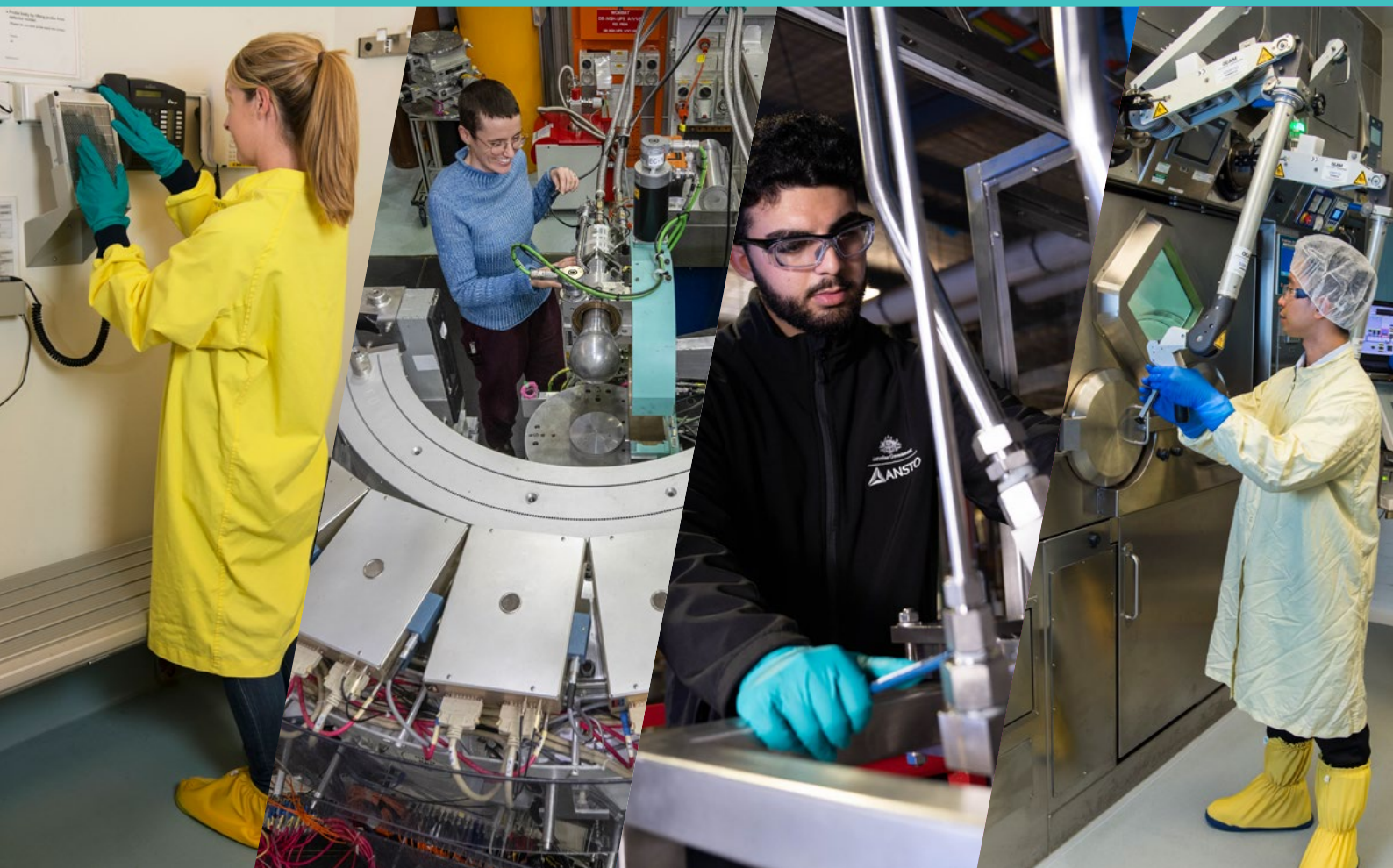


Corporate Plan 2026–2030



Science. Ingenuity. Sustainability.

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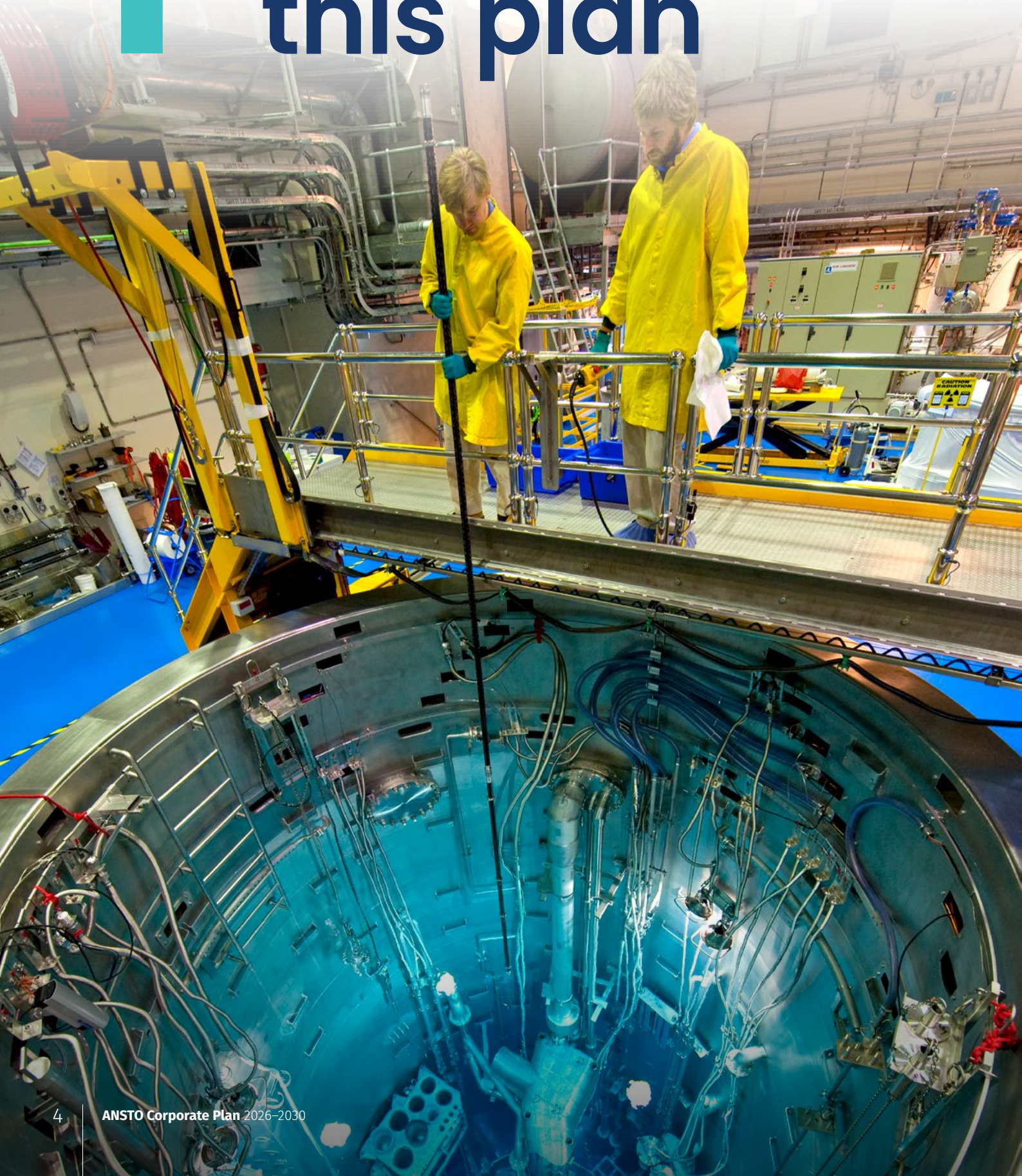
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1 About this plan



Message from the Chair of the Board

On behalf of the ANSTO Board, I present ANSTO's 2026–2030 Corporate Plan, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth), which covers the period 2026–2030.

This Corporate Plan outlines the breadth of activities that ANSTO undertakes for the benefit of the Australian community. ANSTO is unique among Australian government entities in being both a manufacturer and a scientific research organisation, focussed on nuclear science and on products that apply nuclear technology.

ANSTO conducts scientific research in a range of critical fields and provides Australian and international researchers with access to sophisticated scientific infrastructure. To ensure the ongoing value of this infrastructure we are now mapping a course to embed artificial intelligence and machine learning into our analysis workflows and integrate these technologies for user support, control and analysis for our neutron and photon beamlines.

It is estimated that every Australian will have, on average, at least two nuclear medicine procedures in their lifetime. Most of these using radionuclides manufactured by ANSTO.

To sustain and enhance these benefits, ANSTO must continue to upgrade and invest in new facilities and infrastructure. The Board and management are cognisant of the role these sophisticated facilities play in training scientists and engineers and in providing technically proficient Australian SMEs the opportunity to build their capabilities as they support the construction and operation of this type of infrastructure. The Board and management of ANSTO also recognises the importance of ensuring these investments are delivered as efficiently and effectively as possible, mindful of the pressures on Government funding and resources.

We are also acutely aware of the growing worldwide demand for expertise in nuclear technologies and engineering. This includes areas such as medical diagnosis and therapy (radiotheranostics), industrial radiography, agriculture and food, environmental monitoring, hydrology and space power systems. In response, ANSTO will continue to build the capability and expertise of its people, consistent with the priorities and direction set by the Government.

Over the last 12 months, ANSTO has made a number of internal changes and launched several initiatives that aim to improve its long-term financial trajectory. These actions reflect ANSTO's recognition of the rising costs of both undertaking scientific research and operating a nuclear medicine production facility.

ANSTO is committed to meeting these challenges and delivering on the Government's priorities for the benefit of the Australian people.



Michael Quigley AM
Board Chair



Our purpose

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

Conduct research and development in relation to nuclear science, engineering and technology.

1

Produce and use radioisotopes, isotopic techniques and nuclear radiation for medicine, science, industry, commerce and agriculture.

2

Encourage and facilitate the application and use of results gained from research and development.

3

Manage radioactive materials and waste arising from various prescribed activities.

