

Annual Report

2025–2026



Contents

Section 1: Introduction	4
Letter of transmittal	4
Chair's opening statement	5
Message from Chief Executive Officer	6
Section 2: About ANSTO	7
This report	7
What we do	7
ANSTO's impact	8
Values	9
Celebrating our people	10
ANSTO Awards	11
Key highlights in 2025–26	12
Summary of performance	18
Section 3: Our purpose and strategic objectives	20
Purpose	20
Strategy	21
Section 4: Annual Performance Statements	22
Operate world-class science infrastructure and leverage capabilities to deliver outcomes for Australia	22
Ensure the reliable and sustainable supply of nuclear medicine products and services	27
Collaborate, deliver and translate research that has scientific and industrial impact for Australia and the world	29
Build new knowledge, drive innovation, and support training and development for the safe management of radioactive waste	32
Ensure the reliable and sustainable supply of commercial products and services for the benefit of Australia and the world	34
Deliver expert advice to local state and federal governments and other stakeholders to support the national interest	36
Participate in global and regional nuclear discussions and forums to ensure that Australia remains a leader in the application of nuclear science and technology	38
Develop a workforce plan for the next generation of specialised nuclear professionals	40
Grow a more informed generation of Australians who understand the benefits of nuclear science and technology	42
Ensure ANSTO operates sustainably and safely	43
Sustainability	46
Section 5: Our organisation and people	49
Section 6: Financial statements	64
Appendices and index	108

Section 1

Introduction

Letter of transmittal

2 October 2026

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

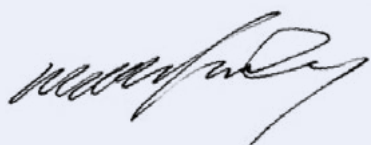
Dear Minister

I am pleased to present the Annual Report of the Australian Nuclear Science and Technology Organisation (ANSTO) for the period 1 July 2025 to 30 June 2026.

This report has been prepared in line 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 2026.

Yours sincerely



Michael Quigley AM

Chair's opening statement

This year has been one of disciplined delivery for ANSTO. As the centre of Australia's nuclear capability, ANSTO brings together science, manufacturing, regulated operations and long-term stewardship responsibilities that cannot be easily replicated elsewhere. This complex work must be carried out safely, reliably and with clear purpose.

The OPAL multi-purpose reactor remained central to that purpose. In 2025–26, OPAL achieved 301 days at power, following a major upgrade. The safe completion of the second shipment of OPAL spent fuel in September 2025 was another important achievement. This work progressed with care and precision, and with minimal disruption to other operations. It reflects the capability and expertise of our people and the importance of sustaining Australia's nuclear infrastructure.

ANSTO also continued to support the health of Australians through the reliable supply of nuclear medicines. With the current manufacturing and distribution facility more than 60 years old, ongoing maintenance and renewal remain essential. During the year, ANSTO completed a planned maintenance shutdown and also advanced the new Nuclear Medicine Manufacturing Facility. ARPANSA's granting of the siting licence for the new facility in December 2025 was a key step towards a modern, sovereign capability for future decades.

Once again, our science infrastructure delivered strong results. The BRIGHT program expanded the Australian Synchrotron's capacity, the Centre for Accelerator Science strengthened capability to support the space and defence sectors, and the National Deuteration Facility supported advances in breast cancer detection. Together these achievements demonstrate how sustained investment in science infrastructure supports better health, stronger industries and national capability.

ANSTO continues to provide the expertise, systems, regulatory confidence and international standing needed to act as a responsible and capable nation managing its nuclear technology. This capability is essential for key national programs such as national security, the nuclear-powered submarine program and supporting Australia's capability in critical mineral development.

ANSTO's continued contribution also depends on sustained investment in its people, facilities and infrastructure. We remain focused on prioritisation and careful husbanding of resources to help preserve national capability over the longer term.

I thank our staff, management and my fellow Board members for their work during the year.



Michael Quigley AM

Board Chair



Message from Chief Executive Officer

ANSTO's work this year reflects the continuing importance of nuclear science and technology to Australia's health, environment, industry and national security. As the centre of Australia's national nuclear capability, we maintain and operate landmark infrastructure and apply specialist expertise to deliver benefits that cannot be readily matched outside the organisation.

This year we continued to invest in the reliability of the OPAL reactor and our broader science infrastructure, including the BRIGHT beamline program at the Australian Synchrotron. These capabilities support research, industry, innovation and sovereign services for Australia, and reflect the long-term stewardship responsibilities that sit at the heart of ANSTO's role.

Our role in nuclear medicine remains a core national responsibility. This year, we delivered essential products and services to hospitals and medical centres, progressed the new Nuclear Medicine Manufacturing Facility and advanced research that supports future diagnostic and therapeutic treatments. This work depends on specialised production, processing, regulation and workforce capability, and helps protect equitable patient access to nuclear medicine in Australia.

What makes 2026 particularly special is the 20th anniversary of OPAL. For two decades, OPAL has underpinned Australia's nuclear medicine production, enabled world-class research and provided critical services to industry. We are incredibly proud of this milestone and of the role OPAL has played in improving the lives of millions of Australians through its safe, secure and reliable operation.

It is also 20 years since 'First Light' at the Australian Synchrotron, a milestone that recognises two decades of powerful synchrotron light enabling high-impact research and innovation. Today, the Synchrotron supports thousands of researchers each year. This highlights the importance of the BRIGHT project, which will extend the Synchrotron's beamline capacity and capability well into the future.

We also contributed to national priorities in critical minerals, radioactive waste management, nuclear security, environmental monitoring and the development of Australia's nuclear-capable workforce. In a more complex global environment, this work helps maintain the knowledge, systems, regulatory confidence and international standing required for Australia to act as a safe, responsible and capable nuclear nation.

I thank ANSTO's staff, Board and partners for their professionalism, resilience and commitment. Their expertise enables ANSTO to deliver knowledge, value and trust through nuclear science and technology, and to support outcomes that will benefit Australians today and in the years ahead.



Shaun Jenkinson
Chief Executive Officer



Section 2

About ANSTO

This report

This Annual Report summarises our activities, the outcomes and their impact for the financial year ending 30 June 2026. It assesses these against the performance measures in our 2025–2029 Corporate Plan and Portfolio Budget Statements.

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. We are actively working to address some of the most challenging issues facing Australia today in human health, the environment, advanced materials and critical minerals.

We produce nuclear medicines to improve the health of the Australian community and play a crucial role as an adviser on nuclear technology to the Australian Government, industry and education sectors, and the broader scientific community. Our activities encompass manufacturing, research and advisory functions linked to our mandate, including:



Nuclear medicine production and human health research

ANSTO produces nuclear medicines used in Australia for the diagnosis, staging and treatment of diseases, including cancer. We also carry out and support research into human health, including emerging nuclear medicine diagnostic and therapeutic products. As an Australian Government organisation, we provide 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. It also provides solutions for low-emissions technologies and renewable energy storage systems. We are the leading supplier 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

We advise the Australian Government on the application of nuclear technology, including for conventionally armed nuclear-powered submarines as part of the AUKUS (Australia, United Kingdom, United States) trilateral security partnership. We also help the defence and national security industries by providing access to a unique combination of scientific infrastructure and expertise in materials engineering and advanced manufacturing. We support 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, the Centre for Accelerator Science, the National Deuterium Facility 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 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. 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 four key areas:

Health



Nuclear science is essential in the treatment of disease for better patient outcomes. ANSTO's unique capability to produce radioisotopes and understand the impacts of radiation improves health outcomes through improved diagnostics and advanced treatments of disease through:

- security and innovation for nuclear medicine supply
- radiochemistry capability for Australia.

Environment



Nuclear science is a powerful tool in protecting our 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 delivers:

- the science that supports environmental monitoring of our operations
- environmental management tools.

Nuclear technologies



Nuclear science supports a safer and sustainable nuclear industry. ANSTO's expertise in minerals processing, nuclear forensics and radiation detection supports Australian national interests and industry, supporting the Australian Government's Future Made in Australia agenda. The development of advanced materials and simulation modelling science informs the efficient operation of Australia's OPAL research reactor and is driving the world-leading ANSTO Synroc® radioactive waste management technology delivering:

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

Additional public benefits



ANSTO's world-class nuclear science and technology infrastructure delivers atomic-scale science with global impact and excellent outcomes for the benefit of Australia.

Expert staff and collaborators use 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

United Nations scientific panel appointment: Dr Karina Meredith

Director of Environment Research and Technology Group Dr Karina Meredith was appointed to the United Nations Scientific Panel on the Effects of Nuclear War. Karina was nominated by the Australian Minister for Foreign Affairs and Trade, Senator the Hon. Penny Wong – a reflection of her outstanding scientific credentials. With a wealth of environmental science experience, including in hydrochemistry, hydrogeology and environmental site investigations, Karina's research has advanced knowledge in the sustainable management of water resources using nuclear techniques. She leads multidisciplinary research in groundwater sustainability, environmental change and climate resilience.



Engineers Australia Fellows: Mr Con Dedousis and Mr Steven Pangelis

ANSTO congratulates Con Dedousis and Steven Pangelis on their recognition as Fellows of Engineers Australia. Within the Engineering Governance and Standards function in the Assurance, Risk and Compliance Group, Con is a senior engineering leader and Steven is a principal nuclear mechanical engineer. Con strengthens engineering assurance, sets standards and ensures activities align with regulatory, safety and quality expectations. Steven ensures robust engineering capability to support complex work and contributes to safe and reliable operations. The prestigious honour is one of the highest levels of membership within Engineers Australia. It recognises those who show outstanding leadership and technical excellence, and who contribute markedly to the profession.



Grant for ANSTO-led research program: Dr Mitra Safavi-Naeini

Dr Mitra Safavi-Naeini is a senior physicist and research lead in human health research at our Centre for Accelerator Science. Mitra led the project that secured ANSTO a \$1.62 million Medical Research Future Fund grant under the Australian Brain Cancer Mission's 2024 Brain Cancer Discovery and Translation program. Her team is developing a new class of precision radiotherapy for aggressive brain cancers. Under Mitra's leadership, this is the first time ANSTO has been awarded a research grant from this fund as lead institution.



ANSTO Awards

Recognising our achievements

Our chance to reward and recognise innovation and excellence, and celebrate the people who have contributed to outstanding successes.

These awards will cover achievements from 1 January 2025 to 30 June 2026.

Major categories

- Ingenuity
- Engagement
- Inspiration and leadership



Previous winners

Key highlights in 2025–26

Early celebrations mark OPAL's 20th anniversary

ANSTO began celebrations of the 20th anniversary of its Open Pool Australian Lightwater reactor (OPAL) in March 2026 with a visit from a delegation representing INVAP, ANSTO's partner in the design and construction of the reactor.

The delegation, which included senior executives, visited ANSTO to celebrate its achievements and discuss opportunities for collaboration.

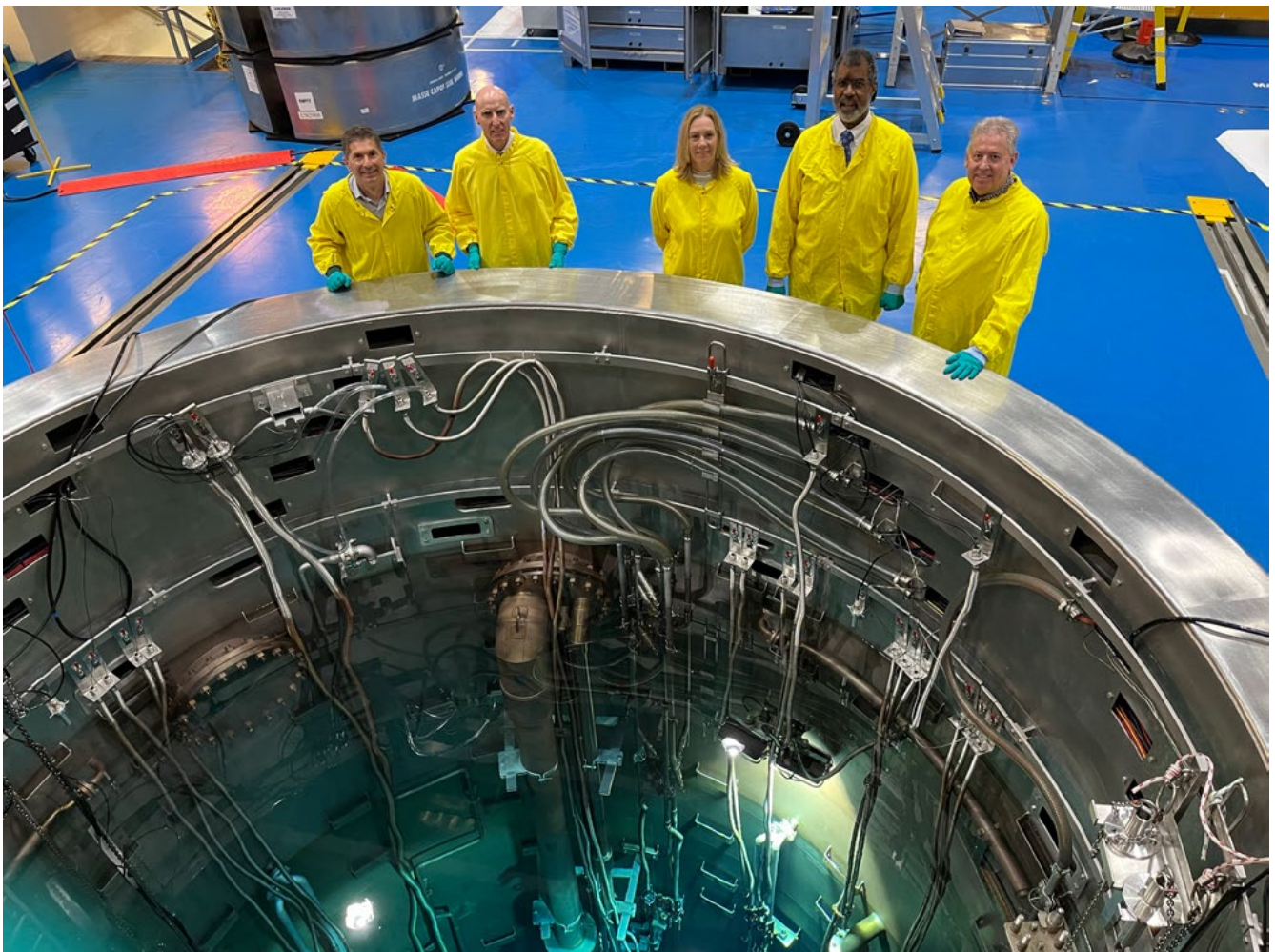
In designing OPAL, INVAP extended the capabilities of the technologies available at the time to meet ANSTO's specific requirements. In particular, the reactor needed to deliver thermal and cold neutrons to a suite of scientific instruments, as well as provide a range of other capabilities. ANSTO designed OPAL as a multi-purpose reactor that produces nuclear medicine, irradiates silicon, generates neutrons and operates using low-enriched uranium fuel. OPAL has carried out these tasks safely and securely for two decades. ANSTO awarded INVAP a

performance-based, turnkey contract, giving the company maximum opportunity to optimise the design and achieve performance and cost-effectiveness objectives.

INVAP reported that these requirements were exceeded during the performance demonstration tests carried out after commissioning. The design complied with the mandatory requirements set by ANSTO's regulators, including the Australian Safeguards and Non-Proliferation Office (ASNO), which is also celebrating its 50-year milestone, and the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA).

A key contributor to the project's successful outcomes was the excellent working relationship between the ANSTO and INVAP project teams. That relationship continues today.

On 12 August 2026, teams across ANSTO came together to celebrate OPAL's achievements since first criticality. Further anniversary activities are in the calendar.





Key highlights in 2025–26

Australia and New Zealand strengthen scientific partnership at Australian Synchrotron

Australia and New Zealand strengthened their long-running scientific partnership through a 5-year Preferred Access Agreement between ANSTO and the New Zealand Synchrotron Group Ltd. Signed at the June 2026 Australia-New Zealand Leaders' Meeting in Queensland, the agreement secures continued priority access for New Zealand researchers to the Australian Synchrotron in Clayton. The facility uses powerful light produced by a particle accelerator to study the structure of matter, supporting research across health, climate, food security, agriculture, aquaculture, earth science, environmental science and clean energy. Building on a collaboration that has already delivered hundreds of research papers, the agreement provides New Zealand researchers with more than 11,000 hours of access across 14 world-class beamlines.



Medical research funds support ANSTO investigation into advanced cancer therapy

ANSTO secured a \$1.62 million Medical Research Future Fund grant through the Australian Brain Cancer Mission's 2024 Brain Cancer Discovery and Translation program to advance a promising treatment for aggressive brain tumours.

The project, Targeting Glioma with Precision Radiotherapy and Biochemical Dose Amplification, will further develop Neutron Capture Enhanced Particle Therapy (NCEPT) for cancers with few effective treatment options. These include glioblastoma and diffuse intrinsic pontine glioma.

The research brings together scientists, clinicians, health economists and consumer advocates from ANSTO, Australian universities and international particle therapy centres to move NCEPT towards clinical trials.

NCEPT improves tumour control, reduces side effects and shortens treatment courses. It could also reduce the need for Australians to travel overseas to access advanced particle therapy.

