the Australian economy.

From July to September 2025, consultation will begin again on our policy reform ideas with the release of our interim reports. We look forward to testing our ideas, getting feedback and incorporating it into our final reports, which will be submitted to Government in December 2025.

In addition to these inquiries, we also continued to contribute to and lead public discussions on a range of productivity topics through our Annual and Quarterly Productivity Bulletins including:

- the COVID-19 productivity bubble
- the choices people in different countries make when productivity gains are achieved (e.g. more money or more leisure) and
- the slowing of multifactor productivity growth.

With the growth in labour productivity Australia has enjoyed since 1980, Australians could have reduced their average hours worked by 15 hours per week without lowering our consumption levels.

Instead, overall we used about 23% of the productivity dividend to work less, and we banked the other 77% as higher income.

Quarterly Productivity Bulletin June 2025

Trade and industry



1 performance report



1 paper



2 submissions made



3 articles and opinion pieces



1 event and webinar



9 speeches and panels

In 2024-25, we continued to deliver the annual Trade and Assistance Review (TAR), ensuring high levels of transparency around industry assistance protection and providing intelligence about trade policies around the world as they affect Australian industries.

In our latest edition, we examined the impacts of the deteriorating international trade environment, with changes primarily driven by:

- rapid and wide-ranging changes to US trade policy and
- increasing volatility and uncertainty from economic slowdowns, war and division in parts of the world.

In this context, we modelled the possible effects of several likely tariff scenarios to assess potential impacts on Australia.

Our modelling indicated that, in the long run, the direct overall impacts of US tariffs on Australia's economy are likely to be small and positive, despite their negative impacts on the global economy. However, the TAR suggested that these direct economic impacts are likely to be minor compared to the costs associated with growing economic uncertainty. In 2025, economic uncertainty in Australia and globally reached its highest level since the COVID-19 pandemic. This uncertainty is expected to slow global economic activity, household consumption and business investment.

The 2024-25 TAR found that Australia's best response is to continue to work towards open and free markets. The modelling:

- supported Australia not retaliating to changes to US trade policy, as retaliatory tariffs would be likely to lead to worse outcomes for Australia
- suggested our best response would be to unilaterally remove Australia's remaining tariffs.

Opening Australia to the World: Celebrating 50 editions of the Trade and Assistance Review

Since its inception in 1974, the TAR has played a vital role in documenting and analysing the level of government assistance provided to industries, including tariffs, subsidies, tax concessions, and other support measures.

The TAR has been instrumental in informing public debate, guiding reform, and promoting transparency and accountability in economic decision-making.

In our documentary, *Opening Australia to the World: Celebrating 50 editions of the Trade and Assistance Review*, former and current Chairs reflected on the TAR's legacy, noting its contribution to Australia's transition from a closed, protectionist economy to one that is globally competitive and resilient.

Over the decades, the TAR has helped highlight the economic costs of protectionism, supported the liberalisation of trade, and provided a robust evidence base for policy reform. It continues to shine a light on emerging issues such as behind-the-border measures, nuisance tariffs, and industry assistance in the context of climate transition and supply chain resilience.

As Australia navigates new economic challenges, the TAR remains a cornerstone of our work ensuring that industry support is transparent, justified and aligned with national interests. Its enduring relevance underscores the importance of rigorous, independent analysis in shaping a more prosperous and open Australia.



Aboriginal and Torres Strait Islander policy and reporting



2 performance reports



3 submissions made



3 articles and opinion pieces



2 events and webinars



14 speeches and panels

Australia's history and policy settings have shaped how economic and social outcomes are shared – and for Indigenous Australians, colonisation and past government decisions have led to deep and lasting disadvantage. We recognise that meaningful progress requires transformational change, especially in how governments work with Aboriginal and Torres Strait Islander communities.

At the heart of this work is the *National Agreement on Closing the Gap* (the Agreement), which aims to eliminate inequality and improve life outcomes for Aboriginal and Torres Strait Islander people across 4 Priority Reforms, these include:

1. Share decision-making power through formal partnerships
2. Strengthen the Aboriginal and/or Torres Strait Islander community-controlled sector
3. Transform government organisations to better serve Aboriginal and Torres Strait Islander people
4. Improve access to data so communities can make informed decisions.

Throughout 2024-25, we've continued to collate and publish the most up-to-date information on the targets and indicators in the Agreement, as well as our fourth *Annual Data Compilation Report* that provides a point-in-time snapshot of the dashboard material.

We are committed to supporting progress towards Priority Reform 3 (PR3) – not just through our reporting role but by sharing our knowledge and expertise with peers across government.

In 2025, we started developing a new suite of practical resources for government officials, leaders and managers to help them make progress on PR3. This suite will include case studies and an interview series with senior government leaders showcasing how different government agencies are becoming more culturally safe, improving engagement and driving structural change.

Through all this work, we are contributing to a future where Aboriginal and Torres Strait Islander people are not just consulted but are leading and shaping the policies that affect their lives. This is not only a matter of justice – it's essential to creating a more inclusive, productive and fair Australia.

Our commitment to transform under the National Agreement to Closing the Gap

In May 2025, we released our own Statement of Commitment to transform in line with our obligations under PR3 of the Agreement.

In this Statement, we identified 7 areas for transformation, these included:

1. Leadership, workforce and governance structures
2. Data governance
3. Reporting
4. Research
5. Engagement
6. Cultural safety
7. Cultural capability.

Some of our achievements across these areas in 2024-25 include:

- launching a new information hub on our intranet that aims to lift Aboriginal and Torres Strait Islander people cultural safety and awareness
- delivering cultural capability training to all staff to increase knowledge of Aboriginal and Torres Strait Islander people, explore effective communication and engagement techniques, and focus on creating a culturally safe work environment
- developing guidance on culturally safe and inclusive engagement with Aboriginal and Torres Strait Islander people and communities
- preparing and disseminating an internal discussion paper on applying indigenous research methodologies
- developing a Reconciliation Action Plan (RAP), which will be released later this year
- recruiting and retaining 11 staff through the Closing the Gap initiative.

Climate change and energy



1 inquiry



3 submissions made



3 articles and opinion pieces



7 speeches and panels

In December 2024, the Australian Government asked us to identify the highest priority reform areas under 5 pillars of productivity – including investing in cheaper, cleaner energy and the net zero transformation.

This inquiry, continuing into 2025-26, is looking at practical, implementable reforms to support the net zero transformation and climate adaptation. It will:

- demonstrate how governments can reduce the costs of achieving net zero by carefully designing policies to incentivise more consistent and comprehensive emissions reduction
- recommend ways to speed up the planning and approvals process for new energy infrastructure, while building community trust and improving environmental standards
- explore how governments can help drive private investment in climate adaption, particularly in resilient housing.

The final report will be delivered in December 2025.

In 2024-25, we wrote a number of submissions on a range of climate and energy topics including:

- the impact of climate risk on insurance premiums and availability
- evidence-based approaches to assessing and address carbon leakage
- National Electricity Market wholesale market settings.

Competition



2 studies



3 submissions made



1 paper



8 speeches and panels

In 2024-25, we continued to undertake research and provide advice to governments on competition policy settings.

In November 2024 we completed a commissioned study on 26 proposed national competition reforms. The report was released by the Treasurer on 29 November with the announcement that Australian, state and territory treasurers had signed 2 agreements to revitalise National Competition Policy (NCP). This work:

- assessed the economic impacts of proposed competition reforms developed through the Council on Federal Financial Relations including the scale of any benefits from the reforms and how those benefits are distributed
- looked at the likely impacts on Australia's national economy, as well as on individual states and territories
- considered how segments of the economy are likely to be affected, including consumers and households, relevant industries and sectors (including small businesses), and the government budget.

In March 2025, the Australian Government asked us to further support the national competition policy reforms, and commissioned a study on:

- an occupational licensing scheme that provides for labour mobility nationally
- adopting international and overseas standards and harmonising regulated standards across Australia
- any other reform options identified as a priority during the study.

This work will continue into 2025-26 and the final report will be delivered on 31 October 2025.

We also continued to operate the Australian Government Competitive Neutrality Complaints Office (AGCNCO) and to meet our legislative obligations in relation to competitive neutrality. This included completing a competitive neutrality investigation into Australia Post. We also received a complaint against an Australian Government business, but preliminary investigations determined that no further action was warranted. During 2024-25, the AGCNCO received 12 queries about competitive neutrality from private sector businesses and their advisers, and Australian Government officials.

Data and digital



1 inquiry



2 submissions made



1 article and opinion piece



10 speeches and panels




In December 2024, the Australian Government asked us to identify the highest priority reform areas under 5 pillars of productivity – including harnessing data and digital technology.

This inquiry, continuing into 2025-26, is looking at practical, implementable reforms to help Australia seize the data and digital technology dividend including:

- setting out a blueprint for identifying the right regulatory settings that will enable Australia to make the most of the AI opportunity
- enabling consumers and businesses to share in the benefits of data that relates to them
- ensuring privacy obligations provide genuine protections for individuals without creating unnecessary regulatory burden for businesses
- ensuring businesses do existing activities, like financial reporting, more efficiently and effectively.

The final report will be delivered in December 2025.

Education and early childhood

 2 inquiries	 2 submissions made
 1 article and opinion piece	 9 speeches and panels

In December 2024, the Australian Government asked us to identify the highest priority reform areas under 5 pillars of productivity – including building a skilled and adaptable workforce. This inquiry, continuing into 2025-26, is looking at practical, implementable reforms to improve our school education system including to:

- support better outcomes for school students, regardless of their background or circumstances
- help ensure teachers have access to teaching and learning resources and can use them effectively.

The final report will be delivered in December 2025.

In September 2024, the Australian Government released our final inquiry report into Early Childhood Education and Care (ECEC), which presented a roadmap to a high-quality universal early childhood education and care system that is accessible, within the means of all families, equitable and inclusive for all children.

We recommended that all children whose families choose to use ECEC should have access to high-quality services. For families with children aged 0–5 years, this would mean being able to access at least 30 hours or three days a week of high-quality ECEC, for 48 weeks a year. Achieving this goal may require additional funding from the Australian Government, to enable the establishment of appropriate services and, where necessary, ensure their ongoing viability. We also called for efforts to improve ECEC affordability, including the removal of the activity test that is part of the Child Care Subsidy and greater support for families on low incomes.

Employment and workforce



1 inquiry

In December 2024, the Australian Government asked us to identify the highest priority reform areas under 5 pillars of productivity – including building a skilled and adaptable workforce.

This inquiry, continuing into 2025-26, is looking at practical, implementable reforms that:

- focus on improving access to structured, non-formal work-related training to enable lifelong skill development
- improve credit transfer and recognition of prior learning to make it easier for people to access learning and for workers to build their skills over time
- make the most of our existing skills base and make it easier for people to enter new occupations
- reduce overly restrictive and inconsistent occupational entry regulations that constrain the flexibility of the labour market.

The final report will be delivered in December 2025.

This work is further complemented by our National Competition Policy study looking at:

- an occupational licensing scheme that provides for labour mobility nationally
- adopting international and overseas standards and harmonising regulated standards across Australia.

Environment and water

 1 inquiry	 1 paper
 1 submission made	 7 speeches and panels

We maintain an ongoing capability in water management policy in preparation for our regular review of the National Water Initiative and the Murray–Darling Basin plan. In 2024-25 though, the focus of our work in this area has been on environmental management and the circular economy.

In August 2024, the Australian Government asked us to look at how Australia can use materials more efficiently and reduce waste – an approach known as the circular economy. This means designing products to last longer, reusing and repairing items, and recycling materials to reduce environmental impact and improve economic outcomes.

We released our interim report for the Circular Economy inquiry in March 2025, which found that progress in the circular economy has been slow. Businesses and communities face barriers like outdated and inconsistent regulations, limited access to funding, and a lack of clear information. These issues make it harder to adopt circular practices and slow down innovation. A number of opportunities to improve have been identified including:

- updating and harmonising regulations across states and territories to reduce red tape and support new technologies
- providing better consumer information, such as product labels showing how durable or repairable items are
- supporting collaboration between businesses, researchers, and communities to share ideas and develop circular economy hubs
- tackling e-waste, which is growing rapidly in Australia, by recovering valuable materials from solar panels and electric vehicle batteries
- improving government coordination, especially in areas like product stewardship and sustainable procurement.

The report calls for strong national leadership to help Australia seize the economic, environmental, and social benefits of a circular economy.

A final report will be delivered in August 2025.

In 2024-25, we also progressed research into the impact of tax incentives and concessions on protecting biodiversity on farms. The final research paper was published in July 2025, which is outside the scope of this reporting period.

Health, ageing and care services



2 inquiries



1 paper



1 submission made



2 articles and opinion pieces



1 event and webinar



12 speeches and panels

In January 2025, the Australian Government asked us to review the *National Mental Health and Suicide Prevention Agreement*, which was designed to improve collaboration between governments and deliver better outcomes for people experiencing mental ill health or suicidality.

In our interim report, which was released in June, we found that the current agreement is not fit-for-purpose. It lacks a clear strategy, has limited funding and fails to deliver coordinated support – especially for the 500,000 people who need psychosocial services outside the NDIS. Moreover, key commitments remain unfunded or incomplete and governance is weak.

We have recommended that the current agreement be extended to 2027 to allow time for a new, co-designed agreement that includes:

- measurable outcomes and stronger accountability
- dedicated schedules for suicide prevention and Aboriginal and Torres Strait Islander wellbeing
- a formal role for the National Mental Health Commission in tracking progress.