4

Provide goods and services related to core activities, such as in connection with the production and use of radioisotopes.

5

Provide advice to government and liaise with other countries on behalf of Australia in nuclear-related matters.

6

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.

7

Publish scientific and technical reports, periodicals and papers, and provide public information and advice.

8

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.

9

Message from the Chief Executive Officer

As we celebrate the 20th anniversary of the OPAL multi-purpose reactor achieving criticality, ANSTO reflects proudly on the work it has delivered for the benefit of all Australians.

Australians rightly take pride in the lifesaving nuclear medicine capability that resides in southern Sydney, which will likely benefit each Australian twice in their lifetime. ANSTO is home to the world's largest irradiation capacity for high-quality doped silicon, which is supporting the nation's clean energy transition. The Australian resources sector regards ANSTO as a world-class minerals research and development enabler, benefitting countless households across the country both directly and indirectly. And, ANSTO is counted on as the first nuclear science touchpoint for thousands of school-aged Australian children when they visit our campuses each year.

2026 marks the beginning of the next chapter for ANSTO as it focuses on priority deliverables that have been developed by the Board and Executive in line with national science and research priorities.

As Australia's centre of nuclear excellence, ANSTO safely operates landmark scientific infrastructure with a value exceeding \$1 billion. The *Ambitious Australia: Strategic Examination of Research and Development* report published earlier this year outlined how maintaining these complex systems demands predictable, long-term funding and careful coordination and governance.

ANSTO is working closely with the Government to adapt its capabilities and activities to meet future challenges in human health, environmental contamination, materials engineering, sustainable agriculture, climate change, batteries and energy storage, automotive electrification, and minerals processing for a high-tech future. The outcome will be a stronger and more focussed organisation supporting national economic resilience.

I thank each of the ANSTO professionals at Lucas Heights and Clayton for their dedication to safety, security, and world-class nuclear stewardship. It is your daily commitment to excellence that makes ANSTO what it is, today and into the future.



Shaun Jenkinson
Chief Executive Officer



Our 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.



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



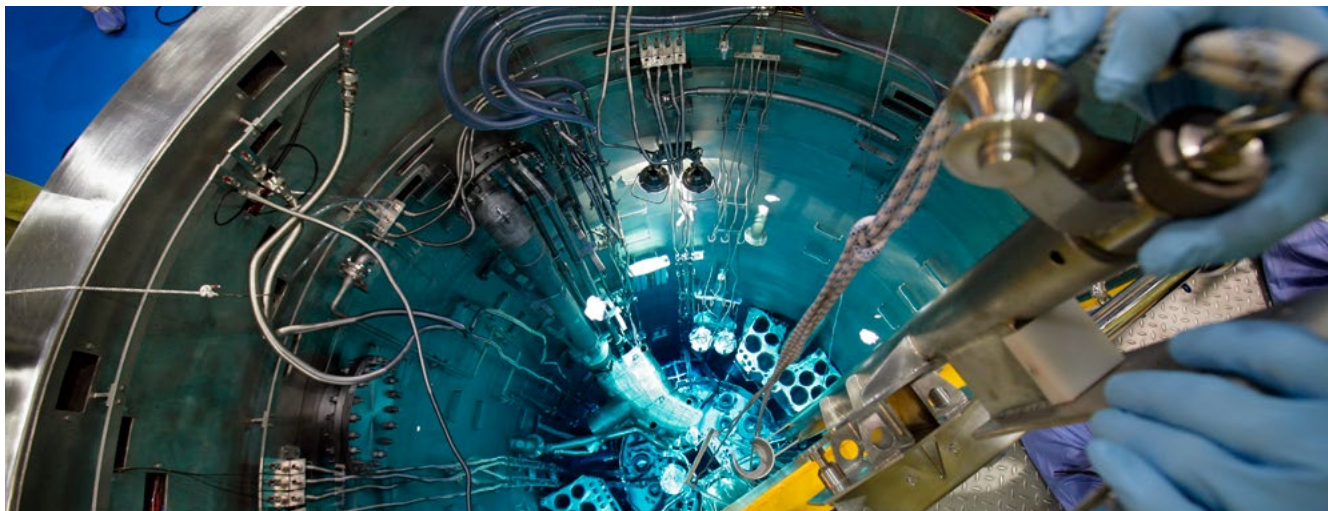
Lead the development of a nuclear-capable workforce aligned with government policy objectives.

Safe. Secure. Sustainable.

2 Key activities



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



OPAL multipurpose reactor

The Open Pool Australian Lightwater (OPAL) reactor is a 20-megawatt, state-of-the-art multipurpose reactor that uses low-enriched uranium fuel. It is cooled by light water and moderated by heavy water.

In 2026, ANSTO celebrates 20 years of safe, secure operation of OPAL and its role in producing a significant share of Australia's nuclear medicine supply, providing neutrons for research at the Australian Centre for Neutron Scattering, and supplying more than 50% of the world's neutron transmutation doped (NTD) silicon irradiation capacity for the power semiconductor industry.

Reactor control monitoring system

The reactor control monitoring system (RCMS) allows reactor operators to monitor and change reactor parameters to ensure OPAL is functioning at optimal performance level. ANSTO completed the second stage of this upgrade in June this year.

Heavy water replacement

Heavy water located in the reflector vessel inside OPAL helps maintain the nuclear reaction in the core by 'reflecting' neutrons back towards the core. As with oil in a car engine, the heavy water needs to be replaced periodically. The current heavy water inventory will be replaced towards the end of calendar year 2027.

Australian Synchrotron

The Australian Synchrotron uses accelerator technology to generate powerful infrared and X-ray beams that are directed into beamlines for diverse research in human health, development of new medicines, energy and advanced materials, environmental science, agriculture and manufacturing. The unique properties of synchrotron light offer greater accuracy, sensitivity and speed than conventional laboratory equipment.

In 2026–27, ANSTO will continue the \$105 million BRIGHT project to design, construct and commission eight beamlines; five new beamlines are now in operation with a remaining three under construction. It is funded by investment from 33 universities, research institutes and government agencies across Australia and New Zealand.

In parallel, more than 20 additional projects worth more than \$25 million will deliver annual upgrades to refurbish and support legacy equipment.

Key future activities

- Upgrading core components of the synchrotron plant and accelerator complex, with infrastructure nearing end-of-life after 20 years of operation
- Targeted upgrades to the photon delivery system components and state-of-the-art X-ray detectors

Key activities

These upgrades are essential to ensuring the Australian Synchrotron continues to operate with world-leading reliability and delivers world-class scientific capabilities to the research community. Through this substantial program of upgrades, ANSTO is collaborating with international colleagues and implementing international developments in synchrotron technologies.

Australian Centre for Neutron Scattering

In 2026–27, ANSTO will continue upgrading critical instrument control systems at the Australian Centre for Neutron Scattering (ACNS). These investments will ensure ANSTO's neutron scattering research infrastructure remains world-class and operates reliably for decades.

These investments will include:

- replacement of critical instrument control systems and equipment
- the Wombat (diffractometer) instrument detector replacement project, started in 2024–25 and expected to be completed in 2028–29, will make the instrument more reliable, better performing, more scientifically capable and easier to maintain.

Centre for Accelerator Science

In 2026–27, ANSTO will continue to invest in the safe and reliable operation of its accelerators and upgrade critical plant and equipment at the Centre for Accelerator Science (CAS).

Capital investment preparations will continue for the chilled water and heating, ventilation and air-conditioning services for the accelerator halls and replacement of the Gamma Technology Research Irradiator facility to deliver a modern precision irradiation capability.

A 4-year step-change improvement program in accelerator mass spectrometry sample preparation, ion beam analysis capabilities and end stations, and ion beam irradiation beamlines and target chambers will continue.

These improvements, funded through the 2023 National Collaborative Research Infrastructure Strategy (NCRIS) Investment Plan, will enable the following:

- longevity and efficient operation of ANSTO's world-class accelerator science capabilities and instrumentation
- increased capacity and productivity through automation
- improved quality and volume of user interactions
- enhanced industry engagement through linked innovation and translation activities.

National Deuteration Facility

The National Deuteration Facility (NDF) remains the only one of its kind in the Southern Hemisphere and among only a few worldwide. NDF continues to provide vital onshore support for the Australian drug discovery program, health technology groups, and molecular characterisation studies in Australia, reducing reliance on overseas deuterium labelling services and associated delivery and logistics risks.

In 2026–27, NDF enters a new phase of maturity. With the synthetic biology platform fully established and deuteration capability expanded beyond neutron science, the focus shifts from development to impact. The year ahead is about translating these investments into national benefit, industry relevance and scientific leadership.

