



Australian Government
Productivity Commission

 **pc.gov.au**

Annual Report 2025–26

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 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

© Commonwealth of Australia 2026



With the exception of the Commonwealth Coat of Arms and content supplied by third parties, this copyright work is licensed under a Creative Commons Attribution 4.0 International licence. In essence, you are free to copy, communicate and adapt the work, as long as you attribute the work to the PC (but not in any way that suggests the PC endorses you or your use) and abide by the other licence terms. The licence can be viewed at: <https://creativecommons.org/licenses/by/4.0>.

The terms under which the Coat of Arms can be used are detailed at: www.pmc.gov.au/government/commonwealth-coat-arms.

Wherever a third party holds copyright in this material the copyright remains with that party. Their permission may be required to use the material, please contact them directly.

ISSN 2205 5681 (online)

ISSN 2205 5673 (print)

An appropriate reference for this publication is:
Productivity Commission 2026, *Annual Report 2025–26*, Canberra

Publication enquiries:
Phone 03 9653 2244 | Email publications@pc.gov.au



Australian Government
Productivity Commission

Canberra Office

Ngunnawal Country
4 National Circuit
Barton ACT 2600

GPO Box 1428
Canberra City ACT 2601
Telephone 02 6240 3200

Melbourne Office

Telephone 03 9653 2100
www.pc.gov.au

18 September 2026

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

Dear Treasurer

I'm proud to present to you, the Productivity Commission's Annual Report for 2025–26.

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 2025–26, 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 that reads 'D Wood'.

Danielle Wood
Chair



Contents

Transmittal letter	iii
Foreword	vii
About us	1
Our purpose	2
Our vision	2
What we do	2
How we work	3
Our legislation and governance	4
Our commissioners and staff	5
Our year in review	7
Key statistics and facts	8
Achievements by focus area	9
Annual Performance Statement	25
Statement of preparation	26
Overview of our performance	26
Results	27
Management and accountability	35
Commissioners and staff	36
Outcome objective and resources	37
Governance	37
Management of human resources	42
Other reporting requirements	46
Financial statements	53
Statement of comprehensive income	57
Statement of financial position	58
Statement of changes in equity	59

Cash flow statement	61
Overview	62
Appendix	77
Indexes	95
List of requirements – non-corporate Commonwealth entities	96
Index	102
Acronyms and abbreviations	108

Foreword

I'm pleased to share our *Annual Report 2025–26*.

This year, we led a national conversation on productivity reform, releasing reports on the 5 pillars of productivity:

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.

It's been pleasing to see so many of our recommendations adopted, and we'll continue to advocate for governments to cultivate a 'growth mindset' across a range of policy areas.

Over the reporting period, another theme across our work is independent reporting and review of government services and policies. We reviewed the National Mental Health and Suicide Prevention Agreement, calling on all governments to lift their game to improve outcomes for consumers. And we continued our work on the Report on Government Services, an invaluable source of data on government services across the federation, from justice to early childhood services.

We also report on governments' progress against the targets and indicators in the National Agreement on Closing the Gap, shining a light on impediments and opportunities for further development. This year, we published several case studies sharing practical ways government organisations have transformed the way they work with Aboriginal and Torres Strait Islander people, one of the priority reform areas under the Agreement.

Internally, the PC is also progressing with our own transformation. We launched our first Reconciliation Action Plan, marking our commitment to driving meaningful change across our systems, processes and ways of working.

I'm proud of our commitment to rigorous, evidence-based, practical work across all of our streams, and I look forward to continuing this work in 2026–27.

Danielle Wood

Chair



About us

Our purpose

Our purpose, as embodied in the *Productivity Commission Act 1998* (Cth) (PC Act), is to provide independent, transparent advice, research and analysis that supports better policy decisions and improves the productivity, economic performance and wellbeing of Australians.

Our vision

Our independent research and advice helps the Australian 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 the 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

The PC operates under the powers, protection and guidance of the *Productivity Commission Act 1998* (Cth) (PC Act). 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, submissions received and seminars to seek input from stakeholders and community members.

Our values

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

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

Together with the APS values, our PC values provide a foundation for us to meet the needs and expectations of our colleagues, our stakeholders and the Australian community.

INCLUSIVE



COLLABORATIVE



INFLUENTIAL



RESPECTFUL



SUPPORTIVE



Investing in our people

At the Productivity Commission, we give staff the opportunity to do work that matters. We bring together people with different expertise, experiences and perspectives to tackle complex issues and contribute to major national policy reforms.

In 2025–26, we continued to invest in the capability, wellbeing and career development of our staff. We launched the PC Academy, our first agency-wide learning platform, refreshed our learning and development strategy and introduced the PC Skills Olympics. Our staff participated in 27 seminar sessions featuring leading internal and external experts. We also supported secondment and temporary transfer opportunities to broaden experience and professional development.

We continue to foster an inclusive and supportive workplace through wellbeing initiatives, cultural capability training, and the implementation of our first Reconciliation Action Plan. We provide a flexible work environment that supports employees to balance work commitments with family, caring and other personal commitments.

Together, these initiatives help ensure the PC remains a place where our people can do work that matters, continue learning and build rewarding careers.

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



Joanne Chong
Commissioner



Catherine de Fontenay
Commissioner



Angela Jackson
Commissioner



Stephen King
Commissioner



Alison Roberts
Commissioner



Barry Sterland PSM
Commissioner

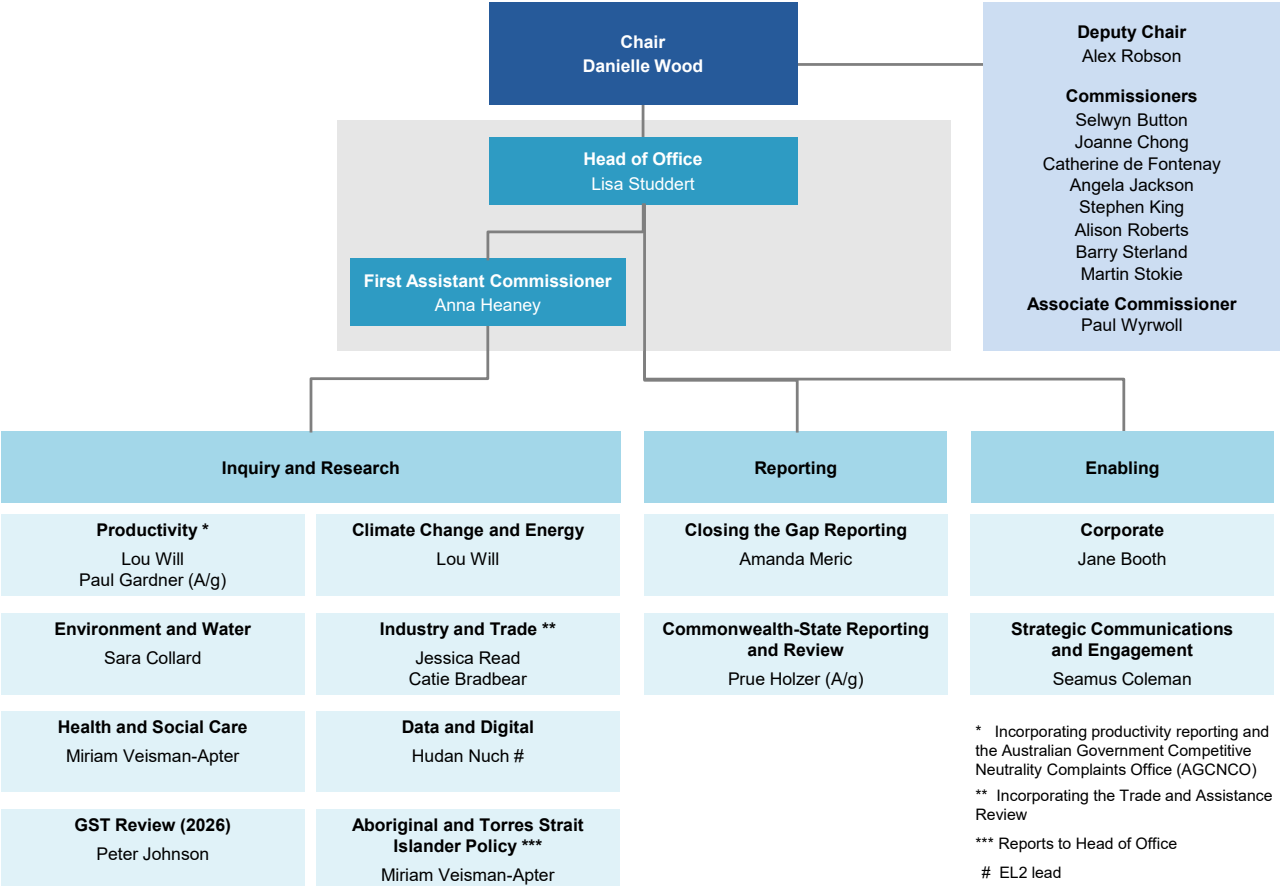


Martin Stokie
Commissioner



Paul Wyrwoll
Associate Commissioner

Figure 1 – PC structure and senior staff as at 30 June 2026



Our year in review

Key statistics and facts



16

Inquiry reports



16

Performance reports, papers, and publications



11

Submissions made



24

Articles and opinion pieces



2,708

Submissions received



354

Academic citations



18,258

Media mentions



27,908

Social media followers



28

International engagements



161

Parliamentary mentions



19

Events and webinars



261

Speeches and panels



904

Community meetings



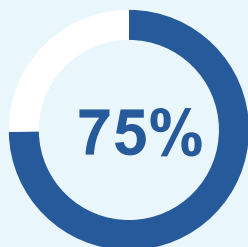
249,333

Report downloads



5

Parliamentary hearings



In our Annual Stakeholder Survey 2025–26, 75% 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 in the following pages.

Focus area: Productivity

 2 inquiry reports	 2 events or webinars
 6 submissions made	 11 articles or opinion pieces
 101 speeches and panels	 5 bulletins

During 2025–26 we provided advice to the Australian Government about the highest priority reform areas under the following 5 pillars of productivity:

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.

The final report for our inquiry into creating a more dynamic and resilient Australian economy recommended practical, implementable reforms across 2 key areas:

- changes to the corporate tax system to spur business investment, including:
 - a lower company tax rate of 20% for companies earning less than \$1b in revenue
 - a tax rate of 28% for companies earning above \$1b in revenue
 - a net cashflow tax of 5% for all companies
- improved regulation to promote business dynamism, including:
 - a whole-of-government statement setting out a vision for more efficient regulation
 - a target for a \$10 billion reduction in net regulatory costs by 2030
 - an annual regulation review that reports on indicators of regulatory quality and burden
 - bolstered high-level scrutiny of regulations.

While no single ‘productivity’ lever will guarantee success, these whole-of-economy reforms together with those proposed across the other 4 pillar inquiries (discussed in later sections) provide the Australian Government with a practical policy agenda, some of which have already been adopted through the 2026–27 Budget.

In May 2026, the Australian Government requested advice on options for reducing barriers to business dynamism. The inquiry is examining the regulatory and administrative burdens faced by businesses and the design, operation and integrity of corporate and personal insolvency frameworks. An interim report will be released in November 2026.

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

- the decline of capital deepening
- labour productivity growth in the non-market sector
- our capital productivity performance over time
- policies to restart our growth engine
- productivity in the electricity industry.

We also made submissions to other inquiries covering productivity-related topics including:

- policy options for a more prosperous future
- mutual recognition schemes for workers.

In May 2026, the Australian Government asked us to conduct an inquiry into regulatory barriers to housing supply. The terms of reference ask us to assess, identify best practice and recommend reforms to get more homes built quickly across the following areas:

1. approval processes
2. availability and use of land for housing
3. processes and frameworks to deliver new and utilise existing housing infrastructure.

We have also been asked to assess states and territories' reform efforts against features of best practice housing regulatory systems, and the expected impact of reform on housing supply, including quantification where possible. The interim report is due in July 2026, and the final report will be delivered to government in March 2027.