Australia is commissioning its first clinical proton and ion beam therapy centres, including the Australian Bragg Centre for Proton Therapy and Research in Adelaide. By the time these centres operate, the project aims to have validated NCEPT drug candidates, treatment-planning tools and pilot protocols ready for early-phase clinical trials.



If successful, the work could improve outcomes for people with brain cancer, lower downstream health system costs and support future access to cutting-edge care in Australia.

Key highlights in 2025–26

Minister King unveils two critical mineral pilot plants

Minister for Resources and Northern Australia, Madeleine King visited Lucas Heights in May 2026 to open two new critical minerals pilot plants. The plants support the push to refine more minerals in Australia, minerals that are essential for renewable energy technology and defence applications. One facility processes clay-hosted rare earth deposits. The other, a high temperature chlorination facility, produces high-purity quartz, a crucial input for semiconductors, solar panels, telecommunications, and medical and defence equipment.

Our official welcoming delegation included Board Chair Mike Quigley, Chief Executive Officer (CEO) Shaun Jenkinson, Minerals General Manager Sateesha Tirumali Seetharam, principal consultants Chris Griffith and Karin Soldenhoff, and Group Executive members. The Minister and staff attended the plaque unveiling of the ADARER (Accelerating Development of Australia's Rare Earth Resources) Minerals Piloting Facility and a ribbon-cutting of the High Temperature Chlorination Facility.



Advanced technique supports blood test for diagnosing breast cancer

The National Deuteration Facility has supplied deuterium-labelled lipids to quantify lipid biomarkers in a blood test to help diagnose breast cancer. BCAL Diagnostics, an Australian biotechnology company, developed the first-in-class blood test, BREASTEST plus™, which was first offered at the Sydney Breast Clinic in 2025. The technology measures a panel of certain lipid markers in blood plasma. ANSTO chemists recognised that bespoke synthesis methods for deuterated lipids would provide the stable isotope-labelled internal standards for quantitative mass spectrometric analysis for this type of diagnostic testing.

The test, which detects biomarkers linked to breast cancer, is rolling out across Australia. It is available in metropolitan Sydney and selected sites in Melbourne and Brisbane. The test complements mammograms, particularly for women with high breast density, which affects around 40–50% of Australian women. High breast density can mask abnormal lesions, which can make diagnosis challenging. Around 1 in 7 women in Australia will have a breast cancer diagnosis in their lifetime. Early diagnosis improves the chance of surviving.



Key highlights in 2025–26

Synchrotron X-rays reveal pathway to greener fertiliser production

Urea is one of the world's most widely used fertilisers, underpinning global food production. Yet its conventional manufacture is energy- and carbon-intensive, relying on fossil-fuel-derived ammonia and high-temperature industrial processes. University of New South Wales researchers used the Australian Synchrotron to show a more sustainable approach to producing urea: an electrochemical pathway that couples carbon dioxide with nitrogen-containing species under mild conditions.

The research team experimented across multiple Australian Synchrotron beamlines to uncover how the copper–cobalt catalyst behaves during the reaction. These techniques revealed how the catalyst restructures and stabilises during operation, clarifying the mechanisms responsible for carbon–nitrogen bond formation – a key step in producing urea. The research reflects broader efforts to develop sustainable nitrogen chemistry in Australia. Green ammonia, which is produced using renewable electricity rather than fossil fuels, is emerging as a key component of national decarbonisation strategies.



Spent fuel shipment highlights ANSTO's commitment to safe nuclear stewardship

The 2025 shipment of spent fuel was successfully transferred from our OPAL multi-purpose reactor to France. It represents a display of our fundamental responsibility to manage the by-products of our activities. Our September export of used nuclear fuel – ANSTO's ninth – undergoes reprocessing at the Orano la Hague plant in Normandy and returns to Lucas Heights in the 2030s for interim storage at our intermediate-level waste management facility.

The shipment serves as a great example of carefully coordinated, safety-driven, highly technical collaboration between several federal and state agencies. This included NSW Police Force, Transport for NSW, Australian Federal Police and Australian Maritime Safety Authority. Reprocessing of spent fuel involves recycling any recoverable nuclear material and sending the residual waste for vitrification. This process incorporates residual waste into molten glass to safely immobilise it and stores it in stainless-steel canisters.



Key highlights in 2025–26

ANSTO joins Australian science showcase at Expo 2025 Osaka

ANSTO highlighted its food-origin research through live shows and an expert panel discussion to showcase Australian science at the Australia Pavilion at the Expo 2025 Osaka in October. ANSTO was one of a select group of science organisations and representatives from the Department of Industry, Science and Resources that contributed to the Australian Pavilion. Using a Japanese game show format, the highly engaging 23-minute performance entertained the largely Japanese audience and offered plenty of opportunities for participation. Hosted by Bridget Murphy and Sarah Tyler from ANSTO's education team, the show used fun challenges to teach audience members about ANSTO's food-provenance technology.



The Pavilion estimated that it received 15,000 visitors a day. About 200,000 people entered the Expo daily, and more than 28 million people attended the event, which ran from May to October.

Inaugural camp delivered in Auslan brings science education to Deaf youth

Our first Deaf Youth Science Camp took place at Lucas Heights in August 2025 during National Science Week. Seventeen Deaf and hard-of-hearing students aged 12–17 explored science in Auslan. Supported by a National Science Week grant and delivered with Deaf Youth Australia, the camp offered hands-on activities in rockets, atoms, forensics and 3D printing, as well as tours of OPAL and the Discovery Centre.

Deaf educators and STEM professionals shared their knowledge and career paths, helping students see new options for their future. The camp also helped the youths build confidence, connect with peers and strengthen their links with the Deaf community. For ANSTO, it deepened community partnerships and gave staff experience in making science education more accessible for Deaf and hard-of-hearing students.



ANSTO advances more sustainable nuclear medicine production

ANSTO progressed a more cost-effective and sustainable method for producing Molybdenum-99 (Mo-99). This is the precursor to Technetium-99m, one of the most widely used nuclear diagnostic imaging agents for cancer, heart disease and other medical applications.

Scientists are testing reusable porous uranium targets in the OPAL multi-purpose reactor, aiming to produce Mo-99 more efficiently while using less enriched Uranium-235 and reducing waste.

Modelling and proof-of-concept experiments have shown that cylindrical and spherical target designs can improve performance, with the research contributing four papers, three patents and a PhD through the University of Wollongong.



The work is also building Australian expertise in nuclear materials research and may support future accelerator-based production at a smaller scale than reactor-based methods.

Summary of performance

Strategic objective	Performance criterion	Measure and target	Result (2025–2026)
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 benefits for Australia and the world	850 total publications*	✓ 1,327
		\$5.5 million external revenue** from research and research services	✓ \$8.7 million
		≥95% or more publications with national and international collaborators	✓ 99%
	Operate world-class research infrastructure and leverage capabilities to deliver outcomes for Australia	300 OPAL days at power	✓ 301 days at power
		95% utilisation Australian Synchrotron	✓ 96%
		85% utilisation Australian Centre for Neutron Scattering (ACNS)	✗ 77%***
		65% utilisation Centre for Accelerator Science (CAS)	✓ 77%
		90% utilisation National Deuterium Facility (NDF)	✓ 90%
	Ensure the reliable and sustainable supply of commercial products and services for the benefit of Australia and the world	≥95% NTD Silicon DIFOT****	✓ 97%
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 medicine products and services	≥95% Mo-99 DIFOT****	✓ 99%
		≥95% Nuclear medicine production facility DIFOT****	✓ 97%
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 national interests	No performance measure	
	Participate in international, regional and bilateral nuclear engagements to maintain and increase Australia's leadership in the peaceful application of nuclear science and technology	Participate in 80% of IAEA RCA active projects , leading ≥1 project	✓ 100% Participated in 80% of active projects
		Participate in ≥ 10 projects relevant to nuclear applications	✓ 100% Exceeded – participated in over 10 projects
		Maintain at least three senior leadership roles within international nuclear forums	✓ 100%*****

* ANSTO only or acknowledgement of ANSTO.

✓ Achieved ✗ Not Achieved

** Excluding NCRIS (National Collaborative Research Infrastructure Strategy) grants.

*** Organisational reprioritisation affected staff and instrument availability.

**** Delivery in full and on time.

***** At least three senior leadership roles including Chair of the IAEA Standing Advising Group on Nuclear Applications, Chair of the IAEA International Decommissioning Network, and Regional Coordinator for the IAEA Analytical Laboratories for the Measurement of Environmental Radioactivity.

Strategic objective	Performance criterion	Measure and target	Result (2025–2026)
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	✓ 227
	Provide an inclusive environment that empowers our people and supports a culture of collaboration and engagement	No performance measure	
	Grow a more informed generation of Australians who understand the benefits of nuclear science and technology	Deliver ≥ five national programs a year	✓ ***
		Deliver teacher professional development days in all states and territories	✓
	Develop a workforce plan for the next generation of specialised nuclear professionals	≥ 15,000 visitors to our campuses a year	✓ Close to 20,000 visitors, with about 16,000 to Lucas Heights and about 4,000 visitors to Clayton
		At least six courses delivered to >150 participants each year	✓ 11 courses to over 250 participants
Safety, security, and community	Ensure ANSTO operates sustainably and safely	Increased opportunities for improvement to actual incidents recorded	✗ 78%*
		Zero Class 1 incidents year-on-year decrease in Class 2 and Class 3 incidents	✗ Class 1: 0 Class 2: 0 Class 3: 5**
Portfolio Budget Statements Program 1 – Nuclear-powered Submarine Program			
Australia's source of nuclear expertise, advice and services to governments, academia, industry and community	Monitoring of nuclear-powered submarine visits supported	100%	✓ 100%
	Responding to Department of Defence requests for information in agreed time	100%	✓ 100%

* Not achieved as the result was the same as 2024–25.

✓ Achieved ✗ Not Achieved

** Five Class 3 injuries is an increase on the 2024–25 Class 3 injuries. Three relate to work activities, one to non-work related activities and one to approved sporting activity.

*** Achieved with data set resources creating a lot of interest.

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:

Conduct research and development in relation to nuclear science, engineering and technology.	Produce and use radioisotopes, isotopic techniques and nuclear radiation for medicine, science, industry, commerce and agriculture.	Encourage and facilitate the application and use of results gained from research and development.
1	2	3
Manage radioactive materials and waste arising from various prescribed activities.	Provide goods and services related to core activities, such as in connection with the production and use of radioisotopes.	Provide advice to government and liaise with other countries on behalf of Australia in nuclear-related matters.
4	5	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.	Publish scientific and technical reports, periodicals and papers, and provide public information and advice.	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.
7	8	9

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

The ANSTO Board, as the accountable authority of ANSTO, presents the 2025–26 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 ANSTO's performance and comply with subsection 39(2) of the PGPA Act.

This section outlines our key activities for the reporting period and how we deliver on our strategy and purpose.

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

OPAL multi-purpose reactor upgrades

Corporate Plan 2025–26 planned progress:

Replacement of cold neutron source	C
Replacement and expansion of neutron beams	C
Reactor control monitoring system upgrade	C
Heavy water replacement	P

OPAL is a complex, state-of-the-art, 20-megawatt thermal multi-purpose reactor designed and constructed to meet Australia's current and future needs for a neutron source. The reactor core uses low enriched uranium fuel that is cooled

and moderated by demineralised light water, with a separate heavy water reflector vessel that surrounds the core.

The reactor, which celebrates 20 years of safe operation this year, is a high reliability multi-purpose reactor. It is part of the global supply chain for nuclear medicine and supports research in the fields of human health, the nuclear fuel cycle and the environment. OPAL contributes to the production of Australia's nuclear medicine, provides neutrons for research at the ACNS, and is the leading global supplier of neutron transmutation doped silicon used in the semiconductor industry.





Spent fuel shipment

In September 2025, the second export of spent nuclear fuel from the OPAL reactor was completed. Three internationally approved transport packages – casks – were loaded with fuel assemblies in the service pool over several weeks. The casks were then radiologically cleared for transport. Most tasks were completed with the reactor at power with minimal disruption to other operations. The safe transport by land and sea was to a reprocessing facility in France. Reprocessing involves the dissolution of the spent fuel, extraction of unused nuclear material for recycling and immobilisation of residual waste in a highly stable, vitrified waste-form for future return to Australia.

Reactor Control and Monitoring System upgrade

In March 2026, the shutdown-related works for a major project upgrade to the Reactor Control and Monitoring System were completed. This provides the human-machine interface to operators for the control and monitoring of the reactor process plant. The scope included replacing computing hardware that had reached its obsolescence phase of life cycle and supporting software updates to the latest versions. Completing the works maintains functionality and ensures ongoing high reliability and vendor support.

Heavy water replacement

The project for scheduled heavy water replacement and associated maintenance and instrument upgrades has progressed with a team working on the project preparation phase of works. This includes equipment design and verification via mock-up testing and simulation, and preparation of the plans and arrangements to support the change management process. The shutdown dates for implementation fall in September and October 2027.

BRIGHT beamline program

Corporate Plan 2025–26 planned progress:

Micro-computed tomography (MCT)	M
Medium energy X-ray absorption spectroscopy-1 (MEX1)	M
Medium energy X-ray absorption spectroscopy-2 (MEX2)	M
High-performance macromolecular crystallography (MX3)	C
Biological small-angle X-ray scattering (BioSAXS)	M
Advanced diffraction and scattering-1 (ADS1)	I
Advanced diffraction and scattering-2 (ADS2)	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 eight new beamlines at the Australian Synchrotron. The addition of these 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 progress in the BRIGHT program and the longstanding collaboration in Synchrotron research between Australia and New Zealand saw the signing of a new 5-year *New Zealand Preferred Access Agreement* in the presence of the Australian and New Zealand Prime Ministers as part of the 2026 *Australian New Zealand Leaders Meeting* in early June.

The first four of the BRIGHT beamlines (MCT, MEX1, MEX2, and BioSAXS) have been operational for more than two years, while MX3 has operated since June 2025. Collectively, these beamlines have carried out more than 700 user experiments and published more than 220 scientific studies since beginning 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 new superconducting wiggler for the ADS1 and ADS2 beamlines has been installed into the Australian Synchrotron storage ring and commissioned. The major components for ADS1 have been installed, while some remaining end-station fit-out will continue for ADS2 in 2026–27. Hot commissioning of ADS1 and ADS2 will take place in 2026–27.

The NANO beamline construction achieved steady progress in this reporting period. The in-vacuum cryo-undulator for NANO has been installed into the Australian Synchrotron storage ring and commissioned. The beam transfer line between the main Synchrotron Building and the NANO Satellite Building has been completed and fit-out of end-station systems continues. Hot commissioning of the NANO beamline will take place in 2026–27.

Australian Synchrotron operations

In addition to the BRIGHT beamline program, the Australian Synchrotron delivered a full program of user operations in this reporting period. One notable change was the closure of the Terahertz/Far Infrared Spectroscopy beamline in January 2026, reducing the total number of active and planned beamlines at the Australian Synchrotron from 18 to 17.

As part of a substantial program of refurbishment activity across the facility, the Microfocus Crystallography (MX2) beamline was temporarily taken out of service in January 2026 for a major end-station refurbishment. This project has progressed well, and the MX2 beamline will return to user operations in September 2026.

Over the reporting period, the Australian Synchrotron has hosted more than 1,200 experiments attended by more than 1,900 researchers. More than 780 studies were published in the world's leading scientific journals: an outstanding level of research output from the facility.

Australian Centre for Neutron Scattering upgrades

The Australian Centre for Neutron Scattering (ACNS) provides access to neutrons from the OPAL reactor to support researchers and industry in addressing complex scientific and technological challenges. Neutron scattering underpins research in areas of national significance, including health, food, advanced materials, engineering, manufacturing, quantum technologies, energy, cultural heritage and environmental science.

ANSTO continues to invest in upgrading critical instrument systems and expanding capabilities at ACNS through ongoing appropriation funding. These investments ensure that ANSTO's world-class neutron scattering infrastructure remains at the forefront of international research and operates reliably for decades to come.

Replacing the Wombat diffractometer detector is currently in the implementation phase and is scheduled for completion in 2029. This upgrade will enhance reliability, scientific capability and performance while also ensuring long-term maintainability.

Centre for Accelerator Science upgrades

Corporate Plan 2025–26 planned progress:

2020 Research Infrastructure Investment Plan (RIIP)	C
Automation of sample processing and end-station mounting	P I
Space radiation testing	C M
CAS expansion scoping studies	P I

The Centre for Accelerator Science (CAS) is a national user facility supporting research and industry communities in answering today's most complex and exciting questions. CAS capabilities support 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 four 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.

ANSTO welcomes several hundred users to CAS annually. In this reporting period, 257 external users accessed CAS. Demand exceeded capacity in the highest-impact AMS capabilities.

This reporting period saw the ANTARES accelerator undergo a major upgrade. A new control system, upgraded low-energy beam optics and replacements for obsolete parts were installed and commissioned. ANSTO co-funded this major program of capital works, with funding secured through the 2020 RIIP. These investments ensure sustainable, reliable, safe and efficient operation of our world-class accelerator science capabilities and instrumentation. With upgrades complete, CAS has moved to monitoring and improving accelerator performance.