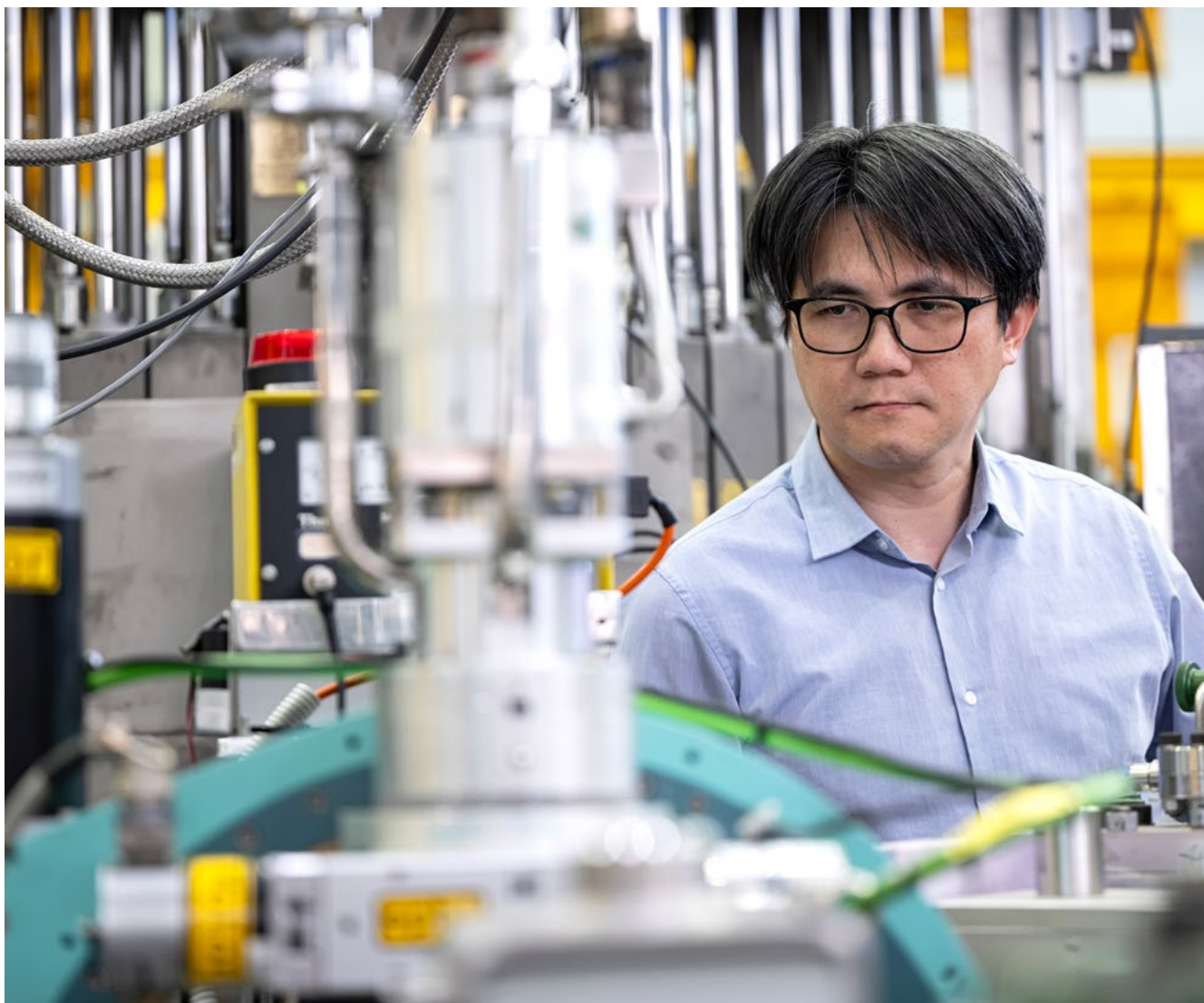
The synthetic biology-based stable isotope labelling platform will be fully operationalised and integrated into routine production workflows, becoming available through NDF's user program. This marks a step-change in the diversity and scalability of labelled molecules that can be produced domestically. Planning will also begin for next-generation enhancements, including pathway engineering to enable more complex and specialised isotopic labelling.

The expansion of deuteration services to support nuclear magnetic resonance (NMR), infrared, mass spectrometry and other spectroscopic communities positions NDF as a national hub for multi-modal stable isotope-enabled research. This broadened capability will allow researchers across biotechnology, materials science, medicine and analytical chemistry to access high-quality labelled molecules that enhance precision, sensitivity and interpretability of their studies.

Key activities

Key activity	Outcome	Sub-activities	2026–27	2027–28	2028–29	2029–30
OPAL upgrades	Ensure the ongoing and safe operation of the OPAL reactor and optimally position ANSTO to supply radioisotopes reliably, undertake effective silicon irradiations, and deliver neutrons for research and industry applications	Replacement of cold neutron source	M	M	M	M
		Replacement and expansion of neutron beams	M	M	M	M
		RCMS upgrade	I C	M	M	M
		Heavy water replacement	P	I C	I C	M
Project BRIGHT	Expand existing infrastructure at the Australian Synchrotron, making it the 'go to' facility for the nation's scientific imaging capabilities to address national and global challenges	MCT, MEX1, MEX2, BioSAXS, MX3	M	M	M	M
		NANO	C	M	M	M
		ADS1	C	M	M	M
		ADS2	I	C	M	M
ACNS upgrades	Ensure ANSTO's state-of-the-art neutron scattering research infrastructure remains world-class and can operate reliably for decades to come	Wombat detector upgrade	I	I	C	M
		ACNS expansion scoping study	P	P I	C	M
CAS upgrades	Ensure longevity and efficient operation of the world-class capabilities and instrumentation, and provide sovereign capability for ion beam precision irradiation to meet the national need for facilities supporting space, defence and advanced manufacturing	Upgrade of accelerator systems, facilities and equipment – 2020 NCRIS Research Infrastructure Investment Plan	M	M	M	M
		Automation of sample processing, beamlines, and end stations – 2023 NCRIS Research Infrastructure Investment Plan	I	I	C	M
		Automation of groundwater sample processing for high-throughput radiocarbon dating – NSW Research Attraction and Acceleration Program	I	I	C	M
		Upgrade or replacement of critical enabling plant and equipment	I	I	C	M
		Expansion of CAS user program – 2023 NCRIS Research Infrastructure Investment Plan	I	I	C	M
NDF capability expansion	Transition from primary support of characterisation techniques to enabling research utilising deuterated molecules as functional materials in industry and biotechnology programs	Provide new techniques for deuteration of molecules (flow chemistry)	M	M	M	M
		Provide stable isotope internal standards to industry	M	M	M	M
		Provide synthetic biology capability for labelling of molecules	C	M	M	M
		Upgrade NMR spectroscopy facility	M	M	M	M

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Performance measures and targets have been amended this cycle in line with organisational reprioritisation.

Performance measure	2026–27	2027–28	2028–29	2029–30
OPAL – days at power	300	280*	300	300
Net promoter score	>70	>70	>70	>70
Australian Synchrotron – utilisation	95%	95%	95%	95%
Australian Synchrotron – hours delivered	42,560	42,560	42,560	42,560
ACNS – utilisation	95%	95%	95%	95%
ACNS – hours delivered	69,654	69,654	69,654	69,654
CAS – utilisation	95%	95%	95%	95%
CAS – hours delivered	12,791	12,791	12,791	12,791
NDF – utilisation	95%	95%	95%	95%
NDF – hours delivered	4,417	4,417	4,417	4,417

* Planned decrease days at power due to scheduled heavy water replacement activities

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

ANSTO is a significant and strategic supplier to the Australian and global nuclear medicine sector, with Gentech® Generators representing the majority of activity, along with the provision of Lutetium-177 n.c.a, Iodine-131, Chromium-51 and other radioisotopes used in the diagnosis and treatment of a range of medical conditions including cancer.

ANSTO exports nuclear medicine to international markets, including Asia-Pacific countries. Capability in the manufacture and distribution of core radioisotopes to international markets assists Australia's access to international supply chains, particularly during periods of domestic supply disruption.

Reliable delivery of nuclear medicine is underpinned by a highly skilled workforce that manages an end-to-end manufacturing and logistics process, from customer order to delivery of time-critical products. This capability supports continuity of supply for patients and clinicians across Australia and internationally.

Nuclear Medicine Manufacturing Facility

The Australian Government has committed funding for the new Nuclear Medicine Manufacturing Facility (NMMF), which is expected to be commissioned and operational in the mid-2030s.

The next major milestones include:

- procuring the services of major equipment vendors
- procuring the services of design consultants and commencing the design phase of the program
- procuring the Early Contractor Involvement to engage the services of a contractor early in the design process to improve delivery outcomes
- early functional planning that will inform the concept design
- preparing a submission to the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) for a staged construction licence approach.

Ongoing maintenance of nuclear medicine production facilities

ANSTO met the performance criterion for the Critical Maintenance Completion Rate in 2025–26. Performance against supporting lead indicators was strong, with maintenance plan maturity and the proportion of proactive maintenance activity exceeding target. This demonstrated continued improvement in asset management maturity and risk-based maintenance planning.

During the year, ANSTO also delivers critical planning and preparatory activities to support the 2026–2027 major preventative maintenance shutdown of the Nuclear Medicine Manufacturing and Distribution Centre (Building 23). These activities contribute to sustaining the long-term operability of an ageing asset, reducing operational risk, and supporting the ongoing security of nuclear medicine supply for patients.



Five-year research and development strategy for innovation in health

ANSTO is developing a pipeline of nuclear medicine products and technologies to address areas of unmet clinical need and to improve patient outcomes. ANSTO R&D is enabling the design of the new NMMF and the technology demonstration facility, which will support the Lutetium-177 n.c.a. product and the Gentech® Generator.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
NMMF	Safe and reliable delivery of quality nuclear medicines for Australia	I	I	I	I
Ongoing maintenance of nuclear medicine production facilities	Safe, secure and sustainable sovereign supply through reliable infrastructure	M	M	M	M
Five-year research and development strategy for successful innovation in health	Improved health outcomes for all Australians through the effective application of radioisotopes and radioisotope-enabled technologies, including radiopharmaceuticals	I	I	I	C

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Performance measures and targets have been amended this cycle in line with organisational reprioritisation, which sees all nuclear medicine products incorporated into a single DIFOT* measure.

Performance measure	2026–27	2027–28	2028–29	2029–30
Molybdenum-99 DIFOT*	95%	Measure retired	Measure retired	Measure retired
Nuclear medicine production facility DIFOT*	95%	Measure retired	Measure retired	Measure retired
Nuclear medicine DIFOT*		95%	95%	95%

* Delivery in full and on time

Collaborate, deliver and translate research that has scientific and industrial benefits for Australia



Research and development strategy

ANSTO operates four research infrastructure platforms (Australian Centre for Neutron Scattering, Australian Synchrotron, Centre for Accelerator Science, and National Deuterium Facility), which deliver the benefits of nuclear science and technology for Australia.

This infrastructure supports more than 7,300 researcher visits and 1,000 publications each year

and has trained more than 1,000 students over the lifetime of its operations.

In addition to the contributions made through more than \$1 billion of research infrastructure, ANSTO's research and development provides a range of benefits.

Our research and development is structured around three themes:

Health



Nuclear science and technology essential in the diagnosis and treatment of disease:

- security and innovation for nuclear medicine supply
- precise and novel methods to treat cancers of poor prognosis.

Environment



Nuclear science and technology protecting our environment:

- environmental and water resource management tools
- public confidence in safe operations
- agriculture.