The final report will be delivered to in October 2025.

In December 2024, the Australian Government asked us to identify the highest priority reform areas under 5 pillars of productivity – including delivering quality care more efficiently. This inquiry, continuing into 2025-26, is looking at practical, implementable reforms to:

- pursue greater alignment in quality and safety regulations in the care economy to improve efficiency and outcomes for care users
- embed collaborative commissioning, where care organisations work together to address community needs, with an initial focus on reducing fragmentation in health care to foster innovation, improve care outcomes and generate savings
- support investment in prevention, which can reduce future demand for acute services and improve long-term outcomes.

The final report will be delivered in December 2025.

In December 2024, we also made a submission to the Department of Health and Aged Care consultation *Safe and Responsible Artificial Intelligence in Health Care – Legislation and Regulation Review* which, drawing on our recent research, provided information on how AI could be used in healthcare settings.

This year, we also started progressing research into how financial mechanisms can drive better value healthcare.

Housing



1 paper



1 event and webinar



12 speeches and panels

This year, we published a research paper – *Housing construction productivity: Can we fix it?* – that revealed that the sector is now completing only half as many homes per hour worked as it did in 1995.

A more comprehensive measure that controls for quality improvements and increases in the size of housing (gross value added per hour worked, or labour productivity) has declined by 12%. This growing gap has restricted the supply of new homes and driven up costs, making it harder – especially for younger Australians – to afford a place to live.

To address these issues, we proposed 7 reform directions across 4 areas:

1. Establishing coordination bodies to streamline development and construction
2. Conducting an independent review of building regulations
3. Removing barriers to innovative building methods like modular housing
4. Creating a national approach to occupational licensing to improve workforce mobility.

Inequality



1 paper



2 articles and opinion pieces



18 speeches and panels

Understanding inequality is essential to ensuring that economic growth benefits all Australians.

In 2024-25, we undertook a major research project on economic inequality and mobility in Australia, producing two self-initiated papers. These explored how income and wealth have changed over time, especially during the COVID-19 pandemic, and how different groups – such as women, older Australians, and Aboriginal and Torres Strait Islander people – experience inequality.

Our research highlighted that while many Australians benefit from economic growth, others face persistent barriers and that future policies need to promote inclusive growth, support disadvantaged communities, and ensure that Australia remains a place where everyone has a fair chance to succeed.

Philanthropy



1 inquiry



1 event and webinar

Philanthropy plays a vital role in building a better society. It involves giving money, time, skills, or resources to support people and communities who may otherwise miss out on essential services or opportunities. In Australia, philanthropy is strong – over \$13 billion was donated to charities in 2021 and 6 million people volunteered in 2022.

In July 2024, the Australian Government released our final inquiry report into philanthropy in Australia, *Future foundations for giving*, which made several recommendations including:

- reforming the Deductible Gift Recipient (DGR) system
- supporting First Nations-led philanthropy
- improving charity regulation
- setting clearer rules for philanthropic funds
- enhancing transparency and data use.

Report on Government Services (RoGS)



2 performance reports



1 paper

Now in its 30th year, the RoGS provides data directly from all Australian governments on the equity, efficiency and effectiveness of the services they provide, including schools; police, courts and corrective services; health services; aged care and disability services; and housing and homelessness services.

Government expenditure on these services was approximately \$374 billion for 2022-23 – around 70% of government recurrent expenditure. This year's report:

- included new data to assess workforce sustainability across sectors including public hospitals and police. This will help indicate whether the workforce in these sectors can meet demand, based on factors such as age profile and attrition
- presented new data on the wellbeing and economic and social engagement of people with disability, older Australians, and their carers. While this survey data suggests rates of carer employment have increased, carers continue to report materially lower levels of wellbeing than the general population
- continued to expand its focus on the quality and safety of services including new reporting on serious incidents in the provision of aged care services in the home and new quality indicators relating to resident wellbeing and care in residential aged care settings.

This year, we were pleased to see the Council on Federal Financial Relations (CFFR) reaffirm the central role the PC and the RoGS plays in providing information on the equity, effectiveness and efficiency of services provided by federal, state and territory governments.

The final report of the *Review of the RoGS and Performance Reporting Dashboard*, commissioned by National Cabinet:

- recognised RoGS as a cornerstone of public sector performance reporting – valued, trusted and a consistently used source of information on government services
- recognised our world-leading approach to performance measurement and its contribution to improving service delivery outcomes across the Australian public sector
- made 10 recommendations aimed at modernising and enhancing the RoGS and performance reporting.

We are now collaborating with jurisdictions to implement these recommendations including:

- developing deeper insights into service performance, with a focus on incorporating case studies
- exploring new analytical opportunities, including leveraging linked administrative data such as Person Level Integrated Data Asset (PLIDA) and National Disability Data Asset (NDDA)
- strengthening engagement with Aboriginal and Torres Strait Islander people and communities, and technical experts integrating performance reporting of National Agreements with the broader data ecosystem.

Annual Performance Statement

Introductory statement

This Annual Performance Statement meets the Productivity Commission's requirements under s. 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) for the 2024-25 financial year and accurately reflects the entity's performance in accordance with s. 39(2) of the PGPA Act.

Entity purpose

Our purpose, as embodied in the *Productivity Commission Act 1998* (Cth) (PC Act), is to provide governments and the Australian community with information and advice that better informs policy decisions to improve Australians' wellbeing. We apply robust, transparent analysis and adopt a community-wide perspective. This includes understanding our community needs, building trust and ensuring accessibility and inclusivity.

We support well-informed policy decision making and public understanding relating to Australia's productivity and living standards. We do this through:

- Inquiries – Government commissioned public inquiries
- Research – Government commissioned and PC-initiated research
- Performance reporting and analysis.

Results

Our outcome, as outlined in our Portfolio Budget Statement (PBS) 2024-25, is:

Well informed policy decision making and public understanding on matters relating to Australia's productivity and living standards, based on independent and transparent analysis from a community-wide perspective.

In 2024-25, we continued to deliver strong performance against our strategic priorities and activities.

Our work program examined a range of economic, social and environmental opportunities and challenges impacting the Australian economy and the wellbeing of Australians including stalled productivity performance, global shifts in trade and international relations, persistent inequality concerns, a housing shortage, early childhood education and care policy shifts, emerging challenges with artificial intelligence (AI) and the impacts of climate change, to name a few.

We also continued our focus on maintaining a positive, safe and inclusive work culture for our people with investments in professional development, cultural capability training, access to a range of wellbeing services and the finalisation of our Inclusion and Diversity Strategy.

How we measure performance

We use a combination of quantitative and qualitative metrics to measure how well we are delivering on our purpose.

In our 2024-25 Corporate Plan and PBS, we outlined 26 key performance results to track our progress and performance across 3 measures:

1. Providing a valuable source of robust evidence-based analysis
2. Generating effective public debate
3. Engaging effectively with the government and community.

Since the 2024-25 PBS, we have made a few changes to our performance results. Specifically, we updated our Annual Stakeholder Survey questions in June 2025 to better align with our performance measures. These changes are reflected in table 1.

Table 1 – Updated key performance results

Original	New	Rationale
>80% respondents in the Annual Stakeholder Surveys consider the Commission's work high quality	>80% people who agree the PC generates research, analysis and advice that is robust, evidence-based and independent	We updated our Annual Stakeholder Survey questions in 2024-25 to better align with our key performance measures.
>80% respondents in Annual Stakeholder Survey find Commission reports easy to read and engaging	>80% people who agree the PC's publications, reports and papers are engaging and easy to read	We updated our Annual Stakeholder Survey questions in 2024-25 to better align with our key performance measures.
>90% people are satisfied with their experience in engaging with the Commission	>90% people who agree the PC provides enough time for meaningful consultation and engagement >90% people who agree the PC provides enough opportunities to engage with and provide input into its work	We updated our Annual Stakeholder Survey questions in 2024-25 to better align with our key performance measures.
>150 academic citations	>250 academic citations	We exceeded our previous target.
>10 international engagements	>20 international engagements	We exceeded our previous target.
>8,000 media mentions	>12,000 of media mentions	We exceeded our previous target.
>22,000 social media followers	>32,000 social media followers	We exceeded our previous target.

While we are required to evaluate our performance every 12 months, there are a number of external factors that can influence our contributions and impact to Australian policy debate and decision making from year-to-year, for example:

- we're only one contributor among many to the Australian policy debate and policy decision making
- the nature, scope and timing of work commissioned by the Australian Government varies from one year to the next
- our inquiry and research outputs cover a range of complex and often contentious issues contribute to public debate and policy over a period of years to the public debate and policy development on a range of complex and often contentious issues.

For these reasons, our performance is better understood over the medium term.

Our performance

Table 2 – Performance measure levels

Performance measure	Performance level
Achieved	100% or more
Substantially achieved	90–99.9%
Partially achieved	75–89.9%
Not achieved	<75%
Not assessed	Result was unavailable as per footnotes.

Providing a valuable source of robust evidence-based analysis

Table 3 – Performance measure levels

Key performance indicator	2024-25		Result
	Target	Actual	
% people who agree that the PC generates research, analysis and advice that is robust, evidence-based and independent	80%	76%	Substantially achieved
# inquiry or commissioned study draft or final reports released	>6	5	Partially achieved
# research papers, productivity bulletins, Trade and Assistance Review reports and other ongoing products released	>10	30	Achieved
% commissioned work completed on time	100%		Achieved
% ongoing products delivered on time and to agreed scope	100%		Achieved
# report downloads	180,000	184,250	Achieved
# academic citations	>150	340	Achieved
# international engagements	>10	17	Achieved
% of modelling results and methodology made available	100%		Achieved
% chart and table data made available in a usable and accessible format (Excel or CSV files)	100%		Achieved

Analysis

In 2024-25, we continued to undertake work on a range of complex policy issues. This included publishing a wide range of reports, papers and submissions to be considered and used by governments to inform their policy decisions.

While the Australian Government initiates much of our work, our analysis, findings and recommendations are:

- based on our own analysis and judgment and
- informed by extensive engagement and input from stakeholders and community members.

We completed all major projects commissioned by the Australian Government on-time. For our self-initiated work, we continued to release our reports as soon as practical after completion.

Inquiry reports

- Final report: Early childhood education and care
- Final report: Future foundations for giving
- Interim report: Opportunities in the circular economy
- Interim report: the Review into the National Mental Health and Suicide Prevention Agreement

Commissioned studies

- National Competition Policy analysis

Research papers

- Using financial mechanisms to drive better value healthcare
- Technical paper: PC National model and database: the basic version
- Revisions to quarterly labour productivity growth
- Fairly equal? Economic mobility in Australia
- A-PLIDA-nalysis: Using PLIDA for public policy research and reporting
- Housing construction productivity: Can we fix it?
- Productivity before and after COVID-19

Ongoing performance reporting

- Closing the Gap Annual Data Compilation Report 2024 and dashboard
- Report on Government Services
- Trade and Assistance Review
- Annual Productivity Bulletin
- 4 Quarterly Productivity Bulletins

Submissions

- Submission to the Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs Inquiry into the Truth and Justice Commission Bill 2024
- Submission to the Review of Indigenous Art Code
- Submission to the Select Committee on Measuring Outcomes for First Nations Communities
- Submission to the Senate Select Committee on the Impact of Climate Risk on Insurance Premiums and Availability inquiry
- Submission to the Department of Climate Change, Energy, the Environment and Water's Carbon Leakage Review
- Submission to the Review of the National Electricity Market (NEM)
- Submission to Treasury's Revitalising National Competition Policy paper on Administering competitive neutrality complaints

- Submission to the Department of Industry, Science and Resources' proposals paper for Introducing mandatory guardrails for AI in high-risk settings
- Submission to the Department of Health and Aged Care consultation, Safe and Responsible Artificial Intelligence in Health Care – Legislation and Regulation Review
- Submission to Department of Climate Change, Energy, the Environment and Water consultation on the draft principles of a National Water Agreement (NWA)
- Submission to the Senate Foreign Affairs, Defence and Trade Legislation Committee inquiry into the Veterans' Entitlements, Treatment and Support (Simplification and Harmonisation) Bill 2024
- Submission to the Senate Economics Legislation Committee inquiry into the Future Made in Australia (FMIA) legislation.

Our work also generated some significant and tangible policy announcements in 2024-25, for example, in response to our *Future foundations for giving* report, the Australian Government:

- committed funds to expand and enhance the ABS General Social Survey which will include better data collection around participation in volunteering
- announced it will remove the requirement that a gift must be at least \$2 before a donor can claim a tax deduction
- announced it will rename ancillary funds 'giving funds' and allow them to smooth their annual distributions over 3 years
- appointed representatives from all states and territories to the advisory board of the Australian Charities and Not-for-profits Commission (ACNC).

Moreover, in response to our final report into early childhood education and care, the Australian Government:

- committed to delivering a '3 Day Guarantee' for childcare. The 3 Day Guarantee will replace the current Activity Test from January 2026 with guaranteed eligibility for 3 days a week of subsidised early education for children who need it
- committed funds to building more early childhood education centres in outer suburbs and regional areas that are experiencing challenges with thin markets.

Underpinning this impact and effort is our continued commitment to strengthen and broaden our data, research and analytics capability.

Data is a valuable asset for policy analysis and development and it underpins much of our work. As both a data user and a custodian, we draw together and analyse data provided by other agencies and sometimes create our own unique datasets.