We also made submissions and appeared in hearings for 2 parliamentary inquiries:

- policy options for a more prosperous future (supplemental submission on housing), and
- intergenerational housing inequality.

Case study – the 5 pillars of productivity inquiries

We kicked off the 5 pillars inquiries by asking the public to share their best ideas to increase productivity. The ‘Productivity Pitch’ generated more than 450 contributions from members of the public that helped inform our research. In May 2025, we released a shortlist of reform areas and asked for further feedback to refine our interim recommendations.

The interim reports of the inquiries were released between 31 July and 13 August 2025. The roll-out began with the release of an overview, *Growth mindset: how to boost Australia’s productivity*, and culminated in a National Press Club address from Chair Danielle Wood.

‘Australia should be a place where children born today can expect to live better and more prosperous lives than the generations who have come before them. Productivity growth is essential to fulfilling that promise.’ – PC Chair Danielle Wood

The interim reports of the 5 pillars inquiries are among the most widely read and discussed pieces of work the PC has released. In 2024–25, they were downloaded over 20,000 times. In the 30-day period surrounding their release, the PC was mentioned more than 6,000 times in media.

The interim reports were also an important input into the government’s Economic Reform Roundtable, which brought leaders in business, government and civil society together to consider how government can improve productivity, enhance economic resilience and strengthen budget sustainability.

After considering a further round of submissions, the PC handed the final reports to the government on 10 December 2025. The government released the reports publicly on 19 December and tabled them in Parliament on 29 January.

In May 2026, the government announced that it was progressing 13 of the 17 reform areas identified by the 5 inquiries. Some of the announced measures include:

- a significant regulatory reform package including targeted regulatory changes, additional regulatory stewardship measures and progress on National Competition Policy
- helping teachers access high-quality evidence-based classroom materials as recommended by Pillar 2
- improving recognition of prior learning and harmonisation of occupational licensing as recommended by Pillar 2
- an approach to AI regulation that is consistent with Pillar 3 recommendations and progress on the Consumer Data Right
- winding back the FBT discount for electric vehicles consistent with Pillar 5 recommendations.

Focus area: Trade and industry

 1 inquiry report	 1 publication
 1 research paper	 7 events or webinars
 2 articles and opinion pieces	 14 speeches or panels

On 30 September 2025 the Productivity Commission received a request for advice on the impacts of a heavy vehicle reform package aimed at increasing productivity and supporting the uptake of heavy zero emissions vehicles (HZEVs).

The heavy vehicle productivity reform package includes 5 reform areas:

1. increasing heavy vehicle road access to reduce emissions and increase productivity
2. accelerating the establishment of a National Automated Access System to streamline road access decision making for all heavy vehicles
3. removing administrative and regulatory barriers to improve the availability of HZEV charging infrastructure
4. reducing or removing curfews for HZEVs
5. accelerating implementation of the National Heavy Vehicle Driver Competency Framework.

The PC issued a call for submissions on 14 November 2025 and released an interim report on 13 April 2026. The PC consulted with participants to prepare both its interim report and final report, including the National Transport Commission and the National Heavy Vehicle Regulator, Australian, state, territory and local governments, the freight industry and heavy vehicle manufacturers.

A report setting out the PC's final analysis, modelling, findings and recommendations was provided to Government on 30 June 2026.

In October 2025, the Australian Government requested the Productivity Commission examine the determinants of regional airfares in Australia and make recommendations on policy settings to support a competitive, reliable and affordable regional aviation network. We have been asked to:

- analyse the determinants of regional airfares and service offerings, and the factors that contribute to differences between airfares available on regional routes and those available between major cities
- identify the impacts of regional air fares and access to regular and reliable air services on regional economies, productivity, and improving Closing the Gap outcomes
- assess the role for government and make recommendations to support improved access, pricing and service outcomes.

Throughout the first part of 2026, we undertook a series of visits to hear from people living in regional and remote regions about how regional air services impact them. In June 2025, we released a *What we heard* report, drawing on submissions provided to the inquiry and responses we received to a questionnaire.

We will release a draft report in late 2026, with the final report delivered to the Australian Government in April 2027.

In January 2026, following an application by the Australian Steel Institute (made in November 2025), the Australian Government requested the Productivity Commission undertake an inquiry into whether safeguard measures are warranted for imports of certain fabricated structural steel (FSS) products.

This inquiry is being conducted in accordance with the World Trade Organisation (WTO) safeguard investigation procedures and the *Productivity Commission Act 1998* (Cth). The PC is the 'competent authority' in Australia for investigating proposed safeguard measures but does not initiate safeguard investigations (Gazette no. S 297 of 25 June 1998). As the competent authority, the PC's findings regarding whether the conditions for safeguards are met determines whether the Australian Government can introduce safeguards.

The terms of reference for this inquiry also ask the PC to provide advice on what measure should be introduced and whether introducing it would be in the public interest (if the conditions for a safeguard are met), but the government is not bound by the PC's views on these matters.

We released a call for submissions paper on 24 February 2026. In preparing its interim report, the PC has met with individual domestic FSS producers, steel distributors, steel producers, construction firms, and peak bodies representing these market segments. We have also met with Australian and foreign government organisations, as well as the China Chamber of Commerce of Metals, Minerals and Chemical Importers and Exporters. Staff from the PC also visited several steel fabricating workshops in south-east Melbourne to gain a deeper understanding of the FSS industry. Public hearings were held from 13 to 15 May 2026. An interim report will be delivered to government by 23 September 2026, and a final report by November 2026.

During 2025–26, the PC released the *Trade and Assistance Review 2023–24* and initiated work on the *Trade and Assistance Review 2024–25*. The review included the latest estimates of Australian Government assistance to industry, and provided a summary of developments in industry assistance, trade policy and foreign investment.

Focus area: Aboriginal and Torres Strait Islander policy and reporting

 3 performance reports	 2 submissions made
 2 articles and opinion pieces	 1 event or webinar
 2 research papers	 14 speeches or panels

Australia's history and policy settings have shaped economic and social outcomes across the community. For Aboriginal and Torres Strait Islander people, the impacts of colonisation and government policies continue to influence outcomes today. Achieving better outcomes requires transformational change in how governments work with Aboriginal and Torres Strait Islander people, communities and organisations.

Across its program of work, the PC seeks to make recommendations that reflect the priorities of Aboriginal and Torres Strait Islander communities and strengthen outcomes for Aboriginal and Torres Strait Islander people by engaging transparently, consistently and in a reciprocal way.

The PC plays an accountability role under the National Agreement on Closing the Gap (the Agreement) by reporting outcomes and monitoring progress. The PC has 2 specific responsibilities under the Agreement:

- reporting: developing and maintaining an information repository, including a publicly accessible dashboard of Closing the Gap data and supporting materials, as well as publishing an Annual Data Compilation Report (ADCR) to inform the reporting on progress on targets
- reviewing: undertaking a comprehensive 3-yearly review of progress against the commitments in the Agreement.

Central to the Agreement are the 4 Priority Reforms:

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

We continued to present progress on Closing the Gap outcomes through updates to the information repository dashboard. We also published our fifth ADCR and prepared to commence the second review of progress. It will provide a comprehensive picture of the enablers and barriers to achieving the Agreement's objective.

Throughout 2025–26 we published a series of case studies highlighting positive practices of collaboration between Aboriginal organisations and government agencies, to share decision making in line with Priority Reform 3 (PR3) in the National Agreement. These case studies were accompanied by a guidance note for public servants and a series of interviews with senior leaders in government, seeking to embed better engagement practices and strengthen cultural safety across government services.

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 early 2025, we released our own Statement of Commitment to transform in line with our obligations under Priority Reform 3 of the Agreement. Some of our achievements in 2025–26 against the areas identified for transformation include:

- delivering cultural capability training to all staff to increase knowledge of Aboriginal and Torres Strait Islander people, explore effective communication and engagement techniques
- appointing an Indigenous Data Champion and providing opportunities to attend specialised training on Indigenous Data Sovereignty and Indigenous Data Governance
- providing Aboriginal and Torres Strait Islander Mental Health First Aid training
- developing guidance on culturally safe and inclusive engagement with Aboriginal and Torres Strait Islander people and communities.

The PC is committed to recruiting, developing and retaining Aboriginal and Torres Strait Islander staff at all levels to help centre Aboriginal and Torres Strait Islander voices and perspectives in our work. As at 30 June 2026, the PC had 15 staff (including commissioners) who identify as Aboriginal and/or Torres Strait Islander.

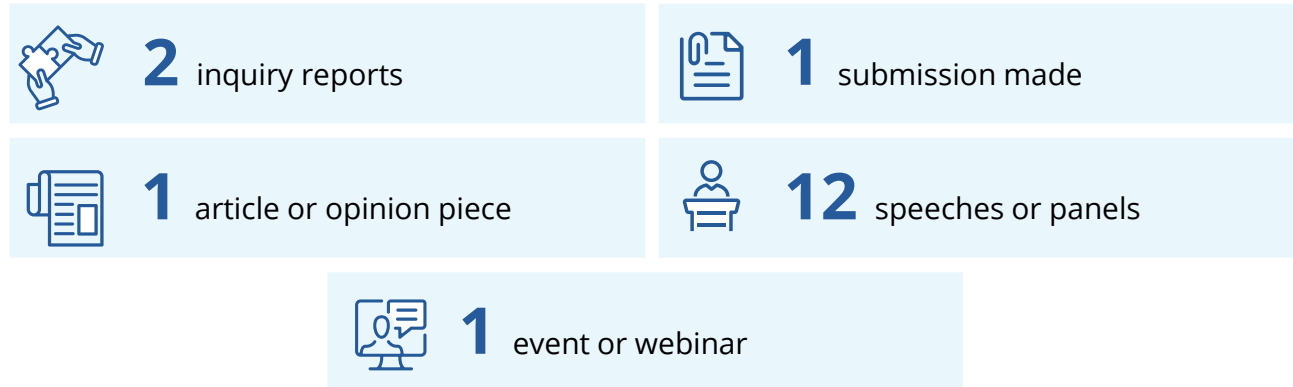
In December 2025, we launched our first Reconciliation Action Plan (RAP) at the Innovate level. It represents a commitment to embedding meaningful change across the organisation's systems, processes and ways of working. As part of this, we established 3 executive leadership champion roles.

In 2025-26, we also:

- held monthly RAP Working Group meetings to support implementation of RAP commitments
- recruited 3 APS/EL Aboriginal and Torres Strait Islander staff through the Australian Public Service Affirmative Measure, to strengthen Aboriginal and Torres Strait Islander representation and centre Indigenous perspectives in the PC's data, research and engagement activities
- introduced a rotating responsibility model for National Reconciliation Week (NRW) and NAIDOC Week events across the PC to strengthen understanding of the significance of NRW and NAIDOC Week across the organisation and increase cultural awareness and capability across the PC
- developed a data strategy that supports Indigenous Data Sovereignty principles and strengthens governance arrangements for Indigenous data
- delivered an Aboriginal and Torres Strait Islander Perspectives Seminar Series, providing opportunities to hear directly from Aboriginal and Torres Strait Islander people and foster discussion
- held our second Mokak Oration, delivered by the Hon Ken Wyatt AM
- achieved positive APS Census results, with approximately:
 - 75% of staff reporting confidence in their ability to engage respectfully and effectively with Aboriginal and Torres Strait Islander peoples and communities
 - 60% of staff reporting confidence in their ability to develop policy options relating to Aboriginal and Torres Strait Islander peoples and communities
 - 90% of staff reporting that the PC understands, and is actively demonstrating, its commitment to implement Priority Reforms under the National Agreement on Closing the Gap.

Through continued investment in cultural capability, leadership, engagement and data governance, the PC is working to create a more culturally safe and responsive organisation that supports better outcomes for Aboriginal and Torres Strait Islander peoples.