Nuclear technologies



Nuclear science and technology for a safe and sustainable nuclear industry:

- safety and reliability in reactor and nuclear operations
- radioactive waste solutions.

Current research information system

This project is delivering integrated software tools to more effectively manage data related to our research. ANSTO's Research Information Management System (RIMS) delivers publication management, grants management, researcher profiles, open access support, and powerful reporting and analytics.

Ongoing monitoring and improvement of RIMS will include sharing research information and expertise to consolidate use of the system.

The integration of portal and laboratory information management systems (LIMS) will continue to be tested and improved.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
Updated ANSTO research and development strategy	Increased delivery and awareness of benefits to Australia delivered through ANSTO research and development	 			
RIMS	Sustainable research business systems				
LIMS					

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Performance measure	2026–27	2027–28	2028–29	2029–30
Total publications¹	850	850	850	850
Publications with national and international collaborators	≥95%	≥95%	≥95%	≥95%
External revenue from research and research services²	\$6m	\$6m	\$6m	\$6m

1 ANSTO author only or acknowledgement of ANSTO.

2 Excluding major externally funded grants such as NCRIS grants.

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



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

ANSTO Synroc® technology is an Australian innovation that mimics naturally occurring geological processes and transforms radioactive waste into a stable and durable form suitable for final disposal. The purpose-built ANSTO Synroc® waste treatment facility is first-of-a-kind. It will use ANSTO Synroc® technology to treat alkaline intermediate-level liquid waste arising from ANSTO's nuclear medicine production.

ANSTO is now in a cold-commissioning phase of the program to verify and validate the first-of-a-kind process. This phase of activities will ensure safe operability and maintainability, and ensure that any potential problems are addressed before hot commissioning begins. After approval by ARPANSA, the program can commence hot commissioning, where radioactive waste will be introduced into the process in a graded manner to further verify and validate the process prior to full operations.

The facility, scheduled to be operational in 2029, will ultimately serve as a demonstration of, and the technological basis for, the commercialisation of ANSTO Synroc® intellectual property for potential use overseas.

Implement intermediate-level radioactive waste storage solutions

ANSTO was funded to construct a new facility – known as the Intermediate-level Waste Capacity Increase (ILWCI) – to accommodate interim storage of its solid intermediate-level radioactive wastes.

The original, solid waste program, was later expanded to provide storage of ageing liquid waste being stored in tanks in an ageing building. This legacy intermediate-level liquid waste is now planned to be transferred to the new facility.

ILWCI is currently in the design and documentation phase, in preparation for an application to ARPANSA for a construction licence. ANSTO received approval in 2021 under the *Environmental Protection and Biodiversity Conversation Act 1999* to construct ILWCI. However, the addition of legacy intermediate-level liquid waste into the design required a resubmission to the Department of Climate Change, Energy, the Environment and Water (DCCEEW), which delayed the program. Approval from both ARPANSA and DCCEEW is required before construction can begin.

ANSTO plans to commence procurement of a principal contractor in 2026 and will commence site works following approval from ARPANSA and DCCEEW. Construction is scheduled to be completed in 2029, with commissioning thereafter. The transfer of legacy liquid waste is expected to occur in 2029/2030.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
ANSTO Synroc® waste treatment facility					
ANSTO Synroc® waste treatment facility building defect remediation	Develop and implement world-leading innovative radioactive waste treatment and management technologies via first-of-a-kind ANSTO Synroc® waste treatment facility	I	I C	M	M
Cold commissioning (process plant verification and validation) with non-radioactive simulant		I	C	C	C
Waste transfer system design and construction		P	I C	M	M
Operating licence submission and review by ARPANSA to enable conditional operations (hot commissioning) then full operations		P	I	I	C
Hot commissioning (graded introduction of radioactive waste into the processing plant)		P	P	I	C
ANSTO Synroc® technology commercialisation strategy		P	P	P I	I

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
ILWCI facility					
Design, documentation and procurement activities	Implement storage solutions – construction of new storage facility for intermediate-level solid and liquid radioactive waste	I C	M	M	M
Regulatory submissions and approvals for construction		I	I	C	M
Site construction activities		P	I	I	C
Commissioning		P	P	I	C
Operation		P	P	P	P

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Ensure the reliable and sustainable supply of other commercial products and services

Critical and strategic minerals

ANSTO is an acknowledged key enabler and mid-stream processing partner of choice within Australia's critical minerals processing industry, developing and translating cutting-edge technology in a commercially sustainable manner, while de-risking project development and enhancing sovereign processing capability.

ANSTO's commercial consultancy to Australian and international customers in the resources sector covers all facets of critical minerals process development, from mineralogy and laboratory-scale testing through to continuous piloting and operational improvement. ANSTO's work in uranium processing, spanning decades, has translated into expertise in critical and strategic minerals, such as lithium, rare earths, zirconium, niobium, hafnium and tungsten.

In 2022, ANSTO was named one of three pillars of the Australian Critical Minerals Research and

Development Hub. As part of the Hub, ANSTO has conducted translational research and development programs in collaboration with Australian industry concerned with:

- high purity quartz (essential for polycrystalline silicon production for solar panels)
- rare earth elements (essential for high strength magnets in wind turbines)
- germanium and gallium (essential for semiconductors and other electronic applications)
- tungsten (essential for tooling, advanced manufacturing and defence technologies).

ANSTO's provision of technological support to domestic mining projects and its role as a trusted technical advisor to Government positions ANSTO as a major contributor to the Australian Critical Minerals Strategy 2023–2030.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
Commercial consulting services	Reliable and sustainable supply of other commercial products and services	M	M	M	M
Innovation and bespoke technology research and development		P I	M	M	M
Hub – High purity quartz project		M	M	M	M
Hub – Rare earth elements project		M	M	M	M
Hub – By-products project		M	M	M	M
Hub – Metallisation project		M	M	M	M
Hub – International engagement		M	M	M	M
Future Made in Australia (Production Tax Credit and Other Measures) Bill 2024 – regulatory consultation		P I	I C	M	M
NSW Government – Common user rare earth refinery opportunity assessment		M	M		

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Irradiation services

Neutron transmutation doped silicon

ANSTO is the leading global supplier of NTD silicon irradiation services currently providing more than 50% of global NTD silicon irradiation capacity, irradiating up to 90 tonnes of silicon a year for international customers. NTD silicon is particularly desirable for solid-state switching devices used in high voltage and high-powered applications where longevity and reliability demand a very high-quality semiconductor device. Examples include smart energy infrastructure, high-speed rail, industrial automation, and the international electric and hybrid electric vehicle automotive industries.

Demand for these important technologies continues to grow, and ANSTO is actively looking for ways to meet this growing demand. OPAL plays a key role in the power semiconductors supply chain, requiring ANSTO to be responsive to global NTD silicon production capacity. During OPAL maintenance, including extended shutdowns, ANSTO proactively communicates with stakeholders to manage inventory ahead of schedule.

Medical isotope and medical device irradiations

ANSTO is an important supplier of irradiation services for medical applications that use irradiated Yttrium-90, Phosphorous-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.

ANSTO is implementing a plan to expand and diversify its irradiation service offering. The first step in this plan has been the irradiation of Ytterbium-176, a critical precursor for producing Lutetium-177 n.c.a., which is used in targeted cancer therapies such as metastatic prostate cancer and some types of neuroendocrine tumours.

ANSTO is addressing several constraints that will unlock additional production capacity, enabling greater positive patient outcomes and maximising revenue returns from its unique assets.

Performance measure	2026–27	2027–28	2028–29	2029–30
NTD silicon DIFOT*	≥95%	≥95%	≥95%	≥95%

* Delivery in full and on time

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

ANSTO advises the Australian government on nuclear science and technology, the application of nuclear science and technology, and matters related to our activities within the scope of our mandate in section 5 of the ANSTO Act. This includes serving as a trusted expert advisor on the following:

- critical minerals processing and managing naturally occurring radioactive materials
- environmental monitoring and analysis
- licensing and regulatory support
- nuclear engineering

- nuclear safety, security and safeguards
- public communications and social licence
- radiation protection and dosimetry
- radioactive waste management
- workforce development.

As a science, research and engineering partner, ANSTO collaborates and shares information with universities, industry, other publicly funded research agencies, research institutes, cooperative research centres, Australia's chief scientist and international partners.

Performance measure	2026–27	2027–28	2028–29	2029–30
Stakeholder satisfaction – federal, state and local government	75%	75%	75%	75%

Nuclear security science capability

ANSTO's nuclear security science capability (NSSC) is a suite of science and technology capabilities that supports national security and safeguards policy objectives across government.

The NSSC program was allocated funding in the 2023–24 Budget across two years to deliver a detailed business case describing the infrastructure,

equipment and workforce required for a sustainable NSSC that can meet current and future demand.

ANSTO continues to provide services to government using existing capability and leverage relationships with international like-minded partners to deliver improvements in technical knowledge exchange.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
NSSC ¹	Planning, design and preparation of a detailed business case for an enduring capability	I	I	I	Awaiting Government decision

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¹ 2026–27, 2027–28, 2028–29 and 2029–30 status is subject to Government decision.

Nuclear-powered submarines

ANSTO plays a critical role in supporting Australia's acquisition of a conventionally-armed nuclear-powered submarine (NPS) capability under the Australia, United Kingdom and United States (AUKUS) trilateral partnership. Drawing on more than 70 years of experience in nuclear stewardship, ANSTO is a trusted advisor to the Australian Submarine Agency,

the Australian Naval Nuclear Power Safety Regulator, and other government, industry, and academia partners involved in the NPS program.

Performance measures and targets have been amended this cycle in line with organisational reprioritisation.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
Nuclear-powered submarines¹	Support Government to implement the AUKUS NPS pathway	I	I	I	Awaiting Government decision

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¹ 2026–27, 2027–28, 2028–29 and 2029–30 status is subject to Government decision.

Performance measure	2026–27	2027–28	2028–29	2029–30
Monitoring of nuclear-powered submarine visits supported¹	100%	100%	100%	100%
Response to Department of Defence requests for information by agreed time²	95%	95%	95%	95%

¹ 2026–27, 2027–28, 2028–29, and 2029–30 status subject to Government decision.