Our new Data Strategy 2025-30, which was released in May 2025, outlines our vision for using data assets in innovative and insightful ways to:

- provide quality evidence-based research and advice on policy questions
- meet our performance reporting obligations and
- share data in ways that enable others to also create value.

It also outlines our aim to embrace Indigenous Data Sovereignty (IDS) principles for all Indigenous data that we collect, use or disseminate. Internally, we have also invested in building our skills and capability in qualitative and Indigenous research methods through the development of new guidance and resources for staff and trialling a new qualitative research platform.

The unique nature of our organisation and its independence from government also continued to be a key area of interest for many international delegations.

Through our international engagement program, we met with officials, delegations and representatives from India, Thailand, Japan, Vietnam, Maldives, Laos, Bhutan, Canada, Sri Lanka, Malaysia, Cambodia and New Zealand, as well as the World Trade Organisation and the OECD. In these meetings, we discussed a wide range of topics including, but not limited to:

- the nature of our independence from government including supporting legislation and governance
- the evolving state of international trade and industry policy settings
- how the Australian hybrid public/private health system compares to other health systems
- potential benefits of ongoing multilateralism by middle powers
- how we deliver the Report on Government Services
- many of the issues raised in the Trade and Assistance Review over recent years, e.g. fuel tax credits, local content rules, price cap mechanisms in Australia's energy sector, competition policy and competitive neutrality.

Generating effective public debate

Table 4 – Performance measure levels

Key performance indicator	2024-25		Result
	Target	Actual	
# media mentions	8,000	13,462	Achieved
# articles and opinion pieces	20	16	Partially achieved
# social media followers	22,000	24,037	Achieved
# speeches and panels by Commissioners and Senior Executive Staff (SES)	>150	163	Achieved
# parliamentary mentions	>155	94	Not achieved
# parliamentary hearings	>5	3	Not achieved

Analysis

In the Annual Stakeholder Survey 2024-25:

78% of respondents agreed that the PC is a trusted, credible and authoritative leader in economic and public policy discussions in Australia.

A high level of public interest in our work continued in 2024-25:

- we exceeded our targets for media mentions by 59%
- the Closing the Gap information repository and the Report on Government Services generated over a third of total pageviews on our website between them (683,521 pageviews)
- the Closing the Gap Annual Data Compilation Report 2023-24 and our final inquiry reports into early childhood education and care and philanthropy were the top 3 downloads on our website at 10,013, 8,708 times and 3,497 downloads respectively
- our social media audience engagements increased by 106.4%.

Our Commissioners made 163 speeches and presentations and participated as panellists at a range of events. Commissioners also contributed to advancing public policy discussions in Australia by publishing 16 articles and opinions pieces on a wide range of topics.

Engaging effectively with the government and community

Table 5 – Performance measure levels

Key performance indicator	2024-25		Result
	Target	Actual	
# people who agree that the PC's publications, reports and papers are engaging and easy to read	80%	59%	Not achieved
Web Content Accessibility Guidelines (WCAG) 2.0 level AA compliance standards met	100%		Not assessed ¹
# webpage views	2m	1.9m	Substantially achieved
# submissions received ²	500	2,200	Achieved
# meetings held with the community by Commissioners and SES	>1,000	565	Not achieved
# meetings held with government on policy issues by Commissioners and SES	>50	495	Achieved
Australian Government is offered briefings at the completion of all commissioned inquiries and reviews	100%		Achieved
# inquiries/commissioned studies that consider preparation of an Aboriginal and Torres Strait Islander engagement plan	100%	100%	Achieved
# public events held	10	6	Not achieved
# people who agree that the PC provides enough opportunities to engage with and provide input into its work.	90%	61%	Not achieved
# people who agree that the PC provides enough time for meaningful consultation and engagement	90%	61%	Not achieved

¹ In 2024-25, we initiated a website redevelopment project that will be completed by the end of 2025. We will assess our new website and ensure it meets WCAG 2.0 level AA compliance standards prior to launch.

² Submission refers to all types of written feedback received via our public consultation processes including survey responses, questionnaires, written submissions and brief comments.

Analysis

59% of respondents to our Annual Stakeholder Survey 2024-25 agreed that the PC publications, reports and papers are engaging and easy to read.

61% of respondents to our Annual Stakeholder Survey 2024-25 agreed that the PC provides enough:

- opportunities to engage with and provide input into its work*
- time for meaningful consultation and engagement.*

Public participation in public policy design and decision-making provides a range of benefits to public servants, government officials, departments and ministers.

For many years, the PC has communicated and engaged widely with stakeholders and community members to inform our research, policy advice and recommendations. However, we know that there is always room for improvement.

In 2024-25, we trialled a range of new and innovative approaches to communications and engagement to expand our reach and hear a wider variety of perspectives. This included:

- launching a new digital engagement platform (engage.pc.gov.au) to make it easier for stakeholders and community members to provide input into our inquiry and research work
- expanding our use of social media and multimedia to engage new audiences in our work, including piloting a new podcast format – The ProdCast with Richard Aedy – and
- working towards releasing a redeveloped website in the second half of 2025.

We have also seen significant growth in our audiences and participation rates across different channels, for example, we doubled the total number of submissions we received from 963 to 2,200.

We have also continued to invest in building our capability to engage with Aboriginal and Torres Strait Islander people and communities in a culturally safe and inclusive way. This has included:

- launching a new information hub on our intranet that aims to lift Indigenous Australian cultural safety and awareness
- delivering cultural capability training to all staff to increase knowledge of Aboriginal and/or Torres Strait Islander peoples, explore effective communication and engagement techniques, and focus on creating a culturally safe work environment and
- developing guidance on culturally safe and inclusive engagement with Aboriginal and/or Torres Strait Islander peoples and communities.

Management and accountability

Commissioners and staff

The PC operates under the powers, protection and guidance of its own legislation. Its independence is formally exercised under the PC Act through the Chair and Commissioners.

Commissioners

At 30 June 2025, there were 11 public office holders at the PC, including the Chair.

Lisa Gropp concluded her 5-year term with the PC in July 2024. Commissioner Natalie Siegel-Brown departed in January 2025.

The Remuneration Tribunal is responsible for determining remuneration and allowances for Commissioners.

Commissioner biographies are available on our website (<https://www.pc.gov.au>) and terms of appointment are listed in table 6.

Table 6 – Chair and Commissioners, 30 June 2025

Period of appointment

	Location	From	To
Ms D Wood (Chair)	Melbourne	13 Nov 2023	12 Nov 2028
Prof A Robson (Deputy Chair)	Brisbane	28 Mar 2022	27 Mar 2027
Ms J Abramson (p/t)	Melbourne	10 Dec 2015	9 Dec 2025
Dr S King (p/t)	Melbourne	1 July 2016	31 Dec 2026
Dr C de Fontenay	Melbourne	1 Jul 2019	30 Jun 2029
Ms J Chong	Adelaide	1 April 2022	31 Mar 2027
Mr M Stokie	Melbourne	1 Apr 2022	31 Mar 2027
Mr S Button	Brisbane	25 Jun 2024	24 Jun 2029
Mr B Sterland	Melbourne	25 Jun 2024	24 Jun 2029
Dr A Roberts	Melbourne	25 Jun 2024	24 Jun 2029
Dr A Jackson	Melbourne	28 Apr 2025	27 Apr 2030

(p/t) denotes part time.

Associate Commissioners

There were no Associate Commissioners during 2024-25.

Staff

The average staffing level during 2024-25 was 179, compared to 182 in 2023-24. This figure excludes Public Office Holders.

The PC engaged 40 staff during the year including 6 graduates, 4 interns and one SES Band 1 through the APS SES100 initiative.³ Ongoing staff turnover was approximately 22.10%.

Statistical information on staffing is provided in the appendix.

The PC operates in line with the Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.

Outcome, objective and resources

The financial and staffing resources devoted to achieving the Government's outcome objective for the PC are summarised in table 7. An agency resource statement for 2024-25 is included in the appendix.

Table 7 – Financial and staffing resources summary 2024-25^{a,b}

	Budget	Actual	Variation
	\$'000	\$'000	\$'000
Outcome 1: Well-informed policy decision-making and public understanding on matters relating to Australia's productivity and living standards, based on independent and transparent analysis from a community-wide perspective			
Program 1.1 Productivity Commission			
Departmental expenses			
Ordinary annual services (Appropriation Bill No. 1)	35,629	37,600	1,971
Revenues from independent sources (Section 74)	10	856	846
Expenses not requiring appropriation in the Budget year	3,229	3,280	51
Total for Outcome 1	38,868	41,736	2,868
	2023-24	2024-25	Variation
Average staffing level (number)	182	179	(3)

a. Full year budget, including any subsequent adjustment made to the 2024-25 Budget. **b.** Expense not requiring appropriation are made up of depreciation expenses, amortisation and audit fees.

Governance

Our governance arrangements are designed to achieve efficient, effective and ethical use of resources in delivering the PC's outcome objective. The arrangements are also designed to ensure compliance with legislative and other external requirements regarding administrative and financial management practices.

³ The SES100 initiative aims to boost First Nations employment across the Australian Public Service (APS) by increasing representation at the Senior Executive Service (SES) levels to 100 by 2024-25.

In keeping with good governance principles, our governance arrangements:

- establish clear responsibilities for decision making and the undertaking of mandated activities
- ensure accountability through the monitoring of progress, and compliance with legislative and other requirements, of mandated activities
- underpin these arrangements through the promotion of a risk management and ethical behaviour culture.

Roles and responsibilities

The PC Chair is responsible for the overall management and governance of the PC, its reputation and public handling of issues, and the quality of its output. The Chair is the Accountable Authority under the PGPA Act.

The Chair is assisted in these tasks by the Head of Office and a Management Committee that addresses matters of strategic direction, organisational development, policies and practices, monitoring of performance and resource allocation.

Management Committee comprises the Chair (as chair), Deputy Chair, Head of Office, First Assistant Commissioners, Assistant Commissioner Corporate Group, and Assistant Commissioner Strategic Communications and Engagement Group. It meets monthly, or more frequently as needed. The Committee considers reports on human resources, finance, digital technology, strategic communication and other organisational matters.

Commission meetings are generally used for substantive discussion about PC inquiry, research, review and reporting work. Consistent with the PC Act, significant decisions about research, inquiry, review or reporting work at the PC must be considered at Commission meetings.

At these meetings:

- Project Commissioners table papers about their projects outlining:
 - key changes since the last update to Commissioner
 - key issues for the PC to consider and
 - findings and recommendations arising from the analysis
- Project Commissioners discuss items brought forward to the meeting and the Chair summarises Commission feedback into key takeaways for the project team. Commissioners may also provide written comments to project teams prior to a Commission meeting.
- the Head of Office provides updates on key management issues.
- Steering Committee activities are reported quarterly for the Review of Government Service Provision, chaired by the PC Chair
- the Commissioner designated with responsibility for competitive neutrality issues provides a report annually.

In March 2024, we introduced a new project management framework and methodology, along with governance through the establishment of the Project Management Oversight Committee.

The Audit and Risk Committee is a further source of accountability through its periodic review of aspects of the PC's operations. Its membership comprises a chairperson and two members. Two of the 3 members are independent and external to the Australian Public Service (table 8). Our contracted internal auditors generally attend meetings, as does a representative of the Australian National Audit Office (ANAO) on an 'as required' basis.

The Audit and Risk Committee meets at least 4 times a year.

The Audit and Risk Committee Charter can be found on our website at: pc.gov.au/about/governance/audit-committee.

Table 8 – Audit and Risk Committee membership 2024-25

Member name	Qualifications, knowledge, skills or experience	Meetings attended	Total annual remuneration	Additional information
Fran Raymond	Fran has extensive financial experience, with over 21 years in senior CFO or COO roles within the Commonwealth Government, including the Department of Defence, Prime Minister and Cabinet and Australian Reinsurance Pool Corporation (ARPC). Fran holds a Bachelor of Commerce in Accountancy and Systems from UNSW and a Master of Business Administration from Charles Sturt University. She is a fellow of the Australian Institute of Company Directors (FAICD) and an FCA member.	4/4	\$12,500	Appointed as Chair 8 November 2023
Jenny Zahara	Jenny has 15 years' experience in finance, governance and corporate services in the Victoria Public Service where she provided advice and support to Ministers, the Secretary and Executive Board. Jenny was the Chief Financial Officer at Department of Health. She holds a Bachelor of Commerce, Accounting and Finance and Bachelor of Science from the University of Melbourne and is a Fellow CPA and a graduate member of the Australian Institute of Company Directors (GAICD).	3/3	\$8,000	Retired 31 March 2025
Peter Dunlop	Peter is the Executive Director – Enterprise Services Group at the Australian Securities and Investments Commission (ASIC) and has been in the role since January 2025. Prior to this, he was the CFO at ASIC and the CFO and A/g Chief Operating Officer at the Australian Sports Commission. Peter can consider opportunities and anticipate and engage with risk, has high levels of integrity and a strong understanding of both performance and financial reporting frameworks. Peter achieved his Master of Professional Accounting in 2006 and became a Certified Practising Accountant (CPA) in 2009. He has close to 21 years Commonwealth Government experience.	3/4	N/A	
Tony Hof	Tony is a former KPMG partner and has a broad and extensive risk consulting background. He specialises in advising organisations on best practice strategic risk management, program administration, performance reporting and impact measurement. This is based on the knowledge and experience gained over a 30+ year career as a management consultant both in Australia and overseas. As a former partner in a Big 4 consulting firm, he understands the importance of strong governance, accountability and demonstrating outcomes; and how this underpins confidence in public administration. He now operates as an independent management consultant to public and private entities.	1/1	\$2,000	Appointed 1 April 2025

Risk management and fraud control

All PC staff must meet their APS obligations by completing the annual mandatory compliance training, which includes 6 APS Foundations eLearning modules:

- Fraud and Corruption
- Integrity
- Privacy
- Security
- Work Health and Safety
- Diversity and Inclusion.

