Australian Government

ANSTO

Annual Report

2024–2025

Science. Ingenuity. Sustainability.

Contents

Section 1

Introduction

Letter of transmittal

2 October 2025

Senator the Hon Tim Ayres
Minister for Industry and Innovation and Minister for Science
Parliament House
CANBERRA ACT 2601

Dear Minister

I am pleased to present the Annual Report of the Australian Nuclear Science and Technology Organisation (ANSTO) for the period 1 July 2024 to 30 June 2025.

This report has been prepared in accordance with the requirements of the Australian Nuclear Science and Technology Organisation Act 1987 (Cth) ('ANSTO Act'), section 46 of the Public Governance, Performance and Accountability Act 2013 (Cth) ('PGPA Act') and the Public Governance, Performance and Accountability Rule 2014.

This report has been approved for presentation to you by resolution of the ANSTO Board of Directors on 2 October 2025.

Yours Sincerely

Michael Quigley AM

Chair's opening statement

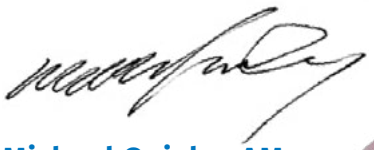
There have been several challenges that our organisation has successfully navigated during the last 12 months, while continuing to provide essential nuclear medicine, scientific expertise, government advice, and support for industry.

Replacing the cold neutron source (CNS) in the Open Pool Australian Lightwater (OPAL) reactor was a major achievement this year, upgrading an essential piece of our national science infrastructure. A dedicated team of engineers and technicians managed this first-of-a-kind critical project, which was the result of 10 years of intricate and sequential process planning. A full-size mock-up of the OPAL reactor core was built in preparation for the shutdown, to ensure accurate and effective training was provided. I commend the project team for their expertise and diligence, which is a testament to the highly skilled and dedicated ANSTO workforce.

During the OPAL shutdown, nuclear medicine production was temporarily paused. ANSTO contracted with alternative suppliers overseas to import critical nuclear medicine products and ensure essential nuclear medicine procedures were available for patients across Australia. Around 94% of imported nuclear medicine products were supplied by ANSTO in full and on time, ensuring a continuous and uninterrupted supply to hospitals and health facilities around Australia. This would not have been possible without the cooperation and support from our partners within the international nuclear medicine community.

Day to day, we are carefully managing our key activities, while also prioritising workforce safety, infrastructure management, and financial responsibilities. We rely on government support and funding to continue our critical work, and plan future necessary upgrades and expansion of our capabilities and infrastructure. ANSTO's Board and Executive are maintaining oversight of these priorities and closely monitoring our workforce and financial capabilities. I would like to thank my fellow Board members and ANSTO's management team for their contributions and continuing efforts over the last year.

This report details our continued contribution to advancing nuclear science and technology, which are providing benefits to all Australians.



Michael Quigley AM
Board Chair

Message from Chief Executive Officer

We are immensely proud of our achievements this past year in delivering the benefits of nuclear science and technology to Australians.

The continued timely delivery of nuclear medicine products and services to hospitals and medical centres across Australia, and the broader global market, remains one of our core priorities.
This sovereign capability is maintained in parallel with research focussed on both existing and innovative therapies to enhance the health of Australians.
This year, we finalised a collaborative project to help understand how energy is emitted from radioisotopes, which helps nuclear medicine be used more effectively in treating disease and leading to better patient outcomes.

Safe, secure and sustainable operation underpins everything we do. As a nuclear organisation we must manage assets through to end of life and decommissioning. This year, we commenced the next stage of decommissioning the High Flux Australian Reactor (HIFAR) that operated from 1958 to 2007.
Work has commenced under regulatory oversight to ensure we achieve the safe decommissioning of an asset that provided numerous medical, industrial and scientific outcomes for Australia.

ANSTO continues to provide support for key government priorities including critical minerals, the optimal pathway for conventionally-armed nuclear-powered submarines, and engaging through the International Atomic Energy Agency (IAEA) with countries in the region to promote the peaceful use of nuclear science and technologies. All of this is only possible because of the talented workforce, committed Board, and Executive who continue to apply their skills and knowledge for the benefit of Australia.

Shaun Jenkinson
Chief Executive Officer

Section 2

About ANSTO

This report

This Annual Report provides a summary of our activities, their outcomes and impacts for the financial year ending 30 June 2025 evaluated against the performance measures in our 2024–28 Corporate Plan and Portfolio Budget Statements (PBS).

What we do

ANSTO is Australia's centre of nuclear excellence. Landmark infrastructure places ANSTO at the forefront of translational nuclear science and technology research and innovation. ANSTO is actively working to address some of the most challenging issues facing Australia today in human health, the environment, advanced materials, and critical minerals. ANSTO produces nuclear medicines to improve the health of the Australian community, and plays a crucial role as an adviser on nuclear technology to the Australian Government, industry and education sectors, and the broader scientific community. ANSTO's activities encompass manufacturing, research and advisory functions linked to our mandate, including:

Nuclear medicine production and human health research

ANSTO produces approximately 80% of nuclear medicines used in Australia for the diagnosis, staging and treatment of diseases, including cancer. ANSTO also conducts and supports research into human health, including emerging nuclear medicine diagnostic and therapeutic products. As an Australian Government organisation, ANSTO provides a platform for sovereign, secure supply of these lifesaving medical products.

Advanced manufacturing and support for the resources sector

ANSTO's unique materials science capability supports advanced manufacturing through groundbreaking research and testing of materials for extreme conditions, such as in space and the oceans, as well as providing solutions for low-emissions technologies and renewable energy storage systems. ANSTO supplies more than 50% of the world's requirements of irradiated silicon, which is critical in the manufacture of high-voltage and high-powered switching devices and vital for global progression towards net zero emissions targets. Our Minerals consultancy is central to the national Critical Minerals Strategy, delivering niche intellectual property to bolster minerals processing supply chains.

Defence and national security

ANSTO advises the Australian Government on the application of nuclear technology, including for conventionally-armed nuclear-powered submarines as part of the AUKUS trilateral security partnership. ANSTO also assists the defence and national security industries by providing access to a unique combination of scientific infrastructure and expertise in materials engineering and advanced manufacturing. ANSTO provides support to teams working with radiation, through relevant training programs so they can operate safely using advanced imaging solutions and nuclear waste consultancy services.

Research infrastructure and scientific support capabilities

ANSTO is home to some of Australia's leading scientific research infrastructure. These include OPAL, Australia's only nuclear reactor; the Australian Centre for Neutron Scattering (ACNS); the Centre for Accelerator Science (CAS); the National Deuteration Facility (NDF); and the Australian Synchrotron. Collectively this infrastructure represents a capital investment of more than $1 billion and supports more than 8,000 users from universities, research institutions and industry, from around Australia and internationally.

ANSTO's research impact

Research and technology at ANSTO, and the research of those who use our landmark national infrastructure, relies on nuclear capabilities that can only be delivered domestically by ANSTO. The work at ANSTO is directly relevant to all National Science and Research Priorities: transitioning to a net zero future, supporting healthy and thriving communities, elevating Aboriginal and Torres Strait Islander knowledge systems, protecting and restoring Australia's environment, and building a secure and resilient nation.

As Australia's centre of nuclear expertise, ANSTO provides advice and services to government, academia, industry and the community. Leveraging our research infrastructure, ANSTO uses nuclear science and technology to develop strategic national and international partnerships to undertake high-quality research. Research benefits are delivered in 4 key areas:

Health

ANSTO's unique capability to produce radioisotopes and understand the impacts of radiation improves health outcomes through improved diagnostics and advanced treatments of disease.

Environment

Measurement of isotopes in the environment informs climate change management. Identifying and quantifying the impact of contaminants and providing tools to administer Australia's groundwater helps manage Australia's resources and fosters public confidence in nuclear activity.

Nuclear technologies

ANSTO's expertise in minerals processing, nuclear forensics and radiation detection supports Australian national interests and industry. The development of advanced materials and simulation modelling science informs better use of Australia's OPAL research reactor and is driving the world-leading ANSTO Synroc® radioactive waste management technology.

Additional public benefits through the use of ANSTO's infrastructure and capabilities

Expert staff and collaborators use research infrastructure to deliver benefits including developing lifesaving diagnostics and therapeutics, conserving Indigenous cultural heritage, providing enhanced energy materials for batteries and other technologies, testing electronics, improving advanced manufacturing processes, and testing for food packaging contaminants.

Values

Safe. Secure. Sustainable.

These 3 key principles underpin everything we do and every decision we make.

Curiosity

Harness our curiosity to explore new opportunities and create an environment where ideas can thrive

Leadership

Ownership, accountability and working with integrity to inspire and motivate others

Excellence

Consistently delivering high value outcomes and looking for ways to improve the quality of our performance

Working Together

Success through collaboration, teamwork and a sense of collective purpose

Trust + Respect

An inclusive environment that is built on our trust and respect for each other's contributions and capabilities

Celebrating our people

2025 Science Meets Parliament: Dr Karin Soldenhoff

Dr Karin Soldenhoff was the keynote speaker at the 2025 Science Meets Parliament Gala in Canberra, demonstrating ANSTO's pioneering role in critical mineral processing innovation and its significance in Australia's clean energy transition and re-industrialisation. Her address was part of ANSTO's broader engagement with Parliament and national science stakeholders, reinforcing the organisation's leadership in science and innovation.

Sharing expertise in food provenance in the region: Dr Debashish Mazumder

ANSTO participated in a regional program in Bangkok, Thailand, addressing food safety, security and productivity, using ANSTO science and technology in Southeast Asia and the Pacific Island countries. The event was organised by CRDF Global in partnership with the International Joint Research Centre on Food Security as part of the Sustained Dialogue on Peaceful Uses initiative. Dr Debashish Mazumder, stable isotope ecologist, delivered a keynote address on nuclear technology for food provenance and sustainable agriculture and participated in a panel discussion.

Superstar of STEM: Ms Nikki Keighran

Nikki Keighran, radiation protection adviser, was named among 60 scientists, technologists, engineers and mathematicians as Australia's new Superstars of STEM, announced by then Minister for Industry and Science, Ed Husic MP. With a forensic science background, Nikki now leads nuclear safety and emergency preparedness efforts. Her work supports national security and public safety, and she is passionate about inspiring young women – especially from rural areas – to pursue careers in STEM.

ANSTO Awards

Distinguished Achievement Award – Dr Jamie Schulz

Although trained as a scientist, Dr Schulz moved into management and has led, as leader and previously as operations manager at the former Bragg Institute, a large team of neutron-beam scientists, engineers, technicians, IT specialists, trades people and others at the Australian Centre for Neutron Scattering for the last 20 years.

His adept operational management skills, solid leadership and commitment to staff have shaped his tenure and made the Centre into the thriving facility it is today with outstanding scientific output and an international reputation.

Leadership in Research Award – Dr Tom Creswell

Through his stewardship of the Offshore Infrastructure Decommissioning Project in the Environment Research and Technology Group over the past 5 years, Dr Cresswell has exemplified visionary leadership.

Driven by a relentless commitment to excellence, he has united a diverse network of collaborators—inside ANSTO and external stakeholders—to harness pioneering nuclear science for ecological risk assessment of contaminants in decommissioned subsea oil and gas pipelines. This ambitious undertaking addresses a national challenge, targeting a liability in Australia's oil and gas sector.

Excellence in Research Award – Prof Max Avdeev

Prof Avdeev stands at the forefront of scientific innovation, serving as a Senior Principal Instrument Scientist at the Australian Centre for Neutron Scattering and co-leader of the renowned high-resolution neutron powder diffractometer, Echidna.

With a visionary spirit and resolute dedication to excellence, Max is a world authority in the field of neutron scattering—especially for cutting-edge energy materials destined for advanced battery technologies. His pioneering leadership has sparked a wave of progress, reflected in a remarkable record of peer-reviewed publications, vibrant national and international collaborations, and transformative advances that are shaping the future of science.

Key highlights in 2024–25

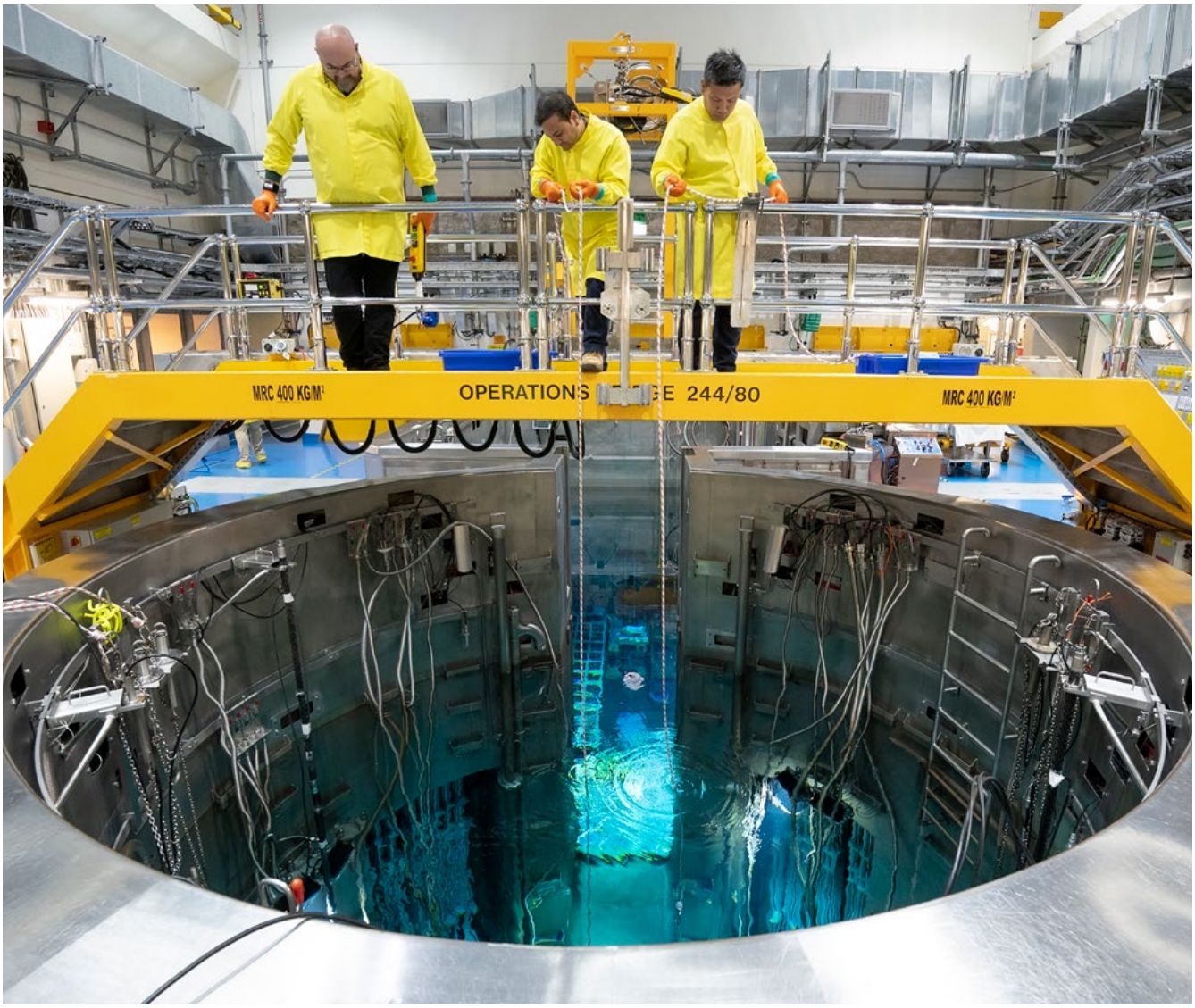
OPAL reactor critical upgrades completed

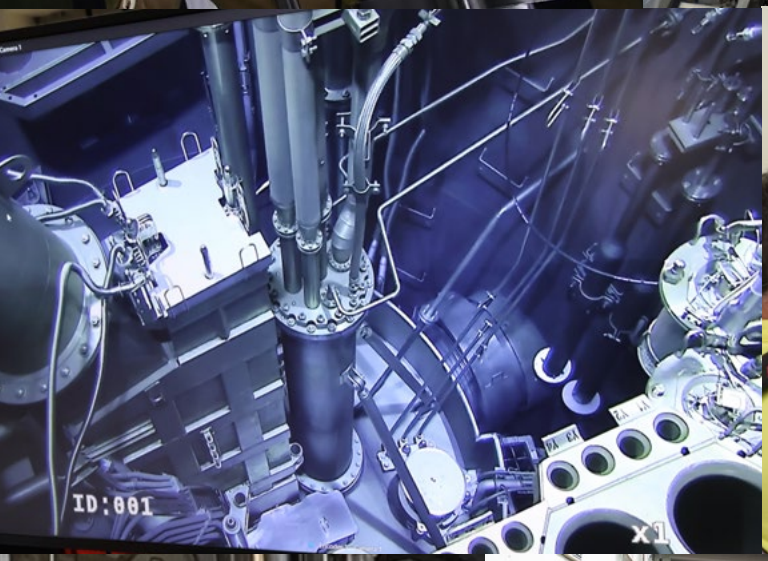
In September 2024, the OPAL multipurpose reactor resumed operation following a shutdown for the most extensive planned maintenance and upgrade since its commissioning. This major undertaking was designed to futureproof the reactor by replacing ageing infrastructure and implementing critical upgrades, supporting OPAL's ongoing scientific, industrial and health contributions to Australia.

Central to the upgrade was the elaborate replacement of OPAL's CNS, a 3-metre-tall device located adjacent to the reactor core. The CNS plays a vital role in slowing down neutrons for use in scientific instruments, enabling researchers to examine materials at the atomic level. This complex engineering feat required precision and innovation.

The shutdown also enabled upgrades to OPAL's first reactor protection system – a digital safety system that continuously monitors reactor parameters and initiates automatic shutdowns if needed – further strengthening the reactor's robust safety framework.

Preparation spanned years, with ANSTO engineers and technicians creating a full-scale mock-up of OPAL for detailed rehearsals and training. This successful upgrade extends OPAL's operational life and reinforces ANSTO's commitment to scientific excellence, safety, and service to the Australian community.

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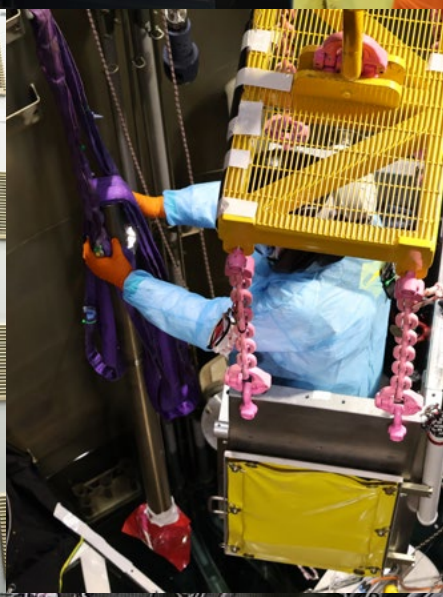
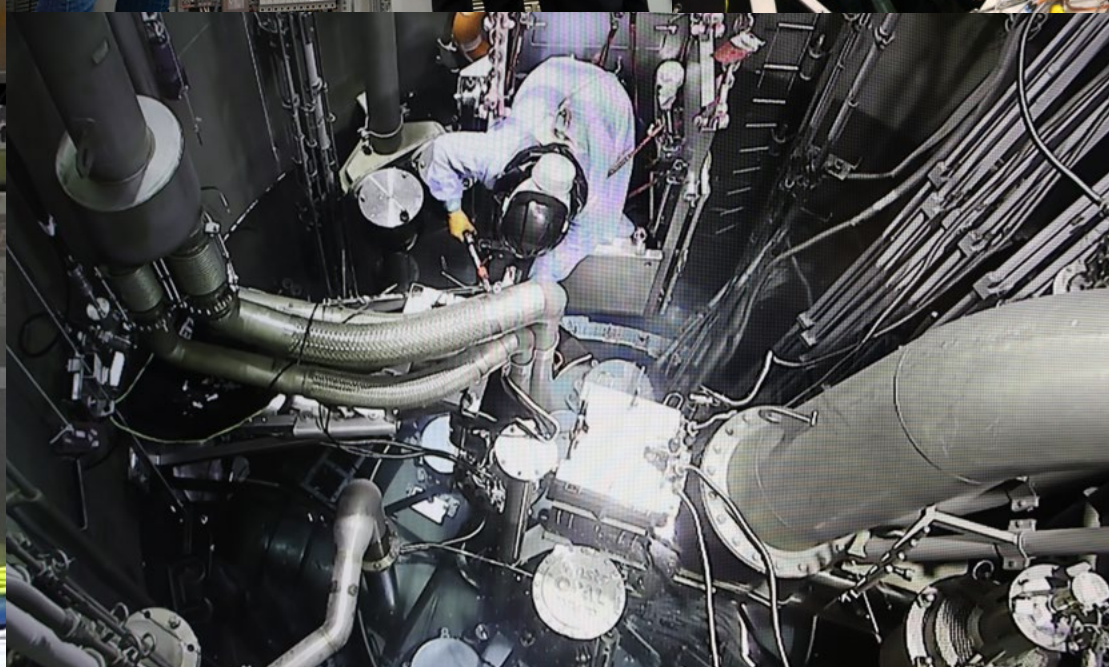




Key highlights in 2024–25

Advanced materials research in microgravity earns NASA recognition

A pioneering collaborative study led by Prof Junpei Yamanaka of Nagoya City University – including ANSTO's Assoc Prof Jitendra Mata – has delivered transformative insights into the behaviour of colloidal particles under microgravity. Colloidal clusters have been shown to scatter light in the visible to near-infrared spectrum, making them highly promising for applications in photonics, optical communications, and laser technologies.

Initially conducted aboard the International Space Station and later analysed using neutron scattering instruments at ANSTO, this research promises to reshape future material technologies including optical devices and cloaking devices. ANSTO's contribution to this international collaboration was prominently featured in NASA's 2024 *Annual Highlights of Results from the International Space Station Science*.

In addition to the Australian Centre for Neutron Scattering, critical contributions to the JAXA Colloidal Clusters investigation were made by the Japan Aerospace Exploration Agency, the Nagoya City University, Japan Space Forum, and Advance Engineering Services.

Actinium–227 separation process developed for the benefit of Australian critical minerals industry

ANSTO has secured patents in Australia and a number of other countries for an innovative process that removes actinium-227 (Ac-227) – a key radioactive contaminant – from critical minerals processing streams. Ac-227 is often present in critical minerals processing as it is a naturally occurring radioactive decay product of uranium-235, and uranium is often found in ores and concentrates mined and processed in Australia every day. This breakthrough supports Australia's ambition to become a global leader in critical minerals production.

Developed by Dr Chris Griffith and several of the minerals group processing experts, the technology integrates seamlessly into existing rare earth processing workflows, avoiding the complexity and cost of solvent extraction. It enables production of higher-quality mixed rare earth chemical intermediates without compromising the value of the contained rare earth elements.

Refined using in-house tracer techniques, the process shows strong commercial potential and aligns with the objectives of the Australian Critical Minerals Research and Development Hub, strengthening Australia's supply chain resilience and supporting the national Critical Minerals Strategy. This patent is one of a suite of 15 patents that ANSTO experts have developed for the benefit of the Australian critical and strategic minerals industry over the 21 years since the formation of the minerals consultancy.

Key highlights in 2024–25

Making science education more accessible to Deaf and hard-of-hearing people

In 2024, ANSTO established the Auslan Science Education Initiative to make our science education and outreach programs accessible to d/Deaf and hard-of-hearing people. Equitable access to STEM is very limited for Deaf people, and written English is often a second language, so accessing and understanding written information is not always easy.

Two Deaf team members contributed their lived experiences of the barriers faced by Deaf youth in school education environments and helped inform the initiative to ensure it is culturally appropriate and adapted for a range of linguistic and academic abilities. The team members' understanding of science through a Deaf cultural lens enabled ANSTO educators to explain technical concepts visually in Auslan (Australian Sign Language).

The ANSTO team delivered workshops to around 150 students at 12 schools across Greater Sydney, plus science-themed events for the wider Deaf community; including 2 lecture series delivered by Deaf professionals, and kids' workshops at the 2024 Sydney Deaf Festival.

End of an era for Australia's first nuclear reactor

Decommissioning of HIFAR at Lucas Heights is underway. Opened in 1958 and replaced by OPAL in 2007, HIFAR has been vital in nuclear medicine production and neutron beam research.

The decommissioning project began after obtaining a licence from the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) in late 2024. The initial phase involves removing neutron beam instruments, the control room and other equipment, with the final stage focusing on reactor internals and the bioshield, pending further approvals. The exterior shell will remain intact for now. Planning began a decade ago, with initial shutdown activities completed soon after HIFAR's closure.

Nuclear literacy uplift delivered through bespoke ANSTO training

In this reporting period ANSTO delivered 2 bespoke training courses to external stakeholders: the Basics in Nuclear Literacy and the Senior Officers Course. Basics in Nuclear Literacy is a comprehensive introduction to nuclear science for industry newcomers, and the Senior Officers Course delivers in-depth training on advanced nuclear topics and leadership in the nuclear science sector.

ANSTO experts delivered this training to key government stakeholders, including the Australian Submarine Agency, Australian Submarine Corporation, Australian Naval Infrastructure, and Department of Foreign Affairs (DFAT), as well as to significant industry partners such as Ventia, KBR and Lend Lease. ANSTO delivered 15 courses throughout 2024–25 at locations in Sydney, Canberra, Adelaide and Perth, educating 297 attendees.

Section 3

Our purpose and strategic objectives

Purpose

ANSTO's purpose is derived from section 5 of the *Australian Nuclear Science and Technology Organisation Act 1987* (Cth) (ANSTO Act), which directs the core functions we undertake for the benefit of Australia, to:

1. Conduct research and development in relation to nuclear science, engineering and technology.
2. Produce and use radioisotopes, isotopic techniques and nuclear radiation for medicine, science, industry, commerce and agriculture.
3. Encourage and facilitate the application and use of results gained from research and development.
4. Manage radioactive materials and waste arising from various prescribed activities.
5. Provide goods and services related to core activities, such as in connection with the production and use of radioisotopes.
6. Provide advice to government and liaise with other countries on behalf of Australia in nuclear-related matters.
7. Make available to other persons – whether or not on a commercial basis – the knowledge, expertise, equipment, facilities, resources and property of the organisation for the purposes of scientific research, innovation and training.
8. Publish scientific and technical reports, periodicals and papers, and provide public information and advice.
9. Facilitate education and training in nuclear science and technology, including through granting scientific research studentships and fellowships, in cooperation with universities, professional bodies and other education and research institutions.

Strategy

Our vision

Nuclear science and technology for the benefit of all Australians

Our mission

To deliver knowledge, value and trust through the application of nuclear science, technology and engineering

Our strategic objectives

Deliver on Australia's priorities for the benefit of people, industry and the environment through nuclear excellence in research and the use of national infrastructure.

Improve the health of Australians by supporting access to current and future nuclear technologies for diagnostic, therapeutic and innovative treatments for current and emerging diseases.

Australia's source of nuclear expertise, advice and services to governments, academia, industry and community.

Lead the development of a nuclear-capable workforce aligned with government policy objectives.