The multi-year uplift and capability development program funded by the 2023 NCRIS Step Change investment scheme also continued through implementation. Having recruited further science, technical and engineering staff, the program advanced procurement, prototyping, construction and commissioning of capital works to expand 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:** Automated sample processing methodologies were progressed to increase capacity and throughput for AMS analysis, supporting 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:** End-station automation and upgrades expanded the capacity and range of services of the space radiation and radiobiology testing facilities, meeting international standards for defence and space testing of semiconductors, electronics and materials, and the controls for preclinical and radiobiology community research. The space radiation testing facility was completed and is now operating. CAS remains the only Southern Hemisphere member of RADNEXT, providing Australian researchers and industry with access to a European network of irradiation facilities and supporting the growth of sovereign defence, space and semiconductor testing.
- Ion beam analysis for continental-scale pollution monitoring and contamination screening:** Development progressed on an automated, high-throughput end-station, upgraded air filter samplers, and the introduction of advanced analysis techniques and machine learning.
- Industry uplift for innovation and translation:** Investment in specialised staff and a voucher scheme increased and diversified industry reach, with 14 new industry users engaged against a target of five.

In parallel, CAS began preparing to upgrade or replace critical enabling plant and equipment to sustain reliable operation of the accelerator halls and laboratories, and continued scoping studies for expanding its capabilities and facilities.

National Deuteration Facility capability expansion

Corporate Plan 2025–26 planned progress:

Provide new techniques for deuteration of molecules (flow chemistry)	C
Provide stable isotope internal standards to industry	M
Provide synthetic biology capability for labelling of molecules	P I
Upgrading the nuclear magnetic resonance spectroscopy facility in NDF	C

The National Deuteration Facility (NDF) remains a world-leading provider of deuterium-labelled chemicals and biochemicals, enabling investigations into the relationships between molecular structure, function and interactions within complex biological and chemical systems. Its specialised labelling methods support researchers in Australia and globally across fields including structural biology, drug delivery, molecular electronics, thin-film nanotechnology, energy materials and gas-adsorption science. Australian drug and disease diagnostic discovery programs benefit from NDF capabilities, reducing reliance on international suppliers.

During this reporting period, NDF progressed its focus on sustainability and operational resilience, increasing revenue through a cost-recovery model for international users and by reducing controllable costs. Increased engagement from industry and fee-paying collaborators generated additional revenue, contributing 10% to ANSTO's co-investment budget, reinforcing the demand for NDF's specialised services.

A major milestone was developing a flow-chemistry production capability, improving efficiency, increasing

production capacity and reducing decomposition during the synthesis of deuterated molecules. This capability strengthens NDF's ability to meet growing demand across research, pharmaceutical and industrial applications.

NDF also upgraded its nuclear magnetic resonance (NMR) facility, with a new 400 MHz NMR magnet, delivering greater reliability, capacity and enhanced data quality. Adding an autosampler and upgrading software has also improved throughput and workflow.

NDF continued implementing laboratory equipment upgrades, funded through NCRIS Step Change activities (2023–2024), including progress on the synthetic-biology stable-isotope labelling platform and new laboratory infrastructure. These activities maintain our world-leading position in deuteration science and expand NDF's capacity to support emerging applications in biotechnology, materials science and medicine.

In this reporting period, NDF was successful in two major NCRIS funding programs, strengthening long-term capability and national visibility as a critical component of Australia's science infrastructure.

NDF continued its collaboration with BCAL Diagnostics, supplying deuterium-labelled lipids that quantify lipid biomarkers in the BREASTEST plus™ blood test for breast-cancer detection. As an NCRIS-funded national facility and active contributor to Australia's lipidomics research network, NDF continued supporting BCAL and the broader community where precise measurement and accurate quantification are essential for regulatory compliance and diagnostic innovation.

Across the year, NDF built Australia's human capital in deuteration science, supporting training and capability development across diverse research areas where deuterium labelling provides unique analytical and structural insights.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
OPAL	300 days at power	✓ 301 days at power
Australian Synchrotron	95% utilisation	✓ 96%
Australian Centre for Neutron Scattering	85% utilisation	✗ 77%*
Centre for Accelerator Science	65% utilisation	✓ 77%
National Deuteration Facility	90% utilisation	✓ 90%
User satisfaction across all infrastructure excluding OPAL		

* Organisational reprioritisation affected staff and instrument availability.

✓ Achieved ✗ Not Achieved

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. Technetium-99m is the most widely used radioisotope in nuclear medicine globally, enabling the diagnosis of heart, lung and bone conditions. ANSTO is Australia's only national supplier of this vital medicine.

In 2025–26, ANSTO successfully executed a planned maintenance shutdown in its current nuclear medicine manufacturing and distribution facility, delivering capital upgrades of production control systems as well as preventative maintenance activities. This included key preparatory and planning works ahead of the extended shutdown planned for 2027.

New Nuclear Medicine Manufacturing Facility

Corporate Plan 2025–26 planned progress

I

ANSTO's current nuclear medicine production facility has operated for more than 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 mid-2030s.

This investment will sustain Australia's nuclear medicine manufacturing capability and support future demand. The new facility will feature modern equipment and technology, meeting high standards of safety, quality and reliability. It will support nuclear medicine services and industry development, creating opportunities for skilled roles across research, development and clinical practice.

ARPANSA granted the siting licence – Facility Licence F-01098 – on 19 December 2025, marking a key program

milestone. This confirms the selected site meets stringent regulatory requirements and provides a clear pathway for progressing the facility design and future construction licence approvals.

Significant progress was achieved in the procurement program with key packages, including the Major Equipment Vendor engagement, successfully released to market. Evaluation and award processes are well advanced, with contract execution anticipated in the new financial year.

The project enhanced its delivery capability through the targeted recruitment of experienced industry professionals in design management, cost estimation, project management, controls and scheduling. This strengthened, integrated project team will support design progression, improve delivery assurance and help achieve key milestones in the next financial year.

Ongoing maintenance of the nuclear medicine manufacturing and distribution facility

Corporate Plan 2025–26 planned progress

M

We manufacture, produce and distribute radiopharmaceuticals, radiochemicals, cold kits and accessories for use in health care and research globally. To sustain a high standard of reliability, we employ a highly skilled nuclear and supply chain workforce that manages end-to-end processes, from customer order to customer delivery, of 'just in time' nuclear medicine products. Significant asset maintenance and renewal programs continue to provide a safe, secure and sustainable supply of nuclear medicines from the current nuclear medicine manufacturing and distribution facility.

ANSTO's 10-year asset management plan provides strategic direction to ensure the facilities continue to meet their objective of safe, secure and sovereign supply of nuclear medicine products. Central to delivery is an annual planned maintenance shutdown period, which provides sufficient access to safely complete asset renewal and maintenance programs. In 2026, a 4-week shutdown was successfully completed in May, enabling critical maintenance activities and preparatory works for major capital renewal activities planned for 2026–27.

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

This approach maintained supply reliability while positioning the facility to deliver major capital renewal programs in 2026–27.



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

Corporate Plan 2025–26 planned progress

I

ANSTO's health research strategy prioritises the development of nuclear medicine products and technologies, as well as supporting the sustainable supply of nuclear medicines through the provision of scientific expertise enabling the optimisation and development of modern nuclear medicine manufacturing processes.

ANSTO is addressing ageing infrastructure and enhancing early-stage research in radioisotope production and radiopharmaceutical development. A capital project reached the planning phase to relocate three hot cells from the decommissioned Camperdown cyclotron facility to Lucas Heights.

Supporting sustainable innovation and training, ANSTO has onboarded students as part of the Australian Research Council Industrial Transformation Training Centre for Radiochemical Technologies and Precision Radiopharmaceuticals, administered by Monash University. To advance the development of radiopharmaceuticals, ANSTO pursued collaborative research with groups such as the Royal North Shore Hospital.

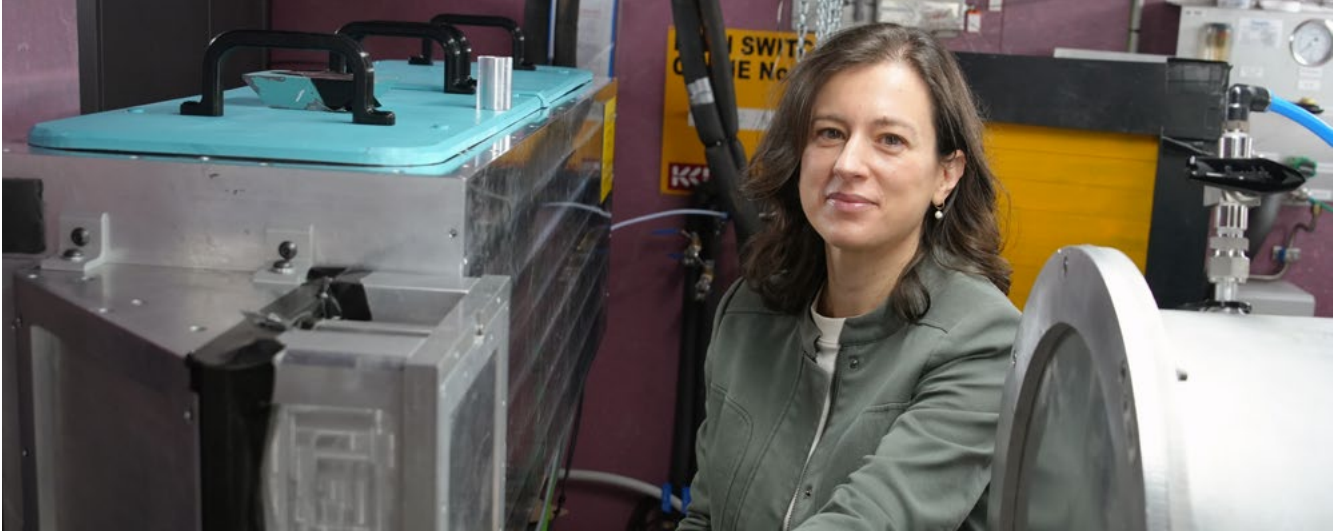
Scientific support for our Nuclear Medicine Manufacturing Facility project has been provided, which will result in deepened process understanding, guided engineering decisions, and improved production safety and product quality.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
Mo-99 DIFOT	≥95%	✓ 99%
Nuclear Medicine Production Facility DIFOT	≥95%	✓ 97%

✓ Achieved ✗ Not Achieved

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



Total publications

In 2025–26, ANSTO recorded 1,327 publications with ANSTO authors or acknowledging ANSTO. Nineteen of those were exclusively by ANSTO authors. This output represents exceptional productivity from our active research cohort of around 350 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 \$8,688,032 in external revenue, which excludes NCRIS grants, 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 with national and international collaborators

In 2025–26, ANSTO authors delivered 1,308 publications in collaboration with authors from more than 67 countries and some of the most celebrated research organisations in Australia. This level of national and international collaboration underscores the calibre of our exceptional researchers and the keen interest of stakeholders in seeking out partnerships.

Updated ANSTO research and development strategy and implementation

Corporate Plan 2025–26 planned progress



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:

- In 2025–26, NDF helped advance a major breakthrough in breast-cancer detection. By producing bespoke isotope-labelled versions of body fats, NDF provided some of the specialised analytical standards essential for developing and validating a new blood test from Australian company BCAL Diagnostics. This simple blood test, based on human-body lipid analysis, can help detect breast cancer earlier, especially for women with dense breast tissue, where mammograms are less effective. Launched in 2025 and now available across Australia, this test offers women a further tool for earlier breast cancer detection.

- ANSTO researchers evaluated the effects of gamma-irradiation sterilisation on water samples imported from Antarctica for environmental analysis. As all international water samples entering Australia must undergo this treatment, the study confirmed that freezing water before gamma-irradiation effectively preserves organic components, offering a robust strategy for sample treatment and international comparison. These findings enable the Australian Government to provide scientifically validated advice when assessing how to treat imported environmental samples.
- ANSTO secured a major translational health grant through the Australian Government's Medical Research Future Fund (MRFF), awarded under the highly competitive Brain Cancer Discovery and Translation initiative. The 4-year, \$1.62 million program focuses on advancing Neutron Capture Enhanced Particle Therapy (NCEPT) for aggressive, treatment-resistant brain cancers such as glioblastoma and diffuse intrinsic pontine glioma. The award of this significant MRFF-funded cancer translation program positions ANSTO at the forefront of targeted radiotherapy innovation in Australia. The program brings together advanced particle physics, radiobiology and computational treatment modelling to develop patient-specific planning tools and preclinical validation pathways. It also integrates a nationally coordinated consumer engagement process to ensure research priorities are shaped by the lived experience of patients, caregivers and clinicians. The initiative involves formal collaborations with national and international research and clinical partners across Australia, Japan, Poland and Italy. It will support strategic capability development at ANSTO through fixed-term scientific roles and PhD training in high-priority health disciplines.
- Visiting researchers and ANSTO staff from the Australian Synchrotron have contributed to a record number of published studies over the past 12 months. They used X-ray Spectroscopy and Diffraction beamlines to understand how to use advanced catalysts to generate green fuels such as hydrogen and convert dangerous climate pollutants such as carbon dioxide into commercially important chemicals such as methane and ammonia. More than a quarter of the roughly 360 scientific studies published over the past 12 months containing data from the Spectroscopy and Diffraction beamlines focused on applications of advanced catalytic materials.
- CAS operates instruments that can find a handful of atoms hidden among quadrillions. Only a few places in the world can do this. One of them is Lucas Heights. This year that power solved a cosmic mystery. By detecting a few hundred atoms of plutonium in crust from the floor of the Pacific, we helped prove that debris from an ancient collision of two neutron stars is still falling to Earth, which is also the kind of event that forged much of the gold on the planet. The same atom-counting skill read Earth's own history. ANSTO dated the collapse of a giant Himalayan glacier and showed that warming, not drought, makes such glaciers vanish. This is a warning for a region now facing dangerous glacial floods. And the same instruments guard Australia's security. They can detect the faint nuclear trace left on a single swab from inside a foreign facility, which is how the world checks that countries are keeping their promise not to build nuclear weapons. Few countries can do this work, and Australia is one of them.
- CAS has been selected as the only Southern Hemisphere facility in RADNEXT 2030, a radiation-testing network coordinated by CERN and funded through the European Union's (EU) Horizon Europe program, with the Centre's bid receiving the highest possible evaluation score. The network tests how electronic components withstand radiation, a critical requirement for systems used in space, defence, aerospace, medical devices and the emerging quantum sector. Using heavy ion microprobes on the ANTARES and SIRIUS accelerators at Lucas Heights, CAS can deliver single ions to precise locations on a microchip and identify how and where radiation causes failures. Membership gives Australian researchers and companies, including small and medium enterprises, access to free EU-funded beam time at Lucas Heights and at more than 20 partner facilities worldwide. ANSTO's participation began ahead of Australia's recent conclusion of its own association to Horizon Europe, the EU's flagship research and innovation program.
- ANSTO has developed a new way to safely manage caesium captured in ion-exchange materials used worldwide to clean up radioactive liquids, including at US sites and Fukushima. The process converts this waste into a stable, rock-like form, securely locking in contaminants, reducing volume and enabling safer disposal. The approach lowers long-term environmental risk and has attracted international collaboration.



Current research information system and portal project

Corporate Plan 2025–26 planned progress:

Research information management system (RIMS) C

Laboratory information management system (LIMS) I

These projects are 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.

We will continue to test and improve integrating portal and laboratory information management systems as part of the transition to the enterprise level to meet broader organisational requirements and support ongoing maintenance. LIMS is now a broader project sitting in the IT portfolio and is closed from the Research and Development strategy.

ANSTO IT services are providing IT support for the portals currently.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
Total publications*	850 total publications	✓ 1,327
External revenue from research and research services**	\$5.5 million external revenue	✓ \$8.7 million
Publications with national and international collaborators	≥95%	✓ 99%

* ANSTO only or acknowledgement of ANSTO.

** Excluding NCRIS grants.

✓ Achieved ✗ Not Achieved

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

Radioactive waste management, spent fuel and decommissioning are unavoidable national obligations. ANSTO manages the vast majority of Australia's radioactive waste inventory, reflecting more than 70 years of nationally important activities at Lucas Heights, including reactor operations, nuclear medicine production, irradiation services, research, spent fuel management and legacy site operations. Our intermediate-level waste, while a smaller proportion by volume, accounts for almost all the radioactivity.

ANSTO will continue to support the Australian Government's process to establish a national radioactive waste management facility, including with technical advice and expertise. At the same time, existing and future waste must continue to be safely treated, conditioned and stored at Lucas Heights until a national disposal pathway is available.

Given the timeframes involved in siting, constructing and commissioning a national facility, we need to plan over the longer term – potentially 50 years. A sustainable, funded and practical waste management plan is therefore required now – one that supports interim and long-term on-site storage, treatment and conditioning at Lucas Heights, while preserving the pathway to a national facility. Managing these obligations requires sustained planning, substantial investment and oversight.

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

Corporate Plan 2025–26 planned progress:

Operating licence submission and review by ARPANSA to enable conditional operations (hot commissioning) and then full operations

Hot commissioning (graded introduction of radioactive waste into the processing plant)

I

P

P

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.

We are delivering a purpose-designed facility that treats alkaline intermediate-level liquid waste from Australia's nuclear medicine production using our Synroc® technology. This will be a first-of-a-kind facility globally, combining radioactive waste treatment with nuclear medicine production. The facility will deliver a safe, secure and sustainable pathway for the lifecycle management of intermediate-level liquid waste.