At 30 June 2025, over 65% of PC staff successfully completed all 6 online refresher modules.

As part of our new starter induction program, all staff must complete the APS Induction eLearning modules 'Introduction to Risk in the Commonwealth' and the 'Fraud and Corruption' eLearning modules.

At 30 June 2025, the completion rates for these modules are 53% and 48%.

In addition, as required by section 19 of the Australian Public Service Commissioner's Directions 2022, new starters must complete the APS Foundations modules and introductory modules on the National Anti-Corruption Commission (NACC), Psychological Health and Safety, and Sexual Harassment in the Workplace in their first month of employment.

Risk assessments are undertaken within a formal risk management model specified in the PC's Enterprise Risk Management framework and plan. Senior management and the Audit and Risk Committee review the plan regularly.

The PC has prepared a Fraud Risk Assessment and Fraud and Corruption Control plan and has in place appropriate fraud and corruption prevention, detection, investigation, reporting and data collection procedures and processes that meet the specific needs of the PC and comply with the Commonwealth Fraud and Corruption Control Framework. No instances of fraud were reported during 2024-25.

Information about PC risk management procedures are:

- provided to staff when they start at the PC
- published and accessible to all staff on our intranet
- periodically promoted through our internal communications channels.

Ethical standards

We're committed to fostering a culture of professionalism and the highest ethical standards to meet APS-wide requirements and community expectations.

In 2024-25, we continued to foster and maintain our positive and respectful workplace culture with a focus on integrity, performance, and behaviours, to support the broader APS reform agenda.

Our pro-integrity culture promotes integrity, openness and accountability, and is underpinned by a strong commitment from all Commissioners and staff to promote and uphold the APS Values.

We have a range of corporate policies and procedures related to integrity, which are regularly reviewed and updated. These include Human Resources (HR), Financial and Digital Technology (DT) policies.

Aligned with the integrity focus across the APS, we continued to enhance our suite of integrity policies, procedures and supporting tools and resources under our overarching Integrity Framework. We also offer

information and training to staff to increase awareness of the expected behaviours, ways of working, workplace supports and processes, to maintain a safe, respectful and inclusive workplace.

In 2024-25, we reviewed and reissued our workplace policy and procedures, including the:

- Work Health and Safety policy and management system
- Workplace Behaviour policy and procedures
- Finance policies, such as those related to business continuity
- SES Performance Management policy and
- Travel guidelines and procedures.

We also implemented an external complaints line for staff to report any inappropriate or suspicious conduct, with the option to remain anonymous.

We provide up-to-date guidance on our internal communications channels and on the intranet with a focus on integrity, performance, expected behaviours, ways of working and available supports and processes to maintain a safe, respectful and inclusive workplace. This includes:

- an Integrity Hub
- a Speak up Hub
- a Culture and Wellbeing Hub
- a Managers Toolkit and interactive pages for our policies and procedures
- regular communication to staff on integrity-related matters such as:
 - APS reform updates
 - receiving gifts and benefits
 - declaring conflicts of interest
 - corporate credit cards
 - fraud control and awareness
 - risk management
 - acceptable use of DT resources including use of generative AI.

In addition, we:

- regularly promote mandatory compliance and integrity training to all employees, including the annual refresher program with modules on Inclusion and Diversity and Work Health and Safety
- ensure new PC employees are aware that they need to complete all mandatory training in their first month of employment
- provide quarterly culture reporting to management, committees and all staff on workplace culture, featuring:
 - de-identified reporting on complaints received and managed and
 - compliance training completion rates
- regularly enhance the management, monitoring and reporting capability for online compliance training.

Workplace culture

In 2024-25, the PC continued to invest in capability development and promoting a positive and productive culture where staff feel safe, valued, engaged, and supported. This included continuing to implement the work program we developed in response to the *Independent Review of Workplace Culture of the Productivity Commission* released by the Treasurer in October 2023. This work program included an implementation plan to adopt all 23 recommendations made in the review to enhance:

- internal communications and staff engagement

- governance arrangements to support culture, collaboration, and continuous improvement
- training, tools, and support provided to all staff, supervisors, and leaders
- workplace strategies, policies, procedures, and guidance.

The PC reported on the progress of the work program to the Australian Government in October 2024. This report, along with our action plan and implementation tracker, is available on our website.

External and internal scrutiny

The Auditor-General issued an unqualified independent audit report on the PC's 2024-25 financial statements. The PC also engages a firm to undertake a program of internal audit reviews. In 2024-25, we continued to implement recommendations from past internal audits including the review of key financial controls.

In 2024-25, the PC's internal auditor undertook the following audits:

- phase 2 cyber security, essential eight
- conflict of interest
- records management and
- procurement and contract management.

The Audit and Risk Committee also plays an important internal scrutiny role, which includes:

- oversight of the PC's internal audit program
- consideration of annual financial statements
- scrutiny of the PC's risk management assessment and plan
- reviews of relevant ANAO and Internal Auditor reports.

Management of human resources

The PC's human resources management operates within the context of relevant legislation, government policy and PC-developed policy. Day-to-day management is devolved to senior managers within a broad framework agreed by Management Committee. The Management Committee routinely monitors the performance of people management functions, including through standing reports to its monthly meetings.

Workforce planning

The PC seeks to maintain a workforce capability that supports its independence, rigorous analysis and transparent processes.

This includes specialist technical expertise, including modelling skills, and cultural capability to engage and work more effectively with Aboriginal and Torres Strait Islander people.

In 2024-25, we continued to enhance our workforce metrics provided to the Management Committee. This includes regular monthly and quarterly reporting to monitor key workforce metrics and culture.

During 2024-25, we undertook a voluntary redundancy process to reduce the number of Executive Level 2 and Senior Executive Service Band 1 employees. The expression of interest process resulted in 7 Executive Level 2 employees accepting a voluntary redundancy and one Senior Executive Service Band 1 accepting a S37 incentive to retire.

Remuneration and employment conditions

Remuneration for the Chair and Commissioners is set by the Remuneration Tribunal in determinations that are publicly available on the Tribunal's website.

The PC's Senior Executive Service (SES) employees are employed under individual determinations made under section 24(1) of the *Public Service Act 1999*.

We implemented a SES Remuneration Policy to provide greater clarity and transparency for SES remuneration. The policy enables periodic reviews taking account of public and private sector benchmarks, including those contained in the APS Remuneration Report published by the APSC and the outcomes of the APS-wide bargaining. To support consistency and transparency across the SES cohort, the Chair sets out core SES terms and conditions in a collective section 24(1) determination.

Information on key management personnel remuneration is set out in note 1 of the Financial Statements and disaggregated reporting is in the appendix. Average remuneration for senior executives and other highly paid staff is also in the appendix.

The salary ranges of non-SES employees are set out in the Enterprise Agreement 2024-2027. Since this Enterprise Agreement came into effect on 14 March 2024, we have updated several policies, procedures and guidelines to support it.

At 30 June 2025, 8 individual flexibility agreements were in place addressing skills, allowances and leave.

Performance management and pay

All PC employees participate in regular performance management activities. Our performance management policy and practice focus on regular, meaningful feedback to support individuals' development.

The practical elements of our policy and practice are designed to:

- develop and maintain a strong culture of conversation between employees and managers, where two-way discussions and feedback are part of regular work practices
- focus on individual's capability development, including building and maintaining the capability of employees and managers to support and sustain high performance
- recognise that an individual's performance is shaped by both results and outcomes, and the behaviours demonstrated along the way
- focus efforts on learning and development in a way that can be tailored to individuals' needs at different points in their careers.

Ahead of each formal round, which occur at 6-monthly intervals – training is offered to employees and managers to ensure readiness for formal feedback sessions.

Under our Enterprise Agreement, salary progression is conditional upon employees being assessed as performing effectively in their biannual formal performance feedback. Performance bonuses are not a feature of remuneration for PC employees.

Performance management was a topic identified as part of the internal audit program for 2024-25. The field work for the audit was completed in June 2025 with the audit report expected to be finalised in August 2025.

Consultative arrangements

The formal employee consultative mechanism is the Productivity Commission Consultative Committee (PCCC). The PCCC comprises of elected employee representatives, a Community and Public Sector Union (CPSU) representative, and management representatives. The Committee met quarterly in 2024-25.

In addition, there is regular direct consultation between management and employees, including through regular team and all-staff meetings.

Learning and development

Our learning and development strategy aims to cultivate and sustain a dynamic learning environment that supports organisational effectiveness and individual career growth. In 2024-25, efforts focused on building capability in priority areas including leadership, cultural competence, individual development and technical expertise to meet our strategic and emerging needs.

Our learning and development approach is based on a blended learning philosophy, combining experiential learning with coaching, mentoring and formal training. Development opportunities were employee-initiated, supervisor-supported or driven by organisational priorities. All employees had access to professional development aligned with their individual performance agreements and development plans (PADPs) including attendance at external courses, in-house programs, and on-the-job training. Employees also benefited from study assistance, through paid leave and/or financial support towards tertiary qualifications.

Our seminar series continued to enhance staff development by featuring both internal and external experts discussing key economic, social and environmental issues relevant to the PC. Designed to inspire fresh ideas, debate and collaborations, the 2024-25 series included 34 sessions on topics such as:

- the gender wage gap
- intellectual property
- industrial relations
- aged care
- health insurance
- education
- national security
- housing
- Closing the Gap
- cultural experiences
- International economics.

The PC maintained its commitment to fostering mobility by facilitating secondments and temporary transfers, promoting skills development and broadening employee experience.

Organisation-wide programs delivered in 2024-25 focused on continuing a positive and productive workforce through enhancing interpersonal and workplace skills. This included building cultural awareness, leadership capability and supporting mental health and wellbeing.

Programs delivered included:

- mandatory compliance e-learning program (APS essential modules)
- a mentoring program, available to APS and Executive staff
- Jawun Secondment program and other external leadership courses
- new starter training for graduates, including participation in the whole APS graduate event series, and other new employees

- Executive and SES leadership development opportunities
- seminars held by our EAP provider to build interpersonal skills and self-awareness
- Cultural capability training
- Bystander intervention training
- Unconscious bias training
- Delivering Great Policy Foundations
- Writing skills workshops.

We also started a project to implement a learning management system, which was launched in July 2025. The system:

- provides a central repository for employees to record their learning and development activities
- makes it easy for staff to access a range of partnered content and
- provides managers with visibility and reporting of learning and development undertaken by their employees.

Work health and safety

The PC is committed to providing a physically and psychologically safe work environment for all staff members. Our vision for Work Health and Safety (WHS) is for a healthy, engaged and productive workforce, and a safe environment for everyone who attends our workplaces.

A Health and Safety Committee (HSC) oversees the PC's work health and safety program, consistent with the requirements of the *Work Health and Safety Act 2011 (WHS Act)*. This includes:

- committee membership of WHS representatives from both our Canberra and Melbourne offices, management representatives and other invited attendees
- the Committee being the key consultative body for matters related to WHS
- the Committee meeting quarterly during 2024-25.

In 2024-25, quarterly workplace hazard inspections continued to be conducted by members of the Committee, and a register was maintained of identified actions to the PC's response. There were no notifiable incidents, no formal WHS investigations were conducted, and no notices were issued under the WHS Act.

In August 2024, we launched our revised WHS policy and WHS management system (WHSMS). The updated policy and WHSMS:

- centres psychological health and safety as much as it does to physical safety
- includes an emphasis on safety leadership at all levels, and open and transparent conversations on matters related to safety and wellbeing
- clearly outline roles and responsibilities for all staff members, and specific groups of workers, accompanied by an outline of training requirements.

Reporting to management and the HSC on WHS includes quarterly reports covering complaints data, hazard and incident reporting, the number of staff appointed to key volunteer roles to support safety and wellbeing, and Employee Assistance Program (EAP) usage.

Some enduring WHS activities and offerings remain, including:

- continued training for staff who have specific WHS-related responsibilities
- in-house training to educate and support staff on a range of matters related to health, safety and wellbeing
- ongoing regular initiatives, including skin or health checks and annual flu vaccinations
- individual ergonomic workstation assessments and adjustments, where required
- access to a comprehensive EAP service early intervention support to ill and injured employees

- access to workplace rehabilitation strategies and programs, where applicable, for both compensable and non-compensable matters.

In 2024-25, Comcare (as the Commonwealth's WHS regulator) conducted a proactive WHS inspection at the PC, relating to WHS consultation, cooperation and coordination (CCC) processes. The scope of this inspection focused on ensuring the PC had appropriate and effective systems and/or arrangements in place to meet its CCC duties under the WHS Act. The outcome of this inspection was that Comcare confirmed the PC's full compliance with these legislative requirements.

Workplace inclusion and diversity

We're committed to building a workplace where everyone finds a sense of belonging regardless of their background, circumstances or identity.

In July 2024, we released our Inclusion and Diversity Strategy 2024–28 outlines how we'll embed inclusive ways of working and cultivate diversity across 5 key outcome areas:

1. Purposeful leadership
2. Inclusive ways of working
3. A safe, healthy and accessible workplace
4. A knowledgeable, aware and committed workforce
5. A diverse workforce.