Safe. Secure. Sustainable.

Section 4

Annual Performance Statements

We, the ANSTO Board, as the accountable authority of ANSTO, present the 2024–25 Annual Performance Statements of ANSTO, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act). These Annual Performance Statements are based on properly maintained records. They accurately reflect the performance of ANSTO and comply with subsection 39(2) of the PGPA Act.

Summary of performance

Strategic objective	Performance criterion	Measure and target	Result (2024–25)
Portfolio Budget Statements Program 1 – Science and technology solutions			
Deliver on Australia's priorities for the benefit of people, industry and the environment through nuclear excellence in research and the use of national infrastructure	Collaborate, deliver and translate research that has scientific and industrial impacts for Australia and the world	**850 total publications**	✓ **1,069**
		$5.5 million external revenue from research and research services (excluding National Collaborative Research Infrastructure Strategy grants)	✓ **$9.18 million**
		≥95% or more publications undertaken with national and international collaborators	✓ **98%**
	Operate world-class research infrastructure and leverage capabilities to deliver outcomes for Australia	**300 OPAL days at power**	✗ **235 days at power**
		95% utilisation Australian Synchrotron	✓ **95%**
		85% utilisation Australian Centre for Neutron Scattering	✗ **77%**
		65% utilisation Centre for Accelerator Science	✓ **71%**
		87% utilisation National Deuteration Facility	✓ **94%**
		70 user satisfaction (NPS)	✓ **89**
	Ensure the reliable and sustainable supply of commercial products and services for the benefit of Australia and the world	**≥95% NTD silicon DIFOT***	✗ **80%**
Improve the health of Australia by supporting access to current and future nuclear technologies for diagnostic, therapeutic and innovative treatments for current and emerging diseases	Ensure the reliable and sustainable supply of nuclear medicines, products and services	**≥95% ANM (Mo-99) DIFOT***	✗ **94%**
		≥95% ANSTO Nuclear Medicine Production Facility DIFOT*	✗ **94%**

This reporting period included decreased reactor days at power arising from a planned extended maintenance shutdown, leading to impacts on infrastructure utilisation and commercial product outputs.

✓ Achieved ✗ Not Achieved

* Delivery in full and on time (DIFOT), calculated as delivery of the product order in full along with delivery on time.

Strategic objective	Performance criterion	Measure and target	Result (2024–25)
Australia's source of nuclear expertise, advice and services to governments, academia, industry and community	Deliver expert advice to local, state and federal governments, and other stakeholders to support the national interest	**75% Australian Government stakeholder satisfaction** — federal, state and local government	✓ **83%**
	Participate in global and regional nuclear discussions and forums to ensure that Australia remains a leader in the application of nuclear science and technology	**RCA** – Participation in **80% of active projects**, leading ≥1 project	✓ **100%** Lead in 3 projects and participation in 80% of active projects
		IAEA CRP – Participation in **≥ 10 projects relevant to nuclear applications**	✓ **100%** Exceeded – participation in more than 10 projects
Lead the development of a nuclear-capable workforce aligned with government policy objectives	Develop a workforce plan for the next generation of specialised nuclear professionals	**200 students supervised**	✓ **221 students supervised**
	Provide an inclusive environment that empowers our people and supports a culture of collaboration and engagement	**Leadership team** – Male **40%** | Female **40%** | Discretionary **20%**	✗ Male **60.4%,** Female **39.6%,** Indeterminate **0%**
		ANSTO-wide – Male **40%** | Female **40%** | Discretionary **20%**	✗ Male **64.9%,** Female **35.0%,** Indeterminate **0.1%**
	Grow a more informed generation of Australians who understand the benefits of nuclear science and technology Develop a workforce plan for the next generation of specialised nuclear professionals	Deliver **≥ 6 national programs per annum**	✓ **6**
		Increased accessibility of STEM teacher training programs through the **delivery of teacher professional development days for all states and territories**	✓ **551 teachers** attended online professional development or ANSTO presentations at teacher conferences
		≥ 15,000 visitors to ANSTO's campuses per annum	✓ **16,201 visitors** to Lucas Heights **3,048 visitors** to Australian Synchrotron
Safety, Security, and Community	Ensure a highly reliable, safe and secure environment	**Improvement in safety culture. Increase opportunities for improvement to actual incidents recorded – Target: 75%**	✓ **78%***
		Zero Class 1 incidents year-on-year decrease in Class 2 & 3 incidents	✓ **0 Class 1 or 2 incidents, 2 Class 3 incidents****
Portfolio Budget Statements Program 2 – Nuclear-powered Submarine Program			
Australia's source of nuclear expertise, advice and services to governments, academia, industry and community	Australian Government stakeholder satisfaction	**75%**	N/A***
	Department of Defence requests for information are responded to by an agreed time	**100%**	✓ **100%**
	Monitoring of nuclear-powered submarine visits supported	**100%**	✓ **100%**

* In 2024–25, 78% of operational and safety incidents reported were opportunities for improvement, up from 73% in 2023–24.

** In 2023–24 there were 0 class 1 or 2 incidents and 3 class 3 incidents.

*** Between the PBS and Annual Report, ANSTO reviewed this measure and determined it was not reflective of engagement under this program, which is captured in the remaining measures.

✓ Achieved ✗ Not Achieved

Operate world-class research infrastructure and leverage capabilities to deliver outcomes for Australia

Key activities for 2024–25

How we deliver on our strategy and purpose

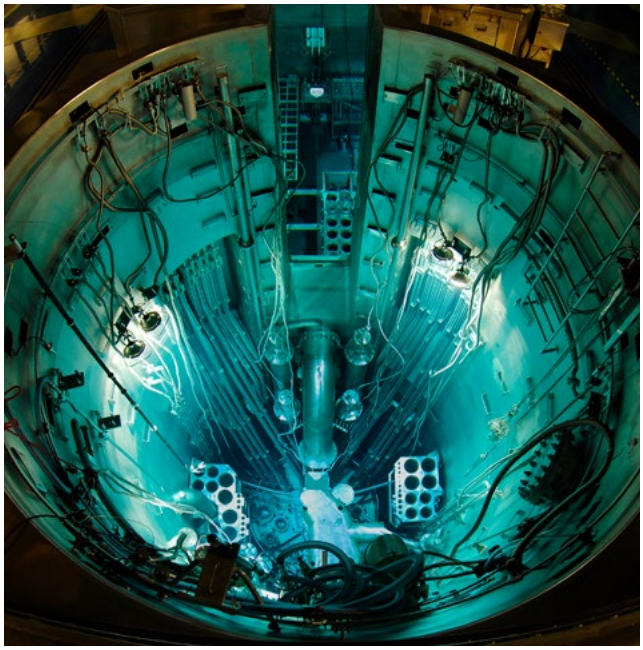
OPAL multipurpose reactor upgrades

Corporate Plan 2024–25 planned progress:

Replacement of CNS	C
Replacement and expansion of neutron beams	M

OPAL is a state-of-the-art, 20-megawatt multipurpose reactor that uses low enriched uranium fuel, cooled by light water and surrounded by a heavy water neutron moderator.

OPAL is one of a small number of reactors worldwide capable of supporting research in the fields of human health, the nuclear fuel cycle and the environment. OPAL contributes to the production of approximately 80% of Australia's nuclear medicine, provides neutrons for research at the ACNS, and supplies more than 50% of global demand for neutron transmutation doped (NTD) silicon used in the semiconductor industry.



Between March and September 2024, upgrades to the CNS and reactor protection management system were completed. Although the project extended beyond original timelines, reducing sustained days at power in this reporting period, challenges were minimised through strong collaboration across ANSTO. These upgrades ensure ANSTO continues to provide scientific infrastructure for research and industry partners, and maintains safe, reliable and effective operations of OPAL into the future.

BRIGHT Beamline program

Corporate Plan 2024–25 planned progress:

Micro-computed tomography (MCT)	C
Medium energy X-ray absorption spectroscopy-1 (MEX1)	C
Medium energy X-ray absorption spectroscopy-2 (MEX2)	C
High-performance macromolecular crystallography (MX3)	C
Biological small-angle X-ray scattering (BioSAXS)	C
Advanced diffraction and scattering-1 (ADS 1)	I
Advanced diffraction and scattering-2 (ADS 2)	I
X-ray fluorescence nanoprobe (NANO)	I

The $105 million BRIGHT Beamline Program has been funded by 33 universities, research institutes and government agencies in Australia and New Zealand. This program has enabled ANSTO to construct 8 new beamlines at the Australian Synchrotron. The addition of these new beamlines will nearly double the Australian Synchrotron's research capacity, making it the 'go to' facility for the nation's scientific characterisation capabilities in addressing national and global challenges. This level of support from the research community underscores the importance of the facility to the Australian and New Zealand innovation and science ecosystem.

The micro-computed tomography (MCT), the medium energy X-ray absorption spectroscopy-1 (MEX1), the medium energy X-ray absorption spectroscopy-2 (MEX2) and the biological small-angle X-ray scattering (BioSAXS)

P Preparation I Implementation C Completion M Monitoring and Improving

beamlines have all now been operational for more than 12 months. Hot commissioning of the high-performance macromolecular crystallography (MX3) beamline was completed in 2025 with final testing taking place before commencing user operations.

Collectively MCT, MEX1, MEX2, BioSAXS, and now MX3 have scheduled and undertaken more than 420 user experiments since commencing operations. Fields of research include vulcanology, palaeontology, environmental science and climate change, advanced manufacturing and aerospace, development of new X-ray imaging methods, agriculture, mineral processing, catalysts, energy materials and batteries, electronic materials, studies of nanomaterials, protein structure and conformational change, development of pharmaceutical formulations, and biomolecular studies of disease.

The major photon delivery system components for ADS1 and ADS2 were accepted in 2024–25 after successful re-engineering of 2 key optical systems. Major end-station systems have been installed for ADS1 and the fit-out of the ADS2 end station is underway. Construction of a new superconducting wiggler for ADS1 and ADS2 has been largely completed and is scheduled for testing in early 2025–26.

The X-ray fluorescence nanoprobe (NANO) beamline construction achieved steady progress in this reporting period with the fit-out of the NANO satellite building and end station having begun. ANSTO has received delivery of the in-vacuum cryo-undulator.

Australian Centre for Neutron Scattering upgrades

Corporate Plan 2024–25 planned progress:

Research Infrastructure Investment Plan	M
Bilby detector upgrades	C
Wombat detector upgrades	I

ACNS is the home of neutron scattering science in Australia.

ACNS uses neutrons from the OPAL reactor to enable scientists and industry to solve complex questions and problems. Neutron scattering enables research into areas of national importance including health, food, materials, engineering, advanced manufacturing, quantum materials, energy, cultural heritage and environmental science.

ANSTO has continued to upgrade critical instrument systems and expand equipment at ACNS using ANSTO appropriation. These investments will ensure ANSTO's state-of-the-art neutron scattering research infrastructure remains world-class and can operate reliably for decades to come.

The Bilby (small-angle neutron scattering) instrument detector upgrade was completed in September 2024 after the OPAL reactor returned to normal operation following its long shutdown.

The Wombat (diffractometer) instrument detector replacement, which will ensure reliability, scientific capabilities and performance, as well as future maintainability, is in the implementation phase and expected to be completed in 2029.

Centre for Accelerator Science upgrades

Corporate Plan 2024–25 planned progress:

Research Infrastructure Investment Plan	C
Automation of sample processing and end-station mounting	P I
Space radiation testing	C M
CAS expansion scoping studies	P I

CAS is a national user facility providing support for research and industry communities in answering some of the most complex and exciting questions of today. CAS capabilities underpin Australia's research and innovation priorities by providing world-class techniques and skills for radioisotope dating, trace isotope and element analysis, surface engineering, and radiation testing. With a multidisciplinary team of expert scientists and technicians, CAS operates 4 megavolt particle accelerators, 12 beamlines and 12 laboratory facilities employed for accelerator mass spectrometry (AMS), ion beam analysis and implantation, and ion irradiation. Accelerator science is more important than ever in addressing the challenges of climate prediction, water resource sustainability, Indigenous culture and knowledge preservation, space radiation testing, clean energy and quantum technology development, and in detecting and preventing nuclear proliferation as part of the IAEA's network of analytical laboratories.

Funded in part by the National Collaborative Research Infrastructure (NCRIS), ANSTO welcomes several hundred users to CAS annually.

In this reporting period, CAS completed a major upgrade of the control system for the STAR accelerator to futureproof the technology and improve reliability. Design work and procurement for upgrading the control system, low-energy beam optics, and replacement of obsolete parts on the ANTARES accelerator were completed in preparation for installation and commissioning. The major program of capital works was co-funded by ANSTO, with funding secured through the 2020 Research Infrastructure Investment Plan. These investments will ensure sustainable, reliable, safe and efficient operation of the world-class accelerator science capabilities and instrumentation delivered by CAS.

In this reporting period, a multi-year uplift and capability development program funded by the 2023 NCRIS Step Change investment scheme progressed from initiation and design phase through to implementation. Milestones achieved this year include completion of recruitment of additional science, technical and engineering staff, and the initiation of procurement, prototyping and construction for capital works to support expansion of capacity in the user program, and meet user needs across the following activities:

- ***Transforming Australia's AMS capability for the environment and climate challenges of this crucial decade:*** This activity will deploy multiple, automated sample processing methodologies and train additional scientific staff for increased capacity and throughput for AMS analysis to support critical national research needs in areas such as groundwater resilience, climate science and nuclear safeguards.
- ***Ion irradiation for the emerging needs of defence, health, semiconductor and space sectors:*** Training additional staff and investing in end-station automation and upgrades that will expand the capacity and range of services of the newly developed space radiation and radiobiology testing facilities, thereby meeting international standards for defence and space testing of semiconductors, electronics and materials, and the controls for preclinical and radiobiology community research.
- ***Ion beam analysis for continental-scale pollution monitoring and contamination screening:*** Development of an automated, high-throughput end station, upgraded air filter samplers, and the introduction of advanced analysis techniques and machine learning to expand capacity in ion beam analysis for environmental air monitoring and per- and poly-fluoroalkyl substance (PFAS) contamination screening analysis, to meet the needs for national-scale monitoring.
- ***Industry uplift for innovation and translation:*** Investment in specialised staff and a voucher scheme to increase and diversify industry reach, ensuring a bespoke and high-impact industry and commercial user access experience, and targeting engagement and support for Australia's start-up and small to medium enterprise communities.

P Preparation I Implementation C Completion M Monitoring and Improving

National Deuteration Facility capability expansion

Corporate Plan 2024–25 planned progress:

Provide new techniques for deuteration of molecules (flow chemistry)	P I
Provide stable isotope internal standards to industry	M
Provide synthetic biology capability for labelling of molecules	P I
Build Australia's human capital in deuteration	M

The NDF is a world-leading facility providing chemicals and biochemicals labelled with the stable isotope deuterium, enabling investigations into the relationships between molecular structures, and the functions and interactions within complex biological and chemical systems. The NDF offers labelling methods that benefit researchers in Australia and globally, in fields such as structural biology, drug delivery, molecular electronics, thin film nanotechnology, energy, and gas adsorption materials. Australian-based drug discovery programs benefit from NDF capabilities, reducing reliance on international commercial suppliers and bioanalysis service providers, which helps mitigate delivery delays and logistics.

In this reporting period, demand for non-neutron and new applications grew, driven partly by increased engagement from international, fee-paying collaborators. This trend generated additional revenue, contributing 10% to ANSTO's co-investment budget in the NDF.

This year, NDF partnered with the certified reference materials group at the National Measurement Institute to supply deuterated lipids as certified reference standards for lipidomics research and industrial applications. This collaboration enhances analytical precision and standardisation, addressing a gap in the field, and contributing a much-needed resource that advances both scientific discovery and industry practice.

The NDF expanded into new local and international industries, including biotechnology companies in vaccine innovation and mRNA therapy, by providing bespoke lipids thereby demonstrating our growing significance in this field. Several companies are repeat users, underscoring ANSTO's ongoing value.

We continued building Australia's human capital in deuteration science by training 4 students across diverse areas. This included challenges only addressable through deuterium labelling techniques, such as resolving complex molecular structures, analysing material composition at the nanoscale, and uncovering hidden features in biological systems.

In this reporting period, NDF implemented 2 new NCRIS-funded activities with funding received in 2023–2024 ($2.75 million) to maintain ANSTO's world-leading position in deuteration science for research applications.

One activity funded a new fixed-term staff member, and the acquisition and commissioning of a flow reactor aimed at boosting production capacity and ensuring a scalable, reliable supply for research, pharmaceutical and industrial applications.

The second activity supported a fixed-term contractor to develop a synthetic biology-based stable isotope labelling platform, unlocking new applications in biotechnology, materials science and medicine.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
OPAL	300 days at power	✗ **235 days at power***
Australian Synchrotron	95% utilisation	✓ **95%**
Australian Centre for Neutron Scattering	85% utilisation	✗ **77%**
Centre for Accelerator Science	65% utilisation	✓ **71%**
National Deuteration Facility	87% utilisation	✓ **94%**
User satisfaction across all infrastructure excluding OPAL	70 user satisfaction	✓ **89**

* The planned OPAL shutdown, while extended due to technical factors, temporarily affected total days at power. The shutdown enabled significant system upgrades that enhance reactor safety and reliability.

✓ Achieved ✗ Not Achieved

P Preparation I Implementation C Completion M Monitoring and Improving

Ensure the reliable and sustainable supply of nuclear medicine products and services

ANSTO's radiopharmaceuticals are delivered to more than 250 hospitals and medical practices across Australia each week, enabling 10–12,000 nuclear medicine procedures for the diagnosis and treatment of a wide range of diseases. ANSTO's products account for approximately 80% of the nation's nuclear medicine supply.

In 2024–25, ANSTO successfully executed a planned extended maintenance shutdown in its Nuclear Medicine Manufacturing Facility (NMMF), completing a significant program of critical capital upgrades and preventative maintenance activities in parallel with the planned long shutdown of OPAL.

Key activities for 2024–25

How we deliver on our strategy and purpose

New Nuclear Medicine Manufacturing Facility

Corporate Plan 2024–25 planned progress I

ANSTO's current Nuclear Medicine Production Facility has operated for 60 years. In the 2023–24 Budget, the Australian Government committed funding to design and construct a new facility, expected to be commissioned and operational in the early to mid-2030s.

This investment will ensure Australia's sustained capability in nuclear medicine production. The new facility will feature modern equipment and technology, meeting high standards of safety, quality and reliability. It will support nuclear medicine services and foster industry development, creating opportunities for skilled roles including researchers, developers and practitioners in nuclear medicine.

To meet regulatory compliance requirements, ANSTO submitted a siting licence to ARPANSA in November 2024, with the public notification phase now complete.

Ongoing maintenance of the Nuclear Medicine Production Facility

Corporate Plan 2024–25 planned progress M

ANSTO is responsible for the manufacture, production and distribution of radiopharmaceuticals, radiochemicals, cold kits, and accessories for use in health care and research globally. To sustain a high standard of reliability, ANSTO employs a highly skilled nuclear and logistical workforce that manages the complete manufacturing and logistical process from customer order to delivery of 'just in time' nuclear medicine products. Significant asset maintenance and renewal programs are being carried out to provide a safe, secure and sustainable supply of nuclear medicines from the current facility.

ANSTO's Asset Management Plan provides strategic direction to ensure the Nuclear Medicine Production Facility continues to meet its objective of safe, secure and sovereign supply of nuclear medicine products. Critical pillars of the plan include increasing the capacity of the systems engineering team, and the yearly planned maintenance window that allows sufficient access to complete asset renewal programs. In 2024, a planned long shutdown was implemented from April to early June coordinating with the OPAL reactor long shutdown and upgrade from March to September.

The 2023–24 Budget provided funding for ongoing maintenance of the current production facility in line with a 10-year asset management plan.

Five-year research and development strategy for successful innovation in health

Corporate Plan 2024–25 planned progress

ANSTO's current health research and development strategy prioritises the development and application of radioisotopes and radioisotope-enabled technologies, including radiopharmaceuticals for improved patient outcomes.

Capacity building through infrastructure development and partnerships has been pursued, including support for industry as well as research training.

This includes the initiation of a capital project to relocate 3 hot cells from the decommissioned Camperdown cyclotron facility to Lucas Heights, which will replace ageing infrastructure and enhance early-stage research in radioisotope production and radiopharmaceutical development.

Partnerships include funded work to support pre-commercial development for Australian biomedical organisations where ANSTO expertise, typically in radiochemistry, is required to assist an entity towards preclinical and clinical trials. ANSTO is also participating in the Australian Research Council Industrial Transformation Training Centre for Radiochemical Technologies and Precision Radiopharmaceuticals, administered by Monash University.

This training centre will provide a vehicle for ANSTO to train the next generation of researchers in nuclear science, while advancing developments in radiopharmaceuticals to improve patient health outcomes.

The 5-year strategy was progressed in this reporting period by the formation of a dedicated scientific team supporting the nuclear medicine manufacturing program. Targeted investigations have been conducted across 4 key product streams: lutetium-177, technetium-99m generators, iodine-131, and iodine-131 MIBG.

These studies have deepened process understanding, guided engineering decisions, and improved both production safety and product quality. The findings are directly contributing to the development of processes and equipment for integration into the NMMF.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
ANM (Mo-99) DIFOT*	≥95%	✗ **94%**
ANSTO Nuclear Medicine Production Facility DIFOT*	≥95%	✗ **94%**

This reporting period included decreased reactor days at power arising from a planned extended maintenance shutdown, leading to impacts on infrastructure utilisation and commercial product outputs.

✓ Achieved ✗ Not Achieved

* Delivery in full and on time (DIFOT), calculated as delivery of the product order in full along with delivery on time.

Adverse impacts on DIFOT are attributed to the complexities of operating an import supply chain through the extended shutdown in 2024 and unplanned supply disruption of ANSTO's Molybedenum-99 and Lutetium-177 manufacturing processes in April 2025. The direct cause of the DIFOT losses was primarily international inbound logistics from global partners.

Collaborate, deliver and translate research that has scientific and industrial impact for Australia and the world

Total publications

In 2024–25, a total of 1,069 publications with ANSTO authors or acknowledging ANSTO were recorded. This output represents exceptional productivity from ANSTO's active research cohort of around 300 people and suite of landmark research infrastructure, demonstrating ANSTO researchers and facilities are sought after as we contribute to the public benefit.

External revenue from research and research services

The $9.18 million in external revenue arises from consulting services, collaborative and other research income, and other research-related products and services. These results are attributed to meaningful stakeholder engagement, addressing industry and national priorities.

Publications undertaken with national and international collaborators

In 2024–25, ANSTO authors delivered 1,053 publications in collaboration with authors from more than 60 countries and some of the most celebrated research organisations in Australia. This level of national and international collaboration underscores the calibre of ANSTO's exceptional researchers and the keen interest of stakeholders in seeking out partnerships.

Key activities for 2024–25

How we deliver on our strategy and purpose

Updated ANSTO research and development strategy and implementation

Corporate Plan 2024–25 planned progress (I)

ANSTO's research and development strategy is based on our unique infrastructure and capabilities in nuclear science and technology, and delivers public benefits aligned with national priorities. Examples of benefits:

- A collaboration between the Australian National University (ANU) and ANSTO has delivered significant advancements in nuclear physics and medicine. This initiative has developed a new capability in solid surface radiolabelling to evaluate Auger emitting sources for next-generation targeted therapy.
- Government funding, academic collaborations and industry support have enabled the expansion of food provenance research to encompass more fish species, seafood harvesting locations and traditional bushfoods, as well as coral. International interest in the approach, which includes handheld technology for use in the field, is also growing.
- Novel solvent extraction rare earth flowsheets have been developed and experimentally validated during continuous pilot plant operations conducted at Lucas Heights for a number of ANSTO's commercial clients. This technology and associated advanced separations capability is integral to supporting Australia's ambition in moving towards onshore processing of its considerable critical minerals endowment, thereby realising more value from domestic rare earth resources.
- ANSTO is currently delivering research and development, funded by the Australian Safeguards and Non-proliferation Office (ASNO), into advanced radiation imaging solutions for reactor-related safeguards applications. Other development activities include drone-based radiation detection payloads for wide-area survey applications, as well as thermal neutron imaging as a new capability for ANSTO's CORIS360® gamma-ray imaging technology.
- Patents have been granted in Australia and a number of European countries for the separation of actinium-227 from rare earth processing liquors, providing rare earth processors with a simpler alternative to solvent extraction to manage this common radioactive contaminant.
- Skincare product stability has been found to improve through deuteration. Deuteration strengthens chemical stability by replacing hydrogen with deuterium, forming stronger C–D bonds that resist metabolic and environmental degradation without altering molecular

(P) Preparation (I) Implementation (C) Completion (M) Monitoring and Improving

function. While widely used in pharmaceuticals, its potential in cosmetics remains underexplored. Squalene, a common emollient and biochemical precursor, is prone to forming harmful peroxides despite antioxidant properties. In this reporting period ANSTO demonstrated that even low deuteration levels (≈19%) significantly reduce peroxide formation. Higher deuteration further boosts oxidation resistance. This enhanced stability stems from both bond reinforcement and the interruption of free radical chain reactions, making deuterated squalene a promising antioxidant alternative in light- and air-exposed cosmetic and medical formulations.

- Support for Indigenous research was bolstered by inclusion in the Australian Research Council Centre of Excellence for Indigenous and Environmental Histories and Futures, which expects to make a legacy contribution by developing complementary Indigenous and Western knowledge frameworks for modelling environmental, cultural and historical change in Australia over the last millennium and into the near future. ANSTO environmental researchers have been included in a prestigious National Health and Medical Research Council grant focused on First Peoples' cultural medicines (also called bush medicine) in Australian health care.
- The $105 million BRIGHT program to build 8 new beamlines at the Australian Synchrotron has passed the halfway point with the fifth beamline (high-performance macromolecular crystallography) now in operation and the remaining 3 nearing completion. The BRIGHT program will give researchers access to world-leading capability in imaging, spectroscopy, scattering, crystallography and microscopy that will accelerate research progress around the country.
- Training hosted and delivered by ANSTO on behalf of the IAEA assisted the Philippine Nuclear Research Institute (PNRI) to prepare for the successful management of a nuclear forensics operation. According to international media reports, the Philippines National Bureau of Investigation, assisted by the PNRI, successfully seized and secured approximately 100 kg of depleted uranium in Manila in 2024. In her report, Dr Samson, Deputy Director of PNRI, emphasised the indispensable role of scientific collaboration and nuclear forensics guidance provided by ANSTO under a bilateral memorandum of understanding, crediting ANSTO's sharing of expertise as a cornerstone of the operation's success.

Current research information system and portal project

Corporate Plan 2024–25 planned progress:

Research information management system (RIMS)	I
Laboratory information management system (LIMS)	I

The current research information system and portal (CRISP) project will provide our organisation with best practice, integrated software tools and analytics to more effectively manage information and data related to all aspects of our research activities. Outcomes from the project will include improved reporting and analytics, plus improved support for compliance. The project has 3 components: a research information management system (RIMS), a laboratory information management system (LIMS), and a portal to manage access and coordination of ANSTO's research infrastructure.