² 2026–27, 2027–28, 2028–29, and 2029–30 status subject to Government decision.

Participate in international, regional and bilateral nuclear engagements to maintain and increase Australia's leadership in the peaceful application of nuclear science and technology

Leadership in setting global nuclear standards

Through participation in International Atomic Energy Agency (IAEA) committees, working groups and expert missions, ANSTO continues to contribute to the practice and evolution of standards in areas such as nuclear security, radiation safety and protection, decommissioning, nuclear forensics, management of research reactors, nuclear medicine production, research and analysis, and nuclear science education and outreach. ANSTO leads an IAEA Collaborating Centre to advance the IAEA nuclear applications program and supports capability development.

ANSTO contributes to setting global nuclear standards through membership of the Network of Analytical Laboratories, Asian Network of Educators in Nuclear Technology, Global Network of Isotopes in Precipitation, Technical Working Group on Research Reactors, International Network of Laboratories for Nuclear Waste Characterization, International Low Level Waste Disposal Network, Network of Environmental Management and Remediation, International Predisposal Network, IAEA Standing Advisory Group on Nuclear Applications, Regional Advisory Safety Committee for Research Reactors in Asia and the Pacific, and the Analytical Laboratories for the Measurement of Environmental Radioactivity.

ANSTO continues to advocate for gender equality, stakeholder engagement, trust, transparency and the contributions of social science within the IAEA and the Organisation for Economic Co-operation and Development's Nuclear Energy Agency (OECD-NEA).

Leading social and economic development in the Asia and Pacific region

ANSTO continues to play a leadership role in the treaty-level Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific (RCA for Asia and Pacific).

This treaty-level agreement, under the auspice of the IAEA, is a key mechanism by which Australia delivers socioeconomic benefits to the Asia and Pacific region through the peaceful application of nuclear science and technology. ANSTO continues to play a pivotal role in setting a regional development program that delivers on improving cancer care, food security and water resource management in the Asia and Pacific region.

ANSTO is a partner of the IAEA Sub-regional Approach to the Pacific Islands. Our support will focus on water management through isotope hydrology and human health and on responding to the emerging needs of the Pacific nations.

Through the Forum for Nuclear Cooperation in Asia (FNCA), ANSTO continues to lead a project to combat fraud in Asia and so increase the value of and consumer confidence in regional trade for locally produced products important to the region.

Performance measures and targets have been amended this cycle in line with organisational reprioritisation.

Performance measure	2026–27	2027–28	2028–29	2029–30
IAEA engagement	Maintain at least three senior leadership roles within international nuclear forums. Participate in 80% of RCA for Asia and Pacific active projects, leading at least one RCA project. Contribute to 10 additional international initiatives.	Contribute to the leadership of at least one IAEA activity. Contribute to the delivery of at least 10 IAEA activities.		

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

ANSTO's Strategic Nuclear Workforce Development Plan, finalised in 2023, articulates key objectives and the supporting initiatives required across the education sector, industry and government.

	 Prime How to introduce nuclear to people?	 Attract How do we get people to join ANSTO?	 Develop How do we develop our people to be a highly skilled workforce?	 Retain What should ANSTO do to keep people?	 Regenerate How to ensure continuity of capability and a sustainable workforce for the future?
Objective 1 Exciting the next generation	✓	✓			
Objective 2 Building early career pathways	✓	✓			
Objective 3 Attracting and retaining the nuclear workforce	✓	✓		✓	✓
Objective 4 Building collaborations, partnerships and networks			✓	✓	✓
Objective 5 Diversifying the nuclear workforce		✓	✓	✓	✓
Objective 6 Training and development			✓	✓	✓
Objective 7 Streamlining processes and policies				✓	✓

Deliverables within the plan focus on a multi-team approach to prime and attract candidates to the nuclear workforce, while continuing to develop and retain staff who are already working in the industry.

Within the Early Careers Framework, the support of apprentices and trainees will be a focus, commencing with direct employment of apprentices under a centralised program in 2026. Plans are underway to support the 2027 Graduate Program intake, with an expected two-year duration of program activities, culminating in ongoing employment opportunities within the Organisation.

Building on the work already completed in 2025, ANSTO will continue to host workplace secondments and graduates from government agencies and industry to provide opportunity for early and mid-career professionals to benefit from the unique collective knowledge and skills that have been developed in an Australian environment within the ANSTO workforce. We expect demand for this to increase over the next five years in step with overall industry growth.

Strategic workforce planning

Later in 2026, a refreshed strategic workforce planning effort will commence. Building on the platform created by previous planning, leaders across the Organisation consider their current and future activities to inform labour size and capability forecasts.

This work will be done in a phased approach, concentrating on different business deliverables.

Strategic workforce planning will address the risks associated with the job roles of greatest operational importance. It will identify future business and workforce risks including:

- under or over supply of labour
- capability gaps
- unanticipated changes to operational needs.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
Organisational capability development	Create a highly skilled, agile technical workforce	M	M	M	M
Strategic workforce planning	Address the ways in which demand for workforce skills may change	M	M	M	M

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Performance measure	2026–27	2027–28	2028–29	2029–30
University students, apprentices and trainees	200	200	200	200

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

ANSTO's national education program seeks to support the growth of a more informed community of teachers, students and public on the basic principles of nuclear science and technology and how these principles can be applied to deliver benefits to our wider community in the domains of health, the environment and industry. The program seeks to promote careers in science, technology, engineering and mathematics (STEM) and support young girls in considering a STEM career.

Key initiatives in the program include site tours, virtual learning experiences for classes, teacher professional development, STEM competitions,

work experience and the development of online educational resources. There is also a focus on building the nuclear literacy of the workforce associated with the Nuclear-Powered Submarine program with face-to-face courses being delivered in Sydney, Canberra, Adelaide and Perth.

Performance measures and targets have been amended this cycle in line with organisational reprioritisation. However, such amendments in our corporate reporting will impact neither our national education program nor the extensive range of initiatives. Promoting STEM remains a focus for ANSTO.

Performance measure	2026–27	2027–28	2028–29	2029–30
Offer a range of resources for teachers and students to support the national science curriculum outcomes for Years 3 to 12	Deliver ≥ five national programs each year	Measure retired	Measure retired	Measure retired
Increase accessibility of STEM teacher training programs	Deliver teacher professional development days in all states and territories	Measure retired	Measure retired	Measure retired
Conduct educational tours and science experiences at ANSTO's Lucas Heights and Clayton Campuses (visitors to ANSTO's campuses each year)	≥15,000 visitors	Measure retired	Measure retired	Measure retired
Deliver industry training on nuclear basics to government agencies and key stakeholders associated with the NPS program	At least six courses to over 150 participants each year	Measure retired	Measure retired	Measure retired
Deliver public nuclear literacy and STEM experiences and resources for the advancement of Government priorities		Educational tours at Lucas Heights and Clayton campuses ≥15,000 visitors		

Ensure ANSTO operates safely, securely and sustainably

Commitment to safety

ANSTO is committed to continually strengthening its safety culture and fostering an inclusive environment that empowers workers and supports a culture of collaboration and engagement. This is achieved through the integration of ANSTO's core values – safe, secure and sustainable – into all aspects of the organisational practice and decision-making. Significant resources are directed to ensuring ANSTO fulfils its legal and regulatory obligations.

Our trained workers have the knowledge and capability to identify hazards, assess risks, apply appropriate and effective controls, and actively contribute to the development and maintenance of safe work environments. ANSTO's safety culture extends across physical, psychological and psychosocial safety, supported by targeted programs.

Performance measures and targets have been amended this cycle in line with organisational reprioritisation.

Performance measure	2026–27	2027–28	2028–29	2029–30
Improvement in safety culture	Increase opportunities for improvement to actual incidents recorded ¹	Measure retired	Measure retired	Measure retired
Opportunities for improvement		70% of all incidents reported		
Improvement in site-wide safety	zero Class 1 incidents ² year-on-year decrease in Class 2 incidents ³ year-on-year decrease in Class 3 incidents ⁴			

1 Opportunity for improvement – An event that did not result in any adverse effects to personnel or the environment, that is not considered to have had the potential to cause a lost-time injury, medical treatment injury or exposure of personnel, or harm to the environment; but could have resulted in a minor occurrence or damage to plant and equipment.

2 Class 1 – Damage that permanently alters a person's life.

3 Class 2 – Damage that temporarily alters a person's life.

4 Class 3 – Damage that inconveniences a person's life or leads to 1–5 days/shifts off work.

Health monitoring program

ANSTO safeguards worker health by identifying, assessing and controlling workplace health hazards such as chemical, radiological, physical and biological agents through occupational hygiene and personal dosimetry services. Improvements in personal dosimetry services have been implemented or are in the process of implementation to modernise ANSTO's dosimetry systems and capability with improved quality and accuracy of worker exposure records.

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 of measurable improvements.

Cybersecurity uplift program

Recognising cybersecurity's critical importance, ANSTO is investing in cybersecurity within the information technology division. ANSTO regularly evaluates its operating environment and cybersecurity risks to build organisational resilience and defend against emerging threats. ANSTO strives to implement the optimal balance of proactive and responsive measures, while facilitating the operational needs of the Organisation.

Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
Health monitoring program	Safeguarding worker health	M	M	M	M
Cybersecurity uplift program	Improved organisational resilience through strengthened cybersecurity controls, reduced risk exposure, and enhanced capability to prevent, detect and respond to cyber threats	I	I	I	I

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Campus Renewal

ANSTO's campus renewal planning takes account of cost rises across both operational and capital projects. ANSTO will maintain its landmark national infrastructure as fit-for-purpose through a rigorous maintenance program as well as by updating and replacing ageing infrastructure.

Developing an environmental sustainability roadmap

ANSTO is amending its environmental sustainability strategy to align with its organisational priorities, Government expectations and its role as Australia's nuclear science organisation. The strategy prioritises scope 1 and 2 Net Zero progress and updates earlier commitments that are no longer fit for purpose. The strategy aligns with the United Nations Sustainable Development Goals and supports ISO 14001 and annual Commonwealth climate risk disclosures. ANSTO remains committed to best practice environmental sustainability, reducing its footprint and supporting national Net Zero and Future Made in Australia objectives.