We've since established a Workplace Innovation and Culture Committee (WICC) that engage broadly across the PC to help support and deliver collective efforts to:

- maintain and support a positive workplace culture
- embed the APS and PC values in everyday life and work at the PC
- support innovation, initiatives and improvements for our workplace and ways of working
- foster a diverse workforce and respectful, psychologically safe and inclusive workplace
- ensure governance arrangements enable this positive, collaborative culture.

In 2024-25, we also:

- launched our Statement of Commitment: our transformation journey under the National Agreement on Closing the Gap, to fulfill our obligations under the National Agreement and the responsibilities and opportunities we have as a national institution
- established a RAP Working Group to drive the development of our first Innovate RAP 2025-27, which will help us deliver on our Statement of Commitment
- continued to build cultural capability through training programs, immersive experiences, seminars and activities
- hosted events and seminars to commemorate diversity days of significance
- enhanced communication channels to keep staff connected and engaged, including through dedicated intranet hubs for culture and wellbeing, internal communities and staff networks
- provided resources to staff that promote a speak up culture, inclusion, diversity, flexible work arrangements and wellbeing
- undertook quarterly monitoring and reporting of inclusion and diversity metrics and progress of initiatives through our Workplace Culture Reporting Framework
- achieved compliance with the Workplace Gender Equality Agency's Commonwealth public sector gender equality reporting program.

The PC aims to meet or exceed all APS diversity workforce targets set by the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24*, *APS Culturally and Linguistically Diverse Employment*

Strategy and Action Plan and *APS Disability Employment Strategy 2020–24*. Progress of these targets is monitored on a quarterly basis as part of the PC's Workplace Culture Reporting Framework.

At 30 June 2025:

- 56% of staff were female
- 7% of staff identified as Indigenous
- 21% of staff were born outside Australia
- 21% of staff identified as having a first language other than English
- 5% of staff identified as having a disability
- 23% of staff were aged 50 years or older
- 26% of staff were under 30 years of age.

Note: excludes Public Office Holders.

Financial performance

The PC is a non-corporate government entity under the *Public Governance, Performance and Accountability Act 2013*.

Revenue from Government in 2024-25 was \$37.8 million (\$37.0 in 2023-24). Revenue from other sources was \$1.01 million (\$0.2 million in 2023-24).

Operating expenses decreased in 2024-25 to \$41.7 million (\$42.2 million in 2023-24). The major expenses in 2024-25 were \$33.1 million in respect of employee expenses, \$5.4 million relating to supplier payments, and \$3.1 million in asset depreciation, amortisation, and related expenses.

Under the Australian Government's net cash appropriation arrangements, individual agencies are not funded for depreciation or amortisation expenses through appropriation revenue. The operating result for 2024-25 was a \$2.6 million deficit (\$5.0 million in 2023-24), after accounting for depreciation and amortisation expenses.

The loss for 2024-25 relates to higher supplier expenses due to restructuring activities to align the staffing profiles to suit the future requirements of PC and the costs associated with the development of a new website.

Table 7 provides a summary of financial and staffing resources. The agency resource statement is provided in the appendix. The audited financial statements for 2024-25 are shown in the next chapter and include commentary on major budget variances.

Other reporting requirements

Purchasing

The PC applies the Commonwealth Procurement Rules. The PC's purchases of goods and services during 2024-25 were consistent with the 'value for money' principle underpinning those rules.

We didn't enter into any contracts or standing offers that were exempt from AusTender publication.

During 2024-25, we entered into one contract variation over \$100,000 (including GST) that didn't include a provision for the ANAO to have access to the contractor's premises, if required. The contract was for project management software, with Asana, and holds a total value of \$293,255 (including GST). The omission of the access clause was due to the contract being signed on Asana's End user license agreement and not the Australian Government's contract template. All remaining contracts of \$100,000 or more included the clause providing access to the Auditor-General, during the reporting period.

We support small business participation in the Commonwealth Government procurement market by:

- using the Commonwealth Contracting suite for low-risk procurements valued under \$200,000 and
- communicating in clear, simple plain English language in accordance with the Small Business Engagement Principles.

Small and medium enterprises and small enterprise participation statistics are available on the Department of Finance website (www.finance.gov.au/procurement/statistics-on-commonwealth-purchasing-contracts).

Consultancies

The PC engages consultants when it requires specialist expertise or when independent research, review or assessment is required. Decisions to engage consultants during 2024-25 were made in accordance with the PGPA Act and related regulation including the Commonwealth Procurement Rules and relevant internal policies. We continued to use the services of a small number of consultants during the year where it was cost-effective to do so.

Total expenditure on consultancies throughout 2024-25 was \$753,228. This included 5 existing contracts that continued into 2024-25 and 2 new contracts that started in 2024-25 (table 9–11).

Table 9 – Number and expenditure on consultants, current reporting period (2024-25)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	2	50,567
Ongoing contracts entered into during a previous reporting period	5	702,661
Total	7	753,228

Table 10 – Organisations receiving a share of reportable consultancy contract expenditure, current reporting period (2024-25)

	Expenditure \$ (GST inc.)
Today Strategic Design Pty Ltd	551,188
Bellchambers Barrett Pty Ltd	107,914
Peter Berry Consulting	28,567
Agilient Pty Ltd	22,810
Christopher Murphy	22,000

Table 11 – Expenditure on consultancies, 2019-20 to 2024-25

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenditure	181	67	42	50	969	753

Reportable non consultancy contracts

During 2024-25, the PC entered into 40 new non-consultancy contracts. 39 ongoing non-consultancy contracts were active during this period, involving total actual expenditure of \$7,106,362 (table 12).

Table 12 – Number and expenditure on reportable non consultancy contracts, current reporting period (2024-25)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	40	2,673,421
Ongoing contracts entered into during a previous reporting period	39	4,432,941
Total	79	7,106,362

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website.

Table 13 – Organisations receiving a share of reportable non-consultancy contract expenditure, current reporting period (2024-25)

	Expenditure \$ (GST inc.)
Jones Lang LaSalle Incorporated	1,631,497
Knight Frank Australia Pty Ltd	1,472,777
HP PPS Australia Pty Ltd	642,470
Technology One Ltd	200,565
Squiz Australia Pty Ltd	196,653

Ecologically sustainable development (ESD)

Under the Environment Protection and Biodiversity Conservation Act 1999, agencies are required – through their annual reports – to report on ecologically sustainable development (ESD) and environmental matters. This requirement is part of the Government's program to improve progress in implementing ESD.

The PC operates under statutory guidelines, one of which is to have regard to the need 'to ensure that industry develops in a way that is ecologically sustainable' (s. 8(1)(i) of the PC Act). This legislation also prescribes that at least one member of the PC 'must have extensive skills and experience in matters relating to the principles of ecologically sustainable development and environmental conservation' (s. 26(3)).

There are 5 aspects against which agencies are required to report.

The first relates to how an agency's actions during the reporting period accorded with the principles of ESD. Reflecting its statutory guidelines, ESD principles are integral to the PC's analytical frameworks, their weighting depending on the particular inquiry or research topic. The PC inquiry into the Circular Economy in 2024-25 required integration of complex economic, social and environmental considerations.

The second reporting requirement asks how the Government's outcome for the PC contributes to ESD. As stated elsewhere in this report, the outcome nominated for the PC is:

Well-informed policy decision making and public understanding on matters relating to Australia's productivity and living standards, based on independent and transparent analysis from a community-wide perspective.

In pursuing this outcome, the PC is required to take into account impacts on the community as a whole – these may be economic, social and/or environmental. The transparency of its processes provides the opportunity for anyone with an interest in an inquiry to make their views known and to have these considered. Consequently, a broad range of views and circumstances are taken into account, in keeping with the ESD principle that ‘decision-making processes should effectively integrate both long-term and short-term economic, environmental, social and equity considerations’.

The third to fifth reporting requirements relate to the impact of the PC’s internal operations on the environment. We are a relatively small, largely office-based, organisation in rented accommodation, and it adopts measures aimed at the efficient management of waste and minimising energy consumption.

Australian Public Service Net Zero 2030

As part of the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, and in line with the Government’s APS Net Zero 2030 policy, agencies are required to publicly report on the emissions from their operations – commencing with public reporting of 2022-23 emissions in annual reports.

APS Net Zero 2030 is the Government’s policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions. As part of this, non-corporate and corporate Commonwealth entities are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2024-25 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO₂-e) emissions. Greenhouse gas emissions reporting has been developed with methodology that is consistent with the whole of Australian Government approach as part of the APS Net Zero 2030 policy.

The PC is reporting solid waste emissions for the first time in 2024-25. A portion of electricity and solid waste data was unable to be separated from Landlord data and has not been included.

The transition of property service providers under the Whole of Australian Government arrangements during the reporting period may result in incomplete property data. Any such incomplete data and resulting changes to emissions calculations will be addressed within the Amendments Process, which is due to take place in the first half of 2026.

During 2024-25, we were accountable for total carbon emissions quantified at 204.47 tonnes of CO₂ equivalent. An assessment of the emissions’ provenance revealed that Scope 3 emissions represented approximately 61% of the comprehensive emissions across the PC. Scope 2 emissions represented 39% of the total emissions.

Investigations into Scope 2 emissions revealed that the sole source was the procurement of electricity for leased sites. The analysis of Scope 3 emissions attributes the bulk of these to air travel.

Our recorded environmental emissions for 2024-25 are detailed in table 14. The electricity emissions reported in table 15 are calculated using the location-based accounting method (CO₂-e=Carbon Dioxide Equivalent).

Table 15 presents emissions related to electricity usage using both the location-based and the market-based accounting methods, CO₂-e=Carbon Dioxide Equivalent. Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage. Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

Table 14 – Greenhouse Gas Emissions Inventory – Location-Based Method (2024-25)

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location Based Approach)	N/A	80.29	7.59	87.88
Natural Gas	-	N/A	-	-
Solid Waste	-	N/A	0.28	0.28
Refrigerants	-	N/A	N/A	-
Fleet And Other Vehicles	-	N/A	-	-
Domestic Commercial Flights	N/A	N/A	102.52	102.52
Domestic Car Hire	N/A	N/A	0.34	0.34
Domestic Travel Accommodation	N/A	N/A	13.44	13.44
Other Energy	-	N/A	-	-
Total t CO₂-e	-	80.29	124.18	204.47

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent. N/A = not applicable.

Table 15 – Electricity Greenhouse Gas Emissions Inventory (2024-25)

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location Based Approach)	80.29	7.59	87.88	111,192.76
Market-based electricity emissions	40.49	5.77	48.26	52,454.37
Total renewable electricity consumed	N/A	N/A	N/A	58,738.38
Renewable Power Percentage ¹	N/A	N/A	N/A	20,231.52
Jurisdictional Renewable Power	N/A	N/A	N/A	38,506.86
GreenPower ²	N/A	N/A	N/A	-
Large-scale generation certificates ²	N/A	N/A	N/A	-
Behind the meter solar ³	N/A	N/A	N/A	-
Total renewable produced	N/A	N/A	N/A	-
Large-scale generation certificates ²	N/A	N/A	N/A	-
Behind the meter solar ⁴	N/A	N/A	N/A	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

¹ Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

² Listed as Voluntary renewables in 2023-24 Annual Reports.

³ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

⁴ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Australia's Disability Strategy

We're committed to providing a safe, healthy, and accessible workplace while building an informed and committed workforce.

Disability employment is a key focus of our Inclusion and Diversity Strategy 2024–28. It prioritises:

- increasing workforce diversity
- building leadership capability

- fostering inclusive work practices
- reducing inequities through affirmative measures.

The Strategy also emphasises merit-based decision making, awareness of personal biases and using diversity data to drive continuous improvement.

In 2024-25, we:

- advertised employment opportunities on The Field Jobs website to attract talented candidates with disability
- advertised all roles under the RecruitAbility Scheme to enhance employment opportunities for people with disability within the APS and at the PC
- maintained membership with the Australian Disability Network (ADN) and have representation on their Champions Network
- published new information on our website for job candidates that explains our recruitment processes and our approach to affirmative measures and workplace adjustments
- enhanced recruitment selection panel briefings, which included provided more information about unconscious bias, the benefits of diversity and how to apply the merit process.

Freedom of information

Entities subject to the Freedom of Information Act 1982 (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. Each Agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements. The PC's plan is published on our website (www.pc.gov.au/about/governance/freedom-of-information).

Child Safe Framework Statement

We're committed to the safety of children and safeguarding children from abuse, neglect and exploitation.

We seek to create and maintain behaviours, practices and an organisational culture that acknowledges the importance of child safety and wellbeing.

To further embed consideration of child safety and wellbeing in our leadership, governance and culture, the PC's Project Management Framework requires consideration of child safe risks in all PC projects, with central oversight. We also undertake pre-employment criminal history screening and employees are subject to an enduring Integrity Framework.

In October 2024, we undertook our annual risk assessment of our operations as they relate to our engagement with children. Control measures are in place to make sure we:

- operationalise our commitment to the safety and protection of children and young people and
- meet our obligations under the Commonwealth Child Safe Framework.

Our Statement of Compliance is published on our website (www.pc.gov.au/about/governance/child-safe-compliance).

Cost of government-commissioned projects

We endeavour to conduct projects efficiently, while ensuring rigorous analysis and maximising the opportunity for participation. The total estimated costs (covering salaries, direct administrative expenses and an allocation for corporate overheads) for the one public inquiry completed in 2024-25 is shown in table 16.