RIMS has been successfully rolled out across the organisation with 85% of researcher profiles being showcased. The system will provide ANSTO with publication management, grants management, researcher profiles, open access support, powerful reporting and analytics. LIMS and the ANSTO research portal are undergoing revisions to bring them into operation using components that are better aligned with current cybersecurity requirements and to explore different funding models.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
Total publications*	850 total publications	✓ **1,069**
External revenue from research and research services**	$5.5 million external revenue	✓ **$9.18 million**
Publications undertaken with national and international collaborators	≥ 95%	✓ **98%**

* ANSTO only or acknowledgement of ANSTO

** excluding NCRIS grants

✓ Achieved ✗ Not Achieved

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Build new knowledge, drive innovation, and support training and development for the safe management of radioactive waste

Key activities for 2024–25

How we deliver on our strategy and purpose

Develop and implement world-leading innovative radioactive waste treatment and management technologies

Corporate Plan 2024–25 planned progress I

ANSTO Synroc® technology is an Australian innovation that mimics natural geological processes and transforms radioactive waste into a stable, durable form suitable for final disposal. Developed to minimise disposal volume, it also reduces lifecycle costs and environmental risks for managing radioactive waste.

ANSTO is delivering a purpose-designed facility to treat alkaline intermediate-level liquid waste from Australia's nuclear medicine production using ANSTO Synroc® technology. This will be a first-of-a-kind facility globally, linking nuclear medicine production with radioactive waste treatment.

In July 2024, the ANSTO Board approved a financial and timeline recalibration for the facility. ANSTO commenced cold commissioning in May 2025 following remediation works. Cold commissioning simulates the conditions of production, and ensures the safe, secure and sustainable operation of the facility prior to introduction of any radioactive waste.

Scheduled to be operational in 2029, the facility will demonstrate ANSTO Synroc® technology for managing intermediate-level waste arising from nuclear medicine production and support the commercialisation strategy to deliver a safe, secure and sustainable pathway for the lifecycle management of radioactive waste.

The waste treatment facility is now in an extended cold commissioning phase to comprehensively verify and validate its first-of-a-kind process.

Implement interim storage solutions for intermediate-level radioactive waste

Corporate Plan 2024–25 planned progress I

Intermediate-level radioactive wastes are generated through ANSTO's production of lifesaving nuclear medicines. On average, these nuclear medicines will benefit every Australian at least twice in their lifetime.

ANSTO has safely managed its radioactive wastes since the 1950s. Commonwealth Budgets 2020 to 2022 funded an expansion of ANSTO's interim storage capacity for intermediate-level wastes. ANSTO is building the Intermediate-level Waste Capacity Increase (ILWCI) facility to deliver this expansion. Scheduled for completion in 2029, the facility will store ANSTO's intermediate-level wastes until around 2040 and enable decommissioning of ageing waste tanks by transferring legacy liquid waste.

During this reporting period, ANSTO progressed the detailed design of ILWCI and associated safety assessments. ANSTO has commenced preparation of its submission to ARPANSA for a construction licence, including extensive documentation to support the submission.

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Ensure the reliable and sustainable supply of commercial products and services for the benefit of Australia and the world

Key activities for 2024–25

How we deliver on our strategy and purpose

Silicon irradiation

Silicon irradiation is conducted in the OPAL multipurpose reactor. High-quality NTD silicon is particularly desirable for high power semiconductor applications that are key to the global electrification movement, including high-voltage products for greener power grids, high-speed rail, industrial automation, electric vehicles, and satellites.

ANSTO is the leading global supplier of NTD silicon, consistently providing more than 50% of global capacity by irradiating up to 90 tonnes of silicon each year. In 2024 ANSTO maintained its leadership position but was only able to provide 30% of global capacity owing to the reduction in OPAL operational days arising from its planned upgrade and maintenance. This meant the NTD silicon DIFOT target was not met in 2024–25. In the previous 2 years, DIFOT exceeded the target (96% and 98%).

The planned OPAL shutdown, while extended due to technical factors, temporarily affected planned DIFOT. The shutdown enabled critical system upgrades that will support improved reliability and delivery performance. ANSTO developed a recovery plan, returned irradiation services to full capacity within one month of OPAL's restart, and achieved a final DIFOT of 80%. This included revalidation of the irradiation facilities and verification that no changes in irradiation properties occurred as a result of the shutdown activities. This was a vital step for our customers who depend on ANSTO's consistent, high-quality irradiations. In total 65.4 tonnes of NTD silicon were irradiated in 2024–25.

Medical isotope and medical device irradiation

ANSTO is an important supplier of irradiation services for medical applications that use irradiated yttrium-90, phosphorus-32 and gold-198. These products are used globally to treat a range of cancers including liver, prostate, tongue and pancreatic cancers. The irradiation service is provided to domestic and international customers in North America, Japan and Europe.

There is an increase in global demand for irradiation services to manufacture medical devices and produce key isotopes that rely on safe, stable and reliable research reactors like OPAL.

ANSTO is currently implementing a plan to expand and diversify its irradiation services. This will optimise the utilisation of OPAL's irradiation facilities and deliver improved patient outcomes in Australia and around the world, while also maximising revenue streams.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
NTD silicon DIFOT*	≥95%	✗ **80%**

This reporting period included decreased reactor days at power arising from a planned extended maintenance shutdown, leading to impacts on infrastructure utilisation and commercial product outputs.

✓ Achieved ✗ Not Achieved

* Delivery in full and on time (DIFOT), calculated as delivery of the product order in full along with delivery on time.

Critical and strategic minerals research and development

Corporate Plan 2024–25 planned progress

ANSTO has been supporting Australia's resources sector for more than 45 years and is home to a minerals consultancy comprising more than 70 experts working across all facets of critical minerals process development, from mineralogy and laboratory scale testing through to continuous piloting, including demonstration plant design and pilot plant operation. ANSTO's equities in uranium processing, spanning decades, have translated into expertise in other critical and strategic minerals including rare earths, lithium, zirconium, niobium, hafnium, tungsten, germanium and high-purity quartz.

In 2022, ANSTO was named as one of 3 pillars of the Australian Critical Minerals Research and Development Hub (Hub), which is an Australian Government–funded partnership between ANSTO, CSIRO and Geoscience Australia, under the federal Critical Minerals Strategy. Since the Hub's inception, ANSTO has been allocated $19.2 million in funding from the Hub to support work on critical minerals, in addition to $1.27 million provided to support Hub partners with their funded projects.

High-purity quartz project

The design, procurement and manufacture of long-lead process equipment has been completed, including a bespoke rotary kiln, chlorine generator and gas scrubbing essential for high temperature chlorination. The design of essential safety systems and safe operation assessments, silica handling protocols, and training have also been finalised. Development of high-purity analysis methods and protocols, including deployment of neutron activation analysis and laser-based techniques, have been completed. Detailed facility design has also been completed.

Rare earth elements project

A comprehensive analysis of the processing of conventional ion-adsorbing rare earth clays has been completed, with process modelling also conducted to examine the process economics and water management for a variety of scenarios. This included comparable studies, informed by a number of Australian projects, for 'clay hosted' rare earth deposits, which are more common in Australia. Development of purification strategies for rare earth intermediates that do not meet typical market specifications has commenced, including integration into the Australian rare earth refinery landscape. Detailed design of a dedicated continuous piloting facility has been completed, contracts for plant fabrication and integration have been issued, and major equipment has been ordered. Industry consultation was completed on design specifications, and additional leaching capabilities have been added to the plant design in response to feedback.

By-products project

ANSTO has delivered a comprehensive technical review of by-products recovery during zinc processing, with specific reference to Australian zinc operations. A germanium recovery process flowsheet applicable to Australian operations has been developed and tested, with key process conditions employed for techno-economic modelling and evaluation.

Metallisation

ANSTO has delivered a comprehensive technical review of tungsten concentrate processing and identified a process flowsheet suitable for Australian producers to consider onshore production of high value-added tungsten metallisation precursors.

International engagement program

ANSTO has contributed to the establishment of programs supporting international research, development and engagement related to critical minerals. A mission to South Korea was undertaken, establishing new relationships with industry and strengthening existing commercial relationships. ANSTO delivered technical processing expertise in support of Australia's bilateral meetings with member country delegations of the 2024 Partnership on Sustainable Critical and Strategic Minerals. ANSTO served as expert panellist at an Austrade-sponsored workshop in Tokyo, delivering insights on rare earth processing, radioactive waste management and lithium processing for battery grade precursor production.

Critical minerals production tax credits

ANSTO was closely involved in consultation on the technical aspects of the Future Made in Australia (Production Tax Credit and Other Measures) Bill 2024. Since the Bill passed in February 2025, ANSTO has contributed technical expertise to the associated regulations flowing from the bill.

State-level engagement

In October 2024 ANSTO was named a technical partner in the New South Wales Critical Minerals and High-Tech Metals Strategy. In this reporting period, ANSTO delivered a report identifying the opportunity for a common user rare earth refinery in the state.

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Deliver expert advice to local, state and federal governments, and other stakeholders to support the national interest

During 2024–25, ANSTO served as the nation's centre of nuclear excellence, providing advice on Australia's National Science and Research Priorities: building a secure and resilient nation, elevating Aboriginal and Torres Strait Islander knowledge systems, protecting and restoring Australia's environment, supporting healthy communities, and transitioning to a net zero future.

These activities included:

- submission to the House Select Committee on Nuclear Energy
- submission to the Joint Standing Committee on the National Capital and External Territories Inquiry into Antarctica's importance to Australia's national interests
- submission to the Australian Government Strategic Examination of Research and Development
- submission to the Department of Agriculture, Fisheries and Forestry National Agricultural Traceability Implementation Plan
- submission to the Department of Climate Change, Energy, the Environment and Water (DCCEEW), National Recovery Plan for the mala and the Shark Bay rufous hare-wallaby
- submission to the Department of Education National Digital Research Infrastructure Investment Plan Environment Scan
- expert advice to the House of Representatives Standing Committee on Industry, Science and Resources Inquiry into Food and Beverage Manufacturing in Australia
- consultation with the Australian Radioactive Waste Agency on the Australian Radioactive Waste Management Framework and disposal pathway
- consultation with the Department of Health and Aged Care on nuclear medicine pricing
- consultation with the Department of Industry, Science and Resources on the national Critical Minerals Strategy.

As a Corporate Commonwealth Entity, ANSTO has direct accountabilities and responsibilities to the Australian Government – particularly the Minister for Industry and Innovation and Minister for Science, and the Australian Parliament – mandated in legislation.

For example, we have advised government on existing and future nuclear capabilities needed to support the acquisition of conventionally-armed nuclear-powered submarines.

ANSTO has supported the submarine program, including the South Australian and Western Australian state governments, by sharing public engagement and building social licence for Australia's only nuclear reactor.

ANSTO will continue delivering technical expertise and advice to government to ensure Australia remains at the cutting edge of nuclear science and technology capabilities.

Key activities for 2024–25

How we deliver on our strategy and purpose

Nuclear Security Science Capability – planning and design

Corporate Plan 2024–25 planned progress P

ANSTO's Nuclear Security Science Capability (NSSC) seeks to deliver and sustain sovereign nuclear science infrastructure and expertise which addresses the requirements of government entities across Australia as well as international partners, to strengthen nuclear non-proliferation and radiological and nuclear security. This function supports Commonwealth legislation, international treaties and partnerships.

The NSSC Program received a 2-year budget allocation in the 2023–24 and 2024–25 fiscal years to develop a detailed business case for investment. The business case has been completed.

Nuclear-powered submarines

Corporate Plan 2024–25 planned progress I

As part of Australia's acquisition of a conventionally-armed nuclear-powered submarine (NPS) capability under the AUKUS trilateral security partnership, key stakeholders from government, industry and academia – including the ASA and Nuclear-Powered Submarine Regulatory Design – leverage ANSTO's extensive nuclear expertise. ANSTO actively contributes to this national endeavour through consultation and specialist advice, training and workforce development, and technical services.

In 2024–25, ANSTO received $16.3 million and a 23.3 average staffing level (ASL) to support the NPS enterprise. As of the current reporting period, ANSTO has an NPS working group comprising 25.6 full-time equivalent (FTE) staff, with contributions from an additional 98 ANSTO personnel engaged in NPS-related activities across a range of disciplines.

ANSTO's subject matter expertise spans an array of capabilities, including but not limited to:

- nuclear safety and operations
- radiation protection and dosimetry
- workforce and professional development
- radioactive waste management
- licensing and regulatory support
- environmental monitoring and analysis
- public communications and social licence
- safeguards compliance and analysis
- nuclear security and operations.

Beyond technical advisory services, ANSTO increasingly receives targeted requests from NPS partners for expanded engagement in analytical services, workforce training and placements.

As the optimal pathway advances, ANSTO's role evolves to stay aligned to the changing needs of NPS programs, including engagement with emerging stakeholders such as organisations involved in submarine construction and sustainment.

ANSTO is positioned to deliver 4 core categories of NPS support:

Training programs
Developing a skilled, nuclear-capable workforce across disciplines.

Consultancy services
Offering expertise in nuclear safety, security, regulation, engineering, waste management and environmental monitoring.

Testing and analytical services
Providing specialist nuclear science and technical capabilities to support operations, sustainment, and regulation.

Research and development
Driving innovation to support operational needs, regulatory frameworks and workforce development.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
Australian Government stakeholder satisfaction	75%	**N/A***
Department of Defence requests for information are responded to by an agreed time	100%	✓ **100%**
Monitoring of nuclear-powered submarine visits supported	100%	✓ **100%**

* Between the PBS and the Annual Report, ANSTO reviewed this measure and determined it was not reflective of engagement under this program, which is captured in the remaining measures.

✓ Achieved ✗ Not Achieved

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Participate in global and regional nuclear discussions and forums to ensure that Australia remains a leader in the application of nuclear science and technology

ANSTO delivered a food origin workshop as part of its participation in the Forum for Nuclear Cooperation in Asia (FNCA).

ANSTO, as Australia's leading national nuclear organisation, fulfilled its obligations to engage internationally in nuclear science and technology. We oversaw Australia's participation in the IAEA, Forum for Nuclear Cooperation in Asia (FNCA) and the Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific (RCA) activities, while continuing to strengthen regional partnerships in the peaceful uses of nuclear science and technology.

Key activities for 2024–25

How we deliver on our strategy and purpose

Leadership in setting global nuclear standards

ANSTO maintained a central role in shaping international standards and advancing peaceful nuclear applications through expert contributions and strong global partnerships.

In November 2024, ANSTO participated in the IAEA Ministerial Conference on Nuclear Science, Technology and Applications, and the Technical Cooperation Program. ANSTO convened a high-level side-event on nuclear infrastructure's role in delivering social and economic outcomes, highlighting ANSTO's role in developing lifesaving leukaemia pharmaceuticals, improving breast cancer screening, enhancing food packaging safety, producing self-healing ceramics, and safe decommissioning of offshore oil and gas infrastructure. ANSTO also presented research on isotope hydrology for sustainable groundwater management, and methods for enhancing agricultural outcomes through nuclear science.

In early 2025, ANSTO's Dr Andrew Peele was appointed Chair of the IAEA Director-General's Standing Advisory Group on Nuclear Applications (SAGNA), reinforcing ANSTO's longstanding leadership in global nuclear forums. SAGNA serves as the IAEA's principal advisory body on peaceful nuclear applications, bringing together global experts to guide direction in areas including health, agriculture, environmental protection and industry. As Chair, Dr Peele leads international deliberations and provides strategic recommendations that help shape the IAEA's program priorities, strengthening Australia's voice in global nuclear policymaking.

In March 2025, ANSTO concluded its term as an IAEA Collaborating Centre for New and Advanced Techniques and Applications of Nuclear Science and Technology Towards a Sustainable Environment (2021–2025). This designation reaffirmed ANSTO's status as a globally recognised leader in nuclear science and a key contributor to sustainable development, innovation, and capacity building. As Australia's only collaborating centre, and one of the earliest established in the Indo–Pacific, ANSTO contributed to areas aligned with the 2030 United Nations Sustainable Development Goals (SDG) including isotope hydrology, air quality, marine plastic pollution, and cultural heritage preservation.

Key achievements included establishing new Global Network of Isotopes in Precipitation stations at Macquarie Island and Mildura; providing scientific leadership on marine plastics; coordinating the Analytical Laboratories for the Measurement of Environmental Radioactivity regional network; hosting technical workshops on cultural heritage and accelerator mass spectrometry; and contributing to global research. These efforts expanded scientific networks, strengthened technical exchanges, and built regional capacity.

Leading social and economic development in our region

ANSTO continues to support sustainable development across Asia and the Pacific by leveraging nuclear science and technology to address regional priorities in health, food security, and environmental protection.

In October 2024, ANSTO hosted a regional FNCA workshop on food provenance and fraud detection. Scientists from 10 countries from Asia and the Pacific presented nuclear-based techniques that help protect food systems and consumers. The project outcomes contribute to the region through developing scientific capability in the application of nuclear analysis techniques in food traceability.

In May 2025, ANSTO concluded its term on the RCA Committee of Chairs. The RCA, one of the IAEA's longest-standing regional frameworks, supports collaborative research and training across 22 countries. ANSTO's leadership delivered inclusive programming, impact assessments and good governance, highlighting nuclear science's role in achieving UN SGDs. The social and impact assessment in air quality monitoring projects demonstrated ANSTO was the significant contributor to air quality monitoring over 20 years in our region. Australia was valued as an active, inclusive and transparent leader.

In June 2025, ANSTO hosted the IAEA's Sub-Regional Approach to the Pacific Islands workshop at our Australian Synchrotron. The event brought together 25 officials from 11 countries, including 7 Pacific IAEA member states and 4 observers. Focused on strengthening radiation safety legislation and regulatory frameworks, the workshop supported countries in accessing IAEA initiatives such as Rays of Hope, which aims to expand cancer care in our region.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
IAEA Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology in Asia and the Pacific	Participation in 80% of active projects; leading ≥1 project	**100%** Lead in 3 projects and participation in 80% of active projects*
IAEA Coordinated Research Projects	Participation in ≥ 10 projects relevant to nuclear applications	**100%** Exceeded – participation in more than 10 projects

Achieved Not Achieved

Develop a workforce plan for the next generation of specialised nuclear professionals

ANSTO is home to some of the nation's most talented researchers, scientists, engineers and nuclear experts. ANSTO's outreach extends to government bodies, industry, and educational institutions to cultivate the next generation of talent and build on Australia's nuclear science and technology capabilities. ANSTO is leading the skills development and knowledge acquisition of nuclear science and technology for Australia. We oversee this development through partnerships with the Australian Institute of Nuclear Science and Engineering and directly with Australian universities. These important partnerships create high-quality research, education and training that advances Australia's nuclear science and engineering.

AINSE
THE AUSTRALIAN INSTITUTE OF NUCLEAR SCIENCE AND ENGINEERING

ANSTO, in conjunction with the New South Wales Government, provided financial support over this reporting period via scholarships for graduates and early-career researchers engaged in industry-focused research projects. These projects were aligned with ANSTO's strategic objectives, with scholarship recipients gaining access to ANSTO's expertise and the technology necessary for pioneering scientific discoveries.

Key activities for 2024–25

How we deliver on our strategy and purpose

Organisation capability development – creating a highly skilled, agile, technical workforce

Corporate Plan 2024–25 planned progress C

Graduate program

This program developed the professional skills and technical capabilities of 5 graduate engineers (40:60 female-to-male ratio) during their first year of a 2-year program. Participants gained diverse experience through rotational placements, targeted training and interactive workshops. This approach ensures graduates are equipped with the expertise and confidence to contribute meaningfully to the nuclear industry.

Cadetship program

ANSTO supported 7 engineering undergraduate students in their third or fourth year of study and welcomed 5 second-year students into the program. These 12 students, with a balanced 50:50 gender ratio, participated in an entry-level employment pathway offering paid industry experience alongside academic studies. The program offered structured opportunities for ongoing development, professional growth and mentoring, to help build a strong pipeline of future engineering talent.

Year in Industry internship program

Nineteen penultimate-year STEM students gained a full year of immersive, industry-based experience at ANSTO. The program bridges the gap between academic theory and practical application, enhancing the relevance of the final undergraduate academic year. ANSTO benefited from early access to emerging talent, fresh technical insights, and a strengthened recruitment pipeline.

Leadership learning pathway

This pathway aims to strengthen organisational leadership capabilities. The team delivered 20 management and leadership programs across CORE, ASPIRE and ELEVATE, facilitating 57 sessions with 851 participants. Two new change programs – Managing Through Change and Succeeding Through Change – focused on building personal resilience and enhancing communication skills. A total of 41 team development workshops were held across the organisation, contributing to team effectiveness and fostering a high-performance culture. These initiatives have significantly enhanced organisational leadership skills, equipping ANSTO's leaders to drive success and innovation.

Strategic workforce plan – future capability planning

Corporate Plan 2024–25 planned progress C

In 2024, ANSTO developed a strategic workforce plan to understand the organisation's workforce needs over the next 5 years. This plan incorporated the number of people needed, split between employees and labour hire contractors, and the capabilities required.

The strategic workforce plan recommended a range of activities to develop the organisation's future capabilities.

The recommendations selected from the strategic workforce plan will be pursued within the nuclear workforce development plan. The Strategic Nuclear Workforce Development Plan, developed in late 2023, identifies key initiatives across the education sector, industry and government to recruit, develop, retain and regenerate a sustainable nuclear workforce for the future. As part of this, ANSTO chairs a community of practice around workforce development with all Commonwealth nuclear agencies.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
Students supervised	200 students	✓ **221 Students** supervised

✓ Achieved ✗ Not Achieved

Grow a more informed generation of Australians who understand the benefits of nuclear science and technology

In 2024–25, 668 site tours were conducted for 16,201 visitors at Lucas Heights; and 152 site tours were conducted for 3,048 visitors at the Australian Synchrotron. Site tours remain a powerful way of shifting public perceptions on nuclear science.

ANSTO provides a variety of educational experiences and resources, many of which are available online or in the classroom for nationwide access. Key programs include online learning, educational resources, teacher professional development, work experience and national competitions. Pleasingly, the program maintained its momentum, despite challenges from reduced staffing.

ANSTO's education and outreach program aims to educate teachers, students and the public on the advantages of nuclear science and technology, while also providing insights into careers in STEM and nuclear fields.

Key highlights

- Expanding the Basics in Nuclear Literacy course, now running in Perth and Adelaide, and included as part of ANU and DFAT training in Canberra. These well attended courses attract stakeholders from the Department of Defence and other government agencies, generating revenue and fostering strategic networking.
- Increased presence at career events using a new virtual reality experience, offering highly engaging 5-minute tours of either the OPAL reactor or Australian Synchrotron, for up to 20 people at a time. While mainly used locally, the experience has also been deployed at major interstate events like Science Alive in Adelaide where more than 2,000 people enjoyed the tour over 3 days.
- The education team's long-term collaboration with the University of Tokyo and Japanese Atomic Energy Agency assisted in DFAT funding ANSTO to plan a major showcase of food provenance technology at the 2025 World Expo in Osaka, Japan. ANSTO resources began planning more than 16 months in advance of ANSTO's participation in the event, which is scheduled for October 2025.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
Offer a range of resources for teachers and students to support the national science curriculum outcomes for Years 3 to 12	Deliver ≥ 6 national programs per annum	✓ **6**
Increase accessibility of STEM teacher training programs	Deliver teacher professional development days in all states and territories **Target: ≥500 teachers**	✓ **551 teachers** attended online professional development or ANSTO presentations at teacher conferences
Conduct educational tours and science experiences at ANSTO's Sydney and Melbourne campuses	≥ 15,000 visitors to ANSTO's campuses per annum	✓ **16,201 visitors** to Lucas Heights **3,048 visitors** to Australian Synchrotron

✓ Achieved ✗ Not Achieved

Ensure ANSTO operates sustainably and safely

ANSTO acknowledges that any incident reported is an opportunity to learn, prevent a recurrence and potentially eliminate the increased impact of the incident. In 2024–25, 78% of operational and safety incidents reported were opportunities for improvement. There were no Class 1 or Class 2 incidents reported and a reduction in the number of Class 3 incidents (2 injuries being Class 3, compared to 3 in 2023–24). Both Class 3 injuries were linked to ANSTO staff performing work activities at the Lucas Heights campus.

There were 5 regulatory notifiable incidents reported to Comcare – 3 were dangerous incidents, one was a serious personal injury and one was an exceedance of workplace exposure standards for crystalline silica substance. All incidents prompted an ANSTO investigation and corrective measures were put in place. There were nil investigations or undertakings during 2024-25, and Comcare undertook one inspection on the exceedance of the workplace exposure standard for crystalline silica substance and a proactive inspection on consultation.

Key activities for 2024–25

How we deliver on our strategy and purpose

Health monitoring program

Corporate Plan 2024–25 planned progress M

ANSTO protects worker health by identifying, assessing and controlling hazards, such as chemical, physical and biological agents, through occupational hygiene and personal dosimetry services. In 2024, ANSTO achieved National Association of Testing Authorities Australia accreditation to ISO/IEC 17020, strengthening the reliability of occupational hygiene risk assessments to chemical hazards.

Modernisation of dosimetry systems continues with investment into the latest optically stimulated luminescence technology and a new dosimetry data base. These upgrades will enable the ongoing delivery of high-quality dosimetry services, keeping our workers safe by monitoring their exposures.

Guided by ISO 45004:2024 – Occupational Health and Safety Management: Guidelines on Performance Evaluation, ANSTO will continue to enhance visibility of occupational health performance through reporting measurable improvements, informed by monitoring insights.

Psychosocial safety program

Corporate Plan 2024–25 planned progress M

In March 2025, ANSTO completed a comprehensive psychosocial risk assessment to evaluate the likelihood of psychological harm from workplace hazards. Insights are being shared across the organisation, supported by root cause analysis to inform targeted mitigation strategies. In line with work health and safety laws, ANSTO is fulfilling its duty as a person conducting a business or undertaking to eliminate or, where not reasonably practicable, minimise psychosocial risks. Risk mitigation control plans developed in 2025 will integrate insights and actions from both the psychosocial risk assessment and the employee experience survey, ensuring a feedback-driven approach that avoids duplication and aligns strategies.

This initiative is part of ANSTO's broader psychosocial safety program – a multi-year, phased approach to embed psychosocial safety across the organisation. The program is built around 7 foundational elements: risk assessment, control planning, governance and accountability, reporting and assurance, capability and training, communication and engagement, and system infrastructure.

These elements form the backbone of the Build phase (2025), which focuses on establishing a strong foundation for cultural and systemic change. As part of this, 443 leaders (2023–25) have been trained to identify and respond to common psychosocial hazards.

As the program progresses through the Embed, Sustain, and Adaptive Excellence phases, these core elements will continue to guide the integration of psychosocial safety into ANSTO's operations and culture, ensuring both legislative compliance and long-term organisational wellbeing.

Cybersecurity uplift program

Corporate Plan 2024–25 planned progress

M

ANSTO remains committed to prioritising investment in cybersecurity. Asset management planning for information technology incorporates continued focus on remediation of legacy technology across the organisation ANSTO continues to develop a defensive architecture and cybersecurity control maturity through following international and Australian Government guidance and requirements. ANSTO already utilises a vast array of services offered by the Australian Signals Directorate and continues to review and adopt services as appropriate. Throughout 2024–25 ANSTO did not have any cybersecurity incidents that affected core operations.