In the reporting period, we have completed the scheduled rectification works to the ANSTO Synroc® waste treatment facility in line with the planned program. Plant and equipment have been refitted and energised, marking the transition into the commissioning phase.



Cold commissioning activities are currently underway, focusing on the integration of process technology systems, verification of control logic and functional testing of plant components. These activities systematically demonstrate that the process technology operates in line with the design intent and safety requirements. This, in turn, provides the necessary evidence to support the safety case for regulatory submission before transitioning to hot commissioning.

The waste transfer system designed for moving intermediate-level liquid waste from the nuclear medicine facility is currently under detailed review before it goes to the regulator for consideration. The review process helps confirm that the system has met all necessary safety requirements for operations before approval for implementation within the waste treatment facility.



Advancing the commissioning and safe operation of the waste treatment plant is essential to demonstrating the technology at an industrial scale, laying a foundation for future applications. In parallel, we are developing a commercialisation strategy. The strategy aims to translate our Synroc® technology into a practical solution for a wide range of radioactive waste, targeting ANSTO's waste liabilities and international waste streams. This approach will position the technology for broader industry adoption.

Implement interim storage solutions for intermediate-level radioactive waste

Corporate Plan 2025–26 planned progress:

Design, documentation and procurement activities	I
Regulatory submissions and approvals for construction	I
Site construction activities	P
Commissioning	P
Operation	P

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

We have safely managed our radioactive waste since the 1950s. Commonwealth Budgets 2020–21 and 2021–22 funded an expansion of our interim storage capacity for intermediate-level waste. We are building the Intermediate-level Waste Capacity Increase (ILWCI) facility to deliver this expansion. Scheduled for completion in 2029, ILWCI will store our intermediate-level waste until around 2040 and enable decommissioning of ageing waste tanks by transferring legacy liquid waste.

In May 2023, the ILWCI project scope expanded to include these ageing Building 57 legacy liquid waste tanks, forming the ILWCI+ project. This represented a material change to the construction scope and introduced further complexity, including the need to revisit safety assessments, approvals and licensing requirements.

During the reporting period, we progressed the ILWCI project through detailed design refinement, safety assessment and assurance review activities. These reviews supported further development of the technical, safety and assurance documents required for the construction licence submission to ARPANSA. This has been a complex and iterative process mainly because of the intricacies related to managing liquid waste.

We also began preparations to transition the project to a revised construction delivery model, including procurement planning for the principal contractor and associated delivery arrangements.

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

Silicon irradiation

Silicon irradiation occurs in the OPAL multi-purpose reactor. High-quality neutron transmutation doped (NTD) silicon is used in power semiconductors – the high-power contactless switching devices that underpin cleaner energy, electrification and industrial technologies. By enabling efficient control and conversion of electricity in applications such as renewable energy systems, transport and power networks, NTD silicon supports the global energy transition and progress towards net zero. We are the leading global supplier of NTD silicon irradiation services, and OPAL remains a critical part of this international supply chain.

In 2025–26, we improved delivery performance following the previous year's extended shutdown, achieving NTD silicon DIFOT of 97.3% with a year-on-year volume increase of 29%. We also renewed or extended our 2025 silicon customer agreements for 2026 and celebrated the important milestone of 40 years of silicon irradiation at Lucas Heights, recognising four decades of significant contribution to the global power semiconductor supply chain.

Medical isotope and medical device radiation

ANSTO provides irradiation services for medical applications using Yttrium-90, Phosphorus-32 and Gold-198. These products support treatments for a range of cancers and are supplied to customers in Australia and overseas, helping to support important healthcare supply chains.

During 2025–26, we progressed our plan to expand and diversify irradiation services, including further readiness work and test irradiations for Ytterbium-176, which helps produce Lutetium-177 for targeted cancer therapies. We also secured year-on-year growth in agreed medical irradiation volumes for key products, including 37% additional Yttrium-90 volume and a 111% increase in Phosphorus-32 volume. This work will help broaden our service offering and support improved patient outcomes in Australia and around the world.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
NTD Silicon DIFOT	≥95%	✓ 97%

✓ Achieved ✗ Not Achieved



Critical and strategic minerals research and development

Corporate Plan 2025–26 progress:

R&D Hub – High purity quartz project	I C
R&D Hub – Rare earth elements project	I C
R&D Hub – By-products project	I C
R&D Hub – Metallisation	I C
R&D Hub – International engagement program	I C
Future Made in Australia (Production Tax Credit and Other Measures) Bill 2024 – regulatory consultation	P I C M
NSW Government – Common user rare earth refinery opportunity assessment	C

ANSTO has been supporting Australia's resources sector for more than 50 years and is home to a minerals consultancy comprising a team of more than 70. The team works 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. Our 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.

This year has seen sustained effort on process development and continuous pilot plant program execution for a range of Australian critical and strategic minerals project developers and operations. These activities have contributed positively to our sustainability measures.

Deep expertise in managing radioactive materials has been a consistent feature of our activities across this year as applied to copper processing operations (smelting), and rare earth and uranium processing. The latter involves ANSTO's patented Actinium-227 removal technology and our advanced separations knowledge.

Numerous continuous pilot plant campaigns have been executed this year involving the demonstration of integrated circuit designs and flowsheets developed by ANSTO primarily concerned with the extraction of critical and strategic minerals. Importantly, this has included advanced solvent extraction for separating rare earths essential for permanent magnet technologies.

High-purity quartz project

All aspects of this project have been completed on time and on budget. The final hot commissioning phase of the project, encompassing the testing of equipment performance and the interface with safety systems, has

been completed, allowing the facility to be deployed for commercial client programs. This facility provides access for Australian and our strategic partners to processing technology and capability previously only available at overseas facilities.

Rare earth elements project

All originally included aspects of this project have been completed on budget and on time. Processing options to address the complexities associated with 'clay hosted' rare earth deposits have been developed and are already being incorporated into commercial programs for the benefit of Australian industry. Enhanced piloting capabilities specifically suited for clay rare earth projects are ready to deploy for commercial client programs. Additional leaching capability – column leaching – incorporated into this program is in an advanced stage of commissioning.

By-products project

All aspects of this project have been completed on time and on budget. Technology and know-how developed for the recovery of germanium during zinc processing has already been incorporated into a feasibility study by an Australian zinc processing operation in support of an investment decision in 2027.

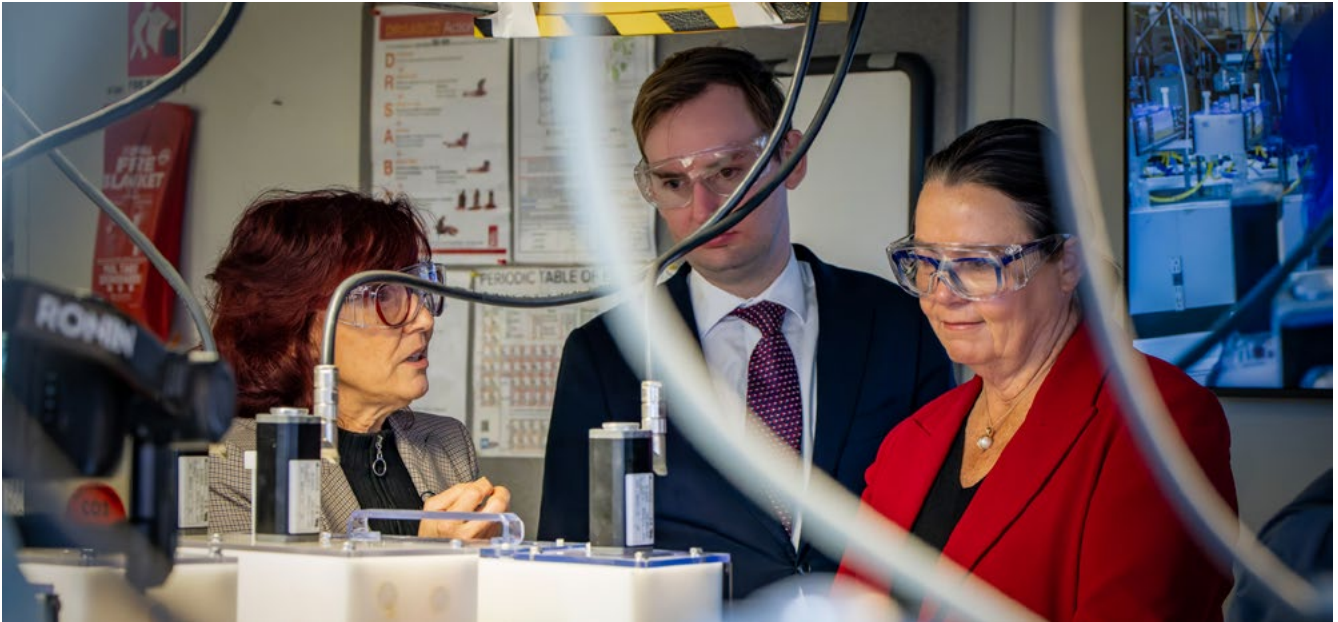
Metallisation

All aspects of this project have been completed on time and on budget. Intermediate chemical concentrate produced from an Australian low-grade tungsten concentrate has been successfully metallised to tungsten metal in collaboration with CSIRO.

International engagement program

ANSTO has contributed to programs supporting international research as part of the Australian Critical Minerals R&D Hub, in collaboration with CSIRO, Geoscience Australia and the Critical Minerals Office in the Department of Industry, Science and Resources. ANSTO delivered technical processing expertise in support of Australia's bilateral meetings with member country delegations at the 2025 and 2026 Conference on Critical Minerals and Materials (Chicago and Tokyo) and the International Mining Resource Conference as well as supporting inbound and outbound Science Missions (UK) with the Hub's members and the Defence Science and Technology Group.

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



ANSTO is a Corporate Commonwealth Entity. We have direct accountabilities and responsibilities to the Australian Government, in particular the Minister for Industry and Innovation and Minister for Science, and the Australian Parliament.

During 2025–26, we served as Australia’s centre of nuclear excellence, advising 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
- transitioning to a net zero future.

Our activities included:

- Submission to the Department of Health, Disability and Ageing on the National Health and Medical Research Strategy
- Submission to the Department of Industry, Science and Resources on the Possible association to Horizon Europe
- Presented at the public hearing of the Legislative Council Environment and Planning Committee in Victoria on their Inquiry into Decommissioning Oil and Gas Infrastructure

- Submission to Cancer Australia on the 2021–2023 Audit of Cancer Research in Australia
- Supported the Department of Industry, Science and Resources, Department of Foreign Affairs and Trade, Department of Defence and other Commonwealth agencies in areas of national interest, such as international nuclear policy, critical minerals policy, science diplomacy, and research security
- Advice to the Federal Government on the Strategic Examination of Research and Development final report
- Provision of technical expertise to the Federal Government on the minerals assessment framework in support of the Critical Minerals Strategic Reserve establishment process
- Consultation with the Department of Industry, Science and Resources on updates to the national Critical Minerals Strategy
- Presented to Government Scientists Group, chaired by the Office of the Chief Scientist, in Canberra on ANSTO’s sovereign critical minerals translational R&D impact and capabilities
- Provision of technical advice to CSIRO-coordinated review of national high purity analysis capabilities in support of the Critical Minerals Strategic Reserve

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

Nuclear Security Science Capability – planning and design

Corporate Plan 2025–26 planned progress



ANSTO's Nuclear Security Science Capability (NSSC) seeks to deliver and sustain sovereign nuclear science infrastructure and expertise. The capability 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 federal legislation, international treaties and partnerships.

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

Nuclear-powered submarines

Corporate Plan 2025–26 planned progress



We support Australia's development of a conventionally armed, nuclear-powered submarine (NPS) capability under the AUKUS trilateral partnership, providing scientific and technical expertise to government, industry and academic stakeholders. Working closely with the Australian Submarine Agency (ASA), the Australian Nuclear-Powered Submarine Safety Regulator, Australian submarine builder ASC, and other program stakeholders, we contribute to the safe, secure and effective delivery of this national capability.

ANSTO received \$16.3 million under the 2023–24 Federal Budget for two years to support the NPS Program and included the continuation of an embedded officer at the ASA. This was extended across 2025–26. Support will continue with a budget measure in the 2026–27 Federal Budget of \$5.3 million annually for two years and an average staffing level of 17.8. In addition to supporting the NPS program, these resources help manage the impact of the program on ANSTO including increased regulatory oversight, governance and service demand. Our work is coordinated through the Nuclear-Powered Submarine Working Group and includes input of 100 staff members from a range of disciplines contributing their expertise.

Support modalities include workforce development and training, specialist technical advice, testing and analytical services, and research and development. We also provide experts to monitor visiting nuclear-powered submarines through the Visiting Ships Panel (Nuclear). This contribution draws on our capabilities including nuclear safety, radiation protection, waste management, environmental monitoring, strategic communications, safeguards and nuclear security, and workforce development.

Since 2021, we have also supported capability development and stakeholder engagement by hosting over 1,800 NPS-related visitors to our Lucas Heights campus, providing direct access to Australia's nuclear expertise, facilities and safety culture.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
Monitoring of nuclear-powered submarine visits supported	100%	✓ 100%
Department of Defence requests for information – responded to in agreed time	100%	✓ 100%

✓ Achieved ✗ Not Achieved

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, as one of Australia's leading national nuclear organisations, continued to fulfil its obligations to engage internationally in nuclear science and technology. We supported Australia's active participation in key international forums, including the International Atomic Energy Agency (IAEA), Forum for Nuclear Cooperation in Asia, the Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific (RCA), and the Organisation for Economic Co-operation and Development Nuclear Energy Agency. We also strengthened bilateral partnerships and contributed expert leadership to global scientific initiatives. Through targeted engagement, capability development activities and high-level representation, we reinforced Australia's position as a trusted partner in the peaceful uses of nuclear science and technology.

We maintained a central role in advancing international nuclear expertise and strengthening global partnerships through strategic engagement, and scientific and engineering leadership. In September 2025, ANSTO and the Japan Atomic Energy Agency reaffirmed our long-standing partnership by signing a Memorandum

of Cooperation on the margins of the 69th IAEA General Conference. The agreement reinforces collaboration in nuclear science and technology, particularly in research reactor capabilities. It also highlights the importance of deepening targeted cooperation across Asia and the Pacific.

In July 2025, Dr Karina Meredith, Director of ANSTO's Environment Research and Technology Group, was appointed to the United Nations Scientific Panel on the Effects of Nuclear War. Nominated by the Australian Government, this appointment reflects our strong scientific credentials and positions Australia at the forefront of global efforts to assess the environmental, public health and socio-economic impacts of nuclear conflict. The panel will provide independent, evidence-based advice to the United Nations General Assembly, strengthening Australia's contribution to global nuclear policy discussions.

In August 2025, Australia partnered with the IAEA to host an RCA workshop in cancer care for experts from the Asia and Pacific region to lift capability in radiation oncology.

We also contributed to IAEA-led capability development initiatives, including delivering technical expertise at a training course for Pacific Island Countries in December 2025, on marine radioactivity monitoring. Our experts shared knowledge on radionuclide measurement, environmental monitoring techniques and radiological impact assessment, supporting countries to strengthen their capability to monitor marine environments.

We further strengthened regional capability and partnerships through targeted training and knowledge exchange. In February 2026, we hosted the IAEA Lise Meitner Programme, welcoming early- to mid-career women nuclear professionals from across South East Asia and the Pacific. The program provided participants with practical exposure to nuclear science and technology applications across health, environment and industry, while fostering professional networks and supporting gender equity in the nuclear sector.

In March 2026, we hosted an IAEA Pacific Isotope Hydrology Training Workshop at Lucas Heights, bringing together experts and water resource practitioners from across the Pacific. Delivered under the IAEA's Subregional Approach to the Pacific Islands, the workshop strengthened national

capabilities in applying isotope techniques to groundwater and surface water management, supporting improved water security and climate resilience in small island developing states.

We also strengthened trans-Tasman collaboration through a landmark agreement with the New Zealand Synchrotron Group Ltd. In June 2026, a new 5-year Preferred Access Agreement was signed at the Australia-New Zealand Leaders' Meeting in Queensland, witnessed by Prime Ministers. The agreement secures ongoing access and prioritised beamtime for New Zealand researchers at the Australian Synchrotron, one of Australia's most significant science infrastructure assets. This partnership supports collaborative research across fields including health, climate science, agriculture and clean energy technologies. It builds on a long history of joint scientific outputs between the countries.

Collectively, these activities demonstrate our continued commitment to advancing peaceful nuclear applications, strengthening international cooperation and ensuring Australia remains a recognised leader in global nuclear science and technology.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
IAEA Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology in Asia and the Pacific (RCA)	Participation in 80 per cent of active projects, leading ≥1 project	✓ 100% Participated in 80% of active RCA projects
IAEA Coordinated Research Projects	Participate in ≥ 10 projects relevant to nuclear applications	✓ 100% Participated in over 10 projects
International leadership	Maintain at least three senior leadership roles within international nuclear forums.	✓ 100%*

* At least three senior leadership roles including Chair of the IAEA Standing Advising Group on Nuclear Applications, Chair of the IAEA International Decommissioning Network, and Regional Coordinator for the IAEA Analytical Laboratories for the Measurement of Environmental Radioactivity.