Focus area: Climate change and energy



In 2025–26, and as part of the 5 pillars of productivity, we completed an inquiry into investing in cheaper, cleaner energy and the net zero transformation. The inquiry recommended practical, implementable reforms to support the net zero transformation and climate adaptation within 3 key policy reform areas:

- reducing the cost of meeting emissions targets
- speeding up approvals for new energy infrastructure
- addressing barriers to private investment in adaptation.

The final report was delivered to the Australian Government and released in December 2025.

In 2025–26, we wrote submissions to the National Electricity Market wholesale market settings review and the statutory review of the electric car discount. We also published a short analysis of productivity in the electricity industry as part of the June 2026 Quarterly Productivity Bulletin.

Focus area: Competition



2 inquiry reports



5 speeches or panels

In March 2025, the Australian Government asked us for advice on two reform areas associated with the national competition policy reform program, including:

- occupational licensing
- the adoption of international and overseas standards.

As a part of this study, we released a call for submissions paper in May 2025, an interim report in August, and provided the final report to government in November.

We continue to operate the Australian Government Competitive Neutrality Complaints Office (AGCNCO) and to meet our legislative obligations in relation to competitive neutrality.

We received one complaint against an Australian Government business, but preliminary investigations determined that no further action was warranted. During 2025–26, the AGCNCO received 5 queries about competitive neutrality from private sector businesses and their advisers, and Australian Government officials.

Focus area: Data and digital



2 inquiry reports



1 event or webinar



3 articles and opinion pieces



24 speeches or panels

In December 2025, the Australian Government released our interim and final reports about harnessing data and digital technology as part of the 5 pillars of productivity inquiry program.

In those reports, we considered policy options to enable Australia to make the most of the data and digital technology opportunity, and made recommendations about:

- a blueprint for the regulatory settings to enable Australia to harness the most out of the AI opportunity
- enabling consumers and businesses to access and share in the benefits of data that relates to them, without creating unnecessary compliance costs for data holders
- ensuring privacy obligations provide genuine protections for individuals, while minimising regulatory burden for businesses
- facilitating the adoption of digital financial reporting, to enable more effective decision-making by investors, businesses and regulators.

Focus area: GST review

The Australian Government aims to limit the fiscal gap between the states and territories through the distribution of the Goods and Services Tax (GST).

In September 2025, the Australian Government asked us to determine if the 2018 reforms are operating efficiently, effectively and as intended and what the fiscal implications for state, territory and Australian governments are. We were also asked if alternative arrangements would better achieve the aims of the 2018 reforms.

We published an issues paper in November 2025 and engaged with stakeholders through consultations and submissions. Other key deliverables are releasing an interim report in August 2026 and delivering our final report to the Australian Government by 31 December 2026. These will be reported on in the 2026–27 Annual Report.

Focus area: Employment and workforce



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 – and developing actionable recommendations.

The final inquiry report *Building a skilled and adaptable workforce* presented recommendations focused on four key policy reform areas:

1. equitable access to the best teaching resources to improve school student outcomes
2. enabling tertiary education pathways
3. boosting work-related training to build skills and adaptability
4. fit-for-purpose occupational entry regulations.

This final report was handed to the Australian Government on 10 December 2025 and released on 19 December 2025.

Focus area: Environment and water



2 inquiry reports



9 speeches or panels



1 research paper

We maintain an ongoing capability in water management policy given our regular reviews of the National Water Initiative (NWI) and the Murray–Darling Basin plan. In March 2026, we commenced the National Water Reform 2026 inquiry, which includes our fourth review of the NWI. In addition to assessing jurisdictional progress against the NWI, the Australian Government asked us to provide recommendations on how governments and the water services industry can improve the security, resilience and sustainability of water services, and support productivity and affordability.

The inquiry released an interim update on water services reform directions in June 2026, which examined reform areas including pricing, regulation, planning, funding, service standards, consumer engagement, data and reporting. We also released a second interim update on the preliminary NWI assessment in July 2026. The final report will be delivered to the Australian Government later this year, so these will be reported on in more detail in the 2026–27 Annual Report.

In 2025–26, we also completed our inquiry on opportunities in Australia’s circular economy. The final report was delivered to the Australian Government in August 2025 and tabled in Parliament in January 2026. It found that overall progress on Australia’s circular economy has been slow, with barriers to adoption including high costs, prescriptive or inconsistent regulations, coordination challenges, and limited information availability. Our recommendations focused on policy change in three broad areas:

- streamlining and harmonising regulations to encourage businesses to adopt innovative technologies and practices, while protecting the environment and human health
- strengthening obligations for businesses that supply products with high-risk or high-value waste streams through product stewardship
- promoting circular activities and innovation through programs and services that facilitate coordination, collaboration and capacity building.

We also progressed 2 environment and water research projects in 2025–26. In July 2025, we published a research paper on the impact of tax incentives and concessions on protecting biodiversity on farms.

Research on the use of nature-based solutions to support the health of Australia’s ecosystems commenced in April 2026 and will be published at a future time outside the scope of this reporting period.

Focus area: Health and social care

 3 inquiry reports	 1 research paper
 1 submission made	 4 articles or opinion pieces
 5 events or webinars	 45 speeches or panels

In November 2025, the Australian Government tabled the final report of the PC's review of the National Mental Health and Suicide Prevention Agreement. This agreement was designed to improve collaboration between governments and deliver better outcomes for people who experience mental ill health or suicidality.

The review found the agreement delivered some improvements to services but overall was not fit-for-purpose. To improve the next agreement, we recommended extending the current arrangements to 2027 to allow sufficient time to negotiate a new, co-designed agreement. This agreement should include:

- 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.

In December 2025, health ministers extended the agreement by 12 months, to allow consideration of our reviews and enable meaningful negotiations.

Also in December 2025, the Australian Government released our report about delivering quality care more efficiently, part of the 5 pillars of productivity inquiry program.

This report recommended practical and 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.

In April 2026, we released a paper exploring how adjustments to hospital funding affected health outcomes. Using a large dataset, we found reducing funding to the hospital when a person develops certain complications can lower the risk of complications occurring. In some cases, the risks of complications are reduced by as much as 25% – showing there is scope to consider the use of financial mechanisms to lift the quality of care.

Focus area: Commonwealth State Reporting – Report on Government Services



2 performance reports

For over 30 years, the Report of Government Services (RoGS) has measured the equity, effectiveness, and efficiency of Australian, state and territory governments in the delivery of essential social services. These services include:

- schools
- police, courts and corrective
- health
- aged care and disability
- housing and homelessness.

A key focus of the RoGS is measuring the comparative performance of state and territory governments. Reporting on comparative performance provides transparency and accountability to the public and an incentive to improve services.

Government expenditure on the services measured in the report was approximately \$412 billion in 2023–24, around 70% of total recurrent government expenditure. This is equivalent to around 15% of gross domestic product. This year's RoGS included new:

- aged care nursing workforce data (age profiles and attrition rates) and expanded workforce reporting across other service areas in the RoGS (education, VET, police, emergency services, health)
- National Quality Framework quality and compliance data on serious incidents in childcare services associated with a confirmed breach
- community corrections data for adults discharged from community corrections orders who returned to corrective services with a new correctional sanction within two years
- general practice accreditation data on the proportion of general practices accredited during the year and the proportion of general practices that needed remedial action to achieve accreditation
- carer wellbeing data for carers of children and young people
- data on the number of relative/kinship and foster carer households caring for children
- qualitative case study material developed in collaboration with the New South Wales government on quality standards achieved through homelessness services accreditation.

The PC also continued to implement actions arising from the Council on Federal Financial Relations Review of the RoGS and Performance Reporting Dashboard (the Review), commissioned by National Cabinet. The Review recognised the RoGS as a cornerstone of public sector performance reporting and a valued, trusted and consistently used source of information on government services. The Review made 10 recommendations to modernise and enhance the RoGS.

In collaboration with Australian governments, the PC is:

- developing case studies to provide deeper analysis of service performance
- exploring opportunities to leverage linked data to better understand service intersections and provide more granular insights for governments
- strengthening Aboriginal and Torres Strait Islander involvement in the governance and production of the RoGS.

Contributing to public policy outcomes

The PC continued to demonstrate the impact of its work in 2025–26 by delivering timely, evidence-based analysis and policy insights to governments. In 2025–26 governments took action on a range of recommendations from the PC's body of work.

In May 2026, the federal government announced that it was progressing 13 of the 17 reform areas identified by the 5 pillars of productivity inquiries as outlined in the 5 pillars case study under the Productivity focus area.

Other federal government policy announcements in 2025–26 were consistent with recommendations from PC reports in previous years, including:

- abolishing a further 497 nuisance tariffs, aligned with the PC's 2022 research paper *The nuisance cost of tariffs*
- reforming the permanent migration points test and piloting the integration of the migrant skills assessment process with occupational licensing, as recommended in our 2023 Advancing Prosperity inquiry
- investing in the Digital ID, as recommended in our 2023 Advancing Prosperity inquiry
- funding free access to standards incorporated in legislation, as recommended in our 2025 *National Competition Analysis* report
- developing a new architecture for First Nations philanthropy and increasing the distribution rate for public and private giving funds, as recommended in our 2024 philanthropy report
- expanding the 'right to repair' reforms to cover agricultural machinery, as recommended in our 2021 *Right to repair* report
- progressing work on a national Early Education and Care Commission as recommended in our 2024 *Early Childhood Education and Care* report
- pausing further changes while reviewing the National Construction Code as proposed in the *Housing construction productivity* research paper.

Annual Performance Statement

Statement of preparation

As the accountable authority of the Productivity Commission, I present the 2025–26 Annual Performance Statement, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act). In my opinion, the Annual Performance Statement:

- accurately presents the entity's performance for the reporting period 1 July 2025 to 30 June 2026
- complies with subsection 39(2) of the PGPA Act.



Danielle Wood

Chair

Overview of our performance

How we measure performance

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

In our 2025–26 Corporate Plan and Portfolio Budget Statement, we outlined 26 key performance indicators (KPIs) 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.

Our 2025–26 Corporate Plan and 2024–25 Annual Report outlined updates to some of our KPIs relative to the Portfolio Budget Statement 2025–26.

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

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

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

Our outcome, as outlined in our Portfolio Budget Statement (PBS) 2025–26, 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.

Results

In 2025–26, we continued to deliver strong performance against our strategic priorities and activities.

We used 3 performance measures and 26 key performance indicators (KPIs) from the *Corporate Plan 2025–26* to assess our performance in achieving our purpose within our outcome and program structure.

Our work program examined a range of economic, social and environmental issues impacting the Australian economy and the wellbeing of Australians.

This included work on low productivity growth, global shifts in trade policy, ways to speed up new housing construction, impacts of heavy vehicle reforms and how to support a competitive aviation network outside of Australia's major cities, to name a few.

We also continued our focus on maintaining a positive, safe and inclusive work environment for our people, with investments in professional development, cultural capability training, wellbeing services and the finalisation of our Reconciliation Action Plan.

In 2025–26, of our 26 KPI's, 19 were achieved, 3 were substantially achieved, 2 were partially achieved, and 2 were not achieved. A summary of performance by target is outlined in tables 2 to 4 below.

Performance measures

Table 1 – Performance measure levels

Performance measure (Result)	Performance level (Actual/Target)
Achieved	100%
Substantially achieved	90–99.9%
Partially achieved	75–89.9%
Not achieved	<75%
Not assessed	Result was unavailable

Performance measure 1: Providing a valuable source of robust evidence-based analysis

Table 2 – Key performance indicators

Key performance indicator	2025–26		Result
	Target	Actual	
% people who agree that the PC generates research, analysis and advice that is robust, evidence-based and independent ¹	80%	75%	Substantially achieved
# inquiry or commissioned study draft or final reports released	>6	16	Achieved
# research papers, productivity bulletins, Trade and Assistance Review reports and other ongoing products released	>10	16	Achieved
% commissioned work completed on time	100%	100%	Achieved
% ongoing products delivered on time and to agreed scope	100%	100%	Achieved
# report downloads	180,000	249,333	Achieved
# academic citations	>250	354	Achieved
# international engagements	>20	28	Achieved
% of modelling results and methodology made available	100%	100%	Achieved
% chart and table data made available in a usable and accessible format (Excel or CSV files)	100%	100%	Achieved

Analysis

In the Annual Stakeholder Survey 2025–26:

- 75% of people agree that the PC generates research, analysis and advice that is robust, evidence-based and independent.