The major administrative (non-salary) costs associated with public inquiries and other government-commissioned projects relate to our extensive consultation processes and the wide dissemination of our draft and final reports.

Table 16 – Cost of public inquiries and other government commissioned projects completed in 2024-25^a

Government commissioned project	Total cost ^a (\$'000)
National Competition Policy analysis	2,616

a. Includes estimated overheads and staffing.

Advertising and market research

The PC doesn't undertake 'advertising campaigns', however we do sometimes use paid advertising to promote opportunities for stakeholders and community members to provide feedback on our work (e.g. public consultation). Paid ads are used alongside other promotions, e.g. media releases, email alerts, social media posts, web content and/or distribution of PC circulars.

In 2024-25, advertising expenditure was \$6,944 (GST excl). This is compared to \$10,595 in 2023-24.

Financial statements

Independent Auditors Report



INDEPENDENT AUDITOR'S REPORT

To the Treasurer

Opinion

In my opinion, the financial statements of the Productivity Commission (the Entity) for the year ended 30 June 2025:

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

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

- Statement by the Chair and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of 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 Chair 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 Chair is also responsible for such internal control as the Chair determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chair 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 Chair 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.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

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




Naveed Nisar
Audit Principal
Delegate of the Auditor-General
Canberra
14 August 2025

Financial statements
for the period ended 30 June 2025

Statement by the Chair and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), 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 Productivity Commission will be able to pay its debts as and when they fall due.



Chair

Danielle Wood

Chair

14 August 2025



Chief Financial Officer

Jane Booth

Chief Financial Officer

14 August 2025

Statement of Comprehensive Income

for the period ended 30 June 2025

		2025	2024	Original Budget
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1A	33,135	32,756	30,816
Suppliers	2A	5,382	6,307	4,869
Depreciation and amortisation	4A	3,125	3,011	3,179
Finance costs	2D	94	121	184
Write-down and impairment of assets		-	37	-
Total expenses		41,736	42,232	38,868
Own-source income				
Own-source revenue				
Revenue from contracts with customers	5B	205	151	10
Resources received free of charge	5C	155	50	50
Other Revenue and gains	5D	651	-	-
Total own-source revenue		1,011	201	60
Net (cost of)/contribution by services		(40,725)	(42,031)	(38,808)
Revenue from Government		37,788	37,023	37,788
(Deficit)/Surplus attributable to the Australian Government		(2,937)	(5,008)	(1,020)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		393	-	-
Transfer to Retained earnings ¹		(71)	-	-
Total comprehensive income/(loss)		(2,615)	(5,008)	(1,020)

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

¹ The Asset revaluation reserve was reduced to reverse the value of two classes of assets no longer held.

Budget variances commentary

The main budget variance relates to an increase in expenses due to restructuring activities to align the staffing profiles to suit the future requirements of PC and costs associated with the development of a new website.

Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		441	400	412
Appropriation receivables	3C	33,863	36,493	36,801
Trade and other receivables	5A	86	290	171
Total financial assets		34,390	37,183	37,384
Non-financial assets				
Buildings ¹	4A	10,892	13,144	10,238
Plant and equipment	4A	1,674	1,268	1,225
Prepayments		485	445	414
Total non-financial assets		13,051	14,857	11,877
Total assets		47,441	52,040	49,261
LIABILITIES				
Payables				
Suppliers	2B	282	623	719
Employee payables	1B	911	850	816
Total payables		1,193	1,473	1,535
Interest bearing liabilities				
Leases	2C	9,562	11,621	9,462
Total interest bearing liabilities		9,562	11,621	9,462
Provisions				
Employee provisions	1C	8,748	9,340	9,706
Total provisions		8,748	9,340	9,706
Total liabilities		19,503	22,434	20,703
Net assets		27,938	29,606	28,568
EQUITY				
Contributed equity		14,701	13,825	14,701
Reserves		2,149	1,827	1,827
Retained surplus/(Accumulated deficit)		11,088	13,954	12,030
Total equity		27,938	29,606	28,568

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

¹ Right-of-use assets are included in Buildings line item.

Budget variances commentary

The main budget variance is the decrease in appropriation receivables due to employee and supplier costs being higher than budgeted, therefore a greater amount of appropriation was required. The Employee provision also has been decreased due to reduced staffing level and higher than the anticipated leave utilisation. Additionally, increased Plant and equipment was due to the investment in laptop replacement.

Statement of Changes in Equity

for the period ended 30 June 2025

	2025 \$'000	2024 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	13,825	12,974	13,825
Transactions with owners			
Contributions by owners			
Departmental capital budget	876	851	876
Total transactions with owners	876	851	876
Closing balance as at 30 June	14,701	13,825	14,701
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	13,954	18,962	13,050
Transfer from Asset revaluation reserve	71	-	-
Comprehensive income			
Surplus/(Deficit) for the period	(2,937)	(5,008)	(1,020)
Total comprehensive income	(2,937)	(5,008)	(1,020)
Closing balance as at 30 June	11,088	13,954	12,030
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	1,827	1,827	1,827
Comprehensive income			
Other comprehensive income	393	-	-
Transfer to Retained Earnings	(71)	-	-
Total comprehensive income	322	-	-
Closing balance as at 30 June	2,149	1,827	1,827
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	29,606	33,763	28,702
Comprehensive income			
Surplus/(Deficit) for the period	(2,937)	(5,008)	(1,020)
Other comprehensive income	393	-	-
Total comprehensive income	(2,544)	(5,008)	(1,020)
Transactions with owners			
Contributions by owners			
Departmental capital budget	876	851	876
Total transactions with owners	876	851	876
Closing balance as at 30 June	27,938	29,606	28,558

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

Statement of Changes in Equity

for the period ended 30 June 2025

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.

Budget variances commentary

Major budget variances for balances contained in the Statement of Changes in Equity have been included in the budget variances commentary for the Statement of Comprehensive Income and the Statement of Financial Position.

Cash Flow Statement

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		42,589	43,135	37,688
Sale of goods and rendering of services		378	68	10
GST received		800	805	-
Other		651	-	-
Total cash received		44,418	44,008	37,678
Cash used				
Employees		33,666	32,848	30,696
Suppliers		5,608	6,384	4,639
Interest payments on lease liabilities		94	121	184
GST paid		770	840	-
Section 74 receipts transferred to OPA		2,097	1,566	-
Total cash used		42,235	41,759	35,519
Net cash from/(used by) operating activities		2,183	2,249	2,159
INVESTING ACTIVITIES				
Cash used				
Purchase of plant and equipment		667	863	797
Total cash used		667	863	797
Net cash from/(used by) investing activities		(667)	(863)	(797)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		802	735	797
Total cash received		802	735	797
Cash used				
Principal payments of lease liabilities		2,277	2,133	2,159
Total cash used		2,277	2,133	2,159
Net cash from/(used by) financing activities		(1,475)	(1,398)	(1,362)
Net increase/(decrease) in cash held		41	(12)	-
Cash and cash equivalents at the beginning of the reporting period		400	412	389
Cash and cash equivalents at the end of the reporting period		441	400	389

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

Budget variances commentary

The variance in total cash used and received reflects higher supplier and employee related expenses (refer to commentary under the Statement of Comprehensive Income). Appropriations received increased due to the higher employee and supplier expenses incurred for the year.

Notes to and forming part of the financial statements

Overview

Objectives of the Productivity Commission

The Productivity Commission (the PC) is the Australian Government's independent research and advisory body on a range of economic, social and environmental issues affecting the welfare of Australians. Its activities cover all levels of government responsibility – federal, state and territory and local.

As a review and advisory body, the PC does not have responsibility for implementing government policies. It carries out inquiry, research, reporting, secretariat and incidental functions prescribed under the *Productivity Commission Act 1998* and the *Water Act 2007*.

The 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:

- a. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) and
- b. 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.

New accounting standards

The following amending standards have been adopted for the first time in the 2024-25 reporting period:

Standard/Interpretation	Nature of change in accounting policy, transitional provisions and adjustment to financial statements
AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities	<p>This standard amends AASB 13 for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows</p> <p>This amending standard did not have a material impact on the PC's financial statements for the current reporting period or future reporting periods.</p>

All new standards, revised standards, amendments to standards 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 the PC's financial statements.

Notes to and forming part of the financial statements

Taxation

The PC is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the reporting period

There was no subsequent event that had the potential to significantly affect the on-going structure and financial activities of the PC.

Accounting policies

Cash & cash equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents include cash on hand and deposits in bank accounts.

Notes to and forming part of the financial statements

1. Employee related

	2025 \$'000	2024 \$'000
1A. Employee benefits		
Wages and salaries	24,001	25,087
Superannuation		
Defined contribution plans	2,846	2,560
Defined benefit plans	1,340	1,637
Leave and other entitlements	3,680	3,317
Separation and redundancies	1,088	156
Total employee benefits	33,135	32,756
1B. Employee provisions		
Accrued salaries	785	731
Superannuation payable	126	117
Paid parental leave for staff	-	2
	911	850
1C. Employee provisions		
Leave	8,748	9,340
Total employee provisions	8,748	9,340

Accounting policy

Liabilities for 'short term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits expected to be settled within twelve months of the end of the reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the PC's employer superannuation contribution rates 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 use of the Australian Government Actuary's shorthand method using the Standard Commonwealth sector probability profile. The estimate of the present value of the liability takes into account staff turnover rates and expected pay increases. This method is affected by fluctuations in the Commonwealth Government 10 year Treasury Bond rate.

Superannuation

Staff at the PC are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

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 in the Department of Finance's administered schedules and notes. The PC makes employer contributions to the employees' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The PC accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the financial year.

Notes to and forming part of the financial statements

1D. Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the PC, directly or indirectly, including any director (whether executive or otherwise) of the PC.

The PC has determined the key management personnel to be the members of the Management Committee and that consists of the Chair, Deputy Chair, Head of Office, First Assistant Commissioners, Assistant Commissioner, Corporate and Assistant Commissioner, Strategic Communications and Engagement. Key management remuneration is reported in the table below.

	2025	2024
	\$'000	\$'000
Short-term employee benefits	2,648	2,460
Post-employment benefits	391	349
Other long-term employee benefits	65	61
Total key management personnel remuneration expenses¹	3,104	2,870

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

¹ The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the PC.

1E. Related party disclosures

Related party relationships

The PC is an Australian Government controlled entity. Related parties to the PC are Key Management Personnel including the Portfolio Minister and Executive and 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. Such transactions are the payment or refund of taxes, receipt of Medicare rebate or higher education loans. These transactions have not been disclosed in this note.

The PC transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions, including payment of workers compensation and insurance premiums, transfer of employee entitlements, purchase of statistical data, and other payments required by/according to Government policy or regulations. These are not considered individually significant to warrant separate disclosure as related party transactions.

Key Management Personnel disclosures were completed and no related party transactions were identified.

Notes to and forming part of the financial statements

2. Supplier related

	2025	2024
2A. Supplier expenses		
Goods and services supplied or rendered		
Audit fees ¹	179	156
Consultants	246	897
Contractors	30	95
Data materials	219	187
External communications	160	215
IT services	974	1,077
Online services & support	567	641
Property operating costs	823	648
Recruitment & training	428	876
Travel	720	884
Website upgrade	573	40
Other	380	515
Total goods and services supplied or rendered	5,299	6,231
Goods supplied	89	126
Services rendered	5,210	6,105
Total goods and services supplied or rendered	5,299	6,231
Other suppliers		
Workers compensation expenses	54	41
Short-term & low value leases	29	35
Total other suppliers	83	76
Total suppliers	5,382	6,307

¹ Audit fees consist of Internal audit costs and ANAO audit fees for \$50,000 received free of charge and is also recognised under resources received free of charge.

The above lease disclosure should be read in conjunction with the accompanying notes 2C, 2D and 4A.

Accounting policy

Short-term leases and leases of low value assets

The PC 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). The PC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term. The PC has two short term leases for the provision of office space.

2B. Supplier payables

Trade creditors and accruals	282	623
Total suppliers	282	623

Settlement was usually made within 20 days (2024: 20 days). Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Notes to and forming part of the financial statements

	2025 \$'000	2024 \$'000
2C. Leases		
Lease liabilities	9,562	11,621
Total leases	9,562	11,621
Maturity analysis – contractual undiscounted cash flows		
Within 1 year	2,505	2,348
Between 1 to 5 years	6,660	7,612
More than 5 years	524	1,866
Total leases	9,689	11,826

Total cash outflow for leases for the year ended 30 June 2025 was \$2.4 million (2024: \$2.3 million).

The above lease disclosures should be read in conjunction with the accompanying notes 2A, 2D and 4A.

Accounting policy

Leases

For all new contracts entered, the PC considers whether the contract is or contains a lease. Once it has been determined that it is a lease, the lease liability is measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, or the PC's incremental borrowing rate.

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

2D. Finance costs

Interest on lease liabilities	94	121
Total other payables	94	121

The above lease disclosures should be read in conjunction with the accompanying notes 2A, 2C and 4A.

Accounting policy

All borrowing costs are expensed as incurred.

Notes to and forming part of the financial statements

3. Funding from Government and other sources

	2025 \$'000	2024 \$'000
3A. Annual appropriations ('recoverable GST exclusive')		
Departmental		
Ordinary annual services	37,788	37,023
Capital budget ¹	876	851
Annual appropriation	38,664	37,874
Adjustments to appropriation ²	2,097	1,566
Total appropriation	40,761	39,440
Appropriation applied (current and prior years)		
Ordinary annual services	42,589	43,135
Capital budget	802	735
Total appropriation applied	43,391	43,870
Variance ³	(2,630)	(4,430)

¹ 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.