✓ Achieved ✗ Not Achieved

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



ANSTO is home to a highly skilled workforce of researchers, scientists, engineers and nuclear specialists. The organisation works closely with government, industry and education providers to support the development of future nuclear capability and build the next generation of talent.

We play a key role in advancing nuclear science and technology capability in Australia through partnerships with AINSE, the Australian Institute of Nuclear Science and Engineering, and Australian universities. These collaborations enable the delivery of high quality research, education and training that support Australia's nuclear science and engineering capability.



During the reporting period, we continued delivering initiatives aligned with our Strategic Nuclear Workforce Development Plan to support the development of a skilled and sustainable nuclear workforce.

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

Corporate Plan 2025–26 planned progress



Early Careers Framework

Early career pathways remained a core focus. Apprenticeship, graduate, cadetship and internship programs were delivered through a coordinated framework that supports consistent recruitment, onboarding and development. These programs provide participants with practical experience, structured learning and exposure to our facilities, contributing to a strong pipeline of future nuclear professionals aligned to organisational capability needs.

Apprenticeship program

We reached a key milestone in our apprenticeship program, with existing trade apprentices transitioning to direct employment with ANSTO, having previously been engaged through a Group Training Organisation. This outcome reflects strong collaboration between ANSTO and the Australian Manufacturing Workers Union and Electrical Trades Union. It supports delivery against the Government's Statement of Expectations to strengthen national skills capability by directly employing trade and technical apprentices and trainees.

Our first apprentice under this model is expected to complete their training in July 2026 and has secured a permanent role within the organisation. We will continue to support apprentices through to completion of their training and into ongoing employment.

Graduate program

The program continued to build the professional and technical capability of five graduate engineers (40:60 female-male ratio) in the second year of a 2-year program. Participants further developed their skills through advanced rotations, targeted training and interactive learning activities, supporting the development of confident and capable graduates ready to contribute to the nuclear industry. The program demonstrated strong outcomes, including early transition of graduates into ongoing roles at ANSTO, with one graduate transitioning ahead of program completion. This reinforced the program's effectiveness in developing job-ready talent aligned to workforce needs.

Cadetship program

We continued to support 12 engineering undergraduate students in the later years of their study. Of these participants, five successfully completed both the program and their engineering studies in December, with a further one completing in May. Of the six who completed, we retained five. They transitioned into Junior Engineer roles, demonstrating strong alignment between the program and ongoing workforce needs. The program now has six remaining cadets, with a balanced 50:50 gender ratio. The program provided structured development opportunities, including mentoring and professional support, which helps build a capable pipeline of future engineering talent.

Year in Industry internship program

Eighteen penultimate-year STEM students carried out a structured, full-time 12-month internship at ANSTO, gaining hands-on experience relevant to their fields of study. The program supports the transition from academic study to professional practice, strengthening the final year of undergraduate learning. For ANSTO, the program supports early engagement with emerging talent, bringing diverse perspectives and contributing to a broader, sustainable early careers pipeline.

Collaboration with federal and industry partners

We continued to strengthen collaboration with federal and industry partners to support nuclear workforce capability development. This included close engagement with the Australian Submarine Agency (ASA) to support graduate recruitment, program delivery and hosting of graduate placements. We also collaborated with industry partners, including those involved in submarine construction

and sustainment, to explore workforce development opportunities and placements.

Partnerships with education providers also expanded, including collaboration with a key university partner to develop co-branded nuclear micro-credential courses. These collaborations support the development of shared capability across the sector and contribute to a more coordinated, national approach to building Australia's nuclear workforce.

Strategic workforce plan – future capability planning

Corporate Plan 2025–26 planned progress

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During 2025–26, a plan was developed to carry out workforce planning during 2026–27. This plan has been approved by the Executive. Using the demand drivers from the 2024 strategic workforce plan, a phased approach to workforce planning will occur beginning with Nuclear Medicine, followed by key operational functions OPAL Operations and Waste Management. The forecast periods will be three, five and ten years.

Our workforce plans will consider the impacts of expected internal and external influences on demand drivers. This will include forecasting how many people we need and with what capabilities. Workforce supply analysis will consider the age profile and impacts of forecast attrition. Finally, it will devise strategies to mitigate risks such as the under or over supply of labour, capability gaps and being underprepared for changes to operational needs.

Role descriptors

During the reporting period, role descriptors were written for a range of technical roles and research scientists. Role descriptors provide an overview of the outputs which would typically be expected from employees at different band levels.

Role descriptors help employees and managers plan employee development, enhancing the likelihood that someone advances to a more senior role. Employees can understand the requirements of that more senior role and proactively work towards performing at that higher level.

In the next financial year, additional role descriptors in technical/engineering and science roles will continue. The medium to long term objective of this exercise is to have role descriptors for most roles in the organisation.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
University students, apprentices and trainees	200 students supervised	✓ 227

✓ Achieved ✗ Not Achieved

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

Key highlights

This year has resulted in particularly successful engagement with key education stakeholders, including the Australian Curriculum and Assessment Reporting Authority for the first time. Consultation with the NSW Education Standards Authority has resulted in ANSTO data sets and other education content featuring prominently in the new NSW Y7-10 Science and Y11-12 Physics syllabuses. This ensures ANSTO's relevance continues to be taught in all NSW science classrooms for at least the next five years.

There is continued high demand for Teacher Professional Development, delivered together with state and national education stakeholders:

- Science Teachers Association of New South Wales
- Australian Science Teachers Association
- South Australian Science Teachers Association
- Science Teachers' Association of Western Australia
- New South Wales Department of Education Statewide Staffrooms
- Association of Independent Schools of New South Wales.

There is significant interest from school lab technicians wanting information on how to safely manage radioactive sources in school science labs. We continue to work with the High Reliability team and NSW Department of Education to deliver up-to-date advice through interactive sessions with Lab Technician networks across NSW.

We delivered a new national education program, with inclusion front of mind. The Deaf Youth Science Camp, a collaboration with Deaf Youth Australia and funded through National Science Week, welcomed 17 Deaf and hard-of-hearing students from around Australia to ANSTO. Deaf educators delivered hands-on science workshops in Auslan, the Australian sign language, and Deaf STEM professionals provided crucial role models for these students as they develop their Deaf identity.

Starting in the 2026 April school holidays, ANSTO has started running work immersion days for a wide range of diverse ANSTO careers. By running eight separate days, we can accommodate 120 students each year rather than 24 through our traditional week-long work experiences. Also, by running these in the school holidays, we attract a high percentage of students from regional and interstate areas.

The Think Science program becomes more popular each year with now over 150 schools participating. This free nationwide science competition for Years 3–10 challenges student teams to carry out a scientific investigation and present their findings in a video.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
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	✓ *
Increase accessibility of STEM teacher training programs	Deliver teacher professional development days in all states and territories	✓
Conduct educational tours and science experiences at ANSTO's Sydney and Melbourne campuses	≥ 15,000 visitors to our campuses each year	✓ Close to 20,000 visitors with about 16,000 to Lucas Heights and about 4,000 to Clayton
Deliver industry training on nuclear basics to government agencies and key stakeholders associated with the nuclear-powered submarine project	At least six courses delivered to more than 150 participants each year	✓ 11 courses and over 250 participants

* Achieved with data set resources creating a lot of interest.

✓ Achieved ✗ Not Achieved

Ensure ANSTO operates sustainably and safely

Through our vision, mission, strategic objectives and core values, we are committed to delivering excellence in our work health and safety (WHS) performance. We have a core value of 'Safe. Secure. Sustainable'. Our overriding safety goal is 'Safe and Healthy Work for All'.

Incident reporting is a strong indicator of safety culture because it provides insights into activities, behaviours, observations and deviations. We promote a reporting culture as reported incidents are learning opportunities to prevent a recurrence and potentially eliminate the impact of incidents.

In the reporting period, 78% of operational and safety incidents reported were opportunities for improvement. There were no Class 1 or Class 2 incidents reported. We recorded five Class 3 injuries, three relating to work activities, one non-work related and one relating to approved sporting activity. This is an increase on the 2024–25 Class 3 injuries.

Eleven incidents were reported to the Federal work health and safety regulator, Comcare. Seven were notifiable dangerous incidents and four were notifications of air monitoring results relating to respirable crystalline silica. All incidents prompted an ANSTO investigation and corrective measures were put in place. Comcare carried out five inspections and while compliance under the WHS Act or WHS Regulations was not met, Comcare took no enforcement actions since we had demonstrated effective controls in each incident.

ARPANSA also carried out inspections relating to one of the Comcare notifiable dangerous incidents. They found that we did not comply with several regulatory obligations. In April 2026, ARPANSA issued a regulatory enforcement direction on managing legacy waste in Building 57. The direction requires ANSTO to update its contingency and risk assessments, and carry out an independent safety and risk review. We continue to address the direction as a priority, and our proactive and transparent approach to regulatory engagement, assurance and improvement will continue.

Key activities for 2025–26

The ANSTO Work Health and Safety Strategy 2025–2030 has been published. It incorporates the latest National Strategies from relevant regulators and industry bodies. The three key objectives of the strategy are:

- empowered WHS excellence across our workplaces
- strengthen WHS capability through a strong existing baseline coupled with innovation and knowledge
- foster collaborative WHS leadership and stakeholder engagement.



Health monitoring program

Corporate Plan 2025–26 planned progress

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With our unchanged vision of a healthy workplace for all, we have continued to integrate Human Health Monitoring initiatives into the new ANSTO Work Health and Safety Strategy 2025–2030.

The first review of Workplace Exposure Standards since 1995, together with strengthened regulation of crystalline silica, represented an area of Occupational Hygiene sustained focus for 2025–26 requiring targeted exposure monitoring to confirm compliance.

During the reporting period, 14 exceedances of Workplace Exposure Standards were identified, highlighting the need to strengthen our control measures. Consistent with a mature safety culture, we treat these exceedances as abnormal results, carrying out investigation and implementing control plans aligned with the hierarchy of controls to reduce exposures and prevent recurrence. Of note, we also developed regulator-approved silica awareness training to ensure we equip workers with the knowledge to work safely with silica.

In 2026, we commissioned and calibrated a new Optically Stimulated Luminescence dosimetry system, which is expected to become operational in 2027. This will be implemented alongside a replacement Wide Range Neutron Pit dosimetry system, to be commissioned between 2026 and 2027. Together, these systems will enable improved measurement of potential occupational exposure to neutron, beta and gamma radiation. As a result, in the following financial year, we will phase out and decommission the existing thermoluminescent dosimetry technology.

Psychosocial safety program

Corporate Plan 2025–26 planned progress I

Following the completion of our enterprise-wide psychosocial risk assessment in March 2025, an Enterprise Control Plan has been established targeting the top five psychosocial hazards across six priority focus areas.

Assessment results have been cascaded at enterprise, group and divisional levels to support organisational awareness, ownership and local action. Group-level control plans are currently in development, ensuring alignment with enterprise priorities while enabling responses tailored to local contexts.

Where organisational change has triggered additional psychosocial risk assessments, we have implemented targeted control plans. At the local level, we manage risks through tailored control measures, reinforcing a structured and responsive approach across the organisation.

In line with work health and safety legislation, we continue to meet our obligations as a Person Conducting a Business or Undertaking by eliminating psychosocial risks where reasonably practicable or minimising them where elimination is not possible. This is supported by strengthening governance, monitoring and assurance processes to track the effectiveness of controls and enable continuous improvement.

The psychosocial safety program is now progressing into the Implementation phase, with a strong focus on integrating psychosocial risk management into organisational systems, governance and day-to-day practices. This includes embedding consistent approaches to risk identification, control planning, reporting and accountability, ensuring psychosocial risk management is systematically incorporated into existing work health and safety and organisational frameworks.

A continued focus for 2025–26 has been strengthening capability and accountability across the organisation. In 2025–26, we implemented mandatory psychosocial safety e-learning for all workers and leaders, strengthening baseline understanding and shared responsibility organisation-wide.

This is complemented by a continued focus on building leader capability to proactively identify, manage and mitigate psychosocial risks, supported through ongoing training and development. This includes embedding psychosocial safety into leadership expectations, performance conversations and everyday management practices.

As we progress, these core elements will guide the establishment of a consistent and sustainable approach to psychosocial safety across ANSTO, supporting legislative compliance and long-term organisational wellbeing.

Cybersecurity uplift program

We remain committed to investing in the resilience of our complex cyber-physical systems. Asset management planning for information technology and operational technology actively addresses the expanding cyber-physical threat surface, with a continued focus on mitigating vulnerabilities within legacy technologies across the organisation.

We contribute to domestic and international nuclear and critical infrastructure standards and guidance development, including cooperative forums, conferences and participation in the design and delivery of training courses. Through these engagements, we help to develop approaches that integrate security into engineering design and assurance activities, ensuring that safety, security and operational performance are protected from unacceptable losses from the outset.

We continue to develop a defensive architecture and cybersecurity control maturity in line with international standards and Australian Government requirements.

We use a range of services offered by the Australian Signals Directorate and continue to review and adopt services as appropriate.

During 2025–26, we had no cybersecurity incidents that affected core operations.

Campus renewal

Corporate Plan 2025–26 planned progress

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.

The campus is more than 70 years old. Renewing its infrastructure while maintaining safe and secure operations is an important long-term challenge and effective asset management is central to this work. Key renewal updates include work on the campus utilities building and service corridors.

A business case has been developed to support a submission to the Public Works Committee for the delivery of a new campus utilities building that provides back-up power provisions for the campus, as well as a new compressed air supply. Procurement for the design consultancy services to advance the project through to detailed design is underway, with works scheduled to begin around July 2027.

The design and construction of service corridors which will provide service connectivity for the proposed Nuclear Medicine Manufacturing Facility are nearing completion.

Developing an Environmental Sustainability Strategy

Corporate Plan 2025–26 planned progress

Throughout the reporting period, we carried out a detailed review of our Environmental Sustainability Strategy to strengthen alignment with organisational priorities, Australian Government expectations and our role as Australia's leading nuclear science organisation.



Photo: Matt Harvey

The review has focused on strengthening integration with our management system, particularly our asset management framework and infrastructure priorities. It also establishes a more cohesive and strategically grounded approach to sustainability, including prioritising progress towards net zero Scope 1 and 2 emissions.

The revised strategy is being reviewed to ensure it aligns with the United Nations Sustainable Development Goals, supports ISO 14001, and incorporates requirements under the Commonwealth Climate Disclosure Policy. It reinforces our commitment to reducing our environmental footprint and contributing to national net zero and *Future Made in Australia* objectives.

During 2025–26, the Executive endorsed a Scope 2 decarbonisation pathway, through a commitment to procure renewable electricity. The Scope 1 and 3 decarbonisation pathway remains under assessment and development.

We expect to deliver the updated strategy in the first half of 2027–28.

Performance outcomes

Performance criterion	Measure	Result (2025–2026)
Improvement in safety culture	Increased opportunities for improvement (OFI*) to actual incidents recorded	⊗ 78%**
Improvement in site-wide safety***	Zero Class 1 incidents Year-on-year decrease in Class 2 and Class 3 incidents	⊗ Class 1: 0 Class 2: 0 Class 3: 5****

* An event that did not result in any adverse effects to personnel or the environment, and 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.

** Not achieved as the result was the same as 2024–25.

*** 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.

**** Five Class 3 injuries is an increase on the 2024–25 Class 3 injuries. Three relate to work activities, one to non-work related activities and one to approved sporting activity.

Sustainability

Environmental reporting

Our commitment to environmental protection and sustainability is guided by the principles of the *Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)* and formalised through our [Environmental Policy](#).

These principles are integrated into our business management system, which governs how we deliver outcomes for customers and stakeholders in a safe, consistent and environmentally responsible way. Organisation-wide objectives and targets supporting safe, secure and sustainable operations are implemented through formal business and operational planning processes.

Environmental considerations are a key requirement in the planning and delivery of major capital works. We assess activities against EPBC Act criteria to determine whether referral to the Department of Climate Change, Energy, the Environment and Water (DCCEEW) is required. Proposals involving new or modified facilities or activities are also subject to stringent internal safety, regulatory and environmental assurance processes.

Principles of ecologically sustainable development are reflected in our corporate values and underpin decision-making across procurement and project lifecycles, from initial planning through to delivery. The Environmental Sustainability Strategy drives ongoing efforts to reduce environmental impacts by embedding environmental sustainability considerations across all business decisions.

The ANSTO Building Code complements the National Construction Code and seeks alignment with the Australian Government's Climate Action in Government Operations Policy. It establishes minimum sustainability requirements for new builds and refurbishments. We review it periodically to ensure it continues to support best-practice outcomes.

Supporting research and collaboration for environmentally sustainable outcomes

We advance environmental sustainability through a range of initiatives, including:

- leveraging our environmental industry engagement strategy to identify opportunities for collaboration with industries focused on product sustainability and the mitigation or remediation of environmental impacts. We work with research partners across key areas such as air quality, soil erosion, water resource management, wetland health, biodiversity, food provenance and climate variability, including the impacts of rising temperatures and sea levels on marine ecosystems.
- participating in the NSW Government's Sustainability Advantage Program, delivered by DCCEEW. We maintain recognition within the program, including our silver partnership award achieved in 2019.
- continuing bush care activities at Lucas Heights. Partnering with the Sutherland Shire Council Bush Care Team, we support weed removal in waterways and re-establishment of native vegetation to protect and enhance an endangered coastal upland damp heath swamp. Since October 2024, staff volunteers have removed about 250 m³ of weeds and planted around 150 native trees. At the Clayton campus, staff have also carried out weed removal initiatives, maintained their Indigenous garden and introduced composting within the onsite community garden.