Key activity	Outcome	2026–27	2027–28	2028–29	2029–30
Campus renewal plan	Plans in place for the future Lucas Heights campus	I	I	I	I
Environmental sustainability strategy	Reduce environmental footprint, reducing scope 1 and 2 emissions by 2030, and fully achieve net zero by 2050	I	I	I	I

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3 Operating context

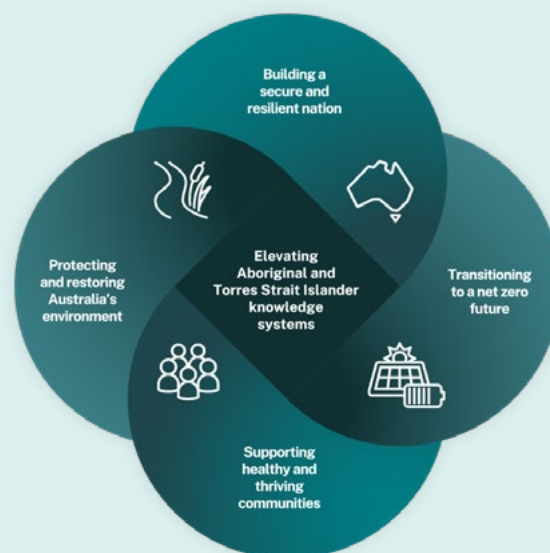


National factors

Ministerial expectations

ANSTO is a corporate Commonwealth entity within the Science portfolio. Senator the Hon Tim Ayres, Minister for Industry and Innovation and Minister for Science, issued a Statement of Expectations to ANSTO on 10 October 2025. The ANSTO Board of Directors replied with a Statement of Intent on 21 January 2026.

ANSTO's priorities are aligned to the National Science and Research Priorities and directly contribute to the Government's *Future Made in Australia* agenda. Through these activities, ANSTO is supporting improved health outcomes for Australians, national economic resilience and the transformation to net zero. ANSTO's highest priority is the safety of our workforce at Lucas Heights and in Clayton, and the safety of adjacent communities.



National Science Priorities: Australia's National Science and Research Priorities

Department of Industry Science and Resources



Radioactive waste management

ANSTO has safely and securely managed radioactive waste arising from its essential activities since the 1950s in accordance with national and international standards and regulated by ARPANSA.

ANSTO will continue to safely manage its radioactive waste, consistent with international best practice, until a national disposal solution becomes available and will continue to provide technical expertise and advice to the Government as it seeks a solution for the permanent disposal of the nation's radioactive waste.



Community engagement

ANSTO's Lucas Heights campus is located within Sydney's Sutherland Shire, where more than one-third of our workforce resides. The Australian Synchrotron's Clayton campus, with 200 ANSTO staff, is in the Melbourne suburbs near CSIRO and Monash University.

As a significant employer in both the Lucas Heights and Clayton communities, community engagement is a high priority. ANSTO provides STEM educational experiences and resources, site tours and community event sponsorships as part of its outreach activities.

ANSTO continues to engage with First Nations peoples under a second Reconciliation Action Plan, which recognises the synergies between traditional Indigenous knowledge and current scientific and technological practice.

Financial sustainability, executive structure and reprioritisation

ANSTO does not receive direct appropriations since it is a Corporate Commonwealth Entity. Appropriations are made to DISR and then paid to ANSTO and are considered departmental for all purposes.

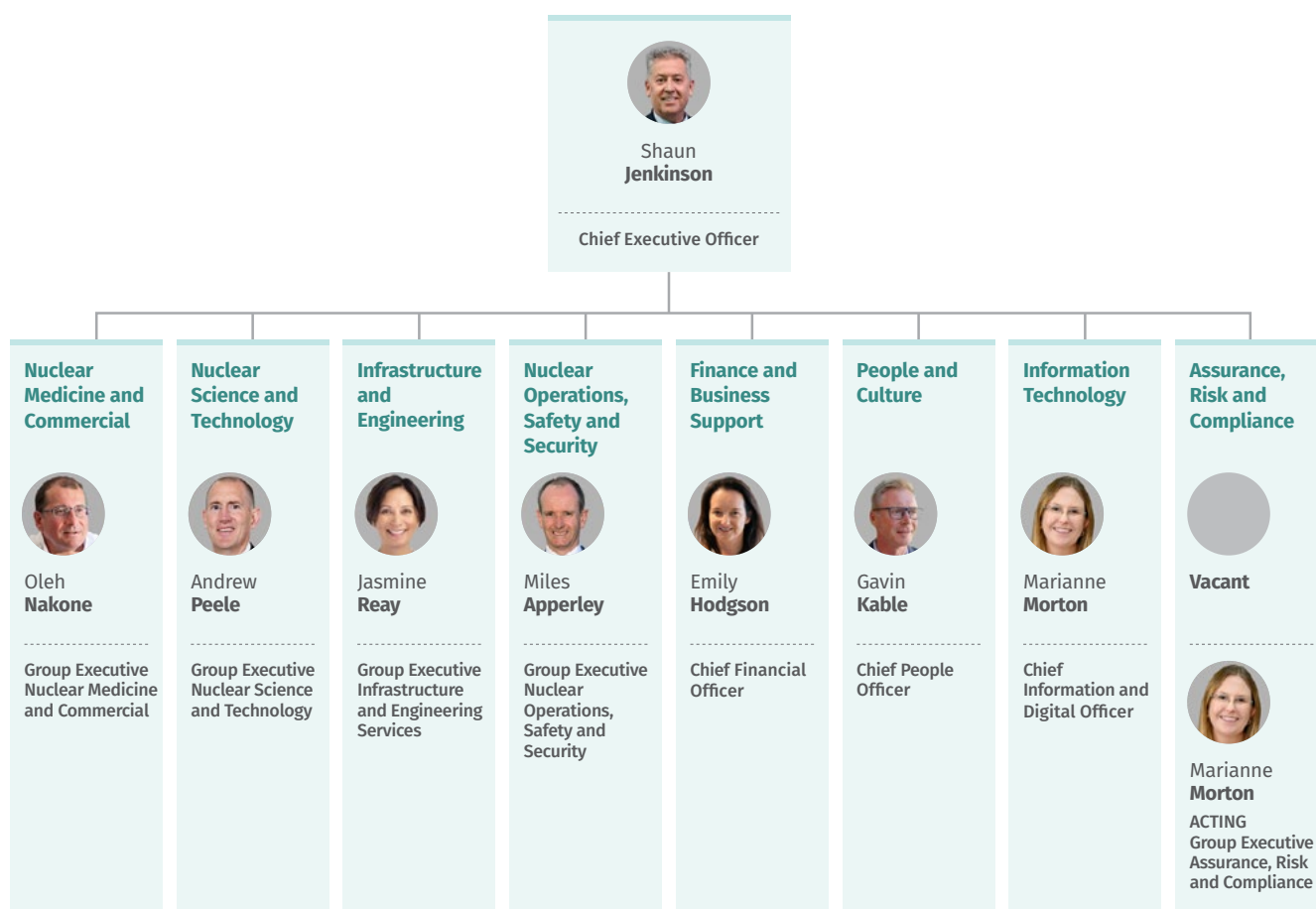
Given the cost increases being seen in both operational and capital projects, ANSTO has developed a sustainability and prioritisation plan, which aligns with the level of revenue. ANSTO relies on a combination of government appropriation, and own-source revenue to finance our operations.

For 2026–2027, the Budget provided \$346.0 million, including \$5.3 million to enable ANSTO’s continued support to the government’s nuclear-powered submarine program (NPS), primarily via the

Australian Submarine Agency. This is in addition to the \$144.0 million forecast for own-source revenue primarily from the sale of nuclear medicine and irradiation services.

Achieving a sustainable operating budget is affected by both internal and external factors. ANSTO is responding to these challenges as we continue to identify opportunities for efficiencies and own-source revenue.

Executive structure



1 July 2025

An executive structure aligned with our sustainability and prioritisation plan has been in place since July 2025. The Organisation seeks to fill the vacancy for Group Executive Assurance, Risk and Compliance in the upcoming financial year. The position will remain in Caretaker until it is filled.

Workforce capability

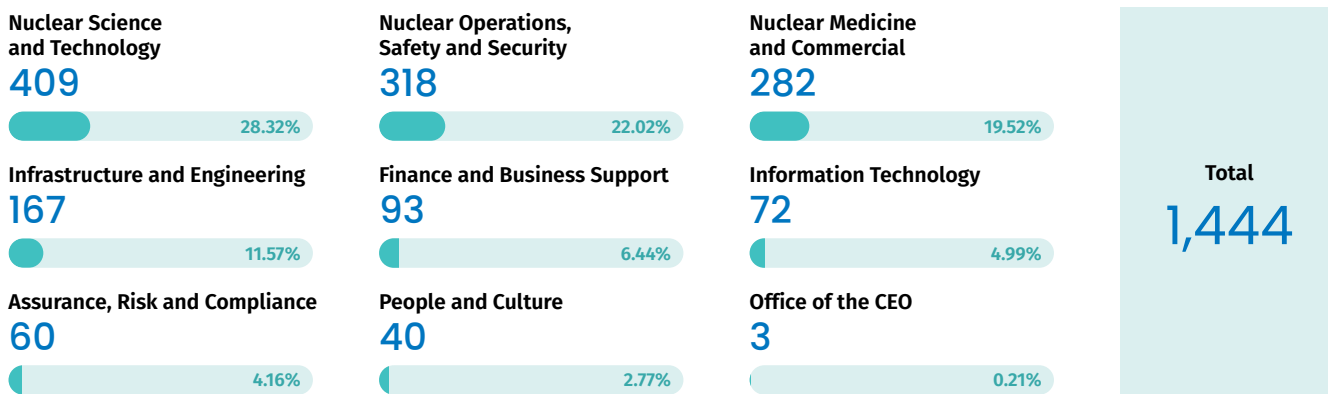
ANSTO continues to strengthen Australia's nuclear workforce pipeline through an early careers program, strategic partnerships with universities to support the development of nuclear curricula, and the active hosting of students.