In 2025–26, we continued to undertake work on a variety of complex policy issues. This included publishing a wide range of reports, papers and submissions to inform government policy decisions.

¹ As outlined in the 2025–26 Corporate Plan and 2024–25 Annual Report, this KPI has been updated from ‘% of respondents in the Annual Stakeholder Surveys consider the PC’s work high quality’. This year’s PBS includes the updated KPI for 2026–27 and the previous KPI for 2025–26.

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

- based on our own analysis and judgment
- 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.

Inquiries

- Final report: Mental Health and Suicide Prevention Agreement Review
- Interim and final reports: Five pillars of productivity inquiries:
 - Creating a more dynamic and resilient economy
 - Building a skilled and adaptable workforce
 - Harnessing data and digital technology
 - Delivering quality care more efficiently
 - Investing in cheaper, cleaner energy and the net zero transformation.
- Final report: Opportunities in the circular economy
- Inquiry update: National Water Reform 2026

Commissioned studies

- Interim report: Impacts of heavy vehicle reform
- Interim and final report: National Competition Policy analysis 2025

Research papers

- Protecting biodiversity on farms: do tax arrangements help?
- Guardrails for modern industry policy
- Improving health outcomes through hospital funding arrangements
- Guidance and 5 case studies: Transforming government organisations – Closing the Gap Priority Reform Three (released in 2 updates)

Ongoing performance reporting

- Closing the Gap Annual Data Compilation Report 2025 and dashboard updates in March and July
- Report on Government Services with mid-year update
- Trade and Assistance Review
- Annual Productivity Bulletin
- 4 Quarterly Productivity Bulletins

Submissions made

- Unlocking the economic potential of native title
- National Electricity Market wholesale market settings post-draft submission
- ACT Public Sector (Closing the Gap) Legislation
- Strengthening quality and transparency in early childhood education and care
- Working from home can work itself out
- Australian Capital Territory (ACT) fiscal sustainability
- Productivity in Australia: selected policy options for a more prosperous future
- The effect of regulatory burden on housing productivity and supply (supplementary submission)
- Arts and cultural philanthropy
- Intergenerational housing inequality

- Statutory review of the electric car discount
- Review of Australia's mutual recognition schemes for workers.

Our most significant achievement of the year was the completion and public release of the 5 pillars of productivity inquiries.

This work has already led to a number of policy commitments from government, and we'll continue to advocate for broad adoption of a 'growth mindset' across all policy decisions.

We also continued our role as a trusted source of ongoing Commonwealth–State reporting through the progressive release of the Report on Government Services 2026 between 29 January and 10 February 2026, with a mid-year data update on 3 June 2026.

Our achievements are outlined in more detail under the 'Year in review' section of the Annual Report.

A lot of our work is underpinned by our continued commitment to strengthen and broaden our data, research and analytics capability.

Data is a valuable asset for policy analysis and development. 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 Data Strategy 2025–30 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 Indonesia, Fiji, New Zealand, Singapore, Vietnam, Papua New Guinea, Thailand, Cambodia and the Netherlands.

In addition, we met with the International Monetary Fund, Tuvalu's Deputy Prime Minister and High Commissioner to Australia, Asian Bureau of Economic Research and New Zealand Treasury.

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
- potential benefits of ongoing multilateralism by middle powers
- how we deliver the Report on Government Services
- overviews of our work and the 5 pillars of productivity inquiries
- 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.

Performance measure 2: Generating effective public debate

Table 3 – Key performance indicators

Key performance indicator	2025–26		Result
	Target	Actual	
# media mentions	12,000	18,258	Achieved
# articles and opinion pieces	20	24	Achieved
# social media followers	32,000	27,908	Partially achieved
# speeches and panels by Commissioners and Senior Executive Staff (SES)	>150	261	Achieved
# parliamentary mentions	>155	161	Achieved
# parliamentary hearings	>5	5	Achieved

Analysis

In the Annual Stakeholder Survey 2025–26:

- 76% of people believe the PC is a trusted, credible and authoritative leader in economic and public policy discussions in Australia.

The PC's Statement of Expectations makes clear that we have an important role to play in informing public policy discussions. To achieve that we actively engage in public policy discussions through the media, social media and public and parliamentary forums.

As a result of these activities, a high level of public interest in our work continued in 2025–26.

We exceeded our targets for media mentions by 34%.

Our social media audience grew by 14.5% and their rate of engagement with our content grew by 10.2%. While we didn't meet our target of 32,000 social media followers our overall social media audience grew by 14.5% and with it the engagement rate by 10.2%.

Our commissioners made 261 speeches and presentations and participated as panellists at a range of events. Commissioners also contributed to advancing public policy discussions in Australia by publishing 24 articles and opinion pieces on a wide range of topics.

Performance measure 3: Engaging effectively with the government and community

Table 4 – Key performance indicators

Key performance indicator	2025–26		Result
	Target	Actual	
% of respondents in Annual Stakeholder Survey find PC reports easy to read and engaging	80%	66%	Partially achieved
Web Content Accessibility Guidelines (WCAG) compliance standards met	Y/N	Y	Achieved
# webpage views	2m	1,945,796	Substantially achieved
# submissions received ²	500	2,708	Achieved
# meetings held with community and external stakeholders, by Commissioners and SES, related to work outputs (publications) or policy issues	>1,000	904	Substantially achieved
Australian Government is offered briefings at the completion of all commissioned inquiries and reviews	100%	100%	Achieved
# inquiries/commissioned studies that consider preparation of an Aboriginal and Torres Strait Islander engagement plan	100%	100%	Achieved
# public events held	10	19	Achieved
% people who agree that the PC provides enough opportunities to engage with and provide input into its work	90%	58%	Not achieved
# people who agree that the PC provides enough time for meaningful consultation and engagement	90%	58%	Not achieved

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

In the Annual Stakeholder Survey:

- 66% of respondents to our Annual Stakeholder Survey 2025–26 agreed that PC publications, reports and papers are engaging and easy to read.

This is an increase of 7% from last year.

During 2025–26 we continued efforts to improve the readability of our publications including implementing new report templates, delivering shorter reports and producing a wider range of report products.

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 and we are continuing to look at innovative ways to engage with Australians.

We've seen significant growth in our audiences and participation rates across different channels, resulting in an increase in the total number of submissions we received from 2,200 last year, to 2,708 this year.

Our redeveloped website went live on 3 October 2025. Since then and throughout 2026, we've continued to make improvements in readability and findability.

The Closing the Gap information repository and the Report on Government Services generated over a fifth of total pageviews on our website between them (401,111 page views).

The *Closing the Gap Annual Data Compilation Report 2025*, and the five pillars inquiry interim reports into *Harnessing data and digital technology* and *Creating a more dynamic and resilient economy* were the top 3 downloads on our website (8,667, 6,858 and 4,930 downloads respectively).

This demonstrates the public's substantial interest and engagement with the work of the PC.

We continue to invest in building our capability to engage with Aboriginal and Torres Strait Islander people and communities in culturally safe and inclusive ways. This includes:

- launching our new Reconciliation Action Plan
- delivering cultural capability training to all staff to increase knowledge of Aboriginal and Torres Strait Islander peoples, to explore effective communication and engagement techniques, and focus on maintaining a culturally safe work environment
- developing guidance to support culturally safe and inclusive engagement with Aboriginal and Torres Strait Islander peoples and communities.



Management and accountability

Commissioners and staff

The PC operates within the boundaries of the *Productivity Commission Act 1998*. Its independence is formally exercised under the PC Act through the Chair, Deputy Chair and Commissioners.

Commissioners

At 30 June 2026, there were 11 public office holders at the PC.

Commissioner biographies are available on our website pc.gov.au/about/commissioners and terms of appointment are listed in table 5.

Table 5 – Chair and Commissioners, 30 June 2026

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
Dr S King (p/t)	Melbourne	1 Jul 2016	31 Dec 2026
Dr C de Fontenay	Melbourne	1 Jul 2019	30 Jun 2029
Ms J Chong	Adelaide	1 Apr 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
Dr P Wyrwoll (Associate Commissioner) (p/t)	Canberra	30 Mar 2026	04 Sep 2026

(p/t) denotes part time.

Staff

The average staffing level during 2025–26 was 160.60, compared to 170.12 in 2024–25. This figure excludes Public Office Holders. Thirty-one new staff were engaged during the year including 5 graduates and 3 interns.

Statistical information on staffing is provided in the appendix.

Outcome objective and resources

The financial and staffing resources devoted to achieving the government's outcome objective for the PC are summarised in table 6. An agency resource statement for 2025–26 is included in the appendix.

Table 6 – Financial and staffing resources summary 2025–26

	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)	35,877	38,471	2,594
Revenues from independent sources (Section 74)	200	298	98
Expenses not requiring appropriation in the Budget year	3,379	3,040	(339)
Total for Outcome 1	39,456	41,089	2,353
	2024-25	2025-26	Variation
Average staffing level (number)	179	170	(9)

Full year budget, including any subsequent adjustment made to the 2024–25 Budget. 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.

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 Commissioner, 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.

Monthly 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 the Commission
 - key issues for the Commission to consider, and
 - findings and recommendations arising from the analysis
- project commissioners discuss items brought forward to the meeting and the Chair summarises 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.

The PC's Chief Data Officer is accountable for the organisation's enterprise-wide governance of and use of data as an asset, as well as building agency data capabilities.

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-risk-committee.

Table 7 – Audit and Risk Committee membership 2025–26

Prefix	First name	Last name	Post nominals	Qualifications, knowledge, skills or experience	Meetings attended	Meetings held	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.	6	6	15,500	Re-appointed as Chair for a second term 23 April 2026
	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 served as CFO at ASIC and the Australian Sports Commission. Peter has over two decades experience in enabling functions across government and brings a strong understanding of the connections between planning, performance measurement, risk and organisational results. He holds a Master of Professional Accounting and a Master of Applied Finance, is a Fellow of CPA Australia (FCPA), and is a graduate of the Australian Institute of Company Directors (GAICD).	5	6	N/A	Appointed 15 January 2024

Prefix	First name	Last name	Post nominals	Qualifications, knowledge, skills or experience	Meetings attended	Meetings held	Total annual remuneration	Additional information
	Tony	Hof		Tony has a broad and extensive internal audit and 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 large 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.	6	6	12,000	Appointed 1 April 2025

Risk management and fraud control

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 2025–26.

Information about PC risk management procedures is:

- 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 2025–26, we continued to foster a pro-integrity workplace culture to support the broader APS reform agenda and uphold the APS Values.

In 2025–26, we required all staff to undertake training in 'Integrity in the APS', to further raise awareness. Internal communication channels such as the 'Speak Up Hub' are also designed to support staff with additional information and resources.

An external complaints line supplements this initiative and is available to all staff to report any conduct or actions they consider inappropriate or concerning, with the option to remain anonymous.

Workplace culture

In April 2026, as the PC had implemented 22 of the 23 recommendations from the *Independent Review of Workplace Culture of the Productivity Commission*, Management Committee formally closed the Workplace Culture Reform program of work.

The PC continues to promote a positive and productive culture where staff feel safe, valued, engaged, and supported. All staff are expected to:

- model respectful and inclusive behaviours
- meet our WHS obligations and promote psychological safety; and
- actively support a positive culture and hold ourselves accountable for these standards.

External and internal scrutiny

The Auditor-General issued an unqualified independent audit report on the PC's 2025–26 financial statements.

The PC also engages a firm to undertake a program of internal audit reviews. In 2025–26, we continued to implement recommendations from past internal audits including the review of key financial controls.