Supporting staff to be environmentally sustainable

We support environmental awareness through induction programs, the staff intranet, mandatory training and ongoing communication initiatives. During this reporting period, we introduced a rewards and recognition program to acknowledge staff contributions to environmental, safety and quality improvements.

We also collaborated with suppliers of stationery and consumables to minimise environmental impacts. Initiatives include applying small-order surcharges to reduce delivery-related emissions and limiting catalogue purchases of paper products to those with 100% recycled content. Progress towards fully digital approvals and workflows is ongoing, supporting our objective of running a largely paperless office environment.

Further waste minimisation measures include a café keep-cup library, reduced reliance on single-use plastics in cafés and laboratories, recycling of chemical safebreak bottles, composting programs and a furniture re-use store. Staff also support community-focused initiatives, such as donating mobile phones and spectacles to charity and providing expired first-aid kits to local WIRES wildlife rescue organisations.

Sustainable transport is encouraged across both our sites, with staff supported to cycle, carpool, use public transport or walk where possible. The shared pathway linking the Lucas Heights site with Barden Ridge continues to facilitate active travel options. Both Lucas Heights and Clayton sites participate in National Ride to Work Day.

Staff are encouraged to report environmental hazards, near misses and incidents through our incident management system. In this reporting period, we recorded 26 reports, indicating a consistent reporting culture. Most were assessed as low significance and did not require further investigation.

Our chemical management system enables the sharing and tracking of chemical inventories across the organisation, reducing procurement requirements and improving resource efficiency. It also supports regulatory reporting obligations, including the National Pollutant Inventory and the Australian Industrial Chemicals Introduction Scheme, strengthening the identification and management of environmentally hazardous substances.

Environmental and quality management systems

We implement environmental protection and management through our ISO 14001-certified Environmental Management System (EMS), which provides a structured approach to identifying and managing environmental risks. Our comprehensive environmental monitoring program operates within a quality framework aligned with the ISO 9001 standard for quality management systems.

Environmental controls and performance are subject to regular review to support continuous improvement. The EMS is independently audited annually by an accredited third party. The most recent audit, in November 2025, identified no non-conformances against the ISO 14001 standard. A previously identified minor non-conformance relating to the update of our buffer zone management plan to address evolving environmental risks has since been reviewed.

Environmental monitoring program

We carry out a comprehensive effluent and environmental monitoring program. We measure radioactivity in authorised emissions to air and liquid effluent discharges to the sewer, as well as in air, surface water, groundwater, sediment and biota within the surrounding environment. Many monitoring results are independently verified to ensure accuracy and transparency.

Results for 2025–26 confirm that our authorised releases of radioactive material to air and sewer were effectively controlled, remained within regulatory limits and posed negligible radiological impact to people, wildlife and the environment.

Ongoing radiation monitoring provides continuous assurance, with data published online every 15 minutes at: www.ansto.gov.au/environmental-protection/radiation-monitoring.

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

Environmental protection in operations

We adopt an integrated and coordinated approach to planning and decision-making to ensure we manage operations efficiently and effectively by:

- aligning with the National Construction Code and the Australian Government's *Net Zero in Government Operations Strategy*. Through its Net Zero Buildings approach, the ANSTO Building Code sets out principles for ecologically sustainable design across all new and refurbished facilities. The code establishes minimum requirements for water efficiency in offices and laboratories, including measures such as rainwater harvesting, wastewater reuse and sub-metering.
- applying a sustainable building design framework for all new construction and refurbishment projects. This framework requires the engagement of independent sustainable design specialists during the design phase. Our Environmental Sustainability Strategy further supports consistency with the Net Zero Strategy and broader government objectives.
- incorporating environmental protection requirements into all major project activities. Capital projects must develop and implement construction environmental management plans to prevent or minimise impacts such as emissions, waste generation, soil erosion, dust, noise and stormwater discharges. Assurance activities include independent plan approvals, site inspections and formal audits, with environmental performance monitored during and after project delivery.
- integrating sustainable procurement practices across all tenders and contracts, consistent with Commonwealth Procurement Rules and the Australian Government's Sustainable Procurement Guide. Environmental criteria are included in tender documents, and suppliers must demonstrate their capability to deliver environmental outcomes. Supplier environmental performance is also subject to ongoing evaluation.
- investigating and implementing waste diversion initiatives, including reuse and recycling programs for construction materials, soft plastics, metals, e-waste, batteries and green waste. We also work with suppliers to reduce packaging and improve end-of-life reuse or recycling outcomes for procured goods.
- managing and monitoring our 300-hectare bushland perimeter, which contains significant Indigenous heritage and provides an important wildlife corridor linking the Royal and Heathcote National Parks with Cumberland Plain woodland communities. Regular inspections help maintain biodiversity values and protect cultural heritage sites. We identified no material impacts to biodiversity or Indigenous cultural values during the reporting period. Rehabilitation of previously disturbed areas remains a focus under the Environmental Sustainability Strategy, with progress tracked through our routine monitoring activities.



Section 5

Our organisation and people

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

Our people continue to play a critical role in advancing a sustainable future through scientific and technological research that benefits Australian communities across sectors including health, medicine, manufacturing, construction, logistics, and waste and utility services.

Our workforce brings together expertise across a wide range of disciplines, including science, engineering, research, operations, commercial services, manufacturing and health. This diversity of capability underpins our ability to deliver complex, multidisciplinary outcomes and respond to evolving national priorities.

In 2025–26, we strengthened our focus on building a safe, inclusive and high-performing workforce through more structured and coordinated approaches to culture, leadership and inclusion. This includes the continued progression of the psychosocial safety program, supporting a more consistent approach to wellbeing and organisational effectiveness, alongside a focus on leadership capability to foster inclusive teams and drive performance outcomes.

This is complemented by establishing a Diversity, Equity, Inclusion and Belonging (DEIB) working group to better align employee networks and priorities, enabling a more coordinated and strategic approach to inclusion across the organisation.

We remain committed to achieving our 40:40:20 gender representation target, with targeted action informed by Workplace Gender Equality Agency (WGEA) insights, including increasing representation of women in management, improving access to part-time leadership and strengthening employee consultation on gender equality.

Psychosocial safety and wellbeing continue to be a key priority and are increasingly embedded within our broader approach to organisational effectiveness. In 2025–26, the psychosocial safety program progressed from assessment to implementation. We completed an enterprise-wide risk assessment and developed targeted control plans.

An enterprise-wide control plan will address key psychosocial hazards, with implementation progressing through group and local-level control plans. This is supporting a more structured and consistent approach to managing psychosocial risks across the organisation, strengthening governance, accountability, and integration into business-as-usual work health and safety and organisational practices.

Highlights over this reporting period

- We submitted our latest WGEA report for the 2025 calendar year, confirming our compliance with all Gender Equality Indicators and establishing three organisation-wide gender equality targets.
- Gender pay gap analysis has strengthened understanding of structural drivers, informing targeted actions to improve representation and progression into leadership roles.
- Continued focus on early-career and STEM pathways is supporting the attraction and development of a more diverse future workforce.
- DEIB initiatives have progressed, including the formalisation of the Pride Network and the establishment of a coordinated DEIB working group.
- A stronger organisational focus on disability inclusion has been established, with work underway to support a more structured and consistent approach.
- The psychosocial safety program has progressed, with enterprise-wide risk assessment completed and implementation of control plans underway across the organisation.
- Workplace policies and employee experience continue to enhance, including development of an equal remuneration framework and improvements supporting employees returning from parental leave.

Our initiatives

Workplace Gender Equality Agency reporting

In 2026, we submitted our WGEA report for the 2025 calendar year, confirming we comply with all applicable Gender Equality Indicators.

Analysis of the 2025 reporting period confirms workforce composition remains the primary driver of gender equality outcomes, with women more represented in lower-banded roles and men overrepresented in higher-paying technical and shift-based roles.

Pay gap outcomes also vary across organisational levels, with outcomes at the Key Management Personnel level within an acceptable range, while gaps persist across broader management cohorts.

In response, and in line with legislative requirements, we have established three gender equality targets to be delivered over a 3-year cycle:

- increase representation of women in management roles
- increase the proportion of managers working part-time
- strengthen employee consultation on gender equality.

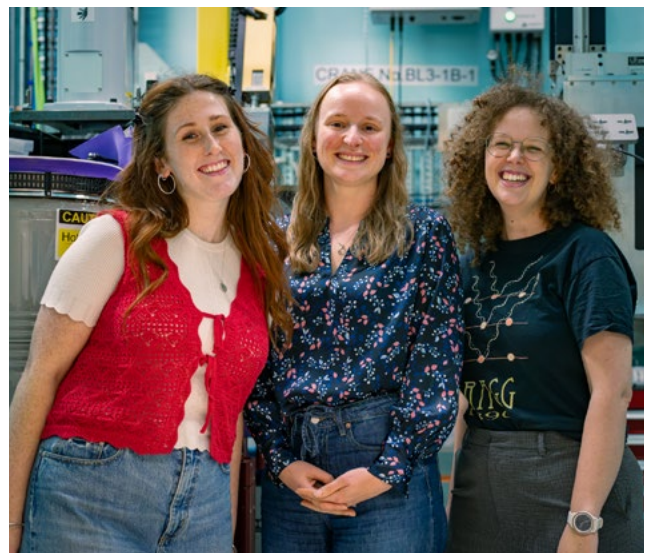
Gender pay gap analysis

For the 2025 reporting period, our gender pay gap is:

- **average total remuneration gap** – 7.6%
- **median total remuneration gap** – 6.9%

These outcomes reflect the continued influence of workforce composition and variable remuneration, including overtime, allowances and shift-based earnings.

A standalone remuneration policy remains in development and will complement existing enterprise agreement arrangements to support pay equity across all roles and levels.



Workplace policies and initiatives supporting gender equality

We maintain a suite of policies and initiatives that support gender equality and inclusion, with a continued focus on strengthening accessibility, consistency and employee experience.

These include:

- **flexible work arrangements** – hybrid work, part-time roles, job sharing and flexible hours
- **parental leave** – inclusive paid parental leave provisions for all parents, with superannuation paid during unpaid leave
- **parental support facilities** – continued enhancement of facilities supporting employees returning from parental leave, including a new dedicated breastfeeding space at the Clayton campus
- **family and domestic violence leave** – paid leave and access to support services
- **carer's leave** – support for employees with caring responsibilities
- **psychosocial safety and wellbeing** – a multi-year program to strengthen psychological safety and workplace culture
- **respectful workplace policies** – clear standards prohibiting discrimination, harassment and bullying
- **support for gender affirmation** – development of formal guidance, including leave and workplace adjustments
- **cultural and ceremonial leave** – supporting cultural, religious and ceremonial obligations.

These initiatives continue to support a safe, inclusive and equitable workplace, while contributing to broader organisational priorities for wellbeing, flexibility and inclusion.

Flexible work arrangements

We support flexible work arrangements as a key enabler of employee wellbeing and sustainable work-life balance, while also driving stronger organisational performance through increased productivity, effectiveness and innovation.

Flexible working arrangements are adaptable and can be implemented on either a temporary or ongoing basis, depending on individual needs, role requirements and operational considerations within the business.

These arrangements are supported by the following guidelines:

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

Gender and STEM

Gender diversity across science, technology, engineering, and mathematics (STEM) pathways continues to strengthen, with a focus on pipeline development, attraction and progression into technical and leadership roles.

Early-career programs play a key role in building this pipeline, with strong representation outcomes across key entry pathways. In the reporting period, our graduate engineering cohort achieved a 40:60 female-male ratio, while the cadetship program maintained gender balance at 50:50. These programs also demonstrated strong conversion outcomes, with participants successfully transitioning into ongoing engineering roles, supporting both capability development and workforce continuity.

Broader early-career and outreach initiatives further strengthen the pipeline through engagement with students and early-career professionals, increasing awareness and participation in STEM pathways. Internal programs such as the Ignite Youth Network also support connection, development and career growth.

Mentoring and development programs continue to support capability building and career progression across scientific and technical disciplines, with a focus on strengthening pathways into higher-banded and leadership roles.

Our partnership with WORK180 supports attraction and retention because it increases our visibility as an inclusive employer for women in STEM and promotes equitable workplace practices.

Together, these initiatives support a more integrated approach to improving gender representation across STEM roles and leadership pathways over time.

Other initiatives, including engagement activities aligned to International Women's Day and the establishment of local women's networks, continue to support visibility, connection and development opportunities for women across STEM disciplines.

Our commitment to Indigenous engagement

Corporate Plan 2025–26 planned progress

P

We have finished the period allocated for the second Innovate Reconciliation Action Plan with 65% completion of deliverables. In the next financial year, we will apply for a third Innovate Reconciliation Action Plan with some strategic goals.

There was progress in establishing and maintaining mutually beneficial Relationships, Respect initiatives and committing to invest in Opportunities.

The drafting of a charter to capture the philosophy of engagement has been completed and will be shared more broadly in the new Reconciliation Action Plan.

Cultural loading compensation was secured for Working Group Member Brett Rowling in recognition of his contribution to Reconciliation and Indigenous related matters.

Our relationships with multiple Dharawal groups are still growing as we continue to engage with diverse groups. Efforts are underway to connect with appropriate Kulin nation groups at Clayton.

Annual celebrations of Reconciliation Week and NAIDOC Week are now a key event in our Diversity calendar. The Yabun Voices for Reconciliation Choir at both campuses delivered engaging performances.

Our participation in the Cronulla NAIDOC celebrations and joining organisations at an Indigenous Science Day at Redfern Community Centre for Indigenous youth and families in STEM reached a high level of engagement.

With Department funding, we produced an interpretive video that was made almost entirely by Indigenous contributors. This video, which highlighted the concept of Country, was shown at the Australian Pavilion at the World Expo Osaka, where we showcased Australian science.

Successful re-engagement with the Tyree Foundation to co-sponsor the Nuclear Safety Technician roles enabled the continuation of this program. Two new Indigenous youth were recruited for the Nuclear Safety Technician roles.

Although workforce and procurement targets remain a goal, we will focus on supporting Indigenous research as more opportunities to contribute to this sphere exist. Research continues to protect the authenticity of Kakadu Plum, a traditional Indigenous product.

We are increasingly being consulted by nuclear agencies to share our expertise in engagement.

Diversity, Equity, Inclusion and Belonging

In 2025–26, we strengthened our approach to DEIB by establishing a cross-organisational working group. This group brings together representatives from key focus areas, including the Reconciliation Action Plan, LGBTQIA+ inclusion, and disability to support a more coordinated and strategic approach.

This shift supports greater alignment across initiatives, reducing fragmentation and enabling a unified focus on shared priorities and outcomes.

LGBTQIA+ support

Support for LGBTQIA+ inclusion at ANSTO continues through the Pride Network, formerly the LGBTQIA+ Ally Network, providing a safe and inclusive space for connection, advocacy and peer support.

The evolution to a formalised Pride Network reflects growing visibility, engagement and maturity in LGBTQIA+ inclusion across the organisation. The network plays an important role in fostering awareness, sharing experiences and contributing to conversations that inform inclusive practices and support gender diversity at ANSTO.

Disability

In 2025–26, we strengthened our strategic focus on disability inclusion with targeted initiatives. Such initiatives improve consistency, accessibility and employee experience, and establish stronger foundations for a more structured, organisation-wide approach as work progresses towards developing and implementing a Disability Action Plan.

Key areas of focus include:

- enhancing the approach to workplace adjustments
- improving visibility and access to facilities across sites
- increasing awareness and understanding of disability inclusion through targeted engagement and communication activities.

These initiatives are supported by ongoing access to workplace adjustments, including flexible work arrangements, ergonomic support and improvements to physical accessibility across both our sites.



Meditation and multi-faith prayer space

Our Lucas Heights and Clayton campuses provide dedicated spaces for meditation, prayer and quiet reflection. These facilities support a range of religious and personal practices, reflecting our ongoing commitment to inclusion, wellbeing and creating a supportive workplace environment.

Equipping and empowering our leaders

The Leadership Learning Pathway continued to strengthen organisational leadership capability through a structured suite of programs that span the Core, Aspire and Elevate levels. During the reporting period, we delivered a broad range of leadership and management workshops to support capability development across all career stages. New programs focusing on change management and resilience began, complemented by expanded content in areas such as emotional intelligence, stakeholder engagement and conflict management.

A structured Emerging Leaders cohort also launched as a pilot program to support newly established leaders, creating a clear and sustainable pipeline for future leadership capability. The program accelerates the development of new leaders and establishes a targeted talent pool to meet ongoing organisational needs.

Programs combined facilitated workshops, coaching and applied learning, underpinned by strengthened evaluation processes to better measure capability uplift and workplace application. Together, these initiatives ensure leadership development remains aligned to organisational priorities and workforce capability needs.

Supporting staff through adversity

We continue to support our employees by providing a comprehensive suite of wellbeing and workforce initiatives. Flexible working arrangements, including a hybrid model, enable staff to balance work and family responsibilities while maintaining performance.