ANSTO recognises the global workforce challenge facing the nuclear sector, driven by increasing future demand, and is taking a leadership role by working collaboratively with other Australian nuclear agencies and select international partners. Through

these partnerships, ANSTO is helping to provide work placements and expand nuclear knowledge, capability and experience across the sector.

Internally, ANSTO remains focused on comprehensive talent and succession planning to build workforce capability and leadership. This includes identifying development needs, building critical skills and capabilities, and strengthening leadership capacity to ensure the workforce is aligned with current business priorities and is well positioned to meet future organisational requirements.

Total full-time equivalent at 1 July 2026



Infrastructure capability

ANSTO's capital works program has remained consistent over the last four years. The program reflects the need to maintain current infrastructure while also building new capabilities. Over the next five years, several new key infrastructure projects will enter the execution/construction phase, including, the new Nuclear Medicine Manufacturing Facility (NMMF), the Intermediate Level Waste Capacity

Increase (ILWCI) project and the Campus Utilities Building (CUB). The CUB will house critical utility infrastructure including the back-up high-voltage power and compressed air system. ANSTO will also deliver a program of capital works that ensures the continued safe, reliable supply of nuclear medicine and supports ANSTO's nuclear operations.

Global factors

Geographical factors

Australia is predicted to experience warmer temperatures, reduced rainfall and increased risk of extreme weather events. Environmental researchers at ANSTO are conducting targeted research using ANSTO's unique nuclear and isotopic techniques, supported by geochemical and biological capabilities, to provide new insights into complex environmental processes.

Sharing the peaceful application of nuclear science and technology for social and economic development

ANSTO is delivering on Australia's international obligations under the Treaty on the Non-Proliferation of Nuclear Weapons by supporting the peaceful uses of nuclear science and technology. This includes supporting the development of a professional nuclear workforce in our region and helping build capability in Asia and the Pacific, in areas such as human health, environmental management, agriculture and industry. ANSTO's representatives have been leaders at the treaty level, particularly in the RCA for Asia and Pacific, in which we advance regional social and economic development. In this forum we advocate for inclusive and equitable

programs, and for nuclear science and technology to address social challenges in our region, such as food security, cancer and climate change.

ANSTO's new IAEA Collaborating Centre designation (2026–30) will advance research and regional capability-building across priority areas of nuclear science and technology, including through accelerator science, neutron scattering and synchrotron techniques. Through creating structured regional access pathways to ANSTO's large-scale research infrastructure and applying nuclear and isotopic techniques in fields such as environmental change, food safety, radiopharmaceuticals and radiobiology, the Centre will support IAEA Member States. Particularly those States without advanced facilities, thus contributing directly to IAEA flagship initiatives, such as Atoms4Food, Rays of Hope, GloWAL and Lise Meitner delivery across the Southeast Asia and Pacific region.

Australia leads a project on combating food fraud, contributing to the region's trade through the Japan-led FNCA. ANSTO is sharing our food provenance technology platform to create a regional federated database focused on key priority food items, which will progress authentic trade and support consumer confidence in our region. Through these efforts, ANSTO is advancing the 2030 Agenda for Sustainable Development and its Sustainable Development Goals.



Cooperation

Global partnerships

ANSTO continues to build strong relationships with multilateral, regional and bilateral partners. In global nuclear forums, ANSTO engages on behalf of Australia with the IAEA, the RCA for Asia and Pacific, the FNCA, the OECD-NEA as well as many other regional forums and bilateral arrangements.

Partnerships with universities, academics, industries and innovation precincts

ANSTO makes its research infrastructure and capabilities available to the research community and industry through peer-reviewed, collaborative and commercial arrangements. ANSTO works extensively with universities, businesses, the international research community and other state and Federal government departments and agencies. Approximately 38 Australian and New Zealand universities are associated with ANSTO through AINSE, the Australian Institute of Nuclear Science and Engineering. In a typical year, ANSTO hosts more than 7,300 researcher visits from Australian and international universities, institutions and industry.

The nandin Innovation Centre will be focusing more on supporting ANSTO's commercial growth and operational efficiency.

Partnerships with schools and community

Around 18,000 Australian students engage with ANSTO each year: 14,000 primary and secondary school students visit the ANSTO Lucas Heights campus, and around 3,000 visit the Australian Synchrotron in Clayton. A further 1,000 participate in video-conference classes, which provide an effective affordable online resource for teachers and help ANSTO engage with rural and regional schools.

As the operator of Australia's only nuclear reactor, ANSTO offers unique learning opportunities for senior secondary students who are studying physics and chemistry. ANSTO also facilitates highly popular professional development teacher programs to upskill science teachers.

A range of activities, including workshops and tours, are hosted at Lucas Heights for the benefit of the public. ANSTO also provides a significant range of resources and articles via www.ansto.gov.au, providing information about the nuclear science industry to all Australians.

Partnerships with Aboriginal and Torres Strait Islander communities

ANSTO is committed to further strengthening mutually beneficial relationships, demonstrating respect and support through employment and other opportunities for Aboriginal and Torres Strait Islander people and communities under our Reconciliation Action Plan.

ANSTO engages with the local communities of Dharawal people and Gandangara people at Lucas Heights and surrounds, the Boonwurrung people of the Kulin Nation at Clayton, and representatives in Canberra on Ngunnawal Country. There are interactions with other communities across Australia through research and outreach projects.

Consistent with the Government's research priority to invest in and elevate First Nations' knowledge, ANSTO shares its infrastructure and expertise to support research relating to Indigenous cultural heritage and other matters that benefit people and Country. ANSTO is committed to appropriate and ethical interactions with Indigenous people and communities in undertaking and supporting research.

Regulatory environment

ANSTO operates within a complex and highly regulated business environment with varying degrees of accountability. The regulatory landscape continues to evolve, adding to ANSTO's compliance obligations. ANSTO's main domestic regulators include ARPANSA, ASNO, Comcare and the Therapeutic Goods Administration.

Portfolio Budget Statements, Corporate Plan and Annual Report

ANSTO's Corporate Plan outlines our purpose, strategy, performance measures, key activities and capabilities over the next four years. As a key planning document for a Corporate Commonwealth Entity, the Corporate Plan includes a full set of performance measures and targets endorsed by the ANSTO Executive and aligned with the Organisation's priorities.

ANSTO presents the Corporate Plan in support of its public transparency obligations under the *Public Governance, Performance and Accountability Act 2013 (Cth)* (PGPA Act), with structure guided by the Commonwealth Resource Management Framework and Commonwealth Performance Framework. Activities under this Plan are enabled by the ANSTO Act.

There is a clear connection between ANSTO's Portfolio Budget Statements (PBS), Corporate Plan and Annual Report, giving readers the ability to form judgments as to the entity's achievement of funded objectives.

Relevant legislative and appropriation requirements include:

- **s. 46 PGPA Act Annual Report** – Our Annual Report responds to certain legislative requirements regarding ANSTO's finances, governance, performance and activities during the previous financial year. It reports against the PBS and Corporate Plan.
- **s. 36 PGPA Act Portfolio Budget Statements** – Our PBS informs Parliament of the proposed allocation of resources to ANSTO. It is presented in the PBS for the Industry, Science and Resources portfolio.
- **Appropriations Bills No. 1 and No. 2** – Our corporate planning, performance and financial reporting documents assist ANSTO to operate in line with annual Appropriations Acts.

Planning and measuring performance

ANSTO's Integrated Business Planning (IBP) process is used for organisation-wide planning and decision-making. It brings together strategy, priorities, commitments to customers, operational capability and funding so leaders can make coordinated decisions and remain accountable for corporate performance.

Divisional plans and tactical implementation plans translate strategy into day-to-day actions, including performance measures and key activities. These plans are reviewed so interdependencies, risks and resource trade-offs are exposed, and decisions are endorsed at an appropriate Executive level.

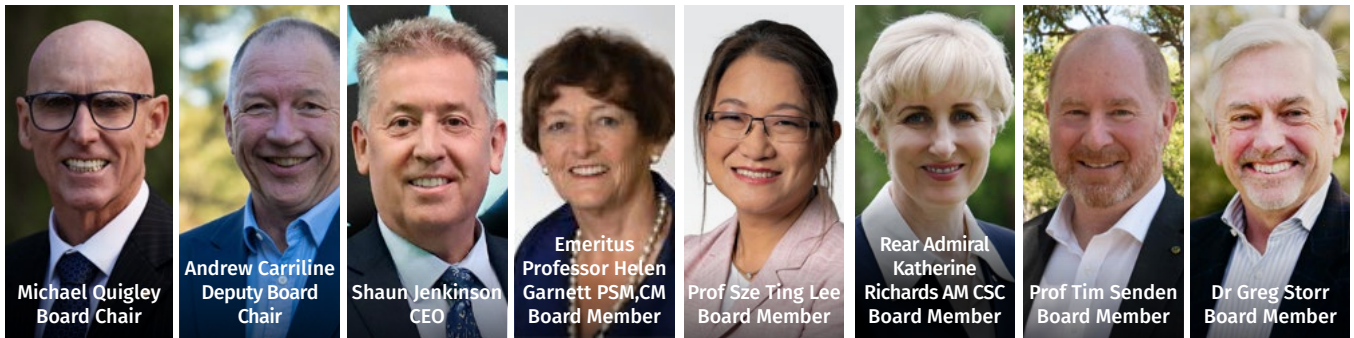
IBP provides a regular governance rhythm, with monthly reviews that check progress against performance measures and test whether plans remain aligned to strategy. Using a rolling 24-month horizon, the process focuses attention on exceptions and emerging issues so ANSTO can respond early with the aim of keeping long-term commitments on track.

ANSTO's planning cycle responds to the requirements of the PGPA Act and operates across two linked cycles:

- planning and forecasting – setting direction, priorities, budgets and forward plans
- reporting and performance – monitoring delivery and reporting results.

IBP connects these cycles by providing the governance process that links plans to outcomes throughout the year.