In 2025–26, the PC's internal auditor undertook the following audits:

- employee performance management
- payroll and accounts payable.

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 internal PC policy. Day-to-day management is devolved to people leaders within a broad framework agreed by Management Committee. The Management Committee routinely monitors the performance of people management functions, including through regular monthly reports.

Workforce planning

The PC maintains 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 2025–26, 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 2025–26, the PC undertook a voluntary redundancy (VR) process to reduce the overall staffing profile, while minimising the impact to the PC's work program by spreading this reduction across the agency. Expressions of interest in a VR were open to all ongoing employees, including to SES employees under the incentive to retire (ITR) provisions of the *Public Service Act 1999*. Through this VR process, 27 employees separated from the PC, including 3 SES employees who accepted an ITR.

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 determinations made under section 24(1) of the *Public Service Act 1999*. 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, which is supplemented by individual determinations of remuneration, in accordance with our SES Remuneration Policy.

The salary ranges for 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 numerous policies, procedures and guidelines to support it.

At 30 June 2026, all non-SES APS employees at the PC were covered by the *Enterprise Agreement 2024–2027*, and no employee had an individual flexibility arrangement in place.

Performance management and pay

All PC employees participate in regular performance management activities. Our performance management policy and practice focus on regular, constructive feedback to support individual 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 occurs at 6-monthly intervals, an information session was offered to employees and managers to ensure readiness for formal feedback sessions.

Under our Enterprise Agreement, incremental salary advancement is conditional upon employees' formal performance ratings. Performance bonuses are not a feature of remuneration for PC employees.

Consultative arrangements

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

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

Learning and development

In July 2025, the PC launched its first learning management system (the PC Academy). Staff can now access online professional development content in the one spot, such as the PC Seminar recordings, and APS-wide content provided by the APS Academy and other providers such as Comcare.

In early 2026, we reviewed our Learning and Development (L&D) Strategy, to ensure that the skills families and core capabilities remained relevant and reflected the PC's current and enduring capability needs. The draft 2026–29 strategy recognises that the PC's strength is its skilled, professional and adaptable workforce, and that continuous learning is vital to organisational performance, career development and future readiness.

In 2025–26, capability building activities focused on leadership, AI, individual development and technical expertise to address our strategic and emerging needs.

As part of the 'Core' annual compliance training program in 2025–26, staff were required to complete 7 modules via the PC Academy. The PC achieved an overall completion rate of 98% for all modules.

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 collaboration, the 2025–26 series included 27 sessions.

The PC Skills Olympics was launched in February 2026 as a year-long initiative aimed at building capability and expanding our horizons. Each month, topics focus on highlighting different skills critical to the PC's work, with sessions delivered on project management, data visualization, research and stakeholder engagement.

The PC also maintained its commitment to staff development by supporting secondments, temporary transfers, and promoting skills development to broaden staff work experience.

Work health and safety (WHS)

The PC is committed to providing a physically and psychologically safe work environment for all staff. We maintain an engaged and productive workforce, and a safe environment for everyone who attends our workplaces.

A quarterly Health and Safety Committee (HSC) meeting 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 health and safety representatives (HSRs) from our Canberra and Melbourne offices, management representatives and other invited attendees
- consulting with the committee on WHS matters.

During 2025–26, HSRs conducted quarterly workplace hazard inspections. During this time, there were no notifiable incidents, formal WHS investigations or notices issued under the WHS Act.

Regular reports to Management Committee include de-identified complaints data, hazard and incident reporting, the number of staff appointed to key volunteer roles and Employee Assistance Program (EAP) usage.

Some enduring WHS activities include:

- 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 annual flu vaccinations
- individual ergonomic workstation assessments and adjustments, where required
- access to a comprehensive EAP service, and
- access to support for ill and injured employees, through early intervention activities and workplace rehabilitation strategies and programs for both compensable and non-compensable matters.

In 2025–26, Comcare conducted a proactive WHS Risk Management inspection as part of their Regional Engagement Plan for 2025–26. The scope of the inspection focused on ensuring the PC had systems, processes and arrangements in place to manage risk and improve health and safety.

The PC was able to successfully demonstrate compliance with these requirements and its obligations with the WHS Act.

Workplace inclusion and diversity

The PC is committed to building an inclusive workplace where everyone finds a sense of belonging.

The Inclusion and Diversity (I&D) Strategy 2024–28 serves as a cornerstone of the PC's commitment to fostering a workplace culture grounded in respect, inclusion and equity. The 2025 to mid-2026 Operational Plan was established under the I&D Strategy, to advance efforts to cultivate an environment where all employees feel empowered to participate, contribute and thrive.

Our Workplace Innovation Culture Committee (WICC) supports inclusion and diversity initiatives under the Strategy and operational Plan. The WICC, along with PC corporate areas, delivered the following activities in the 2025–26 period:

- adapted and developed resources to support team reflection and discussion on the use of inclusive and culturally safe language in internal communications and PC publications
- recognised days of significance in consultation with HR and internal networks
- facilitated 3 internal innovation forums showcasing new practices developed across the PC
- trialled allyship training and procured eight SBS inclusion training modules
- promoted APS-wide inclusion and diversity networks to PC staff.

In 2025–26, the PC launched our first Innovate Reconciliation Action Plan 2025–27. As outlined in the box above on ‘Our commitment to transform’ the RAP marks an important step in our reconciliation journey and focuses on embedding meaningful actions that:

- strengthen relationships
- build respect
- create opportunities
- ensure organisational accountability.

We also achieved compliance with the Workplace Gender Equality Agency’s Commonwealth public sector gender equality reporting program.

As at 30 June 2026:

- 59.4% of staff were female
- 8.8% of staff identified as Indigenous
- 20% of staff were born outside Australia
- 22.5% of staff identified as having a first language other than English
- 5% of staff identified as having a disability
- 23.8% of staff were aged 50 years or older
- 25% 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 2025–26 was \$37.9 million (\$37.8 in 2024–25). Revenue from other sources was \$0.36 million (\$1.01 million in 2025–26).

Operating expenses remained steady in 2025–26 at \$41.8 million (\$41.7 million in 2024–25). The major expenses in 2025–26 were \$33.7 million in respect of employee expenses, \$5.0 million relating to supplier payments, and \$3.0 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 2025–26 was a \$3.6 million deficit (\$2.6 million in 2024–25), after accounting for depreciation and amortisation expenses.

The loss for 2025–26 relates to an increase in expenses due to restructuring activities to align the staffing profiles to suit the future requirements of PC.

Table 6 provides a summary of financial and staffing resources. The agency resource statement is provided in the appendix. The audited financial statements for 2025–26 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 2025–26 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, and all contracts over \$100,000 (including GST) included the clause providing access to the contractor's premises by 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, plain English 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 2025–26 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 2025–26 was \$200,844. This included 2 existing contracts that continued into 2025–26 and 6 new contracts that started in 2025–26 (table 8–10).

Table 8 – Number and expenditure on consultants, current reporting period (2025–26)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	6	78,650
Ongoing contracts entered into during a previous reporting period	2	122,194
Total	8	200,844

Table 9 – Organisations receiving a share of reportable consultancy contract expenditure, current reporting period (2025–26)

	Expenditure \$ (GST inc.)
Today Strategic Design Pty Ltd	68,684
Bellchambers Barrett	53,510
Sparke Helmore Lawyers	49,000
Dark Matter Advisory Pty Ltd	13,750
Precision Economics Partners	11,550
Dr Aaron Barkley	4,350

Table 10 – Expenditure on consultancies, 2020–21 to 2025–26

	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenditure	67	42	50	969	753	201

Reportable non-consultancy contracts

During 2025–26, the PC entered into 49 new non-consultancy contracts and there were 28 ongoing non-consultancy contracts active during this period, involving total actual expenditure of \$4,107,566 (table 11).

Table 11 – Number and expenditure on reportable non-consultancy contracts, current reporting period (2025–26)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	49	2,723,926
Ongoing contracts entered into during a previous reporting period	28	1,383,640
Total	77	4,107,566

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 12 – Organisations receiving a share of reportable non-consultancy contract expenditure, current reporting period (2025–26)

	Expenditure \$ (GST inc.)
Jones Lang LaSalle Incorporated	1,703,071
CBRE Pty Ltd as Agent for ISPT Pty Ltd	1,517,328
Data#3 Ltd	339,566
Today Strategic Design Pty Ltd	319,902
Technology One Ltd	206,983

APS Strategic Commissioning Framework

The PC operates in line with the APS 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 APS Strategic Commissioning Framework.

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 *Opportunities in the Circular Economy* inquiry, published in 2025–26 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 those offices adopt measures aimed at the efficient management of waste and minimising energy consumption.

Emissions reporting

As part of the Net Zero in Government Operations Strategy, and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, all Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory and Electricity Greenhouse Gas Emissions tables present greenhouse gas emissions over the 2025–26 financial year. The greenhouse gas emissions reported are calculated based on Carbon Dioxide Equivalents (CO₂-e) and in line with the 2025–26 Emissions Reporting Framework. This is consistent with a Whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy, and Commonwealth Climate Disclosure Requirements.

Not all data sources were available at the time of the report and amendments to data may be required in future reports.

Reporting on refrigerants is being phased in over time as emissions reporting matures.

During 2025–26, we were accountable for total carbon emissions quantified at 203.31 tonnes of CO₂ equivalent. An assessment of the emissions' provenance revealed that Scope 3 emissions represented approximately 51% of the comprehensive emissions across the PC. Scope 2 emissions represented 49% 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 2025–26 are detailed in table 13.

Table 14 presents emissions related to electricity usage using both the location-based and the market-based accounting methods, CO₂ 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 13 – Greenhouse Gas Emissions Inventory – Location-Based Method (2025–26)

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	102.97	9.11	112.08
Natural Gas	0	N/A	-	0
Solid Waste	0.41	N/A	-	0.41
Refrigerants*	0	N/A	N/A	0
Fleet And Other Vehicles	0	N/A	0	0
Domestic Commercial Flights	N/A	N/A	79.8	79.8
Domestic Car Hire	N/A	N/A	0.24	0.24
Domestic Travel Accommodation	N/A	N/A	10.78	10.78
Other Energy	-	N/A	-	-
Total t CO₂-e	0.41	102.97	99.93	203.31

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

* Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2025-26 emissions reporting. Refer to the Emissions Reporting Framework for more details.

Table 14 – Electricity Greenhouse Gas Emissions Inventory (2025–26)

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Location-based electricity emissions	102.97	9.11	112.07	143,387.9
Market-based electricity emissions	54.82	7.45	62.26	67,671.15
Total renewable electricity¹	N/A	N/A	N/A	75,716.79
Renewable Power Percentage ²	N/A	N/A	N/A	24,791.78
Jurisdictional Renewable Power Percentage ³	N/A	N/A	N/A	50,925.02
GreenPower	N/A	N/A	N/A	-
Large-scale generation certificates	N/A	N/A	N/A	-

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 Excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs).

² The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

³ The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

Australia's Disability Strategy

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

- increasing workforce diversity
- building leadership capability
- fostering inclusive work practices
- reducing inequities through affirmative measures recruitment activities.

During 2025–26, the PC continued to promote disability inclusion through a range of initiatives:

- vacancies were advertised under the RecruitAbility Scheme to enhance employment opportunities for people with disability at the PC. We also continued to enhance recruitment selection panel briefings, which provided more information about unconscious bias and the benefits of a diverse workforce
- the PC also maintained membership with the Australian Disability Network (ADN) and their Champions Network
- in August 2025, the PC launched the revised workplace adjustment policy and procedure and new adjustment passport to provide greater support for employees with disability.

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 (pc.gov.au/about/governance/freedom-of-information).

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 public inquiries completed in 2025–26 is shown in table 15.

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 interim and final reports.