We have also invested in psychosocial safety initiatives, providing employees with access to confidential support services and resources to manage stress and maintain wellbeing. In addition, we are building targeted capability for leaders supported by early intervention and effective responses to employee needs through tailored, case-by-case support to address individual circumstances.

These measures help strengthen workforce resilience, support mental and physical wellbeing, and enable ANSTO to sustain a connected, high-performing workforce during periods of increased demand.

Our campuses



Sydney Campus | Lucas Heights NSW

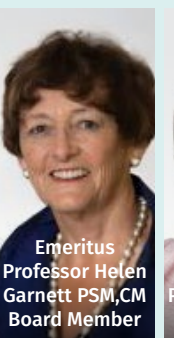
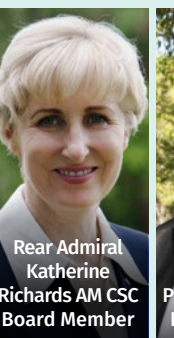


Australian Synchrotron | Clayton VIC

Organisational structure

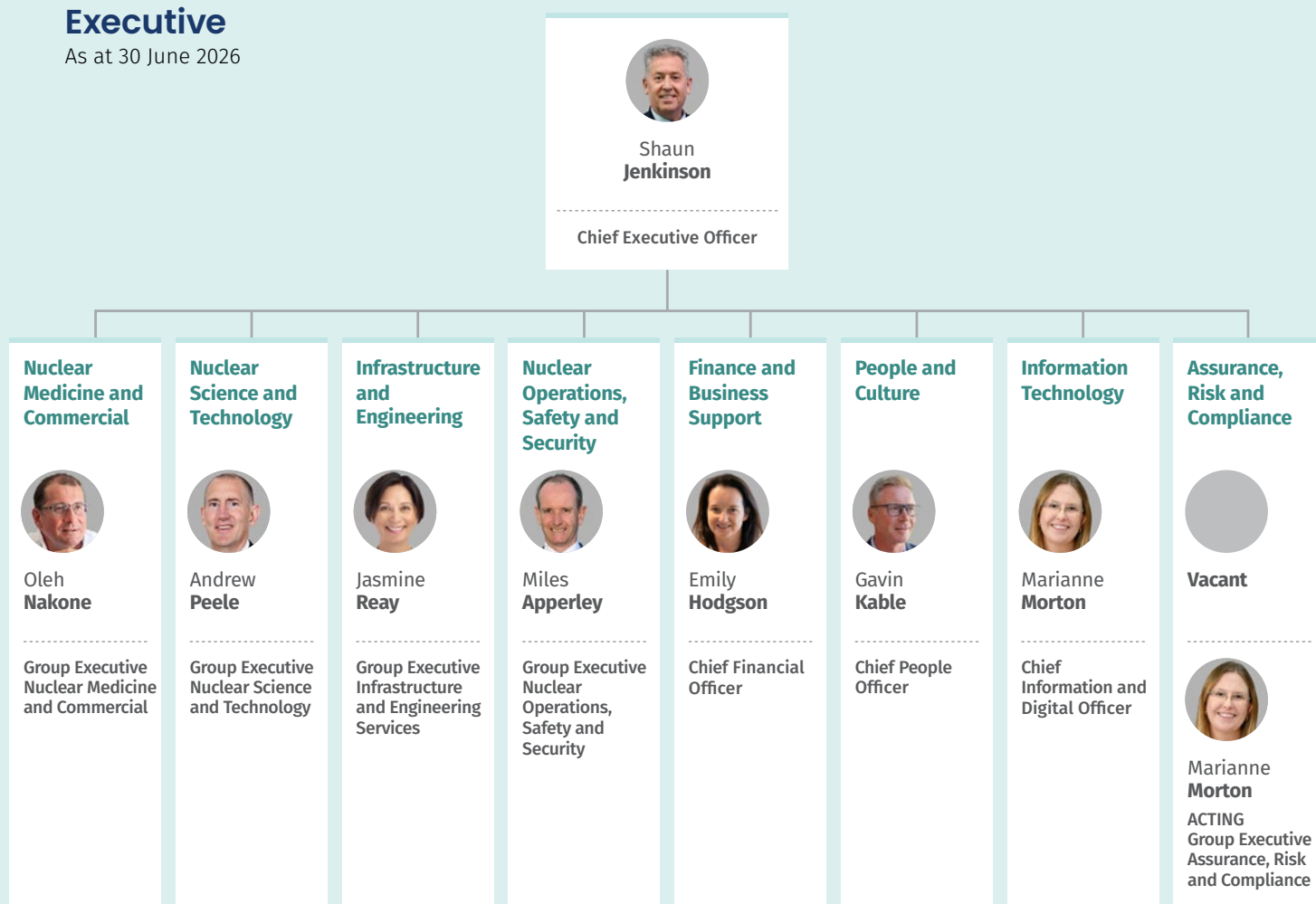
Board of Directors

As at 30 June 2026

							
Michael Quigley Board Chair	Andrew Carriline Deputy Board Chair	Shaun Jenkinson CEO	Emeritus Professor Helen Garnett PSM, CM Board Member	Prof Sze Ting Lee Board Member	Rear Admiral Katherine Richards AM CSC Board Member	Prof Tim Senden Board Member	Dr Greg Storr Board Member
Appointed: 20 June 2024 Term concludes: 19 June 2028	Appointed: 9 May 2024 Term concludes: 8 May 2027	Appointed: 31 March 2021 Reappointed: 31 March 2024 Term concludes: 30 March 2027	Appointed: 16 April 2026 Term concludes: 15 April 2029	Appointed: 20 July 2023 Term concludes: 29 July 2026	Appointed: 24 March 2025 Term concludes: 23 March 2028	Appointed: 1 February 2024 Term concludes: 31 January 2027	Appointed: 16 September 2021 Term concluded: 15 September 2024 Reappointed: 24 October 2024 Term concludes: 23 October 2029

Executive

As at 30 June 2026



Subsidiaries

ANSTO's subsidiaries operate in the context of the Corporate Plan to enhance our capabilities, deliver our purpose and implement our strategy, as well as to 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 is a wholly-owned ANSTO subsidiary which owns a cyclotron facility. The facility is operated by Cyclotek NSW Pty Ltd. PETTECH is entitled to a share of profits from Cyclotek NSW.
		<p>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)</p> <p>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)</p>

Management and accountability

During 2025–26, the Board worked closely with management on continuing to improve our corporate governance, accountability and risk management practices. This will ensure we remain a leader in the application of nuclear science and technology delivering 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 Science portfolio. For the reporting period, the minister with responsibility for ANSTO was Senator the Hon Tim Ayres, Minister for Industry and Innovation, Minister for Science.

Ministerial directions and notifications

Under the ANSTO Act and the PGPA Act, our responsible minister and the Minister for Finance may provide the Board with directions on the performance of the functions or the exercise of the powers of the Board or the organisation.

We received no such ministerial directions in 2025–26.

Statement of Expectations

In October 2025, Minister Ayres provided our Board with a Statement of Expectations.

The statement directed ANSTO to focus on four core activities:

- running the OPAL nuclear reactor safely and securely
- manufacturing medical isotopes to support improved health outcomes
- managing waste responsibly as part of sovereign supply chain solutions
- making nuclear infrastructure available for research.

In January 2026, the Board responded to the Statement of Expectations with a Statement of Intent, which sets out how it seeks to meet the minister's expectations.

View these statements here: www.ansto.gov.au/about/how-we-work/governance

Board of directors

The ANSTO Board comprises at least five and up to eight part-time, non-executive members from the broader community, and our full-time CEO. At 30 June 2026, there were seven part-time non-executive members and the CEO. All non-executive members are appointed by the Governor-General. Under the ANSTO Act, the Board appoints the CEO. Cabinet endorsement is also 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) – 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 or CEO updates, media reports and briefings provided to government.

Site tours are arranged, when practicable, to coincide with Board meetings to support information gathering and staff engagement. Board members also carry out individual site visits and meet formally and informally with different divisions and groups of staff. Activities during the reporting period included:

- attending a tour of Minerals - High Temperature Chlorination Facility, the Refurbished Pilot Plant and High Purity Quartz Project
- meeting staff involved in research into food provenance
- meeting with ARPANSA
- receiving presentations on Capital Projects
- meeting ANSTO Award recipients.

Board members have a broad range of skills, knowledge and experience that reflect our diverse responsibilities. This diversity enables the Board to provide the guidance and stewardship needed for our sustainability, and to determine and monitor the achievement of our 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 our operations and activities, and their duties and responsibilities as Board members of a Corporate Commonwealth Entity. Members may seek independent professional advice in line with their duties, responsibilities and obligations as Board members.

Board meetings

The Board meets up to six times a year, with further ad hoc meetings as the Chair deems necessary. Eight meetings took place in 2025–26: six scheduled and two ad hoc.

A combination of meeting formats is used including remote and in person, with the option of attending remotely if required. Five of the formally scheduled meetings ran at Lucas Heights and one proceeded by teleconference. 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 needed. 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.

Our Company Secretary supports Board operations and advises on governance matters. The Company Secretary generally attends all Board meetings, except where the ANSTO Act precludes attendance.

Board committees

The Board is assisted by two standing committees:

Risk and Audit Committee

Provides independent oversight, advice and assurance on the appropriateness of our 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

Helps the Board fulfil its responsibilities for overall remuneration policy and strategy, CEO performance and remuneration, 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 in its charter, which is reviewed annually. As part of the review in 2025–26, amendments were made to the Risk and Audit Committee Charter to ensure it continued to reflect our needs.

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

Other committees and working groups are formed ad hoc as the Board requires.

Risk and Audit Committee

During the financial year, the Committee comprised three non-executive Board members and, until the completion of their terms, two external representatives with appropriate qualifications, knowledge, skills and experience to assist the Risk and Audit Committee in performing its functions. This included expertise in risk oversight and management, including nuclear risk, finance and internal control systems. Except for the period from 4 December 2025 to 30 June 2026, following the completion of the external representatives' terms, the Committee's membership 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. New members carry out an induction program that includes site visits to the Lucas Heights and Clayton campuses, and meetings with executives, managers and subject matter experts.

Engagement activities are scheduled around meetings to support information gathering. During the reporting period, the committee toured the Centre for Accelerator Science and met staff from across the organisation to discuss safety, operational and project risks.

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 meetings. Representatives from the Australian National Audit Office (ANAO) and its contracted service provider, currently EY, may also attend, by invitation of the committee Chair.

The committee holds four formally scheduled meetings each year, with further meetings held as needed. In 2025–26, it met four times: one meeting was held at Lucas Heights, one at Clayton and two proceeded without a quorum as informal discussions, with no formal decisions made. Attendance and details of appointments and cessations are in the Appendices and index – PGPA Rule section 17BE(taa) – Audit Committee.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee comprises the Board Chair, the CEO and one or more non-executive Board members appointed by the Board. The Board Chair also chairs the committee. Other relevant people may attend meetings by invitation of the Chair. The Company Secretary acts as secretary to the committee

and attends all meetings, except where the ANSTO Act precludes attendance.

The Committee's charter provides that it meets twice a year. However, during the reporting period, it met on one occasion.

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

Board performance

The Board reviews its performance, composition and skill base regularly to support its effective operation and alignment with good governance practice. In 2025–26, Board members completed a self-assessment questionnaire, and the Board discussed the outcomes. Meetings also include time for reflection on the quality of discussion, papers and overall effectiveness.

ANSTO applies its Board Delegation of Authority Policy and relevant procurement and grant governance requirements to any related entity transactions exceeding \$10,000 inclusive of GST. This policy provides which decisions are made by the Board, CEO or authorised delegates considering the nature, value and purpose of the transaction, and budget availability.

During the reporting period, ANSTO and its subsidiary carried out 165 transactions with government entities or companies for goods and services valued above \$10,000, with a combined value of \$52.1 million.

Disclosure of interests and related entity transactions

Board members declare material interests in line with the ANSTO Act and PGPA Act.

Executive management

The CEO is accountable for managing the affairs of the organisation in line 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 and controls our operations and performance.

During 2025–26, we continued to embed the executive structure that came into effect in July 2025, following strategy and prioritisation alignment workshops, employee feedback and consultation. The structure supports how we deliver our strategy and strengthens alignment between organisational priorities, business planning, performance, risk and resource allocation.

The Executive is supported by key input committees that inform decision-making and provide oversight of strategic execution, operations, people and culture, work health and safety, capital investment, risk and compliance, waste

and decommissioning, and integrated business planning. During the reporting period, we continued to mature this committee framework through consistent governance standards, defined roles and responsibilities, workplans, charters, self-assessments, clearer reporting and improved transparency of decisions.

We recognise the importance of sharing information openly and transparently and making executives accessible to staff. Staff check-ins continued during the reporting period, providing a forum for the CEO and Executive to update staff on strategy, organisational priorities and performance, and to respond to questions. We held six during the reporting period. Additionally, two forums for the senior leader cohort took place. These forums support two-way communication, peer discussion and problem solving across the organisation. The CEO also shared 32 staff updates during the period, each providing an opportunity for teams to engage.

Integrated business planning

Our integrated business planning (IBP) process is our primary management system for aligning strategy with execution and ensuring delivery of our purpose and strategic objectives. Led by senior management, IBP integrates Portfolio, Demand, Supply and Financial planning into a single, enterprise-wide operating framework. Through a disciplined monthly cadence and consistent data foundation, it provides a consolidated view of our performance and priorities, enabling the organisation to translate long-term strategy into coordinated, actionable plans across all business units.

IBP underpins effective decision-making by providing a transparent, structured framework for prioritisation and resource allocation in a complex and financially constrained environment. It enables informed trade-offs across capacity, funding and strategic value, ensuring effort is directed to the highest priority activities and aligned to organisational and government objectives.

By strengthening governance, accountability and data discipline, IBP enhances the quality and timeliness of executive decisions, supports financial sustainability and provides assurance that integrated plans are delivered in line with our approved operating model.

Internal control

The Board, through delegation to the Risk and Audit Committee, oversees our system of internal control. This system provides reasonable assurance on achieving our objectives, the effective and efficient operation of our activities, compliance with applicable legislative and regulatory requirements, and the safeguarding of public resources.

Our system of internal control is supported by governance arrangements, policies and procedures, risk management and compliance activities, delegated authorities, financial and operational controls, management oversight and assurance activities, and ongoing monitoring and reporting processes.

Risk management

The Board oversees risk management across the organisation and determines the nature and extent of risk it is willing to accept in pursuing our strategic objectives through the Risk Appetite Framework. Management implements and continuously reviews our Enterprise Risk Management Framework.

We recognise that effective risk management supports informed decision-making, the achievement of strategic objectives and the effective management of uncertainty. Risk management activities occur across strategic, operational, project and corporate functions to support the delivery of our objectives and obligations.

During 2025–26, we progressed an Enterprise Risk Management Profile (ERMP) to provide a consolidated view of our key risks. The ERMP will help improve visibility of risk exposures and provide a more consistent and holistic view of risks across all operations, functions and activities, supporting risk reporting, decision-making and organisational objectives.

The Risk and Audit Committee receives regular reports on our risk profile, significant and emerging risks, and risk management activities. Attention is given to risks that may affect our ability to achieve our strategic objectives, fulfil our national responsibilities, maintain safe and secure operations, deliver value to customers and stakeholders, and sustain organisational capability and performance.

Fraud

Fraud and Integrity

We are committed to maintaining a strong culture of integrity and accountability and have specific obligations under section 10(1) of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) to take all reasonable measures to prevent, detect and respond to fraud and corruption.

The ANSTO Fraud and Corruption Control Plan aligns with the principles and better-practice guidance outlined in the Commonwealth Fraud and Corruption Control Framework and supports our ongoing commitment to effective fraud and corruption risk management. Consistent with the PGPA Rule, we maintain systems, processes and controls that help minimise the risk of fraud and corruption and ensure appropriate action takes place when an incident occurs.

During the reporting period, we continued to strengthen our fraud and corruption control arrangements through the following key activities.

Prevention

We maintain a comprehensive fraud and corruption control framework that includes policies, procedures, risk assessments and awareness initiatives. Employees and contractors receive ongoing education and training. This ensures they understand their responsibilities and are equipped to identify and report suspected instances of fraud and corruption at the earliest opportunity.

Detection

We implement mechanisms to identify and monitor potential fraudulent or corrupt conduct, including targeted fraud and corruption control assessments and risk-based monitoring activities. We also operate a Public Interest Disclosure scheme in line with the *Public Interest Disclosure Act 2013* (Cth). Supporting this framework is an independent, externally hosted and confidential reporting service. It provides employees, contractors and other stakeholders with a further avenue to report concerns about suspected unethical, improper or unlawful conduct.

Response

We maintain appropriately qualified and experienced investigators to assess and investigate allegations of fraud and corruption. We have procedures that ensure allegations are managed promptly, fairly and in line with legislative and policy requirements. Where fraud or corruption is identified, we take appropriate corrective and disciplinary action and refer matters to relevant external authorities where required.

Reporting

We have established processes to meet our reporting obligations under the Commonwealth Fraud and Corruption Control Framework. Instances of suspected or confirmed fraud and corruption are reported to relevant authorities, including the National Anti-Corruption Commission where required. This supports transparency, accountability and continuous improvement in our fraud and corruption control environment.