² Adjustment to appropriation include PGPA Act section 74 receipts and section 51 withholdings.

³ In 2024-25, the variance between total appropriation and appropriation applied relates to the expenditure associated with voluntary redundancy process and the website upgrade.

3B. Unspent annual appropriations ('recoverable GST exclusive')

Authority		
Supply Act (No.1) 2022-23	-	167
Supply Act (No.3) 2022-23 ¹	-	486
Appropriation Act (No.1) 2023-2024	701	35,480
Appropriation Act (No.1) 2024-2025	33,161	-
Cash at Bank	441	400
Total	34,303	36,893

¹ An amount of \$314,000 has been formally withheld under the direction section 51 of the *Public Governance, Performance and Accountability (PGPA)* Act and lapsed on 1 July 2025.

Accounting policy

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the PC 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. Appropriation receivables are recognised at their nominal amounts.

Notes to and forming part of the financial statements

	2025	2024
	\$'000	\$'000
<u>3C. Appropriation receivables</u>		
Appropriation receivable	<u>33,863</u>	<u>36,493</u>
Total appropriation receivable	<u>33,863</u>	<u>36,493</u>
<u>3D. Net Cash Appropriation Arrangements</u>		
Total comprehensive income / (loss) - as per the Statement of Comprehensive Income	(2,615)	(5,008)
<i>Plus:</i> depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and /or equity injections) ¹	908	817
<i>Plus:</i> depreciation right-of-use assets ²	2,217	2,194
<i>Less:</i> lease principal repayments ²	<u>(2,277)</u>	<u>(2,133)</u>
Net Cash Operating Surplus / (Deficit)	<u>(1,767)</u>	<u>(4,130)</u>

^{1:} From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. 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.

Notes to and forming part of the financial statements

4. Property, plant and equipment

4A. Reconciliation of the opening & closing balances of property, plant and equipment

	Buildings ¹ \$'000	Plant and equipment \$'000	Total \$'000
As at 1 July 2024			
Gross book value	24,334	2,236	26,570
Accumulated depreciation, amortisation and impairment	(11,190)	(968)	(12,158)
Total as at 1 July 2024	13,144	1,268	14,412
Additions			
By purchase	219	667	886
Revaluations recognised in other comprehensive income	315	78	393
Depreciation and amortisation	(569)	(339)	(908)
Depreciation on right-of-use assets	(2,217)	-	(2,217)
Total as at 30 June 2025	10,892	1,674	12,566
Total as at 30 June 2025 represented by			
Gross book value	22,619	1,703	24,322
Accumulated depreciation, amortisation and impairment	(11,727)	(29)	(11,756)
Total as at 30 June 2025	10,892	1,674	12,566
Carrying amount of right-of-use assets	8,332	-	8,332

¹ Buildings include leasehold improvements and right-of-use assets.

The fair value of building has been taken to be the fair value measurement of similar buildings as determined by an independent valuer as at 30 June 2025.

The PC has no contracted commitments for the acquisition of plant and equipment as at 30 June 2025.

Notes to and forming part of the financial statements

Accounting policy

Asset recognition threshold

Purchases of property, plant and equipment and software are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Lease right-of-use (ROU) assets

Leased 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.

Following initial application of AASB 16, 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.

Revaluations

Following initial recognition at cost, property, plant and equipment excluding ROU assets are carried at fair value less subsequent 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 at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in 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.

Assets were last revalued by Jones Lang LaSalle Advisory Services Pty Ltd in 2025. The revaluation increment for leasehold improvements and decrement for plant and equipment were credited and debited, respectively, to the asset revaluation reserve by asset class and included in the equity section of the statement of financial position.

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

Depreciation & amortisation

Depreciable property, plant and equipment assets and intangible assets are written off to their estimated residual values over their estimated useful lives to the PC using, in all cases, the straight-line method of depreciation.

Depreciation and amortisation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods as appropriate.

Notes to and forming part of the financial statements

Accounting policy (continued)

Depreciation and amortisation rates applying to each class of depreciable asset are based on the following useful lives:

Asset class	2025	2024
Buildings (leasehold improvements and ROU assets)	Lease term	Lease term
Plant and equipment	3 to 20 years	3 to 20 years

Impairment

All assets were assessed for impairment at 30 June 2025. Where indications 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.

The recoverable amount of an asset is the higher of its fair value less costs of disposal 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 the PC were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment and software is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

2025	2024
\$'000	\$'000

4B. Fair value measurement

Fair value measurements at the end of the reporting period

Non-financial assets

Buildings	10,892	13,144
Other property, plant and equipment	1,674	1,268
Total fair value measurements in the statement of financial position	12,566	14,412

The above disclosure should be read in conjunction with the accompanying note 4A.

Notes to and forming part of the financial statements

5. Other financial assets and own source income

	2025 \$'000	2024 \$'000
5A. Trade and other receivables		
Goods and services receivables		
Goods and services	8	182
Total goods and services receivables	8	182
Other receivables		
GST receivable from the Australian Taxation Office	78	108
Total other receivables	78	108
Total trade and other receivables (gross and net)	86	290

Credit terms for goods and services were within 30 days (2024: 30 days).

Accounting policy

Receivables for goods and services are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. An expected credit loss is made when collectability of the debt is no longer probable.

5B. Revenue from contracts with customers

Rendering of services – outsourced service delivery	205	151
Total revenue from contracts with customers	205	151

There is no disaggregation of revenue from contracts with customers as all contracts were of similar characteristics and customers.

Accounting policy

Revenue from the rendering of services is recognised at a point in time when the performance obligation is satisfied, when the service is completed and over time when the customer simultaneously receives and consumes the services as it is provided. The PC's non-appropriation revenue primarily consists of the provision of shared services to another government agency via a memorandum of understanding (MOU) on a cost recovery basis.

5C. Resources received free of charge

Remuneration of auditors	50	50
Comcover premium offset	4	-
Secondment resources received free of charge	101	-
Total resources received free of charge	155	50

5D. Resources received free of charge

S74 Revenue – secondment recoveries	651	-
Total other revenue and gains	651	50

Accounting policy

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 either revenue or gains depending on their nature.

Notes to and forming part of the financial statements

6. Other information

6A. Contingent assets and liabilities

At 30 June 2025, the PC had no quantifiable contingent assets or liabilities (2023: Nil).

Accounting policy

Contingent assets and contingent liabilities 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.

	2025 \$'000	2024 \$'000
6B. Categories of financial instruments		
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	441	400
Trade and other receivables - goods and services	8	182
Total financial assets at amortised cost	449	582
Total financial assets	449	582
Financial liabilities		
Financial liabilities measured at amortised cost		
Payables – suppliers	282	623
Total financial liabilities measured at amortised cost	282	623
Total financial liabilities	282	623

Accounting policy

Financial assets

The PC classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss
- financial assets at fair value through other comprehensive income
- financial assets measured at amortised cost.

The classification depends on both the PC's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the PC 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.

The PC currently only has financial assets at amortised cost.

Notes to and forming part of the financial statements

Accounting policy (continued)

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 (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective interest method

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

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 derecognition 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'.

The PC currently only has financial liabilities at amortised cost.

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 the 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).

Notes to and forming part of the financial statements

	2025 \$'000	2024 \$'000
6C: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	441	400
Appropriation receivables	33,863	36,493
Trade and other receivables	86	290
Prepayments	485	445
Total no more than 12 months	34,875	37,628
More than 12 months		
Buildings	10,892	13,144
Plant and equipment	1,674	1,268
Total more than 12 months	12,566	14,412
Total assets	47,441	52,040
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	282	623
Employee payables	911	850
Employee provisions	2,498	2,687
Leases	2,440	2,257
Total no more than 12 months	6,131	6,417
More than 12 months		
Employee provisions	6,250	6,653
Leases	7,122	9,364
Total more than 12 months	13,372	16,017
Total liabilities	19,503	22,434

Appendix

Executive remuneration

Table 17 – Key management personnel remuneration (as reported in the notes to the Financial Statements)

Benefit type	\$'000
Short-term employee benefits	2,648
Post-employment benefits	391
Other long-term employee benefits	65
Total key management personnel remuneration expenses	3,104

Table 18 – Information about remuneration for key management personnel

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Danielle Wood	Chair	\$609,956	\$0	\$26,211	\$87,546	\$15,040	\$0	\$0	\$738,753
Alex Robson	Deputy Chair	\$485,934	\$0	\$0	\$30,116	\$11,512	\$0	\$0	\$527,562
Lisa Studdert	Head of Office	\$418,670	\$0	\$1,932	\$81,393	\$11,214	\$0	\$0	\$513,209
Rosalyn Bell	First Assistant Commissioner	\$266,144	\$0	\$28,209	\$54,917	\$7,663	\$0	\$0	\$356,933
Anna Heaney	First Assistant Commissioner	\$292,873	\$0	\$1,442	\$56,355	\$7,663	\$0	\$0	\$358,333
Jane Booth	Assistant Commissioner, Corporate (CFO)	\$186,173	\$0	\$27,073	\$32,570	\$4,421	\$0	\$0	\$250,237
David Swan	Acting Assistant Commissioner, Corporate (CFO)	\$52,826	\$0	\$0	\$10,440	\$1,167	\$0	\$0	\$64,433
Elizabeth Callaghan	Assistant Commissioner, Strategic Communication and Engagement	\$250,828	\$0	\$0	\$37,789	\$6,346	\$0	\$0	\$294,963

Note: Base salary includes annual leave provision movement (accrued annual leave less any leave paid during the year).

Table 19 – Information about remuneration for Senior Executives and Commissioners

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$0 – \$220,000	10	\$79,829	\$0	\$144	\$13,630	\$2,194	\$23,336	\$0	\$95,797
\$220,001 – \$245,000	2	\$197,388	\$0	\$966	\$31,774	\$5,951	\$0	\$0	\$236,079
\$245,001 – \$270,000	1	\$224,621	\$0	\$240	\$36,019	\$5,822	\$0	\$0	\$266,702
\$270,001 – \$295,000	3	\$225,032	\$0	\$737	\$40,932	\$6,164	\$0	\$0	\$272,865
\$295,001 – \$320,000	1	\$255,729	\$0	\$3,154	\$42,498	\$6,617	\$0	\$0	\$307,998
\$320,001 – \$345,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$345,001 – \$370,000	2	\$311,624	\$0	\$0	\$45,766	\$9,521	\$0	\$0	\$366,912
\$370,001 – \$395,000	1	\$320,277	\$0	\$0	\$51,535	\$9,521	\$0	\$0	\$381,333
\$395,001 – \$420,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$420,001 – \$445,000	2	\$383,130	\$0	\$0	\$34,647	\$9,979	\$0	\$0	\$427,756
\$445,001 – \$470,000	3	\$402,174	\$0	\$0	\$43,434	\$9,826	\$0	\$0	\$455,434
\$470,001 – \$495,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$495,001 – ...	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note: 'Number of senior executives' includes Senior Executives and Commissioners during the year, excluding key management personnel. Base salary includes annual leave provision movement (accrued annual leave less any leave paid during the year).

The PC did not pay remuneration for any 'other highly paid staff' during 2024-25.

Accountable authority

Table 20 – Details of accountable authority during 2024-25

Name	Position	Start date	End date
Ms Danielle Wood	Chair	1 Jul 2024	30 Jun 2025
Prof A Robson	Acting Chair	1 Jul 2024	6 Jul 2024
Prof A Robson	Acting Chair	23 Sep 2024	2 Oct 2024
Prof A Robson	Acting Chair	7 Apr 2025	11 Apr 2025

Resource statement

Table 21 – Entity resource statement 2024-25

	Actual available appropriation – current year	Payments made	Balance remaining
	\$'000	\$'000	\$'000
Departmental	(a)	(b)	(a)-(b)
Annual appropriations – ordinary annual services	40,761	7,159	33,602
Prior year appropriations available – ordinary annual services	36,933	36,232	701
Total departmental annual appropriations	77,694	43,391	34,303
Total departmental resourcing	77,694	43,391	34,303
Total resourcing and payments for entity	77,694	43,391	34,303

Human Resources

Table 22 – All ongoing employees, current reporting period (2024-25)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total	
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total		
NSW	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	0	2
QLD	4	0	4	2	0	2	0	0	0	0	0	0	0	0	0	0	6
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1
VIC	49	4	53	48	13	61	0	0	0	0	0	0	0	0	0	0	114
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	19	0	19	27	7	34	0	0	0	0	0	0	0	0	0	0	53
NT	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	2
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	72	5	77	81	20	101	0	0	0	0	0	0	0	0	0	0	178

Note: As at 30 June 2025.

Table 23 – All non-ongoing employees, current reporting period (2024-25)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
QLD	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
SA	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
TAS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VIC	3	1	4	4	2	6	0	0	0	0	0	0	0	0	0	10
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	2	2	4	2	1	3	0	0	0	0	0	0	0	0	0	7
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	7	3	10	7	4	11	0	0	0	0	0	0	0	0	0	21

Note: As at 30 June 2025.

Table 24 – All ongoing employees, previous reporting period (2023-24)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
QLD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VIC	54	3	57	47	17	64	0	0	0	0	0	0	0	0	0	121
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	28	1	29	31	9	40	0	0	0	0	0	0	0	0	0	69
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	82	4	86	78	26	104	0	0	0	0	0	0	0	0	0	190

Note: As at 30 June 2024.