Campus renewal

Corporate Plan 2024–25 planned progress

I

The campus renewal plan provides for the future of the Lucas Heights campus and aims to improve long-term operational and environmental sustainability, and upgrade ageing infrastructure.

Implementation of site development administration offices

As part of ANSTO's major capital works program to support the development of the NMMF, 2 modular administration buildings have been constructed to accommodate project delivery teams.

The first building, completed and occupied in 2023, supports key site-wide projects.

The second building, completed and occupied in 2024, facilitates the demolition of buildings within the proposed NMMF site footprint. These modular structures are built to modern standards, offering benefits such as reduced environmental impact, faster construction timelines, and reusability.

Campus utilities building

A business case is being developed to support the delivery of a new campus utilities building to provide back-up power provisions for the campus, as well as a new compressed air supply.

Service corridors

The design and construction of service corridors, and rerouting of services from buildings within the NMMF footprint, have commenced and are planned for completion in the last quarter of 2025–26.

Developing an Environmental Sustainability Strategy

Corporate Plan 2024–25 planned progress

I

In March 2022, ANSTO introduced its Environmental Sustainability Strategy. The strategy is regularly reviewed to align with Australian Government policy announcements, emerging environmental issues and organisational priorities. The focus of the strategy has been to prepare:

- our carbon emissions reduction plan to align with ANSTO's objective to achieve net zero scope 1 and 2 emissions by 2030
- our waste-reduction plan to align with the Australian Government's National Waste Strategy
- our climate-related disclosure reporting framework and action plan to align with the Australian Government's Commonwealth Climate Disclosure Requirements.

The strategy and performance to meet its objectives can be found here: www.ansto.gov.au/science/environment/environmental-protection/environmental-sustainability-strategy

A copy of ANSTO's climate disclosure report can be found at: www.ansto.gov.au/science/environment/environmental-protection/climate-disclosure

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
Ensure highly reliable, safe and secure environment	Improvement in safety culture. Increase opportunities for improvement to actual incidents recorded **Target: 75%**	✓ **78%**
	Improvement in site-wide safety* **Target: Zero Class 1 incidents; year-on-year decrease in Class 2 & 3 incidents**	✓ **0 Class 1 or 2 incidents** **2 Class 3 incidents**

* Class 1 – damage that permanently alters a person's life; Class 2 – damage that temporarily alters a person's life; Class 3 – inconveniences in a person's life or 1–5 days/shifts off work

✓ Achieved ✗ Not Achieved

Sustainability

Environmental reporting

ANSTO's commitment to environmental protection and sustainability principles aligns with the Environmental Protection and Biodiversity Conservation Act 1999 (EPBC) and is outlined in the Health, Safety, Community and Environmental Policy: www.ansto.gov.au/media/1615/download?inline=

These values are embedded in ANSTO's business management system – the framework that defines how business is conducted to deliver outcomes to ANSTO's customers and stakeholders in a safe, consistent and environmentally responsible manner. Objectives and targets for safe, secure and sustainable operations are implemented through documented operational and business plans across the organisation.

Environmental protection is mandated when planning and undertaking major capital works. Activities under the EPBC Act are assessed for referral to DCCEEW. Proposals for new or modified facilities or activities also undergo a rigorous internal safety, regulatory and environmental assurance process.

Ecologically sustainable development principles are embedded in ANSTO's core values and in decisions relating to procurement and project activities from planning through to development. ANSTO's Environmental Sustainability Strategy aims to significantly reduce its environmental footprint by embedding sustainability into all business decision-making processes.

The ANSTO Building Code supports the National Construction Code and aims to align with the Australian Government's Climate Action in Government Operations Policy. The building code sets minimum sustainable design standards for new and refurbished facilities and is periodically reviewed to ensure optimal outcomes.

Supporting research and collaboration for environmentally sustainable outcomes

ANSTO promotes and provides support through:

- leveraging ANSTO's environment industry engagement strategy and exploring opportunities to work with industries concerned with product sustainability and mitigating or remediating environmental impact from industrial activity. ANSTO continues to collaborate with other research partners in the key areas of air quality, soil erosion, water resource management, wetland health, biodiversity, food provenance, and climate variability and global warming impacts such as rising sea levels and temperatures on marine ecosystems.
- participating in the Sustainability Advantage Program facilitated by NSW DCCEEW – Office of Environment and Heritage, for which ANSTO was awarded a silver partnership award in 2019.
- resuming bushcare activities at Lucas Heights. With support from the Sutherland Shire Council Bushcare team, ANSTO recommenced bushcare at Lucas Heights, focusing on weed removal from waterways and replanting native species. Since October 2024, staff volunteers have cleared ~700 m² of weeds and planted ~100 native trees. Clayton staff have also run weed removal campaigns and introduced composting in their onsite community garden.

Supporting staff to be environmentally sustainable

Environmental awareness is promoted via inductions, the staff intranet, mandatory environmental training and communication programs. During this reporting period, a rewards and recognition program was implemented to recognise staff who have initiated environmental, safety and quality improvements.

ANSTO works with government stationery and consumables vendors to reduce environmental impact, such as through introducing small order surcharges to reduce vehicle emissions from deliveries, and restricting catalogue orders for paper products to 100% recycled content. Further advancements in the transition to full digital authorisations and workflows continue, with the aim of achieving a paperless office environment.

Other waste-reduction initiatives include a café keep-cup library, recycling chemical safebreak bottles, transitioning to laboratory consumables, and donating expired first-aid kits to local WIRES native animal rescue centres.

Staff are encouraged to cycle, carpool, or take public transport to work, and to walk onsite. A new shared path connecting the Lucas Heights site to the neighbouring suburb of Barden Ridge was completed in late 2020, further encouraging staff living in the area to walk or ride to work.

Staff are encouraged to proactively report environmental hazards (near misses) or incidents using ANSTO's incident management system. In 2024–25, ANSTO staff raised 29 reports, most of which were of low significance not requiring any further investigation.

ANSTO's chemical management system allows sharing and tracking of chemical resources across business areas, reducing procurement needs. It also supports reporting under the National Pollutant Inventory and the Australian Industrial Chemicals Introduction Scheme, to improve the identification and control of environmentally hazardous chemicals.

Environmental and quality management systems

ANSTO applies environmental protection and management practices through its International Standard ISO14001-certified environmental management system, which identifies and controls environmental risks. ANSTO's extensive environmental monitoring program operates within a quality framework that is certified to the International Standard ISO9001 for quality management systems. Environmental protection measures and performance are frequently and routinely reviewed. An accredited third party audits the ISO14001 annually. The November 2024 audit found one minor non-conformance to the ISO14001 standard related to updating ANSTO's buffer zone management plan to address current environmental threats. The plan is currently being reviewed.

Environmental monitoring program

ANSTO conducts an extensive effluent and environmental monitoring program measuring radioactivity in authorised emissions to air, and in liquid effluent discharges to the sewer; and in samples of air, surface water, ground water, sediment and biota from the local environment. Many of the monitoring results are independently verified.

The results in 2024–25 demonstrate that ANSTO's authorised releases of radioactive material to the air and sewer continue to be effectively controlled, comply with regulatory limits, and have minimal radiological impact on humans, wildlife or the environment. Radiation monitoring is ongoing and the data is published online every 15 minutes at: www.ansto.gov.au/environmental-protection/radiation-monitoring

Local weather conditions are reported here: www.ansto.gov.au/science/environment/lucas-heights-weather-station

Environmental protection in operations

ANSTO adopts an integrated approach to planning and decision-making to manage operations efficiently and effectively through:

- supporting the National Construction Code and the Australian Government Net Zero in Government Operations Strategy. Net Zero Buildings, the ANSTO Building Code outlines principles of ecologically sustainable design for all new and refurbished buildings. Minimum standards for water efficiency in offices and labs, rainwater tanks, wastewater reuse, and sub-metering are enforced via the building code.
- implementing a sustainable building design framework, applicable to all new builds and refurbishments. This framework requires involvement of independent sustainable design consultants in the design phase. Through its Environmental Sustainability Strategy, ANSTO ensures alignment with the Net Zero Strategy.
- mandating environmental protection principles for all major project activities. All capital projects must have construction environmental management plans to prevent or minimise impacts such as emissions, waste, soil erosion, dust, noise and stormwater discharge. Assurance measures include the independent approval of these plans, ad hoc inspections and formal audits. Projects are evaluated for environmental performance throughout and after completion.
- embedding sustainable procurement in all new tenders and contracts, meeting Commonwealth Procurement Rules (specifically seeking value-for-money) and aligning with the Australian Government's Sustainable Procurement Guide. Tenders include environmental specifications and suppliers must demonstrate commitment and capability to deliver environmental outcomes. ANSTO routinely assesses supplier environmental performance.
- investigating waste diversion through reuse and recycling programs, focusing on construction wastes, soft plastics, metals, e-waste, batteries and green waste. ANSTO also collaborates with suppliers to reduce packaging and ensure reuse or recycling options for goods at end of life.
- monitoring ANSTO's 300-hectare bushland perimeter which contains important Indigenous heritage and serves as a wildlife corridor between the Royal and Heathcote national parks and the remnant Cumberland Plain woodlands. ANSTO conducts regular inspections to ensure that biodiversity values are maintained, and Indigenous cultural sites are preserved. No significant impacts to biodiversity or Indigenous cultural values have been reported during this reporting period. Rehabilitating historically disturbed areas within the bushland perimeter area is a focus of the new Environmental Sustainability Strategy, with progress monitored through the regular inspections.

Section 5

Our organisation and people

Provide an inclusive environment that empowers our people and supports a culture of collaboration and engagement

At ANSTO our people are our greatest and most valuable asset. Our workforce is dedicated to advancing a sustainable future through scientific and technological research that benefits Australian communities across sectors such as health, medicine, manufacturing, construction, logistics, and waste and utility services.

We employ experts across diverse disciplines including science, engineering, research, operations, commercial services, manufacturing and health – many are internationally recognised for their expertise. Our workforce includes technical assistants; scientists; engineers; educators; commercial management experts; human resources and workforce planning specialists; communication and government liaison officers; financial and accounting professionals; maintenance and operations staff; administrators; compliance, regulatory and risk specialists; and information technology and artificial intelligence experts.

ANSTO fosters a safe, inclusive, high performing workforce through values-driven development programs. Our diversity, equity, inclusion and belonging program supports employee networks and drives gender equity. We aim for 40:40:20 representation (men:women:discretionary) and are aligning policies with the 2024–27 Enterprise Agreement to ensure pay equity, inclusive entitlements and a culture of safety, respect and belonging. ANSTO's reporting under the Workplace Gender Equality Act 2012 (WGE Act) highlighted strong inclusive recruitment leading to a new equal remuneration policy and a review of barriers for women in shift-based roles.

Psychosocial safety and wellbeing remain key priorities and are integral to ANSTO's broader cultural development agenda, which includes leadership, psychological safety and organisational effectiveness. In 2024–25, we advanced our multi-year Psychosocial Safety Program Build, Embed, Sustain, Adaptive Excellence, enhancing leader development, reporting and management processes. A comprehensive enterprise-wide risk assessment was completed. We are now aligning insights from the risk assessment with existing cultural initiatives, and co-designing control plans to address priority risks.

These findings are largely consistent with the results from the 2024 Employee Experience Survey, reinforcing our focus on wellbeing, leadership, and organisational culture. Our approach spans harm prevention, wellbeing, recovery and response, underpinned by systems integration and leadership accountability.

Highlights over this reporting period:

- ANSTO submitted its second WGE Act report, identifying areas for further development, including:
  - initiating a standalone equal remuneration policy. While remuneration is governed by the enterprise agreement (EA), this policy will offer a transparent framework to support pay equity across all roles and levels
  - beginning a review of structural and cultural barriers that may limit women's participation in shift-based roles. This will inform future workforce planning and promote inclusive, flexible work practices.
- Female representation among external hires remained strong, with some technical business units achieving more than 50% female hires. While the 40:40:20 target was not fully met, notable progress was made – particularly in STEM areas.
- Recruitment into the graduate program achieved a 40:60 female-to-male ratio, with all graduates coming from engineering disciplines. Following a second intake, the Engineering Cadet Program continued to uphold a balanced 60:40 (male:female) gender split.
- ANSTO hosted events such as International Women's Day and Women in Engineering and Trades, offering valuable networking and career development opportunities.
- A comprehensive review of human resources policies is underway to align with the 2024–27 Enterprise Agreement and enhance inclusivity. This includes adopting gender-neutral language and developing a gender affirmation policy.

Our initiatives

Workplace Gender Equality Agency reporting

In 2025, ANSTO submitted its second report to the Workplace Gender Equality Agency (WGEA), reaffirming strong performance in:

- **recruitment** – equitable hiring practices across a range of roles and disciplines, with increasing female representation in traditionally male-dominated areas
- **inclusive workplace policies** – ongoing review and refinement of policies to ensure they support all employees equitably
- **gender representation** – continued progress towards our 40:40:20 target, with current workforce composition at **Male 64.9%**, **Female 35.0%**, and **Indeterminate 0.1%**.

Gender pay gap analysis

As part of WGEA reporting obligations, ANSTO tracks and monitors gender pay gaps to inform action and transparency. Current reported figures show:

- **average total remuneration gap** – 7.2%
- **median total remuneration gap** – 10.8%

Although the majority of ANSTO's remuneration is governed by the EA, a standalone equal remuneration policy is also in development. This policy will complement the EA by providing a clear framework to support pay equity across all roles and levels, including those roles not covered by EA.

Workplace policies and initiatives supporting gender equality

ANSTO offers a range of inclusive policies and entitlements that support gender equity, including:

- **flexible work arrangements** – hybrid work, part-time roles, job sharing, and flexible hours to support work-life balance
- **parental leave** – generous, non-gendered paid parental leave for all parents, with superannuation paid during periods of unpaid leave
- **family and domestic violence leave** – paid leave and access to support services for employees experiencing family or domestic violence
- **carer's leave** – paid leave entitlements to support employees with caring responsibilities
- **psychosocial safety and wellbeing** – ANSTO is committed to fostering a psychologically safe and inclusive workplace. A multi-year psychosocial safety program is underway, informed by organisational risk assessments and employee feedback
- **respectful workplace policies** – clear policies promoting inclusive language and behaviour, and prohibiting discrimination, harassment and bullying
- **support for gender affirmation** – Formal guidance and support mechanisms are currently under development to assist employees affirming their gender identity, including access to leave and workplace adjustments
- **cultural and ceremonial leave** – leave entitlements that support cultural, religious, or ceremonial obligations, contributing to intersectional inclusion.

These policies reflect ANSTO's commitment to building a safe, inclusive and equitable workplace where all employees can thrive.

Flexible work arrangements

ANSTO supports flexible work arrangements to help staff achieve a healthy work–life balance and maintain their mental and physical wellbeing. This also benefits ANSTO, with research showing that flexible workplaces foster greater productivity, effectiveness and innovation. These arrangements are supported by the following guidelines:

AG-3193 Flexible working arrangements
AP-1985 Working from home
AF-2248 Working from home: application & assessment
AG-7358 Guide to making an individual flexibility agreement

Parental leave statistics

Key policy changes

- **4 June 2024:** Secondary carer leave was extended to 8 weeks.
- **1 March 2025:** Secondary carer leave was further extended to 11 weeks.

Parental leave at ANSTO 2024–25	Primary carers leave	Secondary carers leave
Number of staff	34	70
% who took full entitlement	56%	31%
% return to work in same financial year	53%	NA

Gender and STEM

A formal graduate mentoring program and informal mentoring are both key enablers of employee development at ANSTO, fostering collaborative relationships and knowledge sharing across teams and disciplines. Employees are encouraged to seek out development conversations, share insights, and build networks that support career growth and capability.

ANSTO offers a range of learning and development opportunities – from technical training to leadership and capability-building programs – that support diverse career pathways, including those in STEM. These programs are accessible to all employees and help build the skills and confidence needed to thrive in an innovative and multidisciplinary workplace.

Early-career professionals are supported through initiatives such as the Ignite Youth Network, which provides a dedicated space for early-career individuals at ANSTO to connect, learn and grow. By fostering dialogue between individuals across career stages and encouraging knowledge exchange, the network broadens perspectives and helps nurture a diverse pipeline of future leaders.

Performance outcomes

Performance criterion	Measure	Result (2024–2025)
Leadership teams – representation	Male **40%** | Female **40%** | Discretionary **20%**	✗ Male **60.4%** Female **39.6%** Indeterminate **0%**
ANSTO-wide — representation	Male **40%** | Female **40%** | Discretionary **20%**	✗ Male **64.9%** Female **35.0%** Indeterminate **0.1%**

✓ Achieved ✗ Not Achieved

Our commitment to Indigenous engagement

Corporate Plan 2024–25 planned progress (I)

ANSTO continues its strong commitment to Indigenous engagement through its reconciliation action plan framework and organisational initiatives.

Considerable progress was made during the year on activities identified in the second Innovate Reconciliation Action Plan, focusing on respect, relationships and opportunities. These included formal celebrations for Reconciliation Week and NAIDOC Week.

In 2024, ANSTO launched the ANSTO Songline: Crucial connections between Aboriginal and Torres Strait Islander Knowledge and Western science. A series of interpretive signs capture synergies between Indigenous knowledge and activities at ANSTO.

The ANSTO Yabun choir (yabun meaning 'moving to a beat' in Dharawal), formed to support Voices for Reconciliation, was featured in a national video released by Reconciliation Australia.

The installation of a sign welcoming visitors to Dharawal land at Lucas Heights acknowledges that ANSTO walks in the footsteps of Australia's first scientists Two paintings were commissioned at the Australian Synchrotron to showcase Kulin Country

Following the completion of the first nuclear safety traineeship positions for young Indigenous Australians, ANSTO, supported by the Sir William Tyree Foundation, began recruiting 2 more candidates

ANSTO has scoped a role for an Indigenous staff member to act as a research champion, enhancing Indigenous research and supporting the national science research priority to elevate First Nations knowledge

Participation in the Australian Research Council Centre of Excellence for Indigenous and Environmental Histories and Futures, and a National Health and Medical Research Council grant on First Nations cultural medicines both bolster research activities

ANSTO continues to support Indigenous bush products with food provenance research Work on Kakadu plum with traditional plantation growers in the Northern Territory and Western Australia is continuing, including workshops and training in the field for the growers There have been initial consultations relating to other Indigenous products

LGBTQIA+ support

ANSTO's LGBTQIA+ Ally Network is a supportive and inclusive group that provides advocacy, networking opportunities and a safe space for gender diverse and same-sex-attracted employees This network meets regularly to discuss workplace and societal issues affecting LGBTQIA+ communities and contributes to the development of inclusive policies and practices It offers a forum where participants can connect, share experiences and be themselves in a respectful affirming environment The network also plays an important role in raising awareness of gender diversity and LGBTQIA+ issues across ANSTO, and those who may face challenges in the workplace

Disability

ANSTO is committed to creating a workplace where people of all abilities are recognised, valued and celebrated We support employees with physical disabilities, neurodivergence, mental health conditions, and caring responsibilities so they can thrive in their roles

Workplace modifications and reasonable adjustments are available, including flexible work arrangements, ergonomic equipment, and improved physical access

All new buildings and renovations at ANSTO comply with relevant disability legislation to ensure accessible and inclusive spaces We continue to improve campus accessibility and review existing environments to identify and implement necessary modifications. ANSTO's policies and procedures align with the requirements of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* and the *Disability Discrimination Act 1992*, ensuring fair treatment of employees and applicants with disabilities. Clear procedures are in place to support the resolution of any complaints or grievances.

ANSTO's first disability action plan remains a key part of our long-term inclusion agenda. We continue to explore ways to enhance accessibility and inclusion, with the plan to be revisited in future strategic planning.

Meditation and multi–faith prayer space

ANSTO's Lucas Heights and Clayton campuses offer dedicated spaces for meditation, prayer and quiet reflection. These facilities support all religious affiliations and personal practices, reflecting ANSTO's commitment to balancing work, wellbeing and faith-based needs.

Equipping and empowering our leaders

ANSTO's LEAD program is a 6-month leadership development initiative designed to build critical capabilities for roles of increasing complexity and scale. Participants engage in experiential learning, group discussions, personal reflection, and real-world ANSTO case studies. Senior leaders contribute to the program, embedding ANSTO's values and commitment to diversity and inclusion throughout the learning experience. Skilled and capable managers are essential to meeting future challenges and delivering strategic outcomes for ANSTO. The Manager Essentials Program strengthens leadership capability, fostering a high performing and trusted management cohort. This program promotes a culture of continuous learning, resource sharing and collaboration with ANSTO subject matter experts. Our people are supported to build new skills, ideas and ways of working to remain agile and future ready. ANSTO engages in continuous investment in the development of our people, thereby building a stronger foundation from which to deliver outcomes.

Supporting staff through adversity

ANSTO continues to offer flexible working arrangements including a hybrid model that supports work–life balance and wellbeing. These arrangements enable staff to balance work, family and community networks. The benefits extend to mental and physical health and wellbeing, and strengthening of relationships with family and social networks.

Our campuses

Sydney Campus | Lucas Heights NSW

Australian Synchrotron | Clayton VIC

Organisational structure

Board of Directors

As at 30 June 2025

Mr Michael Quigley AM
Board Chair

Appointed:
20 June 2024
Term concludes:
19 June 2028

Mr Andrew Carriline
Deputy Board Chair

Appointed:
9 May 2024
Term concludes:
8 May 2027

Mr Shaun Jenkinson
CEO

Appointed:
31 March 2021
Reappointed:
31 March 2024
Term concludes:
30 March 2027

Prof Sze Ting Lee
Board Member

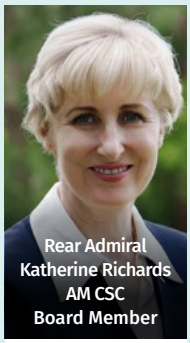
Appointed:
20 July 2023
Term concludes:
29 July 2026

Prof Tim Senden
Board Member

Appointed:
1 February 2024
Term concludes:
31 January 2027

Dr Gregory Storr
Board Member

Appointed:
16 September 2021
Reappointed:
24 October 2024
Term concludes:
23 October 2029



Rear Admiral
Katherine Richards
AM CSC
Board Member

Appointed:
24 March 2025
Term concludes:
23 March 2028

Executive

As at 30 June 2025

Shaun
Jenkinson

Chief Executive Officer

Nuclear Medicine & Commercial

Oleh
Nakone

Group Executive Nuclear Medicine & Commercial

Nuclear Science & Technology

Andrew
Peele

Group Executive Nuclear Science & Technology

Infrastructure & Engineering

Jasmine
Reay

Group Executive Infrastructure & Engineering Services

Nuclear Operations, Safety & Security

Miles
Apperley

Group Executive Nuclear Operations, Safety & Security

Finance & Business Support

Emily
Hodgson

Chief Finance Officer

People & Culture

Gavin
Kable

Chief People & Culture

Information Technology

Marianne
Morton

Chief Information & Digital Officer

Assurance, Risk & Compliance

Vacant

Marianne
Morton

ACTING Group Executive Assurance, Risk and Compliance

Subsidiaries

ANSTO's subsidiaries and companies operate in the context of the Corporate Plan to enhance our capabilities, deliver our purpose, and implement our strategy, as well as provide transitional arrangements as we reorganise our activities.

ANSTO subsidiaries	Jurisdiction of operation	Achieving our purpose
PETTECH Solutions Pty Ltd	New South Wales	PETTECH Solutions Pty Ltd (PETTECH) is a wholly-owned ANSTO subsidiary that retained the ownership of the cyclotron facility after selling the business to Cyclotek NSW Pty Ltd. PETTECH Solutions Pty Ltd receives a share of profits from the Cyclotek NSW business in connection with this arrangement.
		Deliver on Australia's priorities for the benefit of people, industry and the environment through nuclear excellence in research and the use of national infrastructure. **(Strategic objective 1)** Improve the health of Australians by supporting access to current and future nuclear technologies for diagnostic, therapeutic and innovative treatments for current and emerging diseases. **(Strategic objective 2)**

Other companies*	Jurisdiction of operation	Achieving our purpose
Applied Molecular Therapies Pty Ltd *(Not trading)*	Victoria	Contract development and manufacturer of radiopharmaceutical products. In 2024–25 ANSTO received approval from the Minister for Finance to dispose of its investment. ANSTO disposed of its investment to the other joint venture party on 4 April 2025.
		Improve the health of Australians by supporting access to current and future nuclear technologies for diagnostic, therapeutic and innovative treatments for current and emerging diseases. **(Strategic objective 2)**

* where ANSTO possesses a material interest

Management and accountability

During 2024–25, the Board worked closely with management on continuing to improve ANSTO's corporate governance, accountability and risk management practices. This will ensure ANSTO can deliver essential research, nuclear medicines, other products and services, and expert advice, safely and sustainably for the benefit of all Australians.

Minister and governing legislation

Senator the Hon Tim Ayres

ANSTO is a Corporate Commonwealth Entity within the Industry, Science and Resources portfolio. From 1 July 2024 to 13 May 2025, the minister with responsibility for ANSTO was the Hon Ed Husic MP, Minister for Industry and Science. Between 13 May 2025 and 30 June 2025, the minister with responsibility for ANSTO was Senator the Hon Tim Ayres, Minister for Industry and Innovation, Minister for Science.

Statement of Expectations

For this reporting period, ANSTO operated under the guidance of a Statement of Expectations (SOE) issued in December 2022. That SOE directed ANSTO to apply science to advance Australia's national interests, progress the government's policy priorities including the Future Made in Australia through the National Reconstruction Fund, and promoting STEM with a focus on advancing Indigenous engagement in science. In May 2023, the ANSTO Board responded to the SOE with a Statement of Intent, which sets out how the Board seeks to meet the minister's expectations. These statements can be found here: www.ansto.gov.au/about/how-we-work/governance

Ministerial directions and notifications

Under the ANSTO Act and the PGPA Act, ANSTO's responsible minister and the Minister for Finance may provide the ANSTO Board with directions with respect to the performance of the functions or the exercise of the powers of the Board or the organisation. No such ministerial directions were received in 2024–25.

Board of Directors

The ANSTO Board comprises at least 5 and up to 8 part-time, non-executive members from the broader community, and ANSTO's full-time CEO. As at 30 June 2025, there were 6 part-time non-executive members and the CEO. All non-executive members are appointed by the Governor-General. Under the ANSTO Act, the CEO is appointed by the ANSTO Board, with Cabinet endorsement required due to the significance of the role.

Details on appointments and cessations are in the Appendices and Index – Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) section 17BE(j), (i)–(v) – Accountable Authority.

Board access to information

Board members have access to all information required to fulfil their role. While Board papers and presentations at Board meetings are the primary sources of information, members also access information directly from the CEO, executives and, as required, other managers and subject matter experts. They also receive ANSTO/CEO updates, media reports and advice provided to government.

Site tours are arranged, when practicable, to coincide with Board meetings to support information gathering and staff engagement. Board members also undertake individual site visits and meet formally and informally with different divisions and groups of staff. Activities during the reporting period included touring the ANSTO Synroc® Waste Treatment Facility, meeting staff involved in the OPAL upgrade, participating in a cybersecurity exercise and meeting ANSTO Award recipients.