Table 15 – Cost of public inquiries and other government commissioned projects completed in 2025–26

Government commissioned project	Total cost ^a (\$'000)
Building a skilled and adaptable workforce	1,715
Creating a more dynamic and resilient economy	2,458
Delivering quality care more efficiently	2,755
Harnessing data and the digital economy	2,134
Investing in cheaper, cleaner energy and the net zero transformation	1,762
Mental Health and Suicide Prevention Agreement review	1,708
Opportunities in the circular economy	1,986

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 2025–26, advertising expenditure was \$354 (GST excl). This is compared to \$6,944 in 2024–25.



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 2026:

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

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

- Statement by the 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

31 August 2026

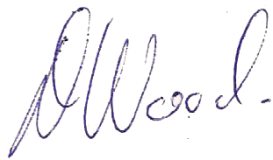
Financial statements

for the period ended 30 June 2026

Statement by the Chair and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2026 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), 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.



Danielle Wood
Chair
27 August 2026



Jane Booth
Chief Financial Officer
27 August 2026

Statement of comprehensive income

for the period ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1A	33,702	33,135	31,654
Suppliers	2A	5,060	5,382	4,414
Depreciation and amortisation	4A	2,979	3,125	3,329
Finance costs	2D	65	94	59
Loss on asset disposal		3	-	-
Total expenses		41,809	41,736	39,456
Own-source income				
Own-source revenue				
Revenue from contracts with customers	5B	276	205	200
Resources received free of charge	5C	61	155	50
Other Revenue and gains	5D	22	651	-
Total own-source revenue		359	1,011	250
Net (cost of)/contribution by services		(41,450)	(40,725)	(39,206)
Revenue from Government		37,895	37,788	38,186
(Deficit)/Surplus		(3,555)	(2,937)	(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)		(3,555)	(2,615)	(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 the PC. The PC has restructured and reduced total ASL this financial year to ensure financial sustainability into the future.

Statement of financial position

as at 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		259	441	400
Appropriation receivables	3C	30,469	33,863	37,188
Trade and other receivables	5A	89	86	-
Total financial assets		30,817	34,390	37,588
Non-financial assets				
Buildings ¹	4A	8,331	10,892	7,521
Plant and equipment	4A	1,302	1,674	2,067
Prepayments		548	485	280
Total non-financial assets		10,181	13,051	9,868
Total assets		40,998	47,441	47,456
LIABILITIES				
Payables				
Suppliers	2B	233	282	623
Employee payables	1B	1,306	911	850
Total payables		1,539	1,193	1,473
Interest bearing liabilities				
Leases	2C	7,122	9,562	7,074
Total interest bearing liabilities		7,122	9,562	7,074
Provisions				
Employee provisions	1C	7,769	8,748	9,580
Total provisions		7,769	8,748	9,580
Total liabilities		16,430	19,503	18,127
Net assets		24,568	27,938	29,329
EQUITY				
Contributed equity		14,886	14,701	15,588
Reserves		2,149	2,149	1,827
Retained surplus/(Accumulated deficit)		7,533	11,088	11,914
Total equity		24,568	27,938	29,329

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 reflects lower appropriation receivables, as higher-than-budgeted employee and supplier costs required greater appropriation drawdowns. Employee provisions also decreased due to lower staffing levels and higher-than-expected leave utilisation. Plant and equipment is below budget due to a higher depreciation rate on laptops purchased in 2025.

Statement of changes in equity

for the period ended 30 June 2026

	2026 \$'000	2025 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	14,701	13,825	14,701
Transactions with owners			
Contributions by owners			
Departmental returns of Capital	(702)	-	-
Departmental capital budget	887	876	887
Total transactions with owners	185	876	887
Closing balance as at 30 June	14,886	14,701	15,588
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	11,088	13,954	12,934
Transfer from Asset revaluation reserve	-	71	-
Comprehensive income			
Surplus/(Deficit) for the period	(3,555)	(2,937)	(1,020)
Total comprehensive income	(3,555)	(2,937)	(1,020)
Closing balance as at 30 June	7,533	11,088	11,914
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	2,149	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	2,149	1,827
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	27,938	29,606	29,462
Comprehensive income			
Surplus/(Deficit) for the period	(3,555)	(2,937)	(1,020)
Other comprehensive income	-	393	-
Total comprehensive income	(3,555)	(2,544)	(1,020)
Transactions with owners			
Contributions by owners			
Departmental returns of Capital	(702)	-	-
Departmental capital budget	887	876	887
Total transactions with owners	185	876	887
Closing balance as at 30 June	24,568	27,938	29,329

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

Statement of changes in equity

for the period ended 30 June 2026

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

for the period ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		42,685	42,589	38,066
Sale of goods and rendering of services		263	378	200
GST received		721	800	-
Other		22	651	-
Total cash received		43,691	44,418	38,266
Cash used				
Employees		34,286	33,666	31,534
Suppliers		5,112	5,608	4,278
Interest payments on lease liabilities		65	94	59
GST paid		711	770	-
Section 74 receipts transferred to OPA		1,259	2,097	-
Total cash used		41,433	42,235	35,871
Net cash from/(used by) operating activities		2,258	2,183	2,395
INVESTING ACTIVITIES				
Cash used				
Purchase of plant and equipment		48	667	887
Total cash used		48	667	887
Net cash from/(used by) investing activities		(48)	(667)	(887)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		48	802	801
Total cash received		48	802	801
Cash used				
Principal payments of lease liabilities		2,440	2,277	2,309
Total cash used		2,440	2,277	2,309
Net cash from/(used by) financing activities		(2,392)	(1,475)	(1,508)
Net increase/(decrease) in cash held		(182)	41	-
Cash and cash equivalents at the beginning of the reporting period		441	400	400
Cash and cash equivalents at the end of the reporting period		259	441	400

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 2025–26 reporting period:

Standard/Interpretation	Nature of change in accounting policy, transitional provisions and adjustment to financial statements
AASB 2023-5 Amendments to Australian Accounting Standards – Lack of Exchangeability	This amending standard did not have a material impact on the PC's financial statements for the current reporting period nor is it expected to impact future reporting periods.

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

	2026 \$'000	2025 \$'000
1A. Employee benefits		
Wages and salaries	23,495	24,001
Superannuation		
Defined contribution plans	2,695	2,846
Defined benefit plans	1,328	1,340
Leave and other entitlements	3,697	3,860
Separation and redundancies	2,487	1,088
Total employee benefits	33,702	33,135
1B. Employee provisions		
Accrued salaries	827	785
Superannuation payable	131	126
Separations and redundancies	348	-
	1,306	911
1C. Employee provisions		
Leave	7,769	8,748
Total employee provisions	7,769	8,748

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 2026 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.

	2026 \$'000	2025 \$'000
Short-term employee benefits	2,724	2,648
Post-employment benefits	382	391
Other long-term employee benefits	64	65
Termination Benefits	174	-
Total key management personnel remuneration expenses¹	3,344	3,104

The total number of key management personnel that are included in the above table is 9 (2025:8).

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

	2026 \$'000	2025 \$'000
2A. Supplier expenses		
Goods and services supplied or rendered		
Audit fees ¹	119	179
Consultants	70	246
Contractors	434	30
Data materials	269	219
External communications	129	160
IT services	1,002	974
Online services & support	391	567
Property operating costs	770	823
Recruitment & training	330	428
Travel	715	720
Website upgrade	348	573
Other	351	380
Total goods and services supplied or rendered	4,928	5,299
Goods supplied	90	89
Services rendered	4,838	5,210
Total goods and services supplied or rendered	4,928	5,299
Other suppliers		
Workers compensation expenses	66	54
Short-term & low value leases	66	29
Total other suppliers	132	83
Total suppliers	5,060	5,382

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	233	282
Total suppliers	233	282

Settlement was usually made within 20 days (2025: 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

	2026	2025
	\$'000	\$'000
2C. Leases		
Lease liabilities	7,122	9,562
Total leases	7,122	9,562
Maturity analysis – contractual undiscounted cash flows		
Within 1 year	2,609	2,505
Between 1 to 5 years	4,575	6,660
More than 5 years	-	524
Total leases	7,184	9,689

Total cash outflow for leases for the year ended 30 June 2026 was \$2.44 million (2025: \$2.28 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	65	94
Total other payables	65	94

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

	2026 \$'000	2025 \$'000
3A. Annual appropriations ('recoverable GST exclusive')		
Departmental		
Ordinary annual services	37,895	37,788
Capital budget ¹	887	876
Annual appropriation	38,782	38,664
Adjustments to appropriation ²	1,259	2,097
Total appropriation	40,041	40,761
Appropriation applied (current and prior years)		
Ordinary annual services	42,867	42,589
Capital budget	48	802
Total appropriation applied	42,915	43,391
Variance ³	(2,874)	(2,630)

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 2025–26, the variance between total appropriation and appropriation applied relates to the expenditure associated with restricting activities, to align staffing profiles, to suit the future requirements of the PC.

3B. Unspent annual appropriations

Authority

<i>Appropriation Act (No.1) 2023–2024¹</i>	701	701
<i>Appropriation Act (No.1) 2024–2025</i>	828	33,161
<i>Appropriation Act (No.1) 2025–2026</i>	23,059	-
<i>Supply ACT (No.1) 2025–2026</i>	6,582	-
Cash at Bank	259	441
Total	31,429	34,303

¹ An amount of \$701k has been formally withheld under the direction section 51 of the *Public Governance, Performance and Accountability (PGPA) Act*.

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

	2026	2025
	\$'000	\$'000
<u>3C. Appropriation receivables</u>		
Appropriation receivable	30,469	33,863
Total appropriation receivable	30,469	33,863
<u>3D. Net Cash Appropriation Arrangements</u>		
Total comprehensive income / (loss) – as per the Statement of Comprehensive Income	(3,555)	(2,615)
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and /or equity injections) ¹	728	908
Plus: depreciation right-of-use assets ²	2,251	2,217
Less: lease principal repayments ²	(2,440)	(2,277)
Net Cash Operating Surplus / (Deficit)	(3,016)	(1,767)

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

	Buildings¹	Plant and equipment	Total
	\$'000	\$'000	\$'000
As at 1 July 2025			
Gross book value	22,619	1,703	24,322
Accumulated depreciation, amortisation and impairment	(11,727)	(29)	(11,756)
Total as at 1 July 2025	10,892	1,674	12,566
Additions			
By purchase	-	48	48
Revaluations recognised in other comprehensive income	-	-	-
Depreciation and amortisation	(310)	(418)	(728)
Depreciation on right-of-use assets	(2,251)	-	(2,251)
Disposals	-	(2)	(2)
Total as at 30 June 2026	8,331	1,302	9,633
Total as at 30 June 2025 represented by			
Gross book value	22,619	1,748	24,367
Accumulated depreciation, amortisation and impairment	(14,288)	(446)	(14,734)
Total as at 30 June 2026	8,331	1,302	9,633
Carrying amount of right-of-use assets	6,081	-	6,081

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. There was no revaluation performed in 2026.

The PC has no contracted commitments for the acquisition of plant and equipment as at 30 June 2026.

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	2026	2025
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 2026. 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.

	2026 \$'000	2025 \$'000
4B. Fair value measurement		
Fair value measurements at the end of the reporting period		
Non-financial assets		
Buildings	8,331	10,892
Other property, plant and equipment	1,302	1,674
Total fair value measurements in the statement of financial position	9,633	12,566

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

	2026	2025
	\$'000	\$'000
5A. Trade and other receivables		
Goods and services receivables		
Goods and services	21	8
Total goods and services receivables	21	8
Other receivables		
GST receivable from the Australian Taxation Office	68	78
Total other receivables	68	78
Total trade and other receivables (gross and net)	89	86

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	276	205
Total revenue from contracts with customers	276	205

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	2	4
Secondment resources received free of charge	9	101
Total resources received free of charge	61	155

5D. Resources received free of charge

S74 Revenue – secondment recoveries	22	651
Total other revenue and gains	22	651

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 2026, the PC had no quantifiable contingent assets or liabilities (2025: 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.