Table 25 – All non-ongoing employees, previous reporting period (2023-24)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
QLD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VIC	2	1	3	0	2	2	0	0	0	0	0	0	0	0	0	5
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	1	1	2	1	0	1	0	0	0	0	0	0	0	0	0	3
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	2	5	1	2	3	0	0	0	0	0	0	0	0	0	8

Note: As at 30 June 2024.

Table 26 – Australian Public Service Act ongoing employees, current reporting period (2024-25)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
SES 2	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	2
SES 1	3	0	3	7	2	9	0	0	0	0	0	0	0	0	0	12
EL 2	19	2	21	16	5	21	0	0	0	0	0	0	0	0	0	42
EL 1	14	1	15	23	2	25	0	0	0	0	0	0	0	0	0	40
APS 6	17	2	19	21	6	27	0	0	0	0	0	0	0	0	0	46
APS 5	15	0	15	8	2	10	0	0	0	0	0	0	0	0	0	25
APS 4	4	0	4	3	1	4	0	0	0	0	0	0	0	0	0	8
APS 3	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	2
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	72	5	77	81	20	101	0	0	0	0	0	0	0	0	0	178

Note: As at 30 June 2025.

Table 27 – Australian Public Service Act non-ongoing employees, current reporting period (2024-25)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 1	1	0	1	1	2	3	0	0	0	0	0	0	0	0	0	4
APS 6	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
APS 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 4	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
APS 3	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	2	5	2	3	5	0	0	0	0	0	0	0	0	0	10

Note: As at 30 June 2025.

Table 28 – Australian Public Service Act ongoing employees, previous reporting period (2023-24)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
SES 2	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	2
SES 1	4	0	4	6	4	10	0	0	0	0	0	0	0	0	0	14
EL 2	24	1	25	18	4	22	0	0	0	0	0	0	0	0	0	47
EL 1	16	0	16	17	7	24	0	0	0	0	0	0	0	0	0	40
APS 6	18	3	21	19	6	25	0	0	0	0	0	0	0	0	0	46
APS 5	9	0	9	9	2	11	0	0	0	0	0	0	0	0	0	20
APS 4	11	0	11	6	1	7	0	0	0	0	0	0	0	0	0	18
APS 3	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	2
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	82	4	86	78	26	104	0	0	0	0	0	0	0	0	0	190

Note: As at 30 June 2024.

Table 29 – Australian Public Service Act non-ongoing employees, previous reporting period (2023-24)

	Man/Male			Woman/Female			Non-Binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 1	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	2
APS 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 5	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	2
APS 4	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
APS 3	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	2	5	1	2	3	0	0	0	0	0	0	0	0	0	8

Note: As at 30 June 2024.

Table 30 – Australian Public Service Act employees by full-time and part-time status, current reporting period (2024-25)

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	1	0	1	0	0	0	1
SES 2	2	0	2	0	0	0	2
SES 1	10	2	12	0	1	1	13
EL 2	35	7	42	0	1	1	43
EL 1	37	3	40	2	2	4	44
APS 6	38	8	46	1	0	1	47
APS 5	23	2	25	0	0	0	25
APS 4	7	1	8	2	0	2	10
APS 3	0	2	2	0	1	1	3
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	153	25	178	5	5	10	188

Note: As at 30 June 2025.

Table 31 – Australian Public Service Act employees by full-time and part-time status, previous reporting period (2023-24)

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	1	0	1	0	0	0	1
SES 2	2	0	2	0	0	0	2
SES 1	10	4	14	0	0	0	14
EL 2	42	5	47	1	0	1	48
EL 1	33	7	40	0	2	2	42
APS 6	37	9	46	0	0	0	46
APS 5	18	2	20	1	1	2	22
APS 4	17	1	18	2	0	2	20
APS 3	0	2	2	0	1	1	3
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	160	30	190	4	4	8	198

Note: As at 30 June 2024.

Table 32 – Australian Public Service Act employment type by location, current reporting period (2024-25)

	Ongoing	Non-ongoing	Total
NSW	2	1	3
QLD	6	0	6
SA	0	0	0
TAS	1	0	1
VIC	114	2	116
WA	0	0	0
ACT	53	7	60
NT	1	0	1
External	0	0	0
Overseas	1	0	1
Total	178	10	188

Note: As at 30 June 2025.

Table 33 – Australian Public Service Act employment type by location, previous reporting period (2023-24)

	Ongoing	Non-ongoing	Total
NSW	0	0	0
QLD	0	0	0
SA	0	0	0
TAS	0	0	0
VIC	121	5	126
WA	0	0	0
ACT	69	3	72
NT	0	0	0
External	0	0	0
Overseas	0	0	0
Total	190	8	198

Note: As at 30 June 2024.

Table 34 – Australian Public Service Act Indigenous employment

	Current reporting period (2024-25)	Previous reporting period (2023-24)
Ongoing	13	3
Non-ongoing	1	1
Total	14	4

Note: As at 30 June 2025.

Table 35 – Australian Public Service Act employment arrangements, current reporting period (2024-25)

Arrangement title	SES	Non-SES	Total
S.24 Determinations	14	0	14
Individual Flexibility Arrangements	0	8	8
Enterprise Agreement	0	174	174
Total (excludes IFA)	14	174	188

Note: As at 30 June 2025.

Table 36 – Australian Public Service Act employment salary ranges by classification level (minimum/maximum), current reporting period (2024-25)

	Minimum salary	Maximum salary
SES 3	448,541	448,541
SES 2	306,520	306,520
SES 1	232,883	264,690
EL 2	139,885	195,614
EL 1	115,443	146,101
APS 6	95,745	119,846
APS 5	84,228	97,144
APS 4	75,022	91,080
APS 3	67,658	80,824
APS 2	59,520	66,834
APS 1	54,516	57,787
Other	0	0
Minimum/maximum range	54,516	448,541

Note: As at 30 June 2025.

Table 37 – Australian Public Service Act employment performance pay by classification level, current reporting period (2024-25)

	Number of employees	Aggregated of all payments made	Average of all (sum total) payments made	Minimum payment made to employees	Maximum payment made to employees	Number of employees
SES 3	0	\$0	\$0	\$0	\$0	0
SES 2	0	\$0	\$0	\$0	\$0	0
SES 1	0	\$0	\$0	\$0	\$0	0
EL 2	0	\$0	\$0	\$0	\$0	0
EL 1	0	\$0	\$0	\$0	\$0	0
APS 6	0	\$0	\$0	\$0	\$0	0
APS 5	0	\$0	\$0	\$0	\$0	0
APS 4	0	\$0	\$0	\$0	\$0	0
APS 3	0	\$0	\$0	\$0	\$0	0
APS 2	0	\$0	\$0	\$0	\$0	0
APS 1	0	\$0	\$0	\$0	\$0	0
Other	0	\$0	\$0	\$0	\$0	0
Total	0	\$0	\$0	\$0	\$0	0

Note: As at 30 June 2025.

Corrections to previous Annual Report

On page 62 on the PC's *Annual Report 2023-24*, in table 35 (Details of accountable authority during 2023-24), Prof A Robson's periods as Acting Chair were not recorded. The amended table is as follows:

Table 38 – Details of accountable authority during 2023-24

Name	Position	Start date	End date
Ms Danielle Wood	Chair	13 Nov 2023	30 Jun 2024
Mr Michael Brennan	Chair	1 Jul 2023	10 Sep 2023
Prof A Robson	Acting Chair	14 Aug 2023	15 Aug 2023
Prof A Robson	Acting Chair	17 Aug 2023	22 Aug 2023
Prof A Robson	Acting Chair	24 Aug 2023	12 Nov 2023
Prof A Robson	Acting Chair	25 Dec 2023	12 Jan 2024
Prof A Robson	Acting Chair	28 Mar 2024	5 Apr 2024

Indexes

Annual reporting requirements and aids to access

This Annual Report is published on our website (www.pc.gov.au/about/governance/annual-reports).

Information contained in this Annual Report is provided in accordance with:

- Schedule 2 Part 4 of the *Work Health and Safety Act 2011*
- Section 46 of the *Public Governance, Performance and Accountability Act 2013*
- Part II of the *Freedom of Information Act 1982*
- Section 10 of the PC Act
- requirements issued by the Department of Finance.

A compliance index is provided in the indexes.

The Contact Officer for this report is:

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Table 39 – Aids to access details, current reporting period 2024-25

Annual Report Contact Officer	Assistant Commissioner, Corporate
Contact phone number	(03) 9653 2100
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Entity website (URL)	www.pc.gov.au

List of requirements – non-corporate Commonwealth entities

Below is the table set out in Schedule 2 of the PGPA Rule. Subsection 17AJ(d) requires this table be included in non-corporate Commonwealth entities' annual reports as an aid of access.

PGPA rule reference	Part of report	Description	Requirement
17AD(g)	Letter of transmittal		
17AI		A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
17AD(h)	Aids to access		
17AJ(a)		Table of contents (print only).	Mandatory
17AJ(b)		Alphabetical index (print only).	Mandatory
17AJ(c)		Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)		List of requirements.	Mandatory
17AJ(e)		Details of contact officer.	Mandatory
17AJ(f)		Entity's website address.	Mandatory
17AJ(g)		Electronic address of report.	Mandatory
17AD(a)	Review by accountable authority		
17AD(a)		A review by the accountable authority of the entity.	Mandatory
17AD(b)	Overview of the entity		
17AE(1)(a)(i)		A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)		A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)		A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)		A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)		Name of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(ii)		Position title of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(iii)		Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
17AE(1)(b)		An outline of the structure of the portfolio of the entity.	Portfolio departments – Mandatory

PGPA rule reference	Part of report	Description	Requirement
17AE(2)		Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
17AD(c)	Report on the Performance of the entity		
	Annual performance Statements		
17AD(c)(i); 16F		Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)		A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)		A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)		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)		Information on compliance with section 10 (fraud and corruption systems)	Mandatory
17AG(2)(b)(i)		A certification by accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared.	Mandatory
17AG(2)(b)(ii)		A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)		A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory
17AG(2)(c)		An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d)–(e)		A statement of significant issues reported to 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

PGPA rule reference	Part of report	Description	Requirement
Audit Committee			
17AG(2A)(a)		A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)		The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)		The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG(2A)(d)		Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)		The remuneration of each member of the entity's audit committee.	Mandatory
External scrutiny			
17AG(3)		Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)		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
17AG(3)(b)		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)		Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
Management of Human Resources			
17AG(4)(a)		An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)		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
17AG(4)(b)		Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: • Statistics on staffing classification level • Statistics on full-time employees • Statistics on part-time employees • Statistics on gender • Statistics on staff location • Statistics on employees who identify as Indigenous.	Mandatory
17AG(4)(c)		Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory

PGPA rule reference	Part of report	Description	Requirement
17AG(4)(c)(i)		Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)		The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)		A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)		Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)		Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)		Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)		Information on aggregate amount of performance payments.	If applicable, Mandatory
Assets Management			
17AG(5)		An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, Mandatory
Purchasing			
17AG(6)		An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory
Reportable consultancy contracts			
17AG(7)(a)		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
17AG(7)(b)		A statement that <i>"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]"</i> .	Mandatory
17AG(7)(c)		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
17AG(7)(d)		A statement that <i>"Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website."</i>	Mandatory

PGPA rule reference	Part of report	Description	Requirement
Reportable non-consultancy contracts			
17AG(7A)(a)		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
17AG(7A)(b)		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
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA		Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
Australian National Audit Office Access Clauses			
17AG(8)		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
Exempt contracts			
17AG(9)		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
Small business			
17AG(10)(a)		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
17AG(10)(b)		An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)		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

PGPA rule reference	Part of report	Description	Requirement
Financial Statements			
17AD(e)		Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
Executive Remuneration			
17AD(da)		Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory
17AD(f)	Other Mandatory Information		
17AH(1)(a)(i)		If the entity conducted advertising campaigns, a statement that <i>"During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website."</i>	If applicable, Mandatory
17AH(1)(a)(ii)		If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)		A statement that <i>"Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."</i>	If applicable, Mandatory
17AH(1)(c)		Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)		Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)		Correction of material errors in previous annual report.	If applicable, mandatory
17AH(2)		Information required by other legislation.	Mandatory

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Acronyms and abbreviations

AGCNCO	Australian Government Competitive Neutrality Complaints Office
Agreement, the	National Agreement on Closing the Gap
AI	Artificial Intelligence
ANAO	Australian National Audit Office
ANZSOG	Australian and New Zealand School of Government
APS	Australian Public Service
APSC	Australian Public Service Commission
CFFR	Council on Federal Financial Relations
DT	Digital Technologies
EAP	Employee Assistance Program
ECEC	Early Childhood Education and Care
EL	Executive Level
ESD	Ecologically Sustainable Development
FOI Act	<i>Freedom of Information Act 1982</i>
GST	Goods and Service Tax
IMF	International Monetary Fund
HSC	Health and Safety Committee
NACC	National Anti-Corruption Commission
NWI	National Water Initiative
OECD	Organisation for Economic Co-operation and Development
PC	Productivity Commission
PC Act	<i>Productivity Commission Act 1998</i>
PCCC	Productivity Commission Consultative Committee
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PMOC	Project Management Oversight Committee
PR3	Priority Reform 3 (of the National Agreement on Closing the Gap)
RAP	Reconciliation Action Plan
ROGS	Report on Government Services
SES	Senior Executive Service
TAR	Trade and Assistance Review
WHS	Work Health and Safety
WHSMS	Work Health and Safety Management Systems
WICC	Workplace Innovation and Culture Committee