Board members have a broad range of skills, knowledge and experience that aim to cover ANSTO's diverse range of responsibilities. This diversity enables the Board to provide the guidance and stewardship needed for ANSTO's sustainability, and to determine and monitor the achievement of its strategic direction.

The Remuneration and Nomination Committee reviews the Board skills matrix at least annually; the skills matrix informs recommendations to government on appointments and reappointments. Remuneration and allowances for Board members, including the CEO, are determined by the Australian Government Remuneration Tribunal.

Newly appointed Board members are inducted into ANSTO's operations and activities, and their duties and responsibilities as Board members of a Corporate Commonwealth Entity. Members may seek independent professional advice in accordance with their duties, responsibilities and obligations as members of the Board.

Board meetings

The Board meets up to 6 times a year, with additional ad hoc meetings as deemed necessary by the Chair. Seven meetings were held in 2024–25: 6 scheduled and one ad hoc, plus a strategy session.

A combination of meeting formats is used including remote and in person (with the option of attending remotely if required). All 6 of the formally scheduled meetings were held at Lucas Heights. The Board ensured that its meetings continued to be effective and interactive through video technology. Attendance details are in the Appendices and Index – PGPA Rule section 17BE(j), (i)–(v) – Accountable Authority.

At the invitation of the Chair, members of the Executive and subject matter experts attend as required. The Secretary of the Department of Industry, Science and Resources, or a delegate, regularly attends scheduled Board meetings as an observer, at the Chair's invitation.

ANSTO's Company Secretary supports Board operations and advises on governance matters. The Company Secretary generally attends all Board meetings, except where attendance is precluded by the ANSTO Act. The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

Board committees

The Board is assisted by 2 standing committees that meet regularly:

Risk and Audit Committee

Provides independent oversight, advice and assurance on the appropriateness of ANSTO's systems of risk oversight and management, financial reporting processes, performance reporting arrangements, systems of internal control, and systems to ensure compliance with relevant laws and policies.

Remuneration and Nomination Committee

Assists the Board in fulfilling its responsibilities regarding: overall remuneration policy and strategy; CEO performance and remuneration; the approach to performance and remuneration of the executive team; the context and composition of the Board and committees; and succession planning and nominations for the CEO.

Each committee's role, purpose and responsibilities are outlined in its charter, and are reviewed annually. As part of the review in 2024–25, amendments were made to the Risk and Audit Committee Charter to ensure the required number of meetings reflected the needs of the organisation. The Board considered the Board and committee charters and approved the amended Risk and Audit Committee Charter at its meeting in December 2024.

All committee charters are available here: www.ansto.gov.au/about/how-we-work/governance

Other committees and working groups are formed on an ad hoc basis as required by the Board.

Risk and Audit Committee

All committee members, including the committee chair, are appointed by the Board. The committee consists of 3 non-executive Board members and 2 external representatives with the appropriate qualifications, knowledge, skills or experience to assist the Risk and Audit Committee in performing its functions, including an understanding of systems of risk oversight and management (including nuclear), finance and systems of internal control. Additionally:

- One member must have accounting or related financial management experience and/or qualifications, commensurate with the scope of ANSTO activities, which includes a comprehensive understanding of accounting and auditing standards, and
- One member must have the understanding and experience of nuclear and radiation contexts and the associated risks and controls.

Other than a period following the resignation of a committee member (where the Risk and Audit Committee consisted of 2 non-executive Board members and 2 external representatives between 7 May and 10 June 2025) the membership of the committee complied with these requirements.

The Board Chair, the CEO and the Chief Financial Officer cannot be committee members but may attend meetings ex officio.

Committee membership is reviewed periodically against a skills matrix to ensure a suitable mix of qualifications, knowledge, skills and experience. Changes during the reporting period follow.

- Dr Gregory Storr's term on the ANSTO Board ended and, as a result, he ceased to be a committee member on 15 September 2024. Following his reappointment to the Board, he rejoined the committee on 24 October 2024.
- Mr Andrew Carriline was appointed to the committee effective 16 September 2024 and ceased to be a member on 23 October 2024, following Dr Storr's reappointment.
- Ms Andrea Sutton stepped down as Chair of the committee on 24 February 2025.
- Mr Andrew Carriline was appointed as Chair of the committee effective 25 February 2025.
- Prof Brigid Heywood resigned from the Board and as a result, ceased to be a member of the committee on 7 May 2025.
- Prof Tim Senden was appointed to the committee on 10 June 2025.

New members undergo an induction program including site visits to the Lucas Heights and Clayton campuses, and meetings with different executives, managers and subject matter experts.

Engagement activities are scheduled around meetings to support information gathering. During the reporting period, the committee toured the CAS, and met staff from various areas of the organisation to discuss safety, operational and project risks.

Board members may attend committee meetings as observers. By invitation of the committee Chair, ANSTO management attend meetings as advisers and observers. The Company Secretary is the secretary to the committee and attends all committee meetings. Representatives from the Australian National Audit Office (ANAO) and their contracted service provider (currently Ernst & Young) also attend meetings, by invitation of the committee Chair.

The committee holds 4 formally scheduled meetings each year, with additional meetings held as needed. It met 5 times in 2024–25. The 4 formally scheduled meetings were held at Lucas Heights, and one ad hoc meeting was held remotely. Attendance details are provided in Appendices and Index – PGPA Rule section 17BE(taa) – Audit Committee.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee consists of the Board Chair, CEO, and one or more non-executive Board members appointed by the Board. The Board Chair also chairs the committee. Relevant persons attend committee meetings by invitation of the Chair. The Company Secretary serves as committee secretary and attends all meetings, except those meetings or parts of meetings precluded by the ANSTO Act.

The committee met twice during the 2024–25 financial year.

Member	Eligible to attend	Attended
Mr Michael Quigley AM (Chair)	2	2
Mr Andrew Carriline	2	2
Mr Shaun Jenkinson	1	1
Prof Sze Ting Lee	2	2

Board performance

In order to maintain effectiveness, the Board and its committees are evaluated regularly. During 2024–25, Board members completed an online questionnaire regarding Board and committee performance. The results were discussed by the Board as a group.

Each Board and Risk and Audit Committee meeting includes time for reflections on the meeting, and both the Board and its committees frequently discuss their operation, including the structuring of agendas and the development of Board and committee papers, and performance during meetings.

Disclosure of interests and related entity transactions

Board members declare material interests in accordance with the ANSTO and PGPA Acts as appropriate.

ANSTO follows the Commonwealth Procurement Rules and uses delegated powers and authorisations for all procurement to ensure that transactions are appropriately considered. The Board, as its accountable authority, approves the operational and capital budgets of ANSTO under a policy of the Board.

Operating expenses and capital projects of $5 million or more require Board approval. Transactions below that threshold are approved by the CEO or delegations provided to management. However, the CEO may bring any of those matters to the Board for consideration. This process applies regardless of the counterparty.

During the reporting period, ANSTO and its subsidiaries undertook 174 transactions with government entities or companies for goods and services valued above $10,000, with a total combined value of $51.9 million.

Executive management

The CEO is accountable for managing the affairs of the organisation in accordance with the strategy, plans and policies approved by the Board, as well as any Board directions. The CEO is supported by the Executive. As a team and through their individual roles, the Executive leads, directs, coordinates and controls ANSTO's operations and performance. High-level structural changes that occurred across ANSTO during the reporting period included:

- Organisational structure changed to align with strategy. A review of the executive structure was undertaken following strategy and prioritisation alignment workshops, and consistent with feedback from the most recent employee survey.
- Following consultation and an assessment process, a new executive team designed to support the delivery of the strategy came into effect in July 2025.

The Executive is supported by key input committees to inform decision-making. In 2024–25, a committee uplift program commenced, comprising 4 executive committees and 3 non-executive committees with consistent governance standards, defined roles and responsibilities and charters. Each committee has a defined work plan and undertakes an annual self-assessment against specific objectives and targets.

ANSTO recognises the importance of sharing information in an open and transparent manner and making executives accessible for all staff. ANSTO staff check-ins are designed to ensure relevant information is shared directly from the CEO to staff. Staff check-ins update staff on strategy and provide an opportunity to ask questions of the CEO and other executives, and to converse with peers on troubleshooting and problem solving. There were 10 Staff Check-ins held during this reporting period.

Integrated business planning

ANSTO's integrated business planning (IBP) process is pivotal in ensuring the organisation meets its purpose and strategic objectives. This formal, data-driven process, spearheaded by senior management, involves: a monthly evaluation and aggregation of bottom-up data; time-phased projections for new products, services, capabilities, demand, supply and strategic projects; as well as resulting financial plans. IBP serves as a decision-making framework that realigns tactical plans across all organisational functions to support ANSTO's goals and targets. A key objective of IBP is to monitor performance against organisational strategy and underlying plans. This process ensures the integration of activities and the prioritisation of resources according to an approved operating plan, holding executives and managers accountable.

Internal control

The ANSTO Board, through delegation to the Risk and Audit Committee, oversees ANSTO's system of internal control. This system has been designed to provide 'reasonable assurance' that ANSTO's objectives will be achieved. It encompasses the control environment, risk assessment, control activities, information and communication, and monitoring activities.

Risk management

Management is accountable to the ANSTO Board for designing, implementing and continuously reviewing the ANSTO Enterprise Risk Management (ERM) framework. The ERM framework is aligned with best practice and has been designed to support the achievement of business goals and objectives, support decision-making, and standardise risk management processes. ANSTO recognises risk management is essential to preserving and creating value. It is vital to proactively engage with risk and leverage opportunities, all while continuously managing uncertainty.

The ANSTO Board has set clear expectations for the management of risk at ANSTO. The ANSTO Board determines the nature and extent of risk it is willing to accept in achieving the organisation's strategic objectives, consistent with ANSTO's risk appetite, as well as the effective, efficient, ethical and economical use and management of public resources. The ANSTO Board takes a particular interest in those risks that may affect the safety of ANSTO staff and its operations and/or negatively affect the sustainability and reputation of the organisation. The Risk and Audit Committee receives regular reports and briefings on ANSTO's risk profile, and on significant and emerging risks.

Fraud

ANSTO has specific obligations under section 10 of the PGPA Rule to take all reasonable measures to prevent, detect and deal with fraud.

The ANSTO Fraud Control Plan reflects the 'better practice' principles and practices articulated within the Commonwealth Fraud Control Framework. In addition, ANSTO operates a public interest disclosure scheme in accordance with the *Public Interest Disclosure Act 2013* (Cth). Complementary to this scheme, ANSTO has a confidential, independent and externally hosted reporting service, which provides another avenue for staff and contractors to report any concerns about unacceptable, unethical or illegal activities in the workplace.

Ethics

Business ethics play a key role in the proper governance of an organisation. The Code of Conduct is aligned to ANSTO's values and provides ANSTO employees with a framework for ethical decision-making. It articulates standards of behaviour, values and actions expected of all individuals who work for ANSTO. ANSTO's values and ethical standards are reinforced through various means, including training and awareness, staff engagement surveys and the ANSTO Enterprise Agreement.

Business resilience

Operational continuity is a strategic priority for ANSTO's Board, CEO and Executive. ANSTO recognises many of its products and services, particularly radiopharmaceuticals, are vital to the health, wellbeing and economic stability of the Australian community. To safeguard these vital operations, ANSTO has developed a comprehensive set of capabilities to manage disruption-related risks and respond effectively to incidents. Central to this is the Business Continuity Management (BCM) framework, which outlines the organisation's structured approach to incident management. This framework enables the activation of both the Incident Management Team and the Executive Crisis Management Team, when necessary. To support effective internal command and control, and facilitate coordination with external emergency response agencies, ANSTO has adopted the Australian Inter-Service Incident Management System (AIIMS). ANSTO BCM is aligned with ISO 22301, the internationally recognised standard for business continuity management systems. This alignment ensures ANSTO's practices reflect global best practices, and it provides a consistent, structured and measurable approach to managing business continuity risks. The ANSTO BCM framework and associated processes are regularly updated to ensure continued alignment with ISO 22301 and reflect emerging business continuity challenges and international best practices.

Operational governance – compliance and regulatory affairs

ANSTO operates within a highly regulated environment. In recognition of this environment, ANSTO has established policies, procedures and systems to comply with relevant laws and regulations. Pursuant to section 19(1)(e) of the PGPA Act, ANSTO had no instances of significant non-compliance with finance law in 2024–25.

Internal audit

The ANSTO internal audit function provides the Board and CEO with independent, objective assurance and advisory services. Its scope incorporates all financial and non-financial functions, systems, programs, projects, activities and processes across ANSTO and its subsidiaries.

The head of internal audit prepares risk-based strategic and annual work plans in consultation with the Risk and Audit Committee and the executive team. The annual Internal Audit Plan is reviewed and approved by the Risk and Audit Committee.

Internal audit outcomes are presented to the Risk and Audit Committee, and follow-up reviews ensure recommendations are properly implemented.

To maintain independence, the head of internal audit reports directly to the Risk and Audit Committee and has unrestricted access to its Chair and members, as well as the Chair of the Board.

For administrative purposes, the head of internal audit reports to the Group Executive Assurance, Risk and Compliance.

The role, purpose, scope and authority of the internal audit function is set out in the Internal Audit Charter, which is reviewed by the Risk and Audit Committee and approved by the ANSTO Board.

External audit

The Commonwealth Auditor-General, through the Australian National Audit Office (ANAO), is the external auditor for ANSTO and its Australian-based subsidiary. For the 2024–25 financial year, the ANAO contracted Ernst & Young to assist with the external audits of ANSTO and its Australian-based subsidiary. Ernst & Young did not provide any non-audit services to ANSTO during the period 1 July 2024 to 30 June 2025.

Judicial and administrative tribunal decisions

There were no judicial decisions or decisions of administrative tribunals that had a significant impact on the operations of ANSTO during the financial year.

Reports issued by the Commonwealth Auditor-General in relation to ANSTO

Other than reports issued in relation to the audit of the financial statements of ANSTO and its Australian-based subsidiaries, there were no reports about ANSTO made by the Auditor-General during the financial year.

Reports issued by the Office of the Australian Information Commissioner in relation to ANSTO

There were no reports issued by the Australian Information Commissioner in the last financial year in relation to ANSTO.

Reports issued by parliamentary committees in relation to ANSTO

There were no reports by parliamentary committees relating to ANSTO in the last financial year.

Reports by the Commonwealth Ombudsman in relation to ANSTO

There were no reports on the operations of ANSTO by the Commonwealth Ombudsman during the financial year.

Indemnities

ANSTO's insurance coverage with Comcover includes professional indemnity as well as directors' and officers' liability. A Deed of Access, Indemnity and Insurance has been provided to each Board member and to each external Risk and Audit Committee member. Rule 22B(1)(c) of the PGPA Rules contains prohibitions against ANSTO giving indemnities relating to liabilities arising from conduct involving a lack of good faith by the officer, amongst other conduct, which are reflected.

There have been no claims made against ANSTO in respect of such directors, officers or any professional liability that required a claim on ANSTO's insurer, Comcover. It should be noted that ANSTO subsidiaries are fully covered under ANSTO's overarching Comcover policies. Workers' compensation coverage is dependent on whether employees of a subsidiary are Commonwealth Government employees or employed under state labour legislation.

Nuclear liability

A Deed of Indemnity between the Commonwealth Government and ANSTO was entered into in March 2025 to cover the period through to March 2035. This replaced an earlier Deed of Indemnity, which was nearing expiry.

Under the deed, ANSTO and ANSTO officers are indemnified from certain loss or liability arising from claims by any person against them for injury to persons or damage to property caused by ionising radiation.

Section 6

Financial statements

Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Industry and Innovation

Opinion

In my opinion, the financial statements of the Australian Nuclear Science and Technology Organisation and its subsidiaries (together the Consolidated Entity) for the year ended 30 June 2025:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Consolidated Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

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

- Statement by the Accountable Authority, Chief Executive Officer and Chief Financial Officer;
- Consolidated Statement of Comprehensive Income;
- Consolidated Statement of Financial Position;
- Consolidated Statement of Changes in Equity;
- Consolidated Cash Flow Statement; and
- Notes to the financial statements comprising material accounting 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 Consolidated 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 Consolidated Entity, the Board 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 Board is also responsible for such internal control as the Board 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 Board is responsible for assessing the ability of the Consolidated Entity to continue as a going concern, taking into account whether the Consolidated Entity' operations will cease as a result of an administrative restructure or for any other reason. The Board 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 Consolidated 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 Consolidated Entity' 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 Consolidated 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.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the Consolidated Entity audit. I remain solely responsible for my audit opinion

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

Philip Collier
Acting Executive Director
Delegate of the Auditor-General

Canberra
28 August 2025

Australian Government | ANSTO
Science. Ingenuity. Sustainability.

Statement by Accountable Authority, Chief Executive and Chief Financial Officer

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

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

Signed in accordance with a resolution of the Board of Directors.

Michael Quigley Accountable Authority - Chair	Shaun Jenkinson Chief Executive Officer	Emily Hodgson Chief Financial Officer
28 August 2025	28 August 2025	28 August 2025

AUSTRALIAN NUCLEAR SCIENCE AND TECHNOLOGY ORGANISATION
New Illawarra Road, Lucas Heights (Locked Bag 2001, Kirrawee DC 2232) T +61 2 9717 3111 F +61 2 9717 9210
www.ansto.gov.au

Consolidated Statement of Comprehensive Income

For the year ended 30 June 2025

	Note	Budget 2025 $'000	Actual 2025 $'000	Actual 2024 $'000
Net cost of services				
Expenses				
Employee benefits	1.1A	176,986	189,340	167,554
Supplier	1.1B	194,412	176,099	178,815
Depreciation and amortisation	2.2A	134,549	132,623	123,585
Fixed asset write-off	2.2A	-	7,397	3,635
Nuclear waste management expenses	2.3C	-	7,296	5,840
Grant		4,647	5,285	4,956
Finance costs	1.1C	27,292	27,561	26,309
Unrealised loss on investment	2.1C	-	10,512	-
Foreign currency exchange losses		-	1,455	9,656
Total expenses		**537,886**	**557,568**	**520,350**
Own-source revenue				
Revenue from contracts with customers	1.2A	106,021	107,285	111,243
Interest	5.2	12,212	18,201	18,333
Rental income		7,815	-	-
Grant income		27,922	23,999	16,081
Total own-source revenue		**153,970**	**149,485**	**145,657**
Gains				
Decommissioning provision gains	2.3C	-	6,001	27,977
Nuclear waste management expenses - write back	2.3C	-	22,758	-
Nuclear waste management provision gains	2.3C	-	3,037	923
Foreign currency exchange gains		-	464	583
Unrealised gain on investment	2.1C	-	-	18,809
Reversal of impairments recognised in net cost of services	2.2A	-	-	160,061
Gains from asset sales		-	-	115
Total gains		**-**	**32,260**	**208,468**
Total own-source income		**153,970**	**181,745**	**354,125**
Net cost of services		**(383,916)**	**(375,823)**	**(166,225)**
Revenue from Government	3.1	324,464	324,464	318,527
Surplus/(deficit) before income tax		**(59,452)**	**(51,359)**	**152,302**
Income tax expense	1.1D	-	(639)	(302)
Surplus/(deficit) after income tax		**(59,452)**	**(51,998)**	**152,000**
Other comprehensive income				
Items that will not be subsequently reclassified to net cost of services				
Changes in asset revaluation reserve	2.4A	-	(13,540)	(4,185)
Total comprehensive surplus/(deficit)		**(59,452)**	**(65,538)**	**147,815**

The above statement should be read in conjunction with the accompanying notes.
The budget variance commentary is contained in the Other Information section (note 6.4).

Consolidated Statement of Financial Position

As at 30 June 2025

	Note	Budget 2025 $'000	Actual 2025 $'000	Actual 2024 $'000
Assets				
Financial assets				
Cash and cash equivalents	2.1A	18,072	67,343	62,074
Trade and other receivables	2.1B	20,963	31,333	23,250
Investments	2.1C	292,737	279,000	289,512
Total financial assets		**331,772**	**377,676**	**374,836**
Non-financial assets				
Property, plant and equipment	2.2A	1,621,467	1,621,273	1,610,920
Intangible assets	2.2A/B	49,584	33,158	50,411
Inventories	2.2C	68,342	51,741	58,879
Deferred tax asset	1.1D	1,059	128	12
Prepayments		10,630	26,014	11,447
Total non-financial assets		**1,751,082**	**1,732,314**	**1,731,669**
Total assets		**2,082,854**	**2,109,990**	**2,106,505**
Liabilities				
Payables				
Suppliers		16,686	17,941	19,867
Employees	4.1	-	7,438	6,653
Other payables	2.3A	15,322	8,628	15,175
Total payables		**32,008**	**34,007**	**41,695**
Interest bearing liabilities				
Lease liabilities	2.3D	161	577	115
Total interest bearing liabilities		**161**	**577**	**115**
Revenue in advance	2.3B	**-**	**26,223**	**22,013**
Provisions				
Employees	4.2	60,444	65,577	61,541
Decommissioning	2.3C	516,688	519,205	494,509
Nuclear waste management	2.3C	135,150	112,306	138,381
Intellectual property payment	2.3C	25,730	24,981	26,610
Other provisions	2.3C	-	300	-
Total provisions		**738,012**	**722,369**	**721,041**
Total liabilities		**770,181**	**783,176**	**784,864**
Net assets		**1,312,673**	**1,326,814**	**1,321,641**
Equity				
Contributed equity		1,204,987	1,204,987	1,134,276
Reserves	2.4A	738,741	641,478	655,018
Accumulated deficit		(631,055)	(519,651)	(467,653)
Total equity		**1,312,673**	**1,326,814**	**1,321,641**

The above statement should be read in conjunction with the accompanying notes.
The budget variance commentary is contained in the Other Information section (note 6.4).

Consolidated Statement of Changes in Equity

For the year ended 30 June 2025

	Accumulated deficit		Asset revaluation reserve		Other reserves		Contributed equity		Total	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance at 30 June 2023	**(619,653)**		**649,819**		**9,384**		**1,017,265**		**1,056,815**	
Surplus for the year	152,000		-		-		-		152,000	
Other comprehensive income										
Revaluation decrement	-		(4,185)		-		-		(4,185)	
Total comprehensive surplus/(deficit) for the year	**152,000**		**(4,185)**		**-**		**-**		**147,815**	
Transactions with owners										
Government equity injection	-		-		-		117,011		117,011	
Balance at 30 June 2024	**(467,653)**	**(571,603)**	**645,634**	**729,358**	**9,384**	**9,383**	**1,134,276**	**1,134,276**	**1,321,641**	**1,301,414**
Deficit for the year	(51,998)	(59,452)	-	-	-	-	-	-	(51,998)	(59,452)
Other comprehensive income										
Revaluation decrement	-	-	(13,540)	-	-	-	-	-	(13,540)	-
Total comprehensive deficit for the year	**(51,998)**	**(59,452)**	**(13,540)**	**-**	**-**	**-**	**-**	**-**	**(65,538)**	**(59,452)**
Transactions with owners										
Government equity injection	-	-	-	-	-	-	70,711	70,711	70,711	70,711
Balance at 30 June 2025	**(519,651)**	**(631,055)**	**632,094**	**729,358**	**9,384**	**9,383**	**1,204,987**	**1,204,987**	**1,326,814**	**1,312,673**

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

Consolidated Statement of Cash Flows

For the year ended 30 June 2025

	Note	Budget 2025 $'000	Actual 2025 $'000	Actual 2024 $'000
Cash flows from operating activities				
Contracts with customers		112,824	96,934	142,117
Grants received		10,201	28,687	23,452
Interest received		12,212	19,995	15,734
Receipts from Government		338,519	324,464	318,527
Payments to employees		(176,986)	(184,703)	(164,798)
Payments to suppliers		(213,839)	(199,536)	(193,884)
Payments for decommissioning	2.3C	(11,833)	(4,985)	(6,127)
Payments for nuclear waste management	2.3C	(1,982)	(13,323)	(1,982)
Interest payments on lease liabilities	2.3D	(6)	(6)	(2)
Net cash from operating activities		**69,110**	**67,527**	**133,037**
Cash flows from investing activities				
Proceeds from sale of property, plant, equipment and intangibles		-	41	142
Proceeds from maturing financial instruments		430,000	555,000	536,192
Purchase of financial instruments		(408,334)	(555,000)	(635,000)
Purchase of property, plant, equipment and intangibles	2.2A	(161,127)	(132,874)	(142,702)
Net cash used in investing activities		**(139,461)**	**(132,833)**	**(241,368)**
Cash flows from financing activities				
Government equity injection	3.1	70,711	70,711	117,011
Principal payments on lease liabilities	2.3D	(121)	(136)	(149)
Net cash from financing activities		**70,590**	**70,575**	**116,862**
Net increase in cash and cash equivalents		**239**	**5,269**	**8,531**
Cash and cash equivalents at the beginning of the reporting year		17,833	62,074	53,543
Cash and cash equivalents at the end of the reporting year	2.1A	**18,072**	**67,343**	**62,074**

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

Overview

Objectives of Australian Nuclear Science and Technology Organisation

Australian Nuclear Science and Technology Organisation (ANSTO) is a not-for-profit Australian Government Corporate Commonwealth entity incorporated and domiciled in Australia.

Registered office
New Illawarra Road
Lucas Heights
NSW 2234
Australia

ANSTO's strategic objectives, as set out in its current Corporate Plan, are:

- Deliver on Australia's priorities for the benefit of people, industry and the environment through nuclear excellence in research and the use of national infrastructure;
- Improve the health of Australians by supporting access to current and future nuclear technologies for diagnostic, therapeutic and innovative treatments for current and emerging diseases;
- Australia's source of nuclear expertise, advice and services to governments, academia, industry and community; and
- Lead the development of a nuclear-capable workforce aligned with government policy objectives.

In the 2024-25 Portfolio Budget Statements, ANSTO has one outcome as reflected below:

Outcome 1: Improved knowledge, innovative capacity and healthcare through nuclear-based facilities, research, training, products, services and advice to Government, industry, the education sector and the Australian population.

ANSTO's activities contributing towards the outcome are classified as departmental. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by ANSTO in its own right. The continued existence of ANSTO in its present form and with its present programs is dependent on Government policy and continuing funding by Parliament for the entity's administration and programs.

Reference to ANSTO means ANSTO and its controlled entities except in Notes 1.1D and 6.2.

Basis of preparation of the financial statements

The financial statements required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared:

a) having regard to the provisions of the *Australian Nuclear Science and Technology Organisation (ANSTO) Act 1987* (as amended); and
b) in accordance with:
   i. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
   ii. 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.

Overview (continued)

Basis of preparation of the financial statements

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. Where necessary the comparative information for the preceding financial year has been reclassified to achieve consistency in disclosure with current financial year amounts.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

The financial statements were authorised for issue by the Board of Directors on 28 August 2025.

Foreign currency

Transactions denominated in a foreign currency are converted to Australian currency at the rate of exchange prevailing at the date of the transaction. At reporting date, amounts receivable and payable in foreign currency are translated to Australian currency at the exchange rate prevailing at that date and any exchange differences are brought to account in the Statement of Comprehensive Income. ANSTO does not enter into speculative forward exchange contracts.

Principles of consolidation

The consolidated financial statements incorporate the financial statements of ANSTO and the entities it controls. Control is achieved when ANSTO has all of the following:

- power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- the ability to use its power to affect its returns.