	2026 \$'000	2025 \$'000
6B. Categories of financial instruments		
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	259	441
Trade and other receivables – goods and services	21	8
Total financial assets at amortised cost	280	449
Total financial assets	280	449
Financial liabilities		
Financial liabilities measured at amortised cost		
Payables – suppliers	233	282
Total financial liabilities measured at amortised cost	233	282
Total financial liabilities	233	282

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

	2026	2025
	\$'000	\$'000
<u>6C: Current/non-current distinction for assets and liabilities</u>		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	259	441
Appropriation receivables	30,469	33,863
Trade and other receivables	89	86
Prepayments	548	485
Total no more than 12 months	31,365	34,875
More than 12 months		
Buildings	8,331	10,892
Plant and equipment	1,302	1,674
Total more than 12 months	9,633	12,566
Total assets	40,998	47,441
 Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	233	282
Employee payables	1,306	911
Employee provisions	2,281	2,498
Leases	2,579	2,440
Total no more than 12 months	6,399	6,131
More than 12 months		
Employee provisions	5,488	6,250
Leases	4,543	7,122
Total more than 12 months	10,031	13,372
Total liabilities	16,430	19,503

Appendix

Executive remuneration

Table 16 – Key management personnel remuneration (as reported in the notes to the Financial Statements)

Benefit type	\$'000
Short-term employee benefits	2,724
Post-employment benefits	382
Other long-term employee benefits	64
Termination Benefits	174
Total key management personnel remuneration expenses	3,344

Table 17 – 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	\$622,648	\$0	\$26,211	\$89,576	\$15,401	\$0	\$0	\$753,836
Alex Robson	Deputy Chair	\$522,909	\$0	\$0	\$30,112	\$11,805	\$0	\$0	\$564,826
Lisa Studdert	Head of Office	\$463,966	\$0	\$2,021	\$84,507	\$11,595	\$0	\$0	\$562,089
Rosalyn Bell	First Assistant Commissioner	\$187,797	\$0	\$23,351	\$33,166	\$5,310	\$0	\$174,239	\$423,863
Anna Heaney	First Assistant Commissioner	\$320,675	\$0	\$386	\$58,855	\$8,122	\$0	\$0	\$388,038
Jane Booth	Assistant Commissioner, Corporate (CFO)	\$253,933	\$0	\$27,223	\$46,282	\$6,412	\$0	\$0	\$333,850
Elizabeth Callaghan	Assistant Commissioner, Strategic Communication and Engagement (SCE)	\$111,490	\$0	\$0	\$15,703	\$2,929	\$0	\$0	\$130,122
Seamus Coleman	Assistant Commissioner, SCE	\$95,475	\$0	\$0	\$13,975	\$2,105	\$0	\$0	\$111,555
Tiernan Morrison	Acting, Assistant Commissioner, SCE	\$65,783	\$0	\$0	\$9,937	\$0	\$0	\$0	\$75,720

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

Table 18 – 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	5	\$108,551	\$0	\$0	\$19,914	\$5,059	\$0	\$0	\$133,524
\$220,001 – \$245,000	1	\$177,112	\$0	\$0	\$41,461	\$6,408	\$0	\$0	\$224,981
\$245,001 – \$270,000	1	\$214,388	\$0	\$0	\$32,696	\$6,057	\$0	\$0	\$253,140
\$270,001 – \$295,000	3	\$238,761	\$0	\$0	\$40,086	\$7,395	\$0	\$0	\$286,243
\$295,001 – \$320,000	4	\$183,975	\$0	\$8,407	\$33,623	\$4,855	\$0	\$80,211	\$311,070
\$320,001 – \$345,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$345,001 – \$370,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$370,001 – \$395,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$395,001 – \$420,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$420,001 – \$445,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$445,001 – \$470,000	5	\$398,402	\$0	\$0	\$44,447	\$10,041	\$0	\$0	\$452,890
\$470,001 – \$495,000	2	\$423,800	\$0	\$0	\$49,679	\$9,933	\$0	\$0	\$483,471
\$495,001 – ...	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

'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 2025–26.

Accountable authority

Table 19 – Details of accountable authority during 2025–26

Name	Position	Start date	End date
Ms Danielle Wood	Chair	1 Jul 2025	30 June 2026
Prof A Robson	Acting Chair	9 Jul 2025	15 Jul 2025
Prof A Robson	Acting Chair	18 Sep 2025	3 Oct 2025
Prof A Robson	Acting Chair	24 Mar 2026	29 Mar 2026
Prof A Robson	Acting Chair	29 Jun 2026	30 Jun 2026

Resource statement

Table 20 – Entity resource statement 2025–26

	Actual available appropriation – current year	Payments made	Balance remaining
	\$'000	\$'000	\$'000
Departmental	(a)	(b)	(a)-(b)
Annual appropriations – ordinary annual services	40,041	10,141	29,900
Prior year appropriations available – ordinary annual services	34,303	32,774	1,529
Total departmental annual appropriations	74,344	42,915	31,429
Total departmental resourcing	74,344	42,915	31,429
Total resourcing and payments for entity	74,344	42,915	31,429

Human Resources

Table 21 – All ongoing employees, current reporting period (2025–26)³

	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	1	0	1	6	0	6	0	0	0	0	0	0	0	0	0	7
QLD	4	0	4	1	0	1	0	0	0	0	0	0	0	0	0	5
SA	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	1
VIC	40	4	44	39	13	52	0	0	0	0	0	0	0	0	0	96
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	13	0	13	22	6	28	0	0	0	0	0	0	0	0	0	41
NT	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
External	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	1
Total	58	5	63	70	19	89	0	0	0	0	0	0	0	0	0	152

As at 30 June 2026.

³ Only APS employees (SES and non-SES) employed by the PC on an ongoing basis under the *Public Service Act 1999* are included as ongoing employees.

Table 22 – All non-ongoing employees, current reporting period (2025–26)⁴

	Man/Male		Woman/Female		Non-Binary		Prefers not to answer		Uses a different term		Total	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
NSW	0	0	0	0	1	1	0	0	0	0	0	0
QLD	2	0	2	0	1	1	0	0	0	0	0	0
SA	0	0	0	1	0	1	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0	0	0
VIC	3	2	5	5	2	7	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0
ACT	0	1	1	0	1	1	0	0	0	0	0	0
NT	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
Overseas	0	0	0	0	0	0	0	0	0	0	0	0
Total	5	3	8	6	5	11	0	0	0	0	0	19

As at 30 June 2026.

⁴ All non-ongoing employees include:

- Non-ongoing APS employees (non-SES and SES) employed by the PC under the *Public Service Act 1999*; and
- Statutory Office Holders (SOH) appointed under the *Productivity Commission Act 1988*, including the Chair, Deputy Chair, Commissioners and Associate Commissioners.

Table 23 – All ongoing employees, previous 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	2
QLD	4	0	4	2	0	2	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
TAS	0	0	0	1	0	1	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	114
WA	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	53
NT	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
External	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	1
Total	72	5	77	81	20	101	0	0	0	0	0	0	0	0	0	178

As at 30 June 2025.

Table 24 – All non-ongoing employees, previous reporting period (2024–25)⁵

	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

As at 30 June 2025.

⁵ All non-ongoing employees include:

- Non-ongoing APS employees (non-SES and SES) employed by the PC under the *Public Service Act 1999*; and
- Statutory Office Holders (SOH) appointed under the *Productivity Commission Act 1988*, including the Chair, Deputy Chair, Commissioners and Associate Commissioners.

Table 25 – Australian Public Service Act ongoing employees, current reporting period (2025–26)

	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	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	1	0	1	0	0	0	0	0	0	0	0	0	1
SES 1	4	0	4	7	2	9	0	0	0	0	0	0	0	0	0	13
EL 2	12	2	14	10	6	16	0	0	0	0	0	0	0	0	0	30
EL 1	10	1	11	21	3	24	0	0	0	0	0	0	0	0	0	35
APS 6	18	1	19	20	5	25	0	0	0	0	0	0	0	0	0	44
APS 5	11	0	11	6	0	6	0	0	0	0	0	0	0	0	0	17
APS 4	4	0	4	5	0	5	0	0	0	0	0	0	0	0	0	9
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	59	4	63	71	18	89	0	0	0	0	0	0	0	0	0	152

As at 30 June 2026.

Table 26 – Australian Public Service Act non-ongoing employees, current reporting period (2025–26)

	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	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
EL 1	1	1	2	0	4	4	0	0	0	0	0	0	0	0	0	6
APS 6	0	0	0	0	1	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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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	1	1	2	1	5	6	0	0	0	0	0	0	0	0	0	8

As at 30 June 2026.

Table 27 – Australian Public Service Act ongoing employees, previous 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

As at 30 June 2025.

Table 28 – Australian Public Service Act non-ongoing employees, previous 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

As at 30 June 2025.

Table 29 – Australian Public Service Act employees by full-time and part-time status, current reporting period (2025–26)

	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	1	0	1	0	0	0	1
SES 1	11	2	13	0	0	0	13
EL 2	22	8	30	1	0	1	31
EL 1	31	4	35	1	5	6	41
APS 6	38	6	44	0	1	1	45
APS 5	17	0	17	0	0	0	17
APS 4	9	0	9	0	0	0	9
APS 3	0	2	2	0	0	0	2
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	130	22	152	2	6	8	160

As at 30 June 2026.

Table 30 – Australian Public Service Act employees by full-time and part-time status, previous 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

As at 30 June 2025.

Table 31 – Australian Public Service Act employment type by location, current reporting period (2025–26)

	Ongoing	Non-ongoing	Total
NSW	7	1	8
QLD	5	1	6
SA	0	0	0
TAS	1	0	1
VIC	96	5	101
WA	0	0	0
ACT	41	1	42
NT	1	0	1
External	0	0	0
Overseas	1	0	1
Total	152	8	160

As at 30 June 2026.

Table 32 – Australian Public Service Act employment type by location, previous 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

As at 30 June 2025.

Table 33 – Australian Public Service Act Indigenous employment

	Current reporting period (2025–26)	Previous reporting period (2024–25)
Ongoing	13	13
Non-ongoing	1	1
Total	14	14

As at 30 June 2026.

Table 34 – Australian Public Service Act employment arrangements, current reporting period (2025–26)

Arrangement title	SES	Non-SES	Total
S.24 Determinations	15	0	15
Individual Flexibility Arrangements	0	0	0
Enterprise Agreement	0	145	145
Total (excludes IFA)	15	145	160

As at 30 June 2026.

Table 35 – Australian Public Service Act employment salary ranges by classification level (minimum/maximum), current reporting period (2025–26)

	Minimum salary	Maximum salary
SES 3	463,791	463,791
SES 2	332,987	332,987
SES 1	230,758	284,722
EL 2	144,641	195,614
EL 1	121,755	151,068
APS 6	99,734	123,921
APS 5	88,834	100,447
APS 4	79,125	94,177
APS 3	70,477	83,572
APS 2	62,775	69,106
APS 1	57,497	60,946
Other	0	0
Minimum/maximum range	57,497	482,981

As at 30 June 2026.

Table 36 – Australian Public Service Act employment performance pay by classification level, current reporting period (2025–26)

	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

As at 30 June 2026.

Corrections to previous Annual Report

On page 36 of the PC's Annual Report 2024–25, the average staffing level for 2024–25 was incorrectly reported as 179, as the figure included public office holders. Excluding public office holders, the correct average staffing level for 2024–25 is 170.12.

On page 82 of the PC's Annual Report 2024–25, in table 23 (All ongoing employees, previous reporting period (2024–25)), the number of NT staff and overseas staff was incorrectly entered in the table. While the grand total remained correct, the final total column contained an error as a result. The amended table is shown below.

Table 23 – All ongoing employees, previous 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	2
QLD	4	0	4	2	0	2	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
TAS	0	0	0	1	0	1	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	114
WA	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	53
NT	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
External	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	1
Total	72	5	77	81	20	101	0	0	0	0	0	0	0	0	0	178

As at 30 June 2025.