Risk oversight and management



Board of Directors

The ANSTO Board retains overall accountability for the governance of risk. The Risk and Audit Committee is appropriately mandated to assist the Board in giving effect to its accountability. The Board receives regular updates via the Risk and Compliance Committee on key risks. Measures relating to risk appetite and risk tolerance are considered and approved by the Board.

Management

The Chief Executive Officer, supported by the Executives, is accountable for ensuring that risk management is implemented, embedded and maintained across ANSTO's operations and activities.

The Risk and Compliance Committee provides executive-level oversight of enterprise risk, including monitoring key risks, risk profile movements and the effectiveness of risk management practices across the Organisation. Executives are accountable for managing risks within their areas of responsibility, including ownership of risks, controls and treatment actions.

Enterprise Risk Management

ANSTO's Enterprise Risk Management (ERM) process is aligned to the PGPA framework and *ISO 31000 Risk Management* standard.

The ERM process is applied across the Organisation to support the identification, assessment, management and reporting of risks in a dynamic operating environment.

The ERM framework encompasses:

- **Strategic risks** – risks that affect the achievement of ANSTO's strategic objectives and sustainability of systems
- **Enterprise risks** – organisation-wide risks requiring coordinated management and oversight
- **Operational and project risks** – risks arising from operational activities (including research and research infrastructure, commercial activities, expert advice and capital delivery)
- **Emerging risks** – new, developing or evolving risks with uncertain impacts, which could, in the future, affect the achievement of strategic objectives (e.g. disruptive geopolitical events or innovations/technologies)
- **Shared risks** – risks that arise from shared objectives with another agency or organisations.

This integrated approach supports a consistent and scalable application of risk management across ANSTO.

Risk themes and factors

Risks are informed by ANSTO's operating environment, strategic priorities and key business initiatives. These risks are shaped by internal and external factors such as the consideration of external markets, industry and geopolitical factors that may influence ANSTO's strategic positioning and financial sustainability.

Risk theme	ANSTO response
Strategy Strategic objectives are not delivered, and opportunities are not realised due to misalignment, execution challenges or changes in the operating environment or shifts in market and industry dynamics	• Integrate risk considerations into strategic planning, prioritisation and investment decisions • Align strategic risks to Corporate Plan and key business imperatives • Regularly review strategic risks in the context of internal and external operating environment changes • Strengthen executive oversight of strategic risk trade-offs and decision-making • Monitor global market, industry and technology trends to inform strategic positioning • Strengthen alignment between research capability, commercial activities and priorities • Leverage partnerships and international relationships to maintain competitive positioning • Support development and commercialisation of new capabilities and technologies
Safety Failure to maintain effective controls over high-hazard activities could result in serious injury or fatality, environmental harm, regulatory breach and loss of organisational licence to operate	• Maintain and continuously improve a work, health, and safety management system aligned to ISO 45001 • Apply a structured, risk-based approach to safety, including integration of subject matter expertise in design and operations • Implement assurance processes for high-risk activities and critical controls • Continue targeted programs to address legacy hazards and strengthen safety culture
People Inability to deliver organisational performance due to workforce capability, capacity or engagement challenges, including the availability of critical nuclear, scientific and technical skills required to support ANSTO's operations and strategic objectives	• Implement workforce planning, succession management and capability development programs, including nuclear, scientific and technical capability • Invest in early career pathways, and training and development initiatives, to build and sustain specialist skills • Apply targeted attraction and retention strategies for critical and hard-to-source roles • Monitor workforce engagement and organisational culture to support performance and continuous improvement

Risk theme	ANSTO response
Operations Disruption to, or failure of, ANSTO's critical operations resulting in impacts to nuclear medicine supply, research capability, commercial activities, or nuclear safety and stewardship ANSTO's operations are underpinned by complex, high-value infrastructure and assets requiring disciplined lifecycle management and engineering capability	• Maintain high reliability of critical operations through structured operational risk management and oversight • Embed risk management across operational, research and commercial activities to support safe and continuous delivery • Integrate technical subject matter expertise into operational decision-making and planning • Strengthen coordination across operational domains to manage interdependencies and shared risks • Apply whole-of-life asset management practices to ensure reliability, availability and performance of critical infrastructure • Deliver coordinated campus renewal and capital programs aligned to asset lifecycle requirements and strategic priorities • Maintain core nuclear engineering capability to support safe operation, maintenance and future asset needs • Integrate asset management, maintenance and engineering activities into risk-based planning and decision-making • Maintain and enhance nuclear safety, security and stewardship capabilities aligned to regulatory and Government expectations • Maintain availability and continuity of critical operations, including nuclear medicine production and key research infrastructure
Finance Material loss of value or adverse financial performance resulting from revenue variability, cost pressures or ineffective management of operational expenditure (OPEX) and capital expenditure (CAPEX)	• Maintain rolling financial forecasts to respond to revenue variability and external market conditions • Maintain governance and oversight of capital investment through established committees and frameworks • Apply risk-based prioritisation and monitoring of OPEX and CAPEX • Explore and pursue sustainable revenue opportunities • Monitor revenue exposure to market conditions and diversify income streams where appropriate
Compliance Liability associated with disputes or material breaches of legislation, licence conditions or contractual obligations	• Maintain compliance with applicable legal, regulatory and licence obligations • Monitor regulatory developments and incorporate changes into business practices • Strengthen governance and assurance over compliance activities

Risk theme	ANSTO response
Reputation Sustained public criticism or loss of stakeholder confidence impacting ANSTO's ability to operate effectively	• Maintain proactive and transparent engagement with Government, regulators, partners and the community • Align stakeholder engagement to ANSTO's strategic objectives and key messages • Participate in national and international forums to support collaboration and influence • Monitor stakeholder sentiment and respond to emerging issues
Environment Material environmental incident resulting from ANSTO's operations	• Maintain environmental management systems and compliance with regulatory requirements • Monitor and manage environmental risks associated with operations and projects • Implement controls and assurance processes to prevent and mitigate environmental impacts • Integrate environmental considerations into operational and project planning
Technology Material disruption or failure of information communications technology and/or operational technology systems	• Implement layered security controls to prevent, detect and respond to cyber threats • Maintain alignment with Australian Government information security frameworks and standards • Invest in system resilience, monitoring and incident response capability • Manage lifecycle and decommissioning of legacy systems

Our subsidiaries

ANSTO subsidiaries	Jurisdiction of operation	Description
PETTECH Solutions Pty Ltd	New South Wales	PETTECH Solutions Pty Ltd is a wholly-owned ANSTO subsidiary which owns a cyclotron facility. The facility is operated by Cyclotek NSW Pty Ltd. PETTECH Solutions Pty Ltd is entitled to a share of profits from Cyclotek NSW Pty Ltd.

4 Appendices



List of requirements

This Corporate Plan has been prepared in line with the requirements of:

- s 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- Public Governance, Performance and Accountability Rule 2014 (PGPA Rule)
- RMG-132 Corporate Plan for Commonwealth entities.

These are the required sections and the page references that show how our Corporate Plan meets these expectations:

Requirement	Page reference
Introduction	
The Corporate Plan must include an introductory statement that:	5
(i) states that the plan has been prepared for paragraph 35(1)(b) of the PGPA Act	
(ii) specifies the reporting period for which the plan is prepared	
(iii) specifies the reporting periods covered by the plan (this would usually be the minimum 4-year period covered by the plan).	
Purpose	
The Corporate Plan must include the purposes of the entity. An entity's purposes include the objectives, functions or role of the entity.	6
Key activities	
The Corporate Plan must identify the key activities that an entity will carry out during the entire period of the Corporate Plan in order to achieve the purposes of the entity.	5–29
Operating context	
Environment – the environment in which the entity will operate	30–36
Capability – the capability required by the entity to do its key activities and to achieve its purposes	32–33
Risk management – the risk oversight and management systems, the key risks the entity will manage and how those risks will be managed	37–40
Cooperation – how an entity cooperates with others to achieve its purposes	34–35
Subsidiaries – how any subsidiaries will contribute to achieving the entity's purposes	40
Performance	
The Corporate Plan must set out the details of how an entity's performance in achieving its purposes will be measured and assessed for each reporting period covered by the plan.	9–29

Glossary

Term	Description
ACNS	Australian Centre for Neutron Scattering
ADS1 and ADS2	Advanced diffraction and scattering beamlines
AINSE	Australian Institute of Nuclear Science and Engineering
ANSTO Act	<i>Australian Nuclear Science and Technology Organisation Act 1987</i>
ARPANSA	Australian Radiation Protection and Nuclear Safety Agency
AUKUS	Australia, the United Kingdom and the United States
BioSAXS	Biological small angle X-ray scattering beamline
CAPEX	Capital expenditure
CAS	Centre for Accelerator Science
CEO	Chief Executive Officer
CUB	Campus Utilities Building
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DIFOT	Delivery in full and on time
DISR	Department of Industry, Science and Resources
ERM	Enterprise risk management
FNCA	Forum for Nuclear Cooperation in Asia
IAEA	International Atomic Energy Agency
IBP	Integrated business planning
ILWCI	Intermediate-level waste capacity increase
ISO	International Organisation for Standardisation
LIMS	Laboratory information management system
MCT	Microcomputed tomography beamline

Term	Description
MEX1 and MEX2	Medium energy X-ray absorption spectroscopy beamlines
MX3	High performance macromolecular crystallography beamline
NANO	X-ray fluorescence nanoprobe beamline
NCRIS	National Collaborative Research Infrastructure Strategy
NDF	National Deuteration Facility
NMMF	Nuclear Medicine Manufacturing Facility
NMR	Nuclear magnetic resonance
NPS	Nuclear-powered submarine
NSSC	Nuclear security science capability
NTD silicon	Neutron transmutation doped silicon
OECD-NEA	Organisation for Economic Cooperation and Development's Nuclear Energy Agency
OPAL	Open Pool Australian Lightwater reactor
OPEX	Operational expenditure
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
RCA for Asia and Pacific	Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific
RIMS	Research information management system
RCMS	Reactor control monitoring system
SME	Subject matter expert
STEM	Science, technology, engineering and mathematics



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