Consolidation of a subsidiary begins when ANSTO obtains control over the subsidiary and ceases when they lose control of the subsidiary. All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation. Profit or loss and each component of other comprehensive income are attributed to the owners of the entity and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the entity and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to ANSTO.

Overview (continued)

Significant accounting judgements and estimates

In the process of applying the accounting policies listed in this note, management has made a number of judgements and applied estimates and assumptions to future events. Information regarding judgements and estimates which are material to the financial statements are found in the following notes:

- Notes 2.2A and 5.3: Property, plant and equipment fair value measurement and useful lives;
- Note 2.3C: Decommissioning and waste provisions phasing of work and discounted cash flow assumptions; and
- Note 2.2B: Recoverable amount of the intangible asset relating to intellectual property and fair value of the associated liability.

Apart from these assumptions and estimates no other accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period.

Adoption of new Australian Accounting Standard requirements

In the current year, ANSTO adopted all new and revised Australian Accounting Standards issued by the Australian Accounting Standards Board that are mandatorily effective for accounting periods that ended on 30 June 2025.

No accounting standard has been adopted earlier than the application date as stated in the standard.

ANSTO has initially applied AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*, AASB 2022-5 *Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*, AASB 2022-6 *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*, AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not For-Profit Public Sector Entities*, AASB 2023-1 *Amendments to Australian Accounting Standards – Supplier Finance Arrangements*, AASB 2023-3 *Amendments to Australian Accounting Standards – Disclosure of Non-current Liabilities with Covenants: Tier 2* and AASB 2024-1 *Amendments to Australian Accounting Standards – Supplier Finance Arrangements: Tier 2 Disclosures*.

There has been no material effect on ANSTO's financial statements.

1. Financial Performance

This section details the financial performance of ANSTO.

1.1 Expenses

1.1A Employee benefits

	2025	2024
	$'000	$'000
Wages and salaries	135,952	121,218
Superannuation - defined contribution plans	19,606	17,400
Superannuation - defined benefit plans	10,557	9,369
Leave and other entitlements	21,684	18,337
Separation and redundancies	1,541	1,230
Total employee benefits	**189,340**	**167,554**

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

Other long-term employee benefits are measured as the total net present value of the defined benefit obligation at the end of the reporting period.

Leave
Annual and long service leave, including applicable on-costs that are not expected to be wholly settled before 12 months after the end of the reporting period when the employees render the related service, are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the reporting date. The provision for employee entitlements encompasses annual leave and long service leave that ANSTO has a present obligation to pay resulting from employee services provided up to the reporting date. The provision for annual leave and long service leave includes estimated on-costs. As these on-costs only become payable if the employee takes annual and long service leave while in-service, the probability that employees will take annual and long service leave while in-service has been taken into account in estimating the liability for on-costs.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied when leave is taken, including employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The Enterprise Agreement provides under the heading General Leave for an employee entitlement which combines sick leave, carer's leave and leave for 'other' prescribed purposes. No provision has been made for general leave as all such leave is 'non-vesting'.

The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and redundancy
Provision is made for separation and redundancy benefit payments. ANSTO recognises a provision for termination when it has developed a detailed formal plan for the termination and has informed those employees affected that it will carry out the termination.

Superannuation
ANSTO's staff are members of the Commonwealth Superannuation Scheme (CSS) and the Public Sector Superannuation Scheme (PSS) or the PSS accumulation plan (PSSap), or other superannuation funds held outside of the Australian Government that provide retirement, death and disability benefits to employees. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

1. Financial Performance (continued)

1.1A Employee (continued)

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.

ANSTO 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. ANSTO accounts for contributions as if they are contributions to defined contribution scheme.

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

1.1B Supplier

	2025	2024
	$'000	$'000
Goods supplied from external entities	53,106	63,409
Services rendered from related entities	16,473	16,473
Services rendered from external entities	103,652	97,037
Workers' compensation premiums - related entities	2,868	1,896
Total supplier expenses	**176,099**	**178,815**

1.1C Finance costs

	Note	2025	2024
		$'000	$'000
Bank charges		14	16
Interest expense on lease liabilities	2.3D	6	2
Unwinding of discount on provisions	2.3C	27,541	26,291
Total finance costs		**27,561**	**26,309**

1. Financial Performance (continued)

1.1D Income tax

	2025	2024
	$'000	$'000
Prima facie income tax expense on results of taxable subsidiaries	(639)	(302)
Current income tax expense	**(639)**	**(302)**

Taxation
ANSTO is exempt from income tax. The net deferred tax assets recognised as at 30 June 2025 is from PETTECH Solutions Pty Ltd at $0.128 million (2024: $0.012 million).

Subsidiaries
ANSTO's subsidiaries are subject to normal taxation.

Accounting policy
In respect of the subsidiaries, current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities based on the current period's taxable income. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by reporting date.

Deferred income tax is provided on all temporary differences at reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

ANSTO is exempt from all forms of Australian taxation except fringe benefits tax (FBT) and the goods and services tax (GST). ANSTO is not exempt from any foreign taxation laws relative to its overseas operations.

Revenues, expenses, assets and liabilities are recognised net of GST except:
- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.

1. Financial Performance (continued)

1.1D Income tax (continued)

Deferred income tax liabilities are recognised for all taxable temporary differences except:

- when the deferred income tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or

- when the taxable temporary difference is associated with investments in subsidiaries, associates or interests in joint ventures, and the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available in the foreseeable future against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or

- when the deductible temporary difference is associated with investments in subsidiaries, associates or interests in joint ventures, in which case a deferred tax asset is only recognised to the extent that it is probable that the temporary difference will reverse in the foreseeable future and taxable profit will be available against which the temporary difference can be utilised.

Unrecognised deferred income tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at reporting date. Deferred tax assets and deferred tax liabilities are offset only if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred tax assets and liabilities relate to the same taxable entity and the same taxation authority.

1.1E Auditor's remuneration

During the period the following fees were paid or payable for services provided by the auditor of ANSTO and its subsidiaries, the Australian National Audit Office:

	2025	2024
	$'000	$'000
Audit of the financial statements	239	238
Total auditor's remuneration	**239**	**238**

No other services were provided by the Australian National Audit Office during the reporting period.

1. Financial Performance (continued)

1.2 Revenue

1.2A Revenue from contracts with customers

	2025	2024
	$'000	$'000
Sales of goods		
Radioisotope sales	60,317	66,017
Total sales of goods	**60,317**	**66,017**
Rendering of services		
Service & contract research	26,313	25,865
Silicon irradiation	11,066	9,187
CSIRO site support	1,201	1,201
Training courses	714	927
Land management	7,674	8,046
Total rendering of services	**46,968**	**45,226**
Total revenue from contracts with customers	**107,285**	**111,243**

Accounting policy
Revenue from contracts with customers
ANSTO recognises revenue for the transfer of promised goods and services to customers in an amount that reflects the consideration expected for the exchange of those goods and services.

The following is a description of the principal activities, and their respective revenue recognition treatment, from which ANSTO generates its revenue:

- Revenue from radioisotope sales is recognised at a point in time once control of the products is transferred to the customer. This generally occurs when products are dispatched for domestic customers and from when the products have departed from Australian soil for international customers;
- Revenue for service & contract research is recognised upon completion of the service milestone as per the contract or when the research has been provided if there are no specific milestones other than delivery on the agreed scope;
- Silicon irradiation revenue is recognised once the customer's product has undergone the irradiation process and control of the ingot returns to the customer;
- Revenue from land management includes operating lease revenue recognised on a straight- line basis or another systematic basis; and
- Revenue from training courses is recognised in the period the training course held when the performance obligations have been satisfied.

Receivables for goods and services are recognised at the contractual amounts due less any impairment allowance. Collectability of debts is assessed at invoicing. At this time an assessment is made of the expected credit loss based on life-time expected credit losses. Lifetime expected credit losses represent the expected credit losses that are expected to result from default events over the expected life of the financial asset. This takes into account historical experience, the credit risk for each customer as well as other indicators.

1. Financial Performance (continued)

1.2A Contracts with customers (continued)

Accounting policy (continued)

Grant revenue

Operating grants

Assets arising from operating grants that do not satisfy the criteria to be accounted for under AASB 15 *Revenue from Contracts with Customers* are recognised at fair value when ANSTO obtains control of the asset. Income is recognised at this amount less any related amounts required to be recognised in accordance with applicable Australian Accounting Standards.

Capital grants

A transfer of a financial asset, including cash, to enable ANSTO to acquire or construct a recognisable non-financial asset to identified specifications to be controlled by the organisation is referred to as a capital grant. These grants are initially recognised as a liability and subsequently recognised as income as, or when, the company satisfies its obligation to acquire or construct the specified asset to which the capital grant relates. For the acquisition of specified assets, income is recognised when the asset is acquired and controlled by ANSTO. For the construction of specified assets, income is recognised as the construction progresses on the basis of costs incurred relative to expected costs.

Resources received free of charge

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

Resources received free of charge are recorded as either revenue or gains depending on their nature i.e. whether they have been generated in the course of the ordinary activities of ANSTO. Contributions of assets at no cost or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition.

2. Financial Position

This section details the financial position of ANSTO.

2.1 Financial assets

2.1A Cash and cash equivalents

Accounting policy
Cash is recognised at its nominal amount. Cash and cash equivalents include:

- Cash on hand;
- demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and
- $56M that is quarantined by the Department of Finance. These funds are released each June and returned in July of the following financial year.

2.1B Trade and other receivables

	2025	2024
	$'000	$'000
Goods and services		
Related entities	714	123
External entities	20,778	12,714
Trade receivables	**21,492**	**12,837**
Less impairment loss allowance	-	-
Net receivables for goods and services	**21,492**	**12,837**
Other receivables		
Accrued interest	3,364	5,157
GST receivable from the Australian Tax Office	1,309	1,586
Accrued revenue	4,409	2,897
Other	759	773
Total other receivables	**9,841**	**10,413**
Total net trade and other receivables	**31,333**	**23,250**

Trade and other receivables are expected to be received within 12 months.

Net receivables are aged as follows:

	2025	2024
	$'000	$'000
Overdue but not impaired:		
Less than 31 days	27,820	19,386
31 to 60 days	79	353
61 to 90 days	1,080	996
More than 90 days	2,354	2,515
Total net trade and other receivables	**31,333**	**23,250**

Accounting policy
Receivables for goods and services are recognised at the nominal amounts due less any impairment loss allowance. Contractual payment terms are 30 days from billing. Collectability of debts is reviewed at reporting date. Allowance is made when collectability of the debt is no longer probable.

2. Financial Position (continued)

2.1C Investments

	2025	2024
	$'000	$'000
Term deposits	270,000	270,000
Other - Clarity Pharmaceuticals Ltd	9,000	19,512
Total investments	**279,000**	**289,512**

ANSTO's 3,599,920 shares in Clarity Pharmaceuticals Ltd (2024: 3,599,920) has been valued at the 30 June 2025 closing market rate of $2.50 (28 June 2024: $5.42), with a corresponding loss of $10.512 million (2024: $18.809 million gain) recognised through profit and loss.

2. Financial Position (continued)

2.2 Non-financial assets

2.2A Property, plant and equipment and intangible assets

	Land	Buildings	Plant and Equipment	Intellectual property	Software	Other intangibles	Buildings Right of Use	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Gross value as at 30 June 2024	**201,500**	**278,570**	**1,227,725**	**51,210**	**76,436**	**14,850**	**212**	**1,850,503**
Additions	-	42,261	84,628	-	5,985	-	-	**132,874**
Lease modification	-	-	-	-	-	-	598	**598**
Transfers and reclassifications	-	15,036	25,739	-	4,187	(3,676)	-	**41,286**
Assets written-off	-	(19,620)	(4,154)	-	(6,177)	(272)	-	**(30,223)**
Revaluations and impairments recognised in other comprehensive income	-	(192)	(119)	-	-	-	-	**(311)**
Disposals	-	-	(63)	-	-	-	-	**(63)**
Gross value as at 30 June 2025	**201,500**	**316,055**	**1,333,756**	**51,210**	**80,431**	**10,902**	**810**	**1,994,664**
Accumulated depreciation, amortisation and impairment losses 1 July 2024	**-**	**20,702**	**76,252**	**51,210**	**32,729**	**8,146**	**133**	**189,172**
Depreciation and amortisation	-	16,369	95,624	-	18,706	1,800	124	**132,623**
Transfers and reclassifications	-	19,279	22,224	-	3,603	(3,820)	-	**41,286**
Assets written-off	-	(19,345)	(492)	-	(2,785)	(204)	-	**(22,826)**
Released on disposal	-	-	(22)	-	-	-	-	**(22)**
Accumulated depreciation, amortisation and impairment losses 30 June 2025	**-**	**37,005**	**193,586**	**51,210**	**52,253**	**5,922**	**257**	**340,233**
Net book value as at 30 June 2025	**201,500**	**279,050**	**1,140,170**	**-**	**28,178**	**4,980**	**553**	**1,654,431**
Property, plant and equipment	**201,500**	**279,050**	**1,140,170**	**-**	**-**	**-**	**553**	**1,621,273**
Intangibles	**-**	**-**	**-**	**-**	**28,178**	**4,980**	**-**	**33,158**

No property, plant and equipment and intangible assets are expected to be disposed of within the next 12 months.

2. Financial Position (continued)

2.2A Property, plant and equipment and intangible assets (continued)

Accounting policy
Asset recognition threshold
Items of buildings, infrastructure, plant and equipment and major facilities are recorded at cost of acquisition and depreciated as outlined below. Items of plant and equipment with a cost of less than $5,000 (2024: $5,000) are expensed in the year of acquisition (other than where they form part 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 at the end of its useful life. This is particularly relevant to 'make good' or decommissioning provisions on buildings, infrastructure, plant and equipment and major facilities, taken up by ANSTO where there exists an obligation to restore the property to its original condition. These costs are included in the value of the asset it relates to with a corresponding provision for the 'make good' or decommissioning taken up.

The cost of assets constructed by the entity includes the cost of materials, direct labour and an appropriate proportion of fixed and variable overheads.

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.

Following initial application, 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.

Revaluations of non-financial assets
Following initial recognition at cost, buildings, infrastructure, plant and equipment and major facilities (excluding right-of-use (ROU) assets) are carried at fair value less accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. Independent valuers are generally used to conduct these scheduled revaluations. Revaluation increases or decreases arise from differences between an asset's carrying value and fair value.

ANSTO engaged CBRE Valuations Pty Limited, a qualified independent party, to provide an assessment on the indicators of whether fair value had materially changed for ANSTO's property, plant and equipment as at 30 June 2024. No material impact, and subsequent revaluation, has been deemed applicable.

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 through profit and loss. Revaluation decrements for a class of assets are recognised directly through profit and loss except to the extent that they reverse a previous revaluation increment for that asset class.

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.

2. Financial Position (continued)

2.2A Property, plant and equipment and intangible assets (continued)

Any revaluation increase to the decommissioning cost included in the initial cost of the asset will be reflected as an increase to the provision for decommissioning and a decrease to the asset revaluation reserve to the extent that there is a sufficient balance in the asset revaluation reserve for this asset class, any residual decrease will be recognised in profit or loss.

Any revaluation decrease to the decommissioning cost included in the initial cost of the asset will be reflected as a decrease to the provision for decommissioning and an increase to the asset revaluation reserve and, to the extent of the decrease reversing a previous revaluation increase of the related asset class that was previously recognised in profit and loss, the decrease is credited to profit and loss as a reversal. If the decrease in the provision exceeds the Depreciated Replacement Cost of the asset, the excess is taken to profit and loss.

Depreciation
Items of buildings, infrastructure, plant and equipment and major facilities, but excluding freehold land and ROU assets, are depreciated over their estimated useful lives to ANSTO using the straight-line method. The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

The depreciation rates (useful lives), residual values and methods are reviewed during each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate. ROU assets are amortised based on the life of the lease.

Depreciation and amortisation rates applying to each class of depreciable asset (excluding ROU assets) are based on the following useful lives:

	2025	2024
Buildings on freehold land	**5 to 45 years**	5 to 45 years
Plant and equipment	**2 to 45 years**	2 to 45 years
Infrastructure	**20 years**	20 years
Landmark, national and major research facilities	**5 to 45 years**	5 to 45 years

Impairment
All assets were assessed for indications of impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

Any resulting impairment losses, for property, plant and equipment assets, are recorded as a decrease in the Asset Revaluation Surplus relating to these classes of assets. This is because these asset classes are measured at fair value and have an Asset Revaluation Surplus attached to them. Where the impairment loss is greater than the balance of the Asset Revaluation Surplus for the relevant class of asset, the difference is expensed in the Statement of comprehensive income.

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

2. Financial Position (continued)

2.2B Intangibles

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level.

Software
Items of software are recorded at cost and amortised as outlined below. Items with a cost of less than $5,000 (2024: $5,000) are expensed in the year of acquisition. Software and licences are reported at cost. There is no material internal software development, though there are significant internal capitalised costs involved in the implementation of purchased software.

Intellectual property
ANSTO and NTP Radioisotopes (SOC) Limited (NTP) signed the Intellectual Property (IP) Licence Agreement on 15 May 2012 for the provision of NTP's IP to ANSTO, assisting ANSTO with the build of the Mo-99 manufacturing plant and the utilisation of the IP in its operations at Lucas Heights.

Under the terms of the IP Agreement NTP granted to ANSTO an exclusive, irrevocable, perpetual licence to use, exploit, reproduce and modify the current IP and the future IP.

ANSTO originally recognised the IP right conveyed, at fair value, as an intangible asset with an indefinite life and a financial liability for the accumulated future payments required in relation to the asset. In 2022-23 the IP intangible asset has been fully impaired based on the assessment of cash flows generated over the next 10 years.

Amortisation
Intangibles are amortised over their estimated useful lives to ANSTO using the straight-line method.

Amortisation rates applying to intangibles are as follows:

	2025	2024
Purchased software	**2 to 10 years**	2 to 10 years
Licences	**3 years**	3 years
Intellectual property	**Indefinite life**	Indefinite life

Impairment
All intangible assets were assessed for impairment at 30 June 2024. 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.

Patents
Due to the uncertain commercial value of patents and because benefits extending beyond one accounting period cannot be assured, the costs associated with the development and registration of patents are expensed in the year in which they are incurred, unless recoverability is assured beyond any reasonable doubt. At 30 June 2025 there were 205 patents (2024: 176) registered to ANSTO and no associated costs are recognised as an asset (2024: $nil).

2. Financial Position (continued)

2.2C Inventories

	2025	2024
	$'000	$'000
Raw materials and stores – not held for resale		
Stores - at cost	33,614	35,406
Cobalt-60 sources - at net realisable value	34	42
Reactor fuel and heavy water - at average purchase price	12,966	18,031
	46,614	53,479
Work in progress - at cost	4,321	4,212
Finished goods - at cost	806	1,188
Total inventories	**51,741**	**58,879**
Inventories expected to be realised within		
No more than 12 months	44,733	50,202
More than 12 months	7,008	8,677
Total inventories	**51,741**	**58,879**

In 2024-25, opening inventories of $44.7 million (2024: $50.2 million) were recognised as an expense.

Accounting policy
Inventories held for sale are valued at the lower of cost and net realisable value. Costs incurred in bringing each item of inventory to its present location and condition, are assigned as follows:

- Raw material and stores (with the exception of reactor fuel) - purchase cost on a first-in first-out basis;
- Reactor fuel - average purchase price; and
- Finished goods and work-in-progress - cost of direct materials and labour plus attributable costs that can be allocated on a reasonable basis.

2.2D Commitments

	2025	2024
	$'000	$'000
Infrastructure, plant and equipment	33,896	46,073
Fuel element purchase	22,320	22,926
Mo-99 plate purchase	8,250	20,033
Total commitments	**64,466**	**89,032**
One year or less	43,903	48,476
From one to five years	20,563	40,556
Total commitments	**64,466**	**89,032**

Accounting policy
Commitments are expenditure contracted for at the reporting date but not recognised as liabilities.

2. Financial Position (continued)

2.3 Liabilities

2.3A Other payables

	2025	2024
	$'000	$'000
Accrued expenses	7,042	9,492
Other	1,586	5,683
Total other payables	**8,628**	**15,175**
Other payables expected to be settled within		
No more than 12 months	8,628	15,175
Total other payables	**8,628**	**15,175**

Accounting policy
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).

2.3B Revenue in advance

	2025	2024
	$'000	$'000
Grant monies received in advance	22,838	18,150
Revenue received in advance - goods and services	3,385	3,863
Total revenue in advance	**26,223**	**22,013**
Revenue in advance expected to be settled within		
No more than 12 months	26,223	22,013
Total revenue in advance	**26,223**	**22,013**

Accounting policy
Revenue in advance is recognised if a payment is received before ANSTO performs the related services, the customer has yet to obtain control of the goods or the grant performance obligations, if any, have yet to be met.

2. Financial Position (continued)

2.3C Provisions (other than employees)

		2025	2024
		$'000	$'000
Decommissioning	(a)	519,205	494,509
Nuclear waste management	(b)	112,306	138,381
Intellectual property payment	(c)	24,981	26,610
Other provisions		300	-
Total provisions		**656,792**	**659,500**
Provisions expected to be settled within			
No more than 12 months		36,211	36,211
More than 12 months		620,581	623,289
Total provisions		**656,792**	**659,500**

Accounting policy
The initial measurement of the provision for decommissioning and nuclear waste management is the present value of expected expenditures to settle the obligation.

Any adjustment to the provision for decommissioning and nuclear waste management attributable to the timing of expenditure, consumer price index (CPI) and discount rate at 30 June each year will be reflected as an adjustment to the provision and recognised in profit or loss in the reporting year in which the estimates change. The accounting policy relating to adjustments to the provision for decommissioning arising on revaluation of the decommissioning cost included in the underlying asset is disclosed in Note 2.2A.

2. Financial Position (continued)

2.3C Provisions (other than employees) (continued)

	Decommissioning	Nuclear waste management	Intellectual property payment	Other claims
	$'000	$'000	$'000	$'000
Carrying amount 30 June 2023	**502,913**	**130,192**	**20,462**	**-**
Nuclear waste management expenses	-	5,840	-	-
Revaluation recognised in Other Comprehensive Income	4,669	-	-	-
Amounts used	(6,127)	(1,982)	(2,738)	-
Change in accounting estimate	(27,977)	(923)	-	-
Foreign currency movement	-	-	8,880	-
Unwinding discount	21,031	5,254	6	-
Carrying amount 30 June 2024	**494,509**	**138,381**	**26,610**	**-**
Nuclear waste management expenses - write back	-	(22,758)	-	-
Nuclear waste management expenses	-	7,296	-	-
Additions	673	-	-	300
Revaluation recognised in Other Comprehensive Income	13,229	-	-	-
Amounts used	(4,985)	(13,323)	(2,425)	-
Change in accounting estimate	(6,001)	(3,037)	-	-
Foreign currency movement	-	-	782	-
Unwinding discount	21,780	5,747	14	-
Carrying amount 30 June 2025	**519,205**	**112,306**	**24,981**	**300**

Provisions movement reconciliation

(a) This decommissioning provision consists of future costs relating to the decommissioning of property, plant, equipment and infrastructure.

Estimated nominal costs being the estimate of future cash flows required to fund the decommissioning of current facilities and infrastructure (2025: $816.1 million; 2024: $781.8 million):

- An external company, Project Time & Cost LLC (PT&C), was engaged in 2018-19 to provide rough-order-of-magnitude costs for decommissioning facilities at ANSTO's Lucas Heights campus effective 30 June 2019 based upon characteristics that are similar to other facilities for which there is a known decommissioning liability. The parametric estimate provided by PT&C has an expected accuracy range between +50% ($1,075.1M) and -30% ($501.7M), this can also be defined as the bandwidth of estimating uncertainty associated with parametric estimating and is based on a Class 4 cost estimate; ANSTO has applied the mid-point estimate ($716.7M).
- ANSTO's internal subject matter experts update the decommissioning and nuclear waste management provision at year end to reflect revised costings and expected timing of future expenditure.

2. Financial Position (continued)

2.3C Provisions (other than employees) (continued)

Phasing of the estimated nominal costs over the expected period of the decommissioning provision being 53 years (2024: 54 years):

- The cash flows are phased based on when it is expected that the work will be undertaken, which is subject to the use of the asset, the available funding and, where applicable, the licence.
- Decommissioning costs are funded by government and received on a pro-rata basis with the longest funding over 53 years for the decommissioning of infrastructure.

Inflating the nominal costs by expected CPI over time (2025: 2.5%, 2024: 2.5%):

- Payments to fund decommissioning are made in the future and need to account for expected increases in the underlying cost of the final outflow due to inflationary pressures. The inflation rate assumption applied by ANSTO is set with reference to the Standard Parameters made available by the Department of Finance.

Discounting for the effect of the time value of money (2025: ranging from 3.21% to 4.84%, 2024: ranging from 4.07% to 4.64%):

- Projected nominal costs are discounted to a present value using risk free rates to reflect the time value of money and are set with reference to the Standard Parameters made available by the Department of Finance.

Given the high degree of judgement required to estimate future cash flows and the phasing of these cash flows, there is inherent uncertainty in establishing the liability, therefore it is likely that the final outcome will differ from the original liability established.

The sensitivity of the decommissioning provision, based on the nominal cost of $816.1 million as at 30 June 2025 (2024: $781.8 million), to changes in the primary drivers are indicated in the table below. Each change has been calculated in isolation and without regard to other driver changes that may occur simultaneously.

		Decommissioning provision increase/(decrease)	
Driver	**Change**	**2025 $'000**	**2024 $'000**
CPI	(1.0)%	(84,973)	(85,823)
	(0.5)%	(45,632)	(45,990)
	0.5%	51,623	53,318
	1.0%	112,390	115,375
Discount rate	(1.0)%	137,811	203,166
	(0.5)%	62,946	88,476
	0.5%	(52,537)	(69,102)
	1.0%	(96,956)	(123,713)
Delaying planned expenditure	1 year	(11,483)	(9,922)
	3 years	(34,630)	(29,538)
	5 years	(56,857)	(48,620)

2. Financial Position (continued)

2.3C Provisions (other than employees) (continued)

(b) The nuclear waste management provision consists of future costs relating to the management of accumulated waste arising from nuclear operations.

Estimated nominal costs being the estimate of future cash flows required to fund the waste management activities (2025: $120.7 million; 2024 $148.4 million):

- The legacy nuclear waste relates to the future costs of managing legacy nuclear waste from research and the production of nuclear medicine. The provision includes the future costs of managing nuclear waste that has arisen from current operations. The estimated costs of managing the spent fuel from the OPAL multipurpose reactor are provided for when they can be reliably measured (refer to note 5.1 for further details on the 2024-25 nuclear waste management expense write back). The costs of the legacy waste, current waste and spent fuel are based primarily on ANSTO experience and expertise of managing these items over a number of years.

Phasing of the estimated nominal costs over the expected time period of the nuclear waste management activities being 19 years (2024: 16 years):

- The cash flows are phased based on when it is expected that the work will be undertaken.

Inflating the nominal costs by expected CPI over time (2025: 2.5%, 2024: 2.5%):

- Payments to fund nuclear waste management are made in the future and need to account for expected increases in the underlying cost of the final outflow due to inflationary pressures. The inflation rate assumption applied by ANSTO is set with reference to the Standard Parameters made available by the Department of Finance.