Indexes

Annual reporting requirements and aids to access

This Annual Report is published on our website (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:

Assistant Commissioner, Corporate
Productivity Commission
Locked Bag 2, Collins Street East
MELBOURNE VIC 8003
Telephone: (03) 9653 2251

Questions about any PC publication can be made to:

Assistant Commissioner, Strategic Communications and Engagement
Productivity Commission
Locked Bag 2, Collins Street East
MELBOURNE VIC 8003
Telephone: (03) 9653 2244
Email: communications@pc.gov.au

Table 38 – Aids to access details, current reporting period 2025–26

Annual Report Contact Officer	Assistant Commissioner, Corporate
Contact phone number	(03) 9653 2100
Contact email	publications@pc.gov.au
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,	Mandatory

PGPA rule reference	Part of report	Description	Requirement
		common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	
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."</i>	Mandatory

PGPA rule reference	Part of report	Description	Requirement
<i>Information on the value of reportable consultancy contracts is available on the AusTender website."</i>			
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

PGPA rule reference	Part of report	Description	Requirement
17AG(10)(c)		If the entity is considered by the Department administered by the Finance Minister as material in nature – a statement that <i>"[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."</i>	If applicable, Mandatory
Financial Statements			
17AD(e)		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

Index

Index item	Page numbers
5	
5 pillars of productivity	7, 9, 11, 16, 18, 20, 22, 24, 30
A	
Aboriginal and Torres Strait Islander employment	14–15
Aboriginal and Torres Strait Islander engagement	14–15, 32, 33
Aboriginal and Torres Strait Islander policy and reporting	14
About us	1
accountable authority	4, 26, 37, 80, 96–97
accounting policies	60, 62, 63, 64, 66–68, 71–75
accrual accounting	62, 66
advertising and market research	51, 101
Annual Data Compilation Report (ADCR)	2, 14, 29, 33
annual performance statement	iii, 25–26, 97
appropriations	37, 45, 58, 61, 68–69, 76, 80
artificial intelligence (AI)	11, 18, 43
asset management	71–76, 99
Audit and Risk Committee	38–39, 41–42
AusTender	46–47, 100
Australian Accounting Standards Board (AASB)	62, 64, 69, 71
Australian Capital Territory (ACT)	29, 50, 81–84, 90, 93
Australian Disability Network (ADN)	50
Australian Government Competitive Neutrality Complaints Office (AGCNCO)	17
Australian National Audit Office (ANAO)	38, 42, 66
Australian Public Service (APS)	15, 38, 85–92
Australian Public Service Census	15
Australian Public Service values	3, 41
Australian Reinsurance Pool Corporation (ARPC)	39
Australian Securities and Investments Commission (ASIC)	39
Australia's Disability Strategy	50
average staffing level (ASL)	36, 37, 57, 92
B	
budget variances	57, 58, 60, 61

Index item	Page numbers
C	
capital budget	69
carbon dioxide equivalent (CO2-e)	58, 59
cash and cash equivalents	61, 63
Chief Financial Officer (CFO)	39, 78
Chief Operating Officer (COO)	39
circular economy	21, 29, 48, 51
climate change and energy	16, 29, 30, 48, 49, 51
Closing the Gap	2, 7, 12, 14, 15, 29, 33
commissioners	4, 5, 31, 32, 36, 38, 42, 79
Commonwealth Procurement Rules	46
Commonwealth State reporting	23
Community and Public Sector Union (CPSU)	43
competitive neutrality	2, 17, 38
complaints	2, 17, 41, 44
consultancies	46–47
consultative arrangements	43
contingent assets and liabilities	74
contracts	46, 47, 57, 67, 73, 99, 100
corporate governance	37
Corporate Plan	26–27
corrections to previous annual report	92
cultural capability	4, 15, 27, 33, 42
D	
data and digital technology	18, 33
Data Strategy 2025–30	30
depreciation and amortisation	45, 71–72
disability employment	50
E	
ecologically sustainable development (ESD)	48
electricity emissions	50
employee benefits	57, 64, 77
employee provisions	58

Index item	Page numbers
employee statistics	45
employment and workforce	7, 9, 20, 29, 51
employment conditions	42
Enterprise Agreement 2024–2027	91
environment and water	21, 29
environmental emissions	49–50
equity	58–61
ethical standards	41
executive remuneration	77, 78, 79, 101
external and internal scrutiny	41–42
F	
financial assets	58, 73, 74, 75
financial instruments	74
financial liabilities	74, 75
financial performance	45
financial position	58, 60, 62, 71, 74
financial statements	41–42, 46, 53, 56, 62–77, 101
fraud and corruption control	41
<i>Freedom of Information Act 1982 (FOI Act)</i>	50
Fringe Benefits Tax (FBT)	11, 63
G	
Goods and Services Tax (GST)	19, 46–47, 51, 61, 63, 68, 73, 99, 100
governance	15, 23, 26, 30, 37–38, 40, 45, 50, 56, 62, 68, 95, 97, 103
greenhouse gas emissions	49, 50
GST Review	19
H	
Health and Safety Committee (HSC)	44
health and safety representatives (HSR)	44
health and social care	22
heavy zero emissions vehicle (HZEV)	12
housing	10, 23, 24, 27, 29
how we work	3

Index item	Page numbers
human resources	2, 3, 38, 42, 81
I	
Indigenous Data Sovereignty (IDS)	15, 30
Information Publication Scheme (IPS)	50
inquiries	2, 4, 10, 11, 24, 29, 30, 32, 51
K	
key management personnel	65, 77
key performance indicators (KPI)	26–27
L	
large-scale generation certificate (LGC)	49, 50
learning and development (L&D)	43
leases	58, 61, 66, 67, 71, 72, 76
legislation and governance	4
M	
management and accountability	37–38
Management Committee	38, 41, 42, 44, 65
memorandum of understanding (MOU)	73
N	
National Agreement on Closing the Gap	2, 7, 14, 15
National Water Initiative (NWI)	21
New South Wales (NSW)	23, 82–84, 90
Northern Territory (NT)	82–84, 90
O	
operating result	45
outcome and program structure	37
own-source income	57
P	
performance management and pay	43
performance measures	27, 28, 31, 32, 39
Portfolio Budget Statements (PBS)	26, 97
procurement	46, 49
productivity	vii, 2, 4, 9–10, 11, 12, 13, 16, 18, 20, 21, 22, 24, 27, 29, 37, 48
Productivity Commission (PC)	2–4, 12, 13, 26, 37, 41, 56, 62, 95

Index item	Page numbers
Productivity Commission Academy	4, 43
<i>Productivity Commission Act 1998</i> (PC Act)	2–3, 13, 36, 62
Productivity Commission Consultative Committee (PCCC)	43
Productivity Commission structure	6
Productivity Commission values	3
productivity reform	7, 12
public debate	26, 43
<i>Public Governance, Performance and Accountability Act 2013</i> (PGPA Act)	3, 4, 26, 37, 46, 56, 62, 68
public inquiries	2, 51
purchasing	46
Q	
Queensland (QLD)	81–84, 90, 93
R	
Reconciliation Action Plan (RAP)	4, 7, 15, 27, 33, 45
related party disclosures	65
remuneration	42, 43, 64, 65, 73, 77–79, 98
renewable energy	50
Report on Government Services (RoGS)	2, 7, 23, 29, 30, 33
reporting requirements	46, 48
research	2, 3, 15, 21, 24, 26, 28, 29, 30, 44, 48, 62
resource statement	37, 46
revenue from government	45, 68
right-of-use assets (ROU)	58, 66, 69, 70
risk management	37, 41, 42, 44
S	
salary ranges	42, 91, 99
small and medium enterprises (SME)	46
South Australia (SA)	81–84, 90, 93
staff	3, 4, 5, 6, 13, 15, 30, 31, 33, 36, 37, 41–46, 64, 68, 79, 92, 98
statutory office holders (SOH)	82, 84
strategic commissioning framework	48
suppliers	45, 57, 58, 61, 66, 76

Index item	Page numbers
T	
Tasmania (TAS)	81–84, 90, 93
trade and industry	2, 12–13, 30
V	
values	3, 41
Victoria (VIC)	81–84, 90, 93
vision	2
voluntary redundancy (VR)	42
W	
Web Content Accessibility Guidelines (WCAG)	32
Western Australia (WA)	81–84, 90, 93
what we do	2
work health and safety (WHS)	44, 95
<i>Work Health and Safety Act 2011</i> (WHS Act)	44, 95
workforce planning	42
workplace culture	41, 44
workplace inclusion and diversity	44–45, 50
Workplace Innovation and Culture Committee (WICC)	45
World Trade Organisation (WTO)	13

Acronyms and abbreviations

Abbreviation	Definition
AASB	Australian Accounting Standards Board
ACT	Australian Capital Territory
ADCR	Annual Data Compilation Report
ADN	Australian Disability Network
AGCNCO	Australian Government Competitive Neutrality Complaints Office
AI	Artificial Intelligence
ANAO	Australian National Audit Office
APS	Australian Public Service
ARPC	Australian Reinsurance Pool Corporation
ASIC	Australian Securities and Investments Commission
CBRE	CBRE Group
CFO	Chief Financial Officer
CO2-e	Carbon Dioxide Equivalent
COO	Chief Operating Officer
CPA	Certified Practising Accountant
CPSU	Community and Public Sector Union
CSS	Commonwealth Superannuation Scheme
CSV	Comma-Separated Values
DCB	Departmental Capital Budget
EAP	Employee Assistance Program
EL	Executive Level
ESD	Ecologically Sustainable Development
FBT	Fringe Benefits Tax
FOI Act	<i>Freedom of Information Act 1982</i> (Cth)
FRR	Public Governance, Performance and Accountability (Financial Reporting) Rule 2015
FSS	Fabricated Structural Steel
GPO	General Post Office
GST	Goods and services tax
HFE	Horizontal fiscal equalisation
HSC	Health and Safety Committee
HSR	Health and safety representative
HZEV	Heavy zero emissions vehicle
ID	Identification
IDS	Indigenous Data Sovereignty
IFA	individual flexibility arrangement

Abbreviation	Definition
IPS	Information Publication Scheme
ISPT	Industry Superannuation Property Trust
ISSN	International Standard Serial Number
IT	information technology
ITR	incentive to retire
JRPP	jurisdictional renewable power percentage
KPI	key performance indicator
kWh	kilowatt hour
L&D	learning and development
LGC	large-scale generation certificate
MOU	memorandum of understanding
MP	Member of Parliament
NAIDOC	National Aborigines and Islanders Day Observance Committee
NRW	National Reconciliation Week
NSW	New South Wales
NT	Northern Territory
NWI	National Water Initiative
OPA	Official Public Account
p/t	part time
PBS	Portfolio Budget Statements
PC	Productivity Commission
PC Act	<i>Productivity Commission Act 1998 (Cth)</i>
PCCC	Productivity Commission Consultative Committee
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PR3	Priority Reform 3
PSS	Public Sector Superannuation Scheme
PSSap	Public Sector Superannuation accumulation plan
PWG	Partnership Working Group
QLD	Queensland
RAP	Reconciliation Action Plan
RET	Renewable Energy Target
RoGS	Report on Government Services
ROU	right of use
RPP	renewable power percentage
SA	South Australia
SBS	Special Broadcasting Service
SES	Senior Executive Service

Abbreviation	Definition
SME	small and medium enterprise
SOH	Statutory office holder
SPPI	solely payments of principal and interest
TAR	Trade and Assistance Review
TAS	Tasmania
UNSW	University of New South Wales
URL	uniform resource locator
VET	vocational education and training
VIC	Victoria
VR	voluntary redundancy
WA	Western Australia
WCAG	Web Content Accessibility Guidelines
WHS	work health and safety
WHS Act	<i>Work Health and Safety Act 2011 (Cth)</i>
WICC	Workplace Innovation and Culture Committee
WTO	World Trade Organisation

The index and acronyms and abbreviations tables were created using Microsoft Co-Pilot.