Discounting for the effect of the time value of money (2025: ranging from 3.21% to 4.41%, 2024: ranging from 4.07% to 4.41%):

- Projected nominal costs are discounted to a present value using risk free rates to reflect the time value of money and are set with reference to the Standard Parameters made available by the Department of Finance.

Given the high degree of judgement required to estimate future cash flows and the phasing of these cash flows, there is inherent uncertainty in establishing the liability, therefore it is likely that the final outcome will differ from the original liability established. Changes in the provision year on year are recognised in profit or loss in the reporting year in which the estimates change.

2. Financial Position (continued)

2.3C Provisions (other than employees) (continued)

The sensitivity of the nuclear waste management provision, based on the nominal cost of $120.7 million as at 30 June 2025 (2024: $148.4 million), to changes in the primary drivers are indicated in the table below. Each change has been calculated in isolation and without regard to other driver changes that may occur simultaneously.

		Nuclear waste management provision increase/(decrease)	
Driver	**Change**	**2025 $'000**	**2024 $'000**
CPI	(1.0)%	(5,356)	(5,490)
	(0.5)%	(2,821)	(2,783)
	0.5%	2,933	2,862
	1.0%	5,984	5,806
Discount rate	(1.0)%	6,639	7,535
	(0.5)%	3,222	3,623
	0.5%	(3,024)	(3,369)
	1.0%	(5,877)	(6,514)
Delaying planned expenditure	1 year	(1,664)	(2,253)
	3 years	(5,578)	(6,917)
	5 years	(10,062)	(11,840)

(c) The provision of intellectual property relates to future payments required in relation to the intellectual property asset (Notes 2.2A and 2.2B). The liability is derived from calculating the estimated commission to be paid to NTP based on expected future sales and then discounted back at 5.57% (2024: 6.32%).

2.3D Lease liabilities

ANSTO leases property in Camperdown from the Central Sydney Area Health Service under one operating lease. In 2024-25, the lease was modified, effective 1 July 2024, to extend the termination date to 30 June 2029. The lease enables ANSTO to undertake its principal activities. Lease payments are variable to the extent that they are reviewed every three years in accordance with the market rental valuation clause of the agreement. ANSTO does not have an interest in the residual value of the property but does have a responsibility at the termination of the lease to ensure the property is in good and tenantable condition. At 30 June, the future minimum lease payments under non-cancellable operating leases were payable as follows:

	Note	2025	2024
		$'000	**$'000**
Opening balance		115	264
Lease modifications		598	-
Lease repayments		(142)	(151)
Interest expense on lease liabilities	1.1C	6	2
Closing balance		**577**	**115**
Maturity analysis			
Buildings			
Less than one year		141	115
One to five years		436	-
Total undiscounted lease liabilities		**577**	**115**

2. Financial Position (continued)

2.3D Lease liabilities (continued)

Accounting policy
ANSTO recognises right-of-use assets and lease liabilities for most leases. However, ANSTO has elected not to recognise right-of-use assets and lease liabilities for some leases of low value assets based on the value of the underlying asset when new or for short-term leases with a lease term of 12 months or less.

2.4 Reserves

2.4A Reserves

	Note	2025	2024
		$'000	$'000
Asset revaluation			
Opening balance		645,634	649,819
Revaluation - non-financial assets	2.2A	(311)	484
Revaluation - decommissioning costs	2.3C	(13,229)	(4,669)
Asset revaluation reserves	(a)	**632,094**	**645,634**
Other reserves			
OPAL depreciation	(b)	9,061	9,061
Foreign currency reserve	(c)	323	323
Other reserves		**9,384**	**9,384**
Total reserves		**641,478**	**655,018**

(a) Asset revaluation
This reserve represents the revaluation of property, plant and equipment.

(b) OPAL depreciation reserve
This reserve represents unused funding for OPAL depreciation. This was due to a delay in final commissioning of OPAL. This reserve will be transferred to the accumulated reserves in line with the end of OPAL's useful life.

(c) Foreign currency reserve
This reserve relates to foreign currency translation at reporting date.

3. Funding

This section identifies ANSTO's funding structure.

3.1 Government funding

	2025	2024
	$'000	$'000
Revenue from Government	324,464	318,527
Government equity injection	70,711	117,011
Total government funding	**395,175**	**435,538**

Revenue from government

Funding received or receivable from the then Department of Industry, Science and Resources (DISR) (appropriated as a Corporate Commonwealth Entity payment item for payment to ANSTO) is recognised as Revenue from Government when ANSTO gains control of the funding unless it is an equity injection, such amounts are recognised directly in contributed equity in the year received.

4. People and relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with key people.

4.1 Employee payables

	2025	2024
	$'000	$'000
Accrued salaries and wages	6,512	5,581
Termination benefits	895	1,017
Incentives	31	55
Total employee payables	**7,438**	**6,653**

All employee payables are expected to be settled within 12 months.

4.2 Employee provisions

	2025	2024
	$'000	$'000
Annual leave	20,447	19,247
Long service leave	45,130	42,294
Total employee provisions	**65,577**	**61,541**
Employee provisions expected to be settled within		
No more than 12 months	57,538	53,860
More than 12 months	8,039	7,681
Total employee provisions	**65,577**	**61,541**

Accounting policy is at Note 1.1A.

4. People and relationships (continued)

4.3 Key management personnel remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of ANSTO, directly or indirectly, including any director (whether executive or otherwise) of ANSTO. ANSTO has determined the KMP to be the ANSTO Portfolio Minister, the Board and the Executive Leadership Team. KMP remuneration is reported in the table below:

	2025	2024
	$'000	$'000
Short-term employee benefits:		
Salary	5,335	4,298
Performance bonuses	31	55
Other	24	15
Total short-term employee benefits	**5,390**	**4,368**
Post-employment benefits:		
Superannuation	560	406
Total post-employment benefits	**560**	**406**
Other long-term benefits:		
Long-service leave	165	16
Total other long-term benefits	**165**	**16**
Termination benefits	**854**	**-**
Total key management personnel remuneration	**6,969**	**4,790**

The ANSTO Group had 26 individuals in KMP roles during the year, 26 in ANSTO and 1 ANSTO KMP also in its subsidiary (2024: 25 individuals, 22 ANSTO and 3 subsidiaries).

In ANSTO, these individuals equated to a full time equivalent (FTE) of 20.10 (2024: 16.88). Represented by 8 non-executive board members and 2 independent risk and audit committee members prorated 8.95 (2024: 6.67), and members of the ANSTO Executive Leadership Team prorated 11.15 FTE (2024: 9.91 FTE). In the subsidiaries the FTE is 1 (2024: 1) represented by ANSTO staff as non-executive board members. 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 ANSTO.

4.4 Related party transactions

A related party is a person or entity that controls or has significant influence over the reporting entity, or is a member of the Key Management Personnel (KMP) of the reporting entity or its parent entity, and includes their close family members and entities in which the KMP and/ or their close family members individually or jointly have controlling interests. ANSTO is an Australian Government controlled entity. Related parties to this entity are the Key Management Personnel, the Commonwealth cabinet and other Australian Government entities.

Significant transactions with related parties or entities that they are associated with can include:

- the payments and receipt of grants; and
- purchases of goods and services.

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

5. Managing uncertainties

5.1 Contingent assets and liabilities

At 30 June 2025, ANSTO has accumulated, and will continue to accumulate, nuclear waste that requires characterisation in order to determine the nature and therefore the costs and timing required to manage the waste to final disposal, which is unfunded. When these factors are known with reasonable certainty a liability will be recognised, until this time an unquantifiable contingent liability may exist. The majority of this waste has arisen from the production of nuclear medicine. The underlying assumption is that the ultimate storage of the nuclear waste will be the responsibility of the planned National Radioactive Waste Management Facility. If there is a change in Government policy, ANSTO may need to bear the costs relating to the future management of the waste.

In 2024-25, nuclear waste management expenses of $22.758 million, recognised in previous years, has been reversed from the nuclear waste management provision and profit and loss. This occurred due to a change in the underlying agreements with suppliers for future shipments and treatment costs of ANSTO's OPAL spent fuel. As a result, these costs no longer meet the accounting definition of a provision as they cannot be reliably measured and have therefore been treated as contingent liabilities in 2024-25.

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.

5. Managing Uncertainties (continued)

5.2 Financial instruments

	Note	Carrying amount 2025	Amortised Cost 2025	Fair value through profit or loss 2025	Carrying amount 2024	Amortised Cost 2024	Fair value through profit or loss 2024
Financial assets		**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Cash and cash equivalents		67,343	67,343	-	62,074	62,074	-
Trade receivables	2.1B	21,492	21,492	-	12,837	12,837	-
Accrued interest	2.1B	3,364	3,364	-	5,157	5,157	-
Accrued revenue	2.1B	4,409	4,409	-	2,897	2,897	-
Other	2.1B	759	759	-	773	773	-
Term deposits	2.1C	270,000	270,000	-	270,000	270,000	-
Investments - other	2.1C	9,000	-	9,000	19,512	-	19,512
Total financial assets (recognised)		**376,367**	**367,367**	**9,000**	**373,250**	**353,738**	**19,512**
Total financial liabilities							
Suppliers		17,941	17,941	-	19,867	19,867	-
Other payables	2.3A	8,628	8,628	-	15,175	15,175	-
Revenue in advance	2.3B	26,223	26,223	-	22,013	22,013	-
Total financial liabilities (recognised)		**52,792**	**52,792**	**-**	**57,055**	**57,055**	**-**

Interest revenue from financial assets

	2025 $'000	2024 $'000
Cash and cash equivalents	843	3,683
Term deposits	17,358	14,650
Net income from financial assets	**18,201**	**18,333**

Accounting policy
Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement.*

5. Managing Uncertainties (continued)

5.2 Financial instruments (continued)

Net expenses from financial liabilities
There were no expenses from financial liabilities for 2025 (2024: $nil).

Financial assets
The net fair values of cash, deposits on call and non-interest-bearing monetary financial assets are in accord with their carrying amounts. Loans receivable are carried at cost, which is above their net fair value, because it is intended to hold them to maturity.

Financial liabilities
The net fair values for trade creditors and grants received in advance, all of which are short-term in nature, are in accord with their carrying amounts.

Accounting policy
ANSTO classifies its financial assets in the following categories:

- Fair value through profit or loss; and
- Amortised cost.

The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. Financial assets are recognised and derecognised upon trade date.

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

Income is recognised on an effective interest rate basis except for financial assets at fair value through profit or loss.

Financial assets at fair value through profit or loss
Financial assets are classified as financial assets at fair value through profit or loss where the financial assets have been acquired principally for the purpose of selling in the near future. Assets in this category are classified as current assets.

Financial assets at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in the profit or loss. The net gain or loss recognised in the profit or loss incorporates any interest earned on the financial assets.

5. Managing Uncertainties (continued)

5.2 Financial instruments (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 on the principal outstanding amount. Amortised cost is determined using the effective interest method.

Investments
Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the group has the positive intent and ability to hold to maturity are classified as investments. Investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Loans and receivables
Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Impairment of financial assets
Financial assets are assessed for impairment at each reporting date.

If there is objective evidence that an impairment loss has been incurred for loans and receivables or investments, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account. The loss is recognised in the Statement of Comprehensive Income. If there is objective evidence that an impairment loss has been incurred the amount of the impairment loss is the difference between the carrying amount of the asset and the present value of the estimated future cash flows discounted at the current market rate for similar assets. The net fair values of cash, deposits on call and non-interest-bearing monetary financial assets are in accord with their carrying amounts.

Financial liabilities
Financial liabilities are classified as other financial liabilities and are recognised and derecognised upon trade date.

Other financial liabilities
Other 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).

5. Managing Uncertainties (continued)

5.3 Fair value measurement

The following tables provide an analysis of assets and liabilities that are measured at fair value. The different levels of the fair value hierarchy are defined below.

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

Non-financial assets	Category	Fair value 2025 $'000	Fair value 2024 $'000	Valuation technique[1]	Inputs used[1]
Land	**3**	**201,500**	201,500	Market approach.	Adjusted market transactions (zoning, access, existing use, size, topography, location).
Buildings	**3**	**279,050**	257,868	Depreciated replacement cost approach.	Replacement cost/consumed economic benefit/ obsolescence of asset.
Infrastructure, plant and equipment	**3**	**1,140,170**	1,151,473	Depreciated replacement cost approach.	Replacement cost/consumed economic benefit/ obsolescence of asset.

1. The valuation techniques and inputs used in 2025 and 2024 are consistent except for Infrastructure, plant and equipment where the depreciated replacement cost approach has been used for all items with a fair value at 30 June 2025.

   The highest and best use of all non-financial assets is the same as their current use.

5. Managing Uncertainties (continued)

5.3 Fair value measurement (continued)

Recurring and non-recurring Level 3 fair value measurements - valuation processes
ANSTO tests the procedures of the valuation output as an internal management review at least once every 12 months (valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at reporting date). If a particular asset class experiences significant and volatile changes in fair value (i.e. where indicators suggest that the value of the class has changed materially since the previous reporting period), that class is subject to specific valuation in the reporting period, regardless of the timing of the last specific valuation.

Land, Buildings, Infrastructure, Plant and Equipment
Assets that do not transact with enough frequency or transparency to develop objective opinions of value from observable market evidence have been measured utilising the depreciated replacement cost (DRC) approach. Under the DRC approach, the estimated cost to replace the asset is calculated and then adjusted to take into account its consumed economic benefit/asset obsolescence (accumulated depreciation). Consumed economic benefit/asset obsolescence has been determined based on professional judgment regarding physical, economic and external obsolescence factors relevant to the asset under consideration.

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred and liabilities undertaken. Fixed assets are initially measured at their fair value plus transaction costs where appropriate.

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

6. Other information

6.1 Deed of indemnity

A Deed of Indemnity between the Commonwealth Government and ANSTO, under which the government has formally agreed to indemnify ANSTO and ANSTO Officers from any loss or liability arising from claims caused by ionising radiation, was signed by the then Minister for Industry, Science and Resources in March 2025. It will remain in place until March 2035.

6.2 Information relating to ANSTO (the parent entity)

	2025	2024
	$'000	$'000
Financial assets	380,135	379,803
Non-financial assets	1,728,409	1,727,285
Total assets	**2,108,544**	**2,107,088**
Payables	33,344	41,458
Provisions	720,207	718,999
Revenue in advance	26,223	22,012
Lease liabilities	553	89
Total liabilities	**780,327**	**782,558**
Net assets	**1,328,217**	**1,324,530**
Contributed equity	1,204,987	1,134,276
Asset revaluation reserve	630,920	644,458
Other reserves	9,061	9,059
Accumulated deficit	(516,751)	(463,263)
Total equity	**1,328,217**	**1,324,530**
(Deficit)/surplus of the parent entity	**(30,279)**	**72,988**
Other comprehensive (expense) of the parent entity	**(13,540)**	**(4,185)**
Total comprehensive (deficit)/surplus of the parent entity	**(43,819)**	**68,803**

6. Other information (continued)

6.2 Information relating to ANSTO (the parent entity) (continued)

There are transactions between ANSTO and its subsidiaries for land leases, purchases and sales of goods and services. The prices charged for transactions between ANSTO and its subsidiaries are on normal commercial terms and conditions no more favourable than those available to other parties.

Investment in subsidiaries

The current carrying value of ANSTO's subsidiaries at 30 June 2025 are set out below. Unless otherwise stated, share capital consists solely of ordinary shares that are held directly by ANSTO, and the proportion of ownership interests held equals the voting rights held by the group. The country of incorporation is also their principal place of business.

		2025	2025	2024
Name	**Place of incorporation**	**%**	**$**	**$**
PETTECH Solutions Pty Ltd (a)	Australia	17,227,588	17,227,588	17,227,588
Total investment in subsidiaries			**17,227,588**	**17,227,588**

(a) ANSTO owns 100% of PETTECH Solutions Pty Ltd (PETTECH). PETTECH's primary activity is the ownership of infrastructure for the manufacture of fludeoxyglucose.
In 2023-24, prior impairments of $14.262 million in the value of PETTECH were reversed as PETTECH continues to be cash flow positive and generating profits. During 2019-20 PETTECH recognised a right of use asset of $0.5 million resulting from a lease with ANSTO. The NBV as at 30 June 2025 was $0.5 million (2024: $0.5 million).

6.3 Significant events after the end of the reporting period

No events have arisen since the end of the financial year which requires disclosure or the financial statements to be adjusted.

6. Other information (continued)

6.4 Budgetary reports and explanations of major variances

A budget has not been provided in the PBS for non-cash items such as asset revaluations, foreign exchange, sale/impairment of asset adjustments and the change in parameters used in the calculation of provisions. Unless the explanation of the variance assists users of financial statements understand the movement between the budget and the final financial outcome, it has not been assessed as 'major' and no explanation has been provided.

The following tables provide a comparison between the May 2024–25 Portfolio Budget Statements (PBS) budget and the final financial outcome in the 2024–25 financial statements.

Explanation of major variances

Event impacting financial statements	Affected consolidated statements and line items
In 2023-24, ANM, a PNFC, was a subsidiary of ANSTO that was consolidated into the financial statements up until its deregistration in May 24. PNFC's do not form part of the General Government Sector and are outside the scope of AASB 1055 *Budgetary Reporting*. As a result, the impact of this derecognition is reflected in the Actual figures but not in the 2024-25 budget.	**Statement of Changes in Equity:** Accumulated deficit Asset revaluation reserve
ANSTO manages its cash using term deposits. The term of each deposit is dependent on the cash needs of the business and the prevailing interest rates. Changes in either the cash needs or interest rates impacts the number of times a deposit is 'rolled' in the period.	**Statement of Comprehensive Income:** Interest **Statement of Financial Position:** Cash and cash equivalents Investments – term deposits Accumulated deficit **Statement of Changes in Equity:** Accumulated deficit **Statement of Cash Flows:** Interest received Proceeds from maturing financial instruments Purchase of financial instruments
Working capital movements arise from the timing of receipt of invoices, and subsequent payment, with customers and suppliers. Amounts due to employees are largely dependent upon the timing of the final payroll run for the year.	**Statement of Financial Position:** Trade and other receivables Prepayments Payables – Suppliers Payables – Employees Payables – Other payables **Statement of Cash Flows:** Contracts with customers Payments to employees Payments to suppliers

6. Other information (continued)

Event impacting financial statements	Affected consolidated statements and line items
ANSTO's investment in Clarity Pharmaceuticals Ltd has been revalued to the market rate, $2.50, as at 30 June 2025.	**Statement of Comprehensive Income:** Unrealised loss on investment **Statement of Financial Position:** Investments – Other – Clarity Pharmaceuticals Ltd Accumulated deficit
In 2024-25, a nuclear waste management expenses of $22.758 million recognised in previous years has been reversed from the nuclear waste management provision and profit and loss. This occurred due to a change in the underlying agreements for the reprocessing of spent fuel beyond 2024-25. As a result, the future reprocessing costs no longer meet the accounting definition of a provision as they cannot be reliably measured and are therefore treated as contingent liabilities in 2024-25.	**Statement of Comprehensive Income:** Nuclear waste management expenses – write back **Statement of Financial Position:** Provisions – Nuclear waste management
ANSTO's multi-purpose OPAL nuclear reactor was scheduled for necessary upgrades and planned maintenance from 18 March to 5 July 2024. The shutdown was extended with the reactor returning to power on 28 September.	**Statement of Comprehensive Income:** Supplier **Statement of Financial Position:** Cash and cash equivalents **Statement of Cash Flows:** Contracts with customers
Budget 2024-25 was submitted prior to the signing and approval of ANSTO Enterprise Agreement 2024-2027.	**Statement of Comprehensive Income:** Employee benefits **Statement of Financial Position:** Cash and cash equivalents **Statement of Cash Flows:** Payments to employees

Appendices and index

Glossary

AASB	Australian Accounting Standards Board
Ac-227	Actinium-227
ACNS	Australian Centre for Neutron Scattering
ADS 1&2	Advanced diffraction and scattering beamlines
AIIMS	Australian Inter-Service Incident Management System
AMS	Accelerator mass spectrometry
ANAO	Australian National Audit Office
ANSTO	Australian Nuclear Science and Technology Organisation
ANSTO Act	Australian Nuclear Science and Technology Organisation Act 1987
ANU	Australian National University
ARPANSA	Australian Radiation Protection and Nuclear Safety Agency
ASA	Australian Submarine Agency
ASL	Average staffing level
ASNO	Australian Safeguards and Non-Proliferation Office
AUKUS	Australia, United Kingdom, United States
Auslan	Australian sign language
BCM	Business Continuity Management
Bilby	Small-angle neutron scattering instrument
BioSAXS	Biological small angle X-ray scattering beamline
CAS	Centre for Accelerator Science
CEO	Chief Executive Officer
CNS	Cold Neutron Source
CPI	Consumer price index
CRISP	Current research information system and portal
CSS	Commonwealth Superannuation Scheme
Cth	Commonwealth
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DRC	Depreciation replacement cost
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DFAT	Department of Foreign Affairs and Trade
DIFOT	Delivery in full and on time
DISR	Department of Industry, Science and Resources
EA	Enterprise agreement
EPBC Act	Environment Protection and Biodiversity Conservation Act 1999
ERM	Enterprise Risk Management
FBT	Fringe benefits tax
FNCA	Forum for Nuclear Cooperation in Asia
FOI Act	Freedom of Information Act 1982
FRR	Financial Reporting Rule
FTE	Full time equivalent
GST	Goods and services tax
HIFAR	High Flux Australian Reactor
IAEA	International Atomic Energy Agency
IBP	Integrated business planning
ILWCI	Intermediate-level waste capacity increase
IP	Intellectual Property
IPS	Information Publication Scheme

ISO	International Organisation for Standardisation
KMP	Key management personnel
LIMS	Laboratory information management system
MCT	Microcomputed tomography beamline
MEX 1&2	Medium energy X-ray absorption spectroscopy beamlines
Mo-99	Molybdenum-99
MX3	High performance macromolecular crystallography beamline
NANO	X-ray fluorescence nanoprobe beamline
NASA	National Aeronautics and Space Administration
NCRIS	National Collaborative Research Infrastructure Strategy
NDF	National Deuteration Facility
NMMF	Nuclear Medicine Manufacturing Facility
NPS	Nuclear-Powered Submarine
NSSC	Nuclear Security Science Capability
NTD	Neutron transmutation doped
NTP	Nuclear Technology Products
OPAL	Open Pool Australian Lightwater
PBS	Portfolio Budget Statements
PETTECH	PETTECH Solutions Pty Ltd
PFAS	Poly-fluoroalkyl substance
PNRI	Philippine Nuclear Research Institute
PGPA Act	Public Governance, Performance and Accountability Act 2013
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PSS	Public Sector Superannuation Scheme
PSSap	Public Sector Superannuation accumulation plan
PT&C	Project Time & Cost
RCA	Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology in Asia and the Pacific
RIMS	Research infrastructure management system
ROU	Right-of-use
SAGNA	Standing Advisory Group on Nuclear Applications
SDG	Sustainable Development Goals
SOE	Statement of Expectations
STEM	Science, technology, engineering, and mathematics
WGE Act	Workplace Gender Equality Act 2012
WGEA	Workplace Gender Equality Agency
WHS Act	Workplace Health and Safety Act 2011
Wombat	Diffractometer instrument

Remuneration Report

The categories of officials, employees of ANSTO, covered by the disclosures are:

- Key Management Personnel (KMP): members of the Board, Risk and Audit Committee and Executive leadership team disclosed in Table 1.
- Senior executives: employees who are assigned General Manager or equivalent roles and delegations, identified in Table 2.
- Other highly paid staff: employees with total remuneration of at least $260,000 not disclosed in Table 1 or 2, identified in Table 3.
- Risk and Audit Committee: separately disclosed in Table 4.

Remuneration policies and practices

The remuneration of the ANSTO Board is in accordance with the Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2024.

The remuneration parameters of the CEO are determined by the Australian Government Remuneration Tribunal. The ANSTO Remuneration and Nominations Committee assist the Board in fulfilling its responsibilities with regard to overall remuneration policy and strategy, performance and remuneration of the CEO.

Members of the Executive are on individual contracts which are based on market rates at the time of employment. The remuneration reflects qualifications, experience and levels of responsibility for each role. The Remuneration and Nominations Committee oversees the approach to performance and remuneration of the Executive.

Senior Manager and highly paid positions are remunerated either in accordance with the ANSTO Enterprise Agreement salary tables or under individual contracts. Each role has a position description detailing the role, responsibilities, reporting lines, delegations, qualifications, skills and knowledge required. The role is subject to the Mercer job evaluation system and is benchmarked to ensure the appropriateness of remuneration. The Enterprise Agreement sets out the remuneration and entitlements of employees.

Remuneration governance arrangements

The operations of the Remuneration and Nomination Committee for the year are detailed in the Corporate Governance Statement.

Table 1 – Key Management Personnel

Name	Position Title	Short-Term Benefits		Post-Employment Benefits		Other Long-Term Benefits		Termination Benefits	Total Renumeration[1]
		Base Salary $	Bonus $	Other Benefits $	Super Contributions $	Long Service Leave $	Other Long-Term Benefits	$	$
Mr Michael Quigley AM	Board Chair	113,614	-	3,328	17,416	-	N/A	-	134,358
Mr Andrew Carriline	Deputy Board Chair, RAC member 16 September to 23 October 2024 and RAC Chair from 25 February 2025	87,006	-	422	13,051	-	N/A	-	100,479
Prof Sze Ting Lee	Board Member	57,669	-	2,278	8,701	-	N/A	-	68,648
Prof Brigid Heywood	Board and RAC Member until 7 May 2025	57,293	-	4,859	8,793	-	N/A	-	70,945
Prof Tim Senden	Board Member and RAC member from 10 June 2025	58,026	-	6,684	8,754	-	N/A	-	73,464
Ms Andrea Sutton	Board Member until 29 April 2025 and RAC Chair to 24 February 2025	61,292	-	3,085	9,447	-	N/A	-	73,824
Dr Gregory Storr	Board Member and RAC Member 1 July to 15 September and from 24 October 2024	58,450	-	1,006	8,987	-	N/A	-	68,443
Rear Admiral Katherine Richards AM CSC[2]	Board member from 24 March 2025	13,076	-	1,076	1,954	-	N/A	-	16,106

Name	Position Title	Short-Term Benefits		Post-Employment Benefits		Other Long-Term Benefits		Termination Benefits	Total Renumeration[1]
		Base Salary $	Bonus $	Other Benefits $	Super Contributions $	Long Service Leave $	Other Long-Term Benefits	$	$
Mr David Antaw	RAC Member	9,061	-	-	1,386	-	N/A	-	10,447
Mr Stephen Ludlam	RAC Member	9,061	-	1,181	1,386	-	N/A	-	11,628
Mr Shaun Jenkinson[3]	Chief Executive Officer and Board Member	619,740	31,250	-	29,904	40,969	N/A	-	721,863
Mr John Edge	Chief Operating Officer to 2 March 2025, Executive from 3 March to 2 May 2025	352,271	-	-	26,454	19,340	N/A	-	398,065
Ms Emily Hodgson	Acting Chief Operating Officer from 3 March 2025	153,207	-	-	20,965	20,758	N/A	-	194,930
Ms Pamela Naidoo-Ameglio	Group Executive, Nuclear Operations and Nuclear Medicine	400,859	-	-	40,219	18,447	N/A	222,197	681,722
Mr Con Lyras	Group Executive Infrastructure and Engineering Services to 29 August 2024	68,913	-	-	5,981	315	N/A	409,358	484,567
Ms Kim Stokeld	Acting Group Executive Infrastructure and Engineering Services from 30 August to 8 October 2024	52,175	-	-	3,084	447	N/A	-	55,706
Ms Jasmine Reay	Group Executive, Infrastructure and Engineering Services from 9 October 2024	318,264	-	-	30,000	4,835	N/A	-	353,099
Ms Marianne Morton	Chief Information and Digital Officer	392,872	-	-	29,904	13,280	N/A	-	436,056
Prof Andrew Peele	Group Executive, Nuclear Science and Technology	416,099	-	-	29,904	6,042	N/A	-	452,045
Dr Miles Apperley	Group Executive, Nuclear Safety, Security and Stewardship	327,290	-	-	52,546	15,317	N/A	-	395,153
Ms Amanda Ware	Chief Risk and Assurance Officer	362,978	-	-	51,365	6,653	N/A	96,318	517,314
Mr Hefin Griffiths	Chief Nuclear Officer	282,266	-	-	43,387	8,641	N/A	-	334,294
Mr Dave Filipetto	Acting Chief Engineer to 4 August 2024	329,342	-	-	26,454	359	N/A	-	356,155
Ms Amanda Bovis	Chief Engineer from 5 August 2024 to 13 May 2025	269,859	-	-	54,684	-	N/A	126,522	451,065
Mr Con Dedousis	Acting Chief Engineer from 13 May 2025	51,400	-	-	4,958	390	N/A	-	56,748
Mr Oleh Nakone	Group Executive, Commercial Products and Services	412,960	-	-	29,904	9,395	N/A	-	452,259
ANSTO KMP		**5,335,043**	**31,250**	**23,919**	**559,588**	**165,188**	**N/A**	**854,395**	**6,969,383**
Subsidiary KMP		**-**	**-**	**-**	**-**	**-**	**N/A**	**-**	**-**
TOTAL Consolidated KMP – Financial Statements Note 4.3		**5,335,043**	**31,250**	**23,919**	**559,588**	**165,188**	**N/A**	**854,395**	**6,969,383**

1. Remuneration is reflected on an accruals basis not a cash basis and has not been annualised.
2. Rear Admiral Richards has been remunerated from 31 March 2025.
3. During the reporting period the CEO's bonus potential decreased from 10% to 5%. The ANSTO Board has requested the Remuneration Tribunal remove all potential bonuses.

Table 2 – Senior executives

Total Remuneration Bands	Number of Senior Executives[2]	Short Term Benefits	Post Employment Benefits	Other Long-Term Benefits		Termination Benefits	Total Remuneration[1]
		Base Salary $ (Average)	Super Contributions $ (Average)	Long Service Leave $ (Average)	Average Other Long-Term Benefits	$ (Average)	$ (Average)
$0-$220,000	5	95,184	14,710	5,936	N/A	-	115,830
$220,001-$245,000	5	199,295	30,200	5,722	N/A	-	235,217
$245,001-$270,000	6	220,513	32,793	7,044	N/A	-	260,351
$270,001-$295,000	7	231,075	41,766	8,689	N/A	1,012	282,542
$295,001-$320,000	2	256,472	34,826	9,804	N/A	-	301,102
$320,001-$345,000	3	287,909	43,762	9,263	N/A	-	340,934
$345,001-$370,000	3	305,989	46,611	8,184	N/A	-	360,784
$370,001-$395,000	7	335,193	39,530	7,738	N/A	-	382,462
$395,001-$420,000	2	349,602	39,960	22,019	N/A	-	411,581
	40						

1. Remuneration is reflected on an accruals basis not a cash basis and has not been annualised.
2. Remuneration has only been included for the period the employee is in a General Manager or equivalent role.

Table 3 – Other highly paid staff

Total Remuneration Bands	Number of Highly Paid Officers	Short Term Benefits	Post Employment Benefits	Other Long-Term Benefits		Total Remuneration1
		Base Salary $ (Average)	Super Contributions $ (Average)	Long Service Leave $ (Average)	Average Other Long-Term Benefits	$ (Average)
$260,000-$270,000	3	221,294	34,052	8,107	N/A	263,453
$270,001-$295,000	5	226,303	38,957	7,249	N/A	272,509
$295,001-$320,000	5	259,113	38,329	8,681	N/A	306,124
$320,001-$345,000	1	270,823	49,851	13,564	N/A	334,238
$345,001-$370,000	3	315,806	45,825	4,367	N/A	365,998
$370,001-$395,000	2	299,435	42,297	33,856	N/A	375,588
	19					

1. Remuneration is reflected on an accruals basis not a cash basis and has not been annualised.

Table 4 – Risk and Audit Committee

Name	Position Title	Short-Term Benefits		Post-Employment Benefits	Total Renumeration[1]
		Base Salary $ (Average)	Other Benefits $ (Average)	Super Contributions $ (Average)	$ (Average)
Mr Andrew Carriline[2]	Member 16 September to 23 October 2024 Chair from 25 February 2025	N/A	N/A	N/A	N/A
Ms Andrea Sutton	Chair to 24 February 2025	11,882	-	1,830	13,711
Prof Brigid Heywood	Member to 7 May 2025	7,942	-	1,223	9,165
Prof Tim Senden	Member from 10 June 2025	520	-	80	600
Dr Gregory Storr	Member 1 July to 15 September 2024 and from 24 October 2024	8,099	-	1,247	9,346
Mr David Antaw	Member	9,061	-	1,386	10,447
Mr Steven Ludlam	Member	9,061	1,181	1,386	11,628

1. Remuneration has not been annualised.
2. As Deputy Board Chair, Mr Carriline is not remunerated for serving on the Risk and Audit Committee.

Table 5 – All employees current reporting period (2024-25)

Description	Employees (FTE)		% of Total		% of change 2025-2024	Average Salary $		% of change 2025-2024
Financial Year	**2025**	**2024**	**2025**	**2024**		**2025**	**2024**	
Women	499.74	481.42	34.24	33.52	3.81	123,905	117,579	5.38
Men	957.87	951.81	65.62	66.27	0.64	134,141	128,567	4.34
Non-Binary and other	2.00	3.00	0.14	0.21	(33.33)	89,340	81,401	9.75
Total	**1,459.61**	**1,436.23**	**100.00**	**100.00**	**1.63**	**130,496**	**124,709**	**4.64**

Privacy

ANSTO is committed to protecting personal information in accordance with the *Privacy Act 1988* (Cth) and the Australian Privacy Principles. The privacy function responsibility is part of the Assurance, Risk and Compliance Group. A privacy officer and privacy champion have been appointed as required by the Australian Government Agencies Privacy Code.

This function aims to strengthen ANSTO's existing privacy capabilities, increase transparency in information-handling practices, ensure legislative compliance, and foster a culture of respect for privacy and the value of personal information. To support this, ANSTO has a documented Privacy Management Plan outlining specific, measurable privacy goals and targets and how it will meet obligations under the Privacy Act 1988.

ANSTO also conducts privacy impact assessments for all high-privacy-risk projects and maintains a data-breach response plan. In the reporting year to 30 June 2025, ANSTO did not have any notifiable data breaches under the Notifiable Data Breaches Scheme.

Freedom of information

The *Freedom of Information Act 1982* (FOI Act) provides the public with a general right of access to documents held by Australian Government agencies. The Act requires agencies such as ANSTO to publish information and provide a right of access to documents. This general right is limited by exceptions to protect essential public interests, including the privacy of individuals. In the reporting year to 30 June 2025, ANSTO received 13 requests for information under section 15 of the FOI Act.

ANSTO is required to publish information to the public as part of the Information Publication Scheme (IPS). The IPS is designed to promote open and transparent communication of government information. ANSTO's website contains a plan showing what information ANSTO publishes in accordance with the IPS. See www.ansto.gov.au/access-to-information

ANSTO produces a range of publications, reports and information available for the public, including our annual reports, corporate plans, information on safety, research reports, educational books and leaflets, and DVDs. ANSTO also provides access to a searchable database of all of ANSTO's science publications, as well as an online archive for older publications. View the database at: www.ansto.gov.au/research/publications

Enquiries in relation to the FOI process should be directed to:

Mail: FOI Coordinator, ANSTO, Locked Bag 2001, Kirrawee DC NSW 2232
Email: foi@ansto.gov.au
Telephone: +61 2 9717 3111
These contact details can be found on ANSTO's website.

Reporting under the *Modern Slavery Act 2018*

ANSTO understands that ethical conduct and protecting human rights are both critical to upholding our values and delivering our core mandate. ANSTO is committed to the eradication of modern slavery through following compliant, responsible and ethical business practices. ANSTO's Modern Slavery Statement outlines how we assess and address modern slavery risks in our business and supply chain, as well as our plans for continuous improvement in the future. This statement can be accessed here: www.ansto.gov.au/media/8128/download?inline

ANSTO will update this statement for the 2024–25 reporting period prior to the statutory December deadline.

Reporting under the *National Greenhouse and Energy Reporting Act 2007*

2024–25 Greenhouse gas emissions inventory – location-based method

Emission Source	Scope 1 t CO2-e	Scope 2 t CO2-e	Scope 3 t CO2-e	Total t CO2-e
Electricity (Location Based Approach)	N/A	44,620.90	3,759.61	48,380.51
Natural Gas	636.34	N/A	61.00	697.34
Solid Waste	-	N/A	1,048.12	1,048.12
Refrigerants	2,206.58	N/A	N/A	2,206.58
Fleet and Other Vehicles	189.99	N/A	47.40	237.38
Domestic Commercial Flights	N/A	N/A	215.14	215.14
Domestic Hire Car	N/A	N/A	7.88	7.88
Domestic Travel Accommodation	N/A	N/A	34.48	34.48
Other Energy	16.33	N/A	4.80	21.13
Total t CO2-e	**3,049.25**	**44,620.90**	**5,178.43**	**52,848.58**

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

2024–25 Electricity greenhouse gas emissions inventory – location-based method

Emission Source	Scope 2 t CO2-e	Scope 3 t CO2-e	Total t CO2-e	Electricity kWh
Electricity (Location Based Approach)	44,620.90	3,759.61	48,380.51	63,548,507.52
Market-based electricity emissions	42,108.54	5,718.44	47,826.99	51,985,856.58
Total renewable electricity consumed	**n/a**	**n/a**	**n/a**	**13,647,808.94**
Renewable Power Percentage[1]	n/a	n/a	n/a	11,562,650.94
Jurisdictional Renewable Power Percentage[2, 3]	n/a	n/a	n/a	-
GreenPower[2]	n/a	n/a	n/a	-
Large-scale generation certificates[2]	n/a	n/a	n/a	-
Behind the meter solar[4]	n/a	n/a	n/a	2,085,158.00
Total renewable electricity produced	**n/a**	**n/a**	**n/a**	**2,085,158.00**
Large-scale generation certificates[2]	n/a	n/a	n/a	-
Behind the meter solar[4]	n/a	n/a	n/a	2,085,158.00

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

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

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

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

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

The following caveats are relevant for this year's emissions report.

- Some behind the meter renewable energy generation is an estimate.
- Solid waste data for the Australian Synchrotron was estimated based on the average waste generated per full time employee at Lucas Heights, as actual measurements were not available from the waste management company.
    - Emissions from electricity consumed by electric and plug-in hybrid vehicles has only been reported for electricity directly purchased by ANSTO. Emissions associated with electricity consumption from public charging stations has not been reported for 2024-25.
    - Emissions from hire cars for 2024-25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.
- The Emissions Reporting Framework makes effort to match the reporting entities' scope 1 and scope 2 NGERS emissions. Some variations to emissions reported may occur due to differences in emissions boundaries or calculation methods under the two schemes.

ANSTO also continues to report annually on its greenhouse gas emissions and energy consumption and production under section 19 of the *National Greenhouse and Energy Reporting Act 2007*; the data is aggregated and disseminated by the Clean Energy Regulator. ANSTO routinely reports to regulators on its performance and communicates with other interested parties where it is possible that its activities may impact the environment.

Commonwealth climate-related disclosure

In line with the Australian Government's Climate Disclosure Framework, ANSTO has produced its first climate disclosure report, meeting Department of Finance requirements. A copy of the report can be found at: www.ansto.gov.au/science/environment/environmental-protection/climate-disclosure

EPBC Act referrals

Within this reporting period, ANSTO submitted 2 referrals pursuant to Part 3 of the EPBC Act.

2024/10072 – Decommissioning of the National Research Cyclotron Facility, Camperdown

- Referred to DCCEEW following ANSTO's self-assessment that this constitutes an action by a Commonwealth agency (section 28). DCCEEW deemed it a controlled action due to potential environmental impact. ANSTO is required to prepare further information, primarily in the form of a formal preliminary site investigation, consult the public, and submit to DCCEEW for formal assessment and approval.

2024/10084 – Nuclear Medicine Technology Demonstration Facility

- ANSTO referred this action to DCCEEW following ANSTO's self-assessment that this activity may constitute an action by a Commonwealth agency (section 28). DCCEEW decided that this action is not a controlled action.

ANSTO also undertook the activity permitted under the Section 200 permit E2023–0219: Movement of Koalas for Hazard Reduction Burn.

- A prescribed hazard reduction burn was conducted on ANSTO land at Lucas Heights, NSW, 2–3 November 2024, within a known koala habitat area. ANSTO self-assessed the need for an EPBC referral and determined it was not required, but a permit would be required to move any koalas found in the designated burn area before the burn was conducted. DCCEEW issued a permit to move a listed threatened species pursuant to section 200 of the EPBC Act. DCCEEW issued a permit to ANSTO. ANSTO conducted thermal imaging drone surveys of the burn area prior to, during, and following the burn. No koalas were identified within or near the burn area.

Functions and powers of the organisation under the *ANSTO Act*

The ANSTO Act details our functions, powers, Board, CEO duties, staffing, finance and other roles and responsibilities.

The Act (No. 3 of 1987 as amended), and amendments up to Act No. 109 of 2017, as prepared by the Office of Legislative Drafting and Publishing, Attorney-General's Department, Canberra (19 September 2017), can be found on the Federal Register of Legislation.

A summary of the key statutory provisions in relation to ANSTO's functions is outlined below.

Section 3: Interpretation

The term 'scientific research, innovation and training' includes the following, whether or not related to nuclear science and nuclear technology:

(a) any activities in the fields of natural or applied science (including engineering and technology) for the extension or application of knowledge

(b) any activities that involve innovation or high levels of technical risk for the purposes of creating new or improved materials, products, devices or processes

(c) the education and training of persons in matters related to activities mentioned in paragraph (a) or (b).

Section 5: Functions of organisation

(1) The functions of the Organisation are:

(a) to undertake research and development in relation to:

(i) nuclear science and nuclear technology; and

(ia) the application and use of nuclear science and nuclear technology; and

(ii) the production and use of radioisotopes, and the use of isotopic techniques and nuclear radiation, for medicine, science, industry, commerce and agriculture; and

(iii) such other matters as the Minister directs; and

(b) to encourage and facilitate the application and use of the results of such research and development; and

(ba) to condition, manage and store radioactive materials and radioactive waste, arising from:

(i) the Organisation's activities (including the production of radioactive materials for other persons); or

(ii) the activities of companies in which the Organisation holds a controlling interest (including the production of radioactive materials for other persons); or

(iii) the use by other persons of radioactive materials produced by the Organisation or such companies; or

(iv) the activities of other persons who are specified in the regulations; and

(bb) to condition, manage and store radioactive materials and radioactive waste generated, possessed or controlled by the Commonwealth or a Commonwealth entity; and

(bc) to condition, manage and store radioactive materials and radioactive waste at the request of:

(i) a law enforcement agency; or

(ii) a Commonwealth, State or Territory agency responsible for the management of emergencies or disasters; including, but not limited to, radioactive materials or radioactive waste involved in, or arising out of, a radiological incident or a radiological emergency; and

(bd) to condition, manage and store radioactive waste that has been, or is to be, sent to Australia under contractual arrangements relating to the conditioning or reprocessing of ANSTO spent nuclear fuel; and

(c) to produce, acquire, provide and sell goods, and to provide services, that are:

(i) in connection with the production and use of radioisotopes, and the use of isotopic techniques and nuclear radiation, for medicine, science, industry, commerce and agriculture; or

(ia) in connection with the conditioning, management and storage of radioactive materials or radioactive waste; or

(ib) in connection with nuclear science and nuclear technology; or

(ic) in connection with the application and use of nuclear science and nuclear technology; or

(ii) otherwise in connection with matters related to its activities; and

(d) to act as a means of liaison between Australia and other countries in matters related to its activities; and (e) to provide advice on aspects of:

(i) nuclear science and nuclear technology; and

(ii) the application and use of nuclear science and nuclear technology; and

(iii) other matters related to its activities; and

(e) to make available to other persons, whether or not on a commercial basis, the knowledge, expertise, equipment, facilities, resources and property of the Organisation by:

(i) providing training and management expertise; or

(ii) selling or leasing equipment; or

(iii) leasing land, buildings and facilities; or

(iv) taking any other action that the Organisation thinks appropriate; and

(f) to cooperate with appropriate authorities of the Commonwealth, the States and the Territories, and with other organisations and institutions in Australia or elsewhere, in matters related to its activities; and

(g) to publish scientific and technical reports, periodicals and papers on matters related to its activities; and

(h) to collect and sell or distribute, as appropriate, information and advice on matters related to its activities; and

(j) to arrange for training, and the establishment and award of scientific research studentships and fellowships, in matters related to its activities; and

(k) to make grants in aid of research into matters related to its activities; and

(m) to make arrangements with universities and other educational research institutions, professional bodies and other persons for the conduct of research or of other activities in matters related to its activities.

(1A) A regulation made for the purposes of subparagraph (1)(ba)(iv) must not have the effect of authorising the premises on which the Lucas Heights Research Laboratories are situated to become a national nuclear waste repository.

(1B) In subsection (1A): "national nuclear waste repository" means a site chosen by the Commonwealth, after the commencement of this subsection, for the storage of nuclear waste with a view to it never being moved to another site.

Section 6A: Constitutional limits

(1) The Organisation may perform its functions only:

(a) for purposes relating to activities that are peculiarly adapted to the government of a nation and cannot otherwise be carried on for the benefit of the nation; or

(b) for purposes relating to trade and commerce:

(i) between Australia and places outside Australia; or

(ii) among the States; or

(iii) within a Territory, between a State and a Territory or between 2 Territories; or

(c) for purposes relating to postal, telegraphic, telephonic or other like services;

(d) for purposes relating to the security or defence of Australia; or

(e) for purposes relating to astronomical and meteorological observations; or

(f) for purposes relating to statistics; or

(g) for purposes relating to weights and measures; or

(h) for purposes relating to copyrights, patents of inventions and designs, and trademarks; or

(i) for purposes relating to the provision of medical and dental services; or

(j) for purposes related to external affairs, including:

(i) giving effect to any international agreement to which Australia is a party; and

(ii) addressing matters of international concern; and

(iii) by way of the performance of its functions in a place outside Australia; or

(k) for purposes relating to the relations of the Commonwealth with the islands of the Pacific; or

(l) in, or for purposes relating to, a Territory; or

(m) in, or for purposes relating to, a Commonwealth place (within the meaning of the Commonwealth Places (Application of Laws) Act 1970); or

(n) for purposes relating to matters incidental to the execution of any of the legislative powers of the Parliament or the executive power of the Commonwealth.

(2) A term used in subsection (1) and the Constitution has the same meaning in that subsection as it has in the Constitution

Statement of Expectations index

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Compliance index

PGPA Rule reference	Part of report	Description	Requirement
17BE(a)	4	Details of the legislation establishing the body.	Mandatory
17BE(b)(i)	106-107	A summary of the objects and functions of the entity as set out in legislation.	Mandatory
17BE(b)(ii)	16	The purposes of the entity as included in the entity's corporate plan for the reporting period.	Mandatory
17BE(c)	47	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers.	Mandatory
17BE(d)	47	Directions given to the entity by the Minister under an Act or instrument during the reporting period.	If applicable, mandatory
17BE(e)	N/A	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	If applicable, mandatory
17BE(f)	N/A	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	If applicable, mandatory
17BE(g)	18-40	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule.	Mandatory
17BE(h),17BE(i)	47	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance.	If applicable, mandatory
17BE(j)	46, 113	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period.	Mandatory
17BE(k)	46-47	Outline of the organisational structure of the entity (including any subsidiaries of the entity).	Mandatory
17BE(ka)	114-115	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
17BE(l)	45	Outline of the location (whether or not in Australia) of major activities or facilities of the entity.	Mandatory
17BE(m)	51-53	Information relating to the main corporate governance practices used by the entity during the reporting period.	Mandatory
17BE(n), 17BE(o)	N/A	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than $10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions.	If applicable, mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BE(p)	46-51	Any significant activities and changes that affected the operation or structure of the entity during the reporting period.	If applicable, mandatory
17BE(q)	53	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity.	If applicable, mandatory
17BE(r)	53	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner.	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report.	If applicable, mandatory
17BE(t)	53	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs).	If applicable, mandatory
17BE(taa)	49, 102, 114	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee.	Mandatory
17BE(ta)	99-101	Information about executive remuneration.	Mandatory

Additional legislative requirements

Legislation	Page of report
Australian Nuclear Science and Technology Organisation Act 1987	4, 16, 61, 109
Disability Discrimination Act 1992	44
Environment Protection and Biodiversity Conservation Act 1999	39-40, 104-105
Equal Employment Opportunity (Commonwealth Authorities) Act 1987	44
Freedom of Information Act 1982	103
Modern Slavery Act 2018	103
National Greenhouse and Energy Reporting Act 2007	104, 105
Privacy Act 1988	103
Public Interest Disclosure Act 2013	52
Work Health and Safety Act 2011	37-38, 41
Workplace Gender Equality Act 2012	41-43

PGPA Rule Section 17BE (j), (i)–(v) – Accountable Authority

Details of accountable authority during the current reporting period (2024–25)

Name	Qualifications of the accountable authority	Experience of the accountable authority	Executive/ Non-executive Position title/ Position held	Date of commencement	Date of cessation	Number of meetings of accountable authority attended/Total number of meetings of accountable authority eligible to attend
Mr Michael Quigley AM	BSc (Physics), BE (Hons 1) Elect Eng. FTSE	Experienced director, senior business executive and former engineer	Non-executive Board Chair	**APPOINTED:** 20 June 2024	19 June 2028	**7/7**
Mr Andrew Carriline	BComm LLB, GAICD	Senior experienced business executive in governance, risk and financial management	Non-executive Deputy Board Chair	**APPOINTED:** 9 May 2024 **APPOINTED ACTING CHAIR:** 9 May 2024 – 18 June 2024	8 May 2027	**7/7**
Mr Shaun Jenkinson	BSc (Hons), GAICD	Chief Executive Officer	CEO	**ACTING CEO:** 10 August 2020 – 30 March 2021 **APPOINTED CEO:** 31 March 2021 and 30 March 2024 **REAPPOINTED CEO:** 31 March 2024 *for a 3-year term*	30 March 2027	**7/7**
Prof Brigid Heywood	BSc (Hons), PhD	Experienced leader in the university sector	Non-executive Board member	**APPOINTED:** 28 June 2016 **REAPPOINTED (ACTING):** 28 June 2021 **REAPPOINTED:** 28 September 2021	**RESIGNED:** 7 May 2025	**5/6**
Prof Sze Ting Lee	MBBS, PhD, FRACP, FAANMS, FANMB	Nuclear medicine specialist	Non-executive Board member	**APPOINTED:** 20 July 2023	19 July 2026	**7/7**
Rear Admiral Katherine Richards AM CSC	BE Mech (Hons 1), MSc Marine Eng, MA, MSStud, GradCertNucReg	Experienced senior engineer and regulator	Non-executive Board member	**APPOINTED:** 24 March 2025	23 March 2028	**1/1**
Prof Tim Senden	BSc (Hons), PhD	Accomplished physical chemist	Non-executive Board member	**APPOINTED:** 1 February 2024	31 January 2027	**7/7**
Dr Gregory Storr	BSc (Hons), PhD, GAICD	Nuclear engineering and safety specialist	Non-executive Board member	**APPOINTED:** 16 September 2021 **REAPPOINTED:** 24 October 2024	15 September 2024 23 October 2029	**6/6**
Ms Andrea Sutton	BEng Chemical (Hons), GradDipEcon	Senior executive in the mining industry	Non-executive Board member	**APPOINTED:** 30 April 2020	29 April 2025	**6/6**

See full biographies at www.ansto.gov.au/ansto-board

PGPA Rule Section 17BE (taa) – Audit Committee

Risk and Audit Committee

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended/ Total number of meetings	Additional information
Mr Andrew Carriline (Chair)	BComm LLB, GAICD Senior experienced business executive in governance, risk and financial management	**2/2**	**Member:** 16 September 24 to October 2024 **Appointed Chair effective** 25 February 2025
Ms Andrea Sutton (Chair)	BEng Chemical (Hons), GradDipEcon Senior executive in the mining industry	**4/4**	**Resigned:** 24 February 2025
Mr David Antaw	B.Bus. Mcomm Senior corporate executive	**3/5**	
Prof Brigid Heywood	BSc (Hons), PhD Experienced leader in the university sector	**3/4**	**Resigned:** 7 May 2025
Mr Stephen Ludlam	MSc NucEng Global submarine expert	**5/5**	
Prof Tim Senden	BSc (Hons), PhD Accomplished physical chemist	**0/0**	**Appointed:** 10 June 2025 **Term expired:** 15 September 2024 **Reappointed:** 24 October 2024
Dr Gregory Storr	BSc (Hons), PhD, GAICD Nuclear engineering and safety expert	**4/4**	

PGPA Rule section 17BE (ka) – Management of Human Resources

All ongoing employees current reporting period (2024–25)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	789	15	804	381	54	435	1	0	1	**1,240**
ACT	2	0	2	0	0	0	0	0	0	**2**
VIC	105	3	108	46	4	50	1	0	1	**159**
Overseas	0	0	0	1	0	1	0	0	0	**1**
Total	**896**	**18**	**914**	**428**	**58**	**486**	**2**	**0**	**2**	**1,402**

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

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	41	0	41	25	3	28	0	0	0	**69**
VIC	8	0	8	5	1	6	0	0	0	**14**
Total	**49**	**0**	**49**	**30**	**4**	**34**	**0**	**0**	**0**	**83**

All ongoing employees previous reporting period (2023–24)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	782	16	798	363	52	415	2	0	2	**1,215**
VIC	99	2	101	33	3	36	1	0	1	**138**
Overseas	0	0	0	1	0	1	0	0	0	**1**
Total	**881**	**18**	**899**	**397**	**55**	**452**	**3**	**0**	**3**	**1,354**

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

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	46	0	46	38	4	42	0	0	0	**88**
VIC	11	1	12	6	1	7	0	0	0	**19**
Total	**57**	**1**	**58**	**44**	**5**	**49**	**0**	**0**	**0**	**107**

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