Ethics

Business ethics play a key role in the proper governance of an organisation. The Code of Conduct aligns to our values and provides our employees with a framework for ethical decision-making. This code articulates standards of behaviour, values and actions expected of all individuals who work for ANSTO. We reinforce our values and ethical standards through various means, including training and awareness, staff engagement surveys and the ANSTO Enterprise Agreement.

Business continuity management

Operational continuity remains a strategic priority for the Board, CEO and Executive, recognising that many of our services, particularly radiopharmaceuticals, are critical to the Australian community. During the reporting period, we matured our Business Continuity Management capability from program delivery to a fully embedded business-as-usual function. This is supported by ongoing lifecycle improvement and assurance, with Executive accountability reinforced through governance, reporting and oversight.

The Business Continuity Management System is a structured approach to managing disruption risks and the coordinated activation of Incident and Crisis Management arrangements. A key achievement was the review, enhancement and endorsement of our Crisis Management

Plan, strengthening existing crisis management arrangements and alignment to current governance and organisational structures. Executive awareness training in March 2026 introduced the revised Crisis Management Plan with a program of quarterly strategic crisis response activities.

Our Business Continuity Management approach aligns with ISO 22301 and is supported by an annual review lifecycle across Business Impact Analysis, Business Continuity Planning and validation activities throughout the organisation. The upgraded Business Continuity Management program strengthens our ability to maintain delivery of essential products and services during an unplanned disruption.

Operational governance – compliance and regulatory affairs

We operate within a highly regulated environment. In recognition of this environment, we have established policies, procedures and systems to comply with relevant laws and regulations.

Under section 19(1)(e) of the PGPA Act, we had no instances of significant non-compliance with finance law in 2025–26.

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 an annual risk-based strategic work plan 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.

The status of the plan, internal audit engagement outcomes and recommended actions are presented to the Risk and Audit Committee quarterly to enable monitoring of risk mitigation activities.

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 are in the Internal Audit Charter, which is reviewed by the Risk and Audit Committee and approved by the Board.

External audit

The Commonwealth Auditor-General, through the ANAO, is our external auditor and that of our Australian-based subsidiary. For 2025–26, the ANAO contracted EY to assist with the external audits of ANSTO and its Australian-based subsidiary. EY did not provide any non-audit services to ANSTO during the reporting period.

The following table shows judicial and administrative decisions that had a significant impact on ANSTO's operations and entity reports that relate to ANSTO for the financial year.

Audit function	Quantity
Judicial or administrative tribunal decisions	0
Commonwealth Auditor-General reports*	0
Office of the Australian Information Commissioner reports	0
Parliamentary committee reports	0
Commonwealth Ombudsman reports	0

* This excludes audit reports of the financial statements of ANSTO and its Australian-based subsidiaries.

Indemnities

A Deed of Access, Indemnity and Insurance was provided to each Board member. This includes an indemnity for specified legal costs. 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, among other conduct, which are reflected in the deed.

We also hold cover under the Comcover Statement of Cover, which includes cover for Directors' and Officers' Liability, as well as General Liability and Professional Indemnity together with other normally insurable risks. The annual premium attributed to this cover for 2025–26 was \$591,903.58.

ANSTO subsidiaries are fully covered under our overarching Comcover policies.

Nuclear liability

A Deed of Indemnity between the Federal Government and ANSTO was entered into in March 2025 to cover the period through to March 2035.

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

Financial statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for Industry and Innovation and Minister for Science

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 2026:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Consolidated Entity as at 30 June 2026 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 2026 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 entity's 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's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Consolidated Entity to cease to continue as a going concern;
- 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; and
- 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

27 August 2026



Statement by Accountable Authority, Chief Executive and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2026 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the 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

27 August 2026

Shaun Jenkinson
Chief Executive Officer

27 August 2026

Emily Hodgson
Chief Financial Officer

27 August 2026

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 2026

	Note	Budget 2026 \$'000	Actual 2026 \$'000	Actual 2025 \$'000
Net cost of services				
Expenses				
Employee benefits	1.1A	173,663	199,957	189,340
Supplier	1.1B	234,941	167,875	176,099
Depreciation and amortisation	2.2A	141,023	117,159	132,623
Fixed asset write-off	2.2A	-	26,635	7,397
Nuclear waste management expenses	2.3C	-	77,470	7,296
Grant		4,729	2,337	5,285
Finance costs	1.1C	27,410	26,045	27,561
Unrealised loss on investment	2.1C	-	1,296	10,512
Foreign currency exchange losses		-	943	1,455
Total expenses		581,766	619,717	557,568
Own-source revenue				
Revenue from contracts with customers	1.2A	113,086	119,578	107,285
Interest	5.2	9,400	15,827	18,201
Rental income		7,996	-	-
Grant income		20,140	27,949	23,999
Total own-source revenue		150,622	163,354	149,485
Gains				
Decommissioning provision gains	2.3C	-	43,309	6,001
Nuclear waste management expenses - write back	2.3C	-	-	22,758
Nuclear waste management provision gains	2.3C	-	3,951	3,037
Foreign currency exchange gains		-	1,553	464
Gains from asset sales		-	64	-
Total gains		-	48,877	32,260
Total own-source income		150,622	212,231	181,745
Net cost of services		(431,144)	(407,486)	(375,823)
Revenue from Government	3.1	384,299	383,172	324,464
Surplus/(deficit) before income tax		(46,845)	(24,314)	(51,359)
Income tax expense	1.1D	-	(703)	(639)
Surplus/(deficit) after income tax		(46,845)	(25,017)	(51,998)
Other comprehensive income				
Items that will not be subsequently reclassified to net cost of services				
Changes in asset revaluation reserve	2.4A	-	(2,624)	(13,540)
Total comprehensive surplus/(deficit)		(46,845)	(27,641)	(65,538)

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 2026

	Note	Budget 2026 \$'000	Actual 2026 \$'000	Actual 2025 \$'000
Assets				
Financial assets				
Cash and cash equivalents	2.1A	51,959	55,664	67,343
Trade and other receivables	2.1B	24,664	30,250	31,333
Investments	2.1C	201,868	387,704	279,000
Total financial assets		278,491	473,618	377,676
Non-financial assets				
Property, plant and equipment	2.2A	1,726,906	1,605,198	1,621,273
Intangible assets	2.2A/B	49,639	16,385	33,158
Inventories	2.2C	66,702	66,190	51,741
Deferred tax asset	1.1D	810	138	128
Prepayments		19,098	17,095	26,014
Total non-financial assets		1,863,155	1,705,006	1,732,314
Total assets		2,141,646	2,178,624	2,109,990
Liabilities				
Payables				
Suppliers		35,116	11,647	17,941
Employees	4.1	-	8,636	7,438
Other payables	2.3A	27,730	8,876	8,628
Total payables		62,846	29,159	34,007
Interest bearing liabilities				
Lease liabilities	2.3D	40	436	577
Total interest bearing liabilities		40	436	577
Revenue in advance	2.3B	-	18,548	26,223
Provisions				
Employees	4.2	61,541	68,575	65,577
Decommissioning	2.3C	517,109	491,001	519,205
Nuclear waste management	2.3C	112,300	161,172	112,306
Intellectual property payment	2.3C	25,000	21,254	24,981
Other provisions	2.3C	-	-	300
Total provisions		715,950	742,002	722,369
Total liabilities		778,836	790,145	783,176
Net assets		1,362,810	1,388,479	1,326,814
Equity				
Contributed equity		1,346,794	1,294,293	1,204,987
Reserves	2.4A	655,017	638,854	641,478
Accumulated deficit		(639,001)	(544,668)	(519,651)
Total equity		1,362,810	1,388,479	1,326,814

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 2026

	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 2024	(467,653)		645,634		9,384		1,134,276		1,321,641	
Deficit for the year	(51,998)		-		-		-		(51,998)	
Other comprehensive income										
Revaluation decrement	-		(13,540)		-		-		(13,540)	
Total comprehensive deficit for the year	(51,998)		(13,540)		-		-		(65,538)	
Transactions with owners										
Government equity injection	-		-		-		70,711		70,711	
Balance at 30 June 2025	(519,651)	(592,156)	632,094	645,634	9,384	9,383	1,204,987	1,257,488	1,326,814	1,320,349
Deficit for the year	(25,017)	(46,845)	-	-	-	-	-	-	(25,017)	(46,845)
Other comprehensive income										
Revaluation decrement	-	-	(2,624)	-	-	-	-	-	(2,624)	-
Total comprehensive deficit for the year	(25,017)	(46,845)	(2,624)	-	-	-	-	-	(27,641)	(46,845)
Transactions with owners										
Government equity injection	-	-	-	-	-	-	89,306	89,306	89,306	89,306
Balance at 30 June 2026	(544,668)	(639,001)	629,470	645,634	9,384	9,383	1,294,293	1,346,794	1,388,479	1,362,810

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

Consolidated Statement of Cash Flows

For the year ended 30 June 2026

	Note	Budget 2026 \$'000	Actual 2026 \$'000	Actual 2025 \$'000
Cash flows from operating activities				
Contracts with customers		120,680	122,553	96,934
Grants received		9,112	20,186	28,687
Interest received		9,400	13,898	19,995
Receipts from Government		398,057	383,172	324,464
Payments to employees		(173,663)	(195,791)	(184,703)
Payments to suppliers		(271,828)	(185,127)	(199,536)
Payments for decommissioning	2.3C	(13,260)	(5,125)	(4,985)
Payments for nuclear waste management	2.3C	(1,982)	(28,623)	(13,323)
Net cash from operating activities		76,516	125,143	67,533
Cash flows from investing activities				
Proceeds from sale of property, plant, equipment and intangibles		-	87	41
Proceeds from maturing financial instruments		450,000	455,000	555,000
Purchase of financial instruments		(383,110)	(565,000)	(555,000)
Purchase of property, plant, equipment and intangibles	2.2A	(230,573)	(116,074)	(132,874)
Net cash used in investing activities		(163,683)	(225,987)	(132,833)
Cash flows from financing activities				
Government equity injection	3.1	89,306	89,306	70,711
Principal payments on lease liabilities	2.3D	(121)	(136)	(136)
Interest payments on lease liabilities	2.3D	-	(5)	(6)
Net cash from financing activities		89,185	89,165	70,569
Net increase/(decrease) in cash and cash equivalents		2,018	(11,679)	5,269
Cash and cash equivalents at the beginning of the reporting year		49,941	67,343	62,074
Cash and cash equivalents at the end of the reporting year	2.1A	51,959	55,664	67,343

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 2025-26 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. 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 27 August 2026.

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 2026.

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

ANSTO has initially applied AASB 2021-7a, b and c *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*, AASB 2023-5 *Amendments to Australian Accounting Standards – Lack of Exchangeability*, AASB 2024-4 *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB10 and AASB 128 [Deferral of equity accounting-related amendments]*, AASB 2026-1 *Amendments to Australian Accounting Standards – Disclosures about Uncertainties in the Financial Statements*.

There has been no material effect on ANSTO's financial statements in applying new accounting standards.

1. Financial Performance

This section details the financial performance of ANSTO.

1.1 Expenses

1.1A Employee benefits

	2026	2025
	\$'000	\$'000
Wages and salaries	142,089	135,952
Superannuation - defined contribution plans	20,063	19,606
Superannuation - defined benefit plans	10,803	10,557
Leave and other entitlements	22,403	21,684
Separation and redundancies	4,599	1,541
Total employee benefits	199,957	189,340

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

	2026	2025
	\$'000	\$'000
Goods supplied from external entities	43,315	53,106
Services rendered from related entities	16,473	16,473
Services rendered from external entities	106,240	103,652
Workers' compensation premiums - related entities	1,847	2,868
Total supplier expenses	167,875	176,099

1.1C Finance costs

	Note	2026	2025
		\$'000	\$'000
Bank charges		13	14
Interest expense on lease liabilities	2.3D	5	6
Unwinding of discount on provisions	2.3C	26,027	27,541
Total finance costs		26,045	27,561

1. Financial Performance (continued)

1.1D Income tax

	2026	2025
	\$'000	\$'000
Prima facie income tax expense on results of taxable subsidiaries	(703)	(639)
Current income tax expense	(703)	(639)

Taxation

ANSTO is exempt from income tax. The deferred tax asset recognised as at 30 June 2026 arises from PETTECH Solutions Pty Ltd at \$0.138 million (2025: \$0.128 million).

Subsidiaries

ANSTO's subsidiaries are subject to normal corporate 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:

	2026	2025
	\$'000	\$'000
Audit of the financial statements	235	239
Total auditor's remuneration	235	239

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

	2026	2025
	\$'000	\$'000
Sales of goods		
Radioisotope sales	64,973	60,317
Total sales of goods	64,973	60,317
Rendering of services		
Service & contract research	31,091	26,313
Irradiations	15,168	11,066
CSIRO site support	555	1,201
Training courses	627	714
Land management	7,164	7,674
Total rendering of services	54,605	46,968
Total revenue from contracts with customers	119,578	107,285

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 accounted for under AASB 1058 *Income of Not-for-Profit Entities* where the consideration to acquire the asset is significantly less than its fair value, principally to enable ANSTO to further its objectives. The asset is initially recognised at fair value when ANSTO obtains control of the asset. Income is recognised at the difference between the asset's fair value and the consideration provided, after recognising any related amounts 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

	2026	2025
	\$'000	\$'000
Goods and services		
Related entities	396	714
External entities	18,499	20,778
Trade receivables	18,895	21,492
Less impairment loss allowance	-	-
Net receivables for goods and services	18,895	21,492
Other receivables		
Accrued interest	5,299	3,364
GST receivable from the Australian Tax Office	1,373	1,309
Accrued revenue	3,672	4,409
Other	1,011	759
Total other receivables	11,355	9,841
Total net trade and other receivables	30,250	31,333

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

Net receivables are aged as follows:

	2026	2025
	\$'000	\$'000
Overdue but not impaired:		
Less than 31 days	25,968	27,820
31 to 60 days	984	79
61 to 90 days	1,688	1,080
More than 90 days	1,610	2,354
Total net trade and other receivables	30,250	31,333

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

	2026	2025
	\$'000	\$'000
Term deposits	380,000	270,000
Other - Clarity Pharmaceuticals Ltd	7,704	9,000
Total investments	387,704	279,000

ANSTO holds 3,599,920 shares in Clarity Pharmaceuticals Ltd (2025: 3,599,920) which have been revalued at the 30 June 2026 closing market rate of \$2.14 (30 June 2025: \$2.50), with a corresponding loss of \$1.296 million (2025: \$10.512 million loss) 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
Gross value as at 30 June 2025	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Additions	201,500	316,055	1,333,756	51,210	80,431	10,902	810	1,994,664
Transfers and reclassifications	-	21,847	86,883	-	7,344	-	-	116,074
Assets written-off	-	(4,064)	2,213	-	989	862	-	-
Revaluations and impairments recognised in other comprehensive income	-	(358)	(6,330)	-	(36,068)	(5,027)	-	(47,783)
Disposals	-	-	(5,105)	-	-	-	-	(5,105)
	-	-	(114)	-	-	-	-	(114)
Gross value as at 30 June 2026	201,500	333,480	1,411,303	51,210	52,696	6,737	810	2,057,736
Accumulated depreciation, amortisation and impairment losses 30 June 2025	-	37,005	193,586	51,210	52,253	5,922	257	340,233
Depreciation and amortisation	-	11,955	99,878	-	3,835	1,353	138	117,159
Assets written-off	-	-	(833)	-	(16,424)	(3,891)	-	(21,148)
Released on disposal	-	-	(91)	-	-	-	-	(91)
Accumulated depreciation, amortisation and impairment losses 30 June 2026	-	48,960	292,540	51,210	39,664	3,384	395	436,153
Net book value as at 30 June 2026	201,500	284,520	1,118,763	-	13,032	3,353	415	1,621,583
Property, plant and equipment	201,500	284,520	1,118,763	-	-	-	415	1,605,198
Intangibles	-	-	-	-	13,032	3,353	-	16,385

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 (2025: \$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:

	2026	2025
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 2026. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs 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 (2025: \$5,000) are expensed in the year of acquisition.

Software costs may include the acquisition and implementation of purchased software and the development of software for internal use. Internal and external expenditure is capitalised only where it meets the recognition criteria for an intangible asset and is directly attributable to developing the software or preparing it for its intended use. Other software development and implementation expenditure is expensed as incurred.

Intellectual property

ANSTO and NTP Radioisotopes (SOC) Limited (NTP) signed a perpetual 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.

ANSTO originally recognised the IP right conveyed, at fair value, as an intangible asset with an indefinite life. In 2022-23 the IP intangible asset has been fully impaired based on an assessment of expected cash flows to be generated over the next 10 years no longer supporting its carrying amount.

Amortisation

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

Amortisation rates applying to intangibles are as follows:

	2026	2025
Purchased software	2 to 10 years	2 to 10 years
Licences	3 years	3 years

Impairment

All intangible assets were assessed for impairment at 30 June 2026. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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 2026 there were 206 patents (2025: 205) registered to ANSTO and no associated costs are recognised as an asset (2025: \$nil).

2. Financial Position (continued)

2.2C Inventories

	2026	2025
	\$'000	\$'000
Raw materials and stores – not held for resale		
Stores - at cost	41,739	33,614
Cobalt-60 sources - at net realisable value	30	34
Reactor fuel and heavy water - at average purchase price	20,135	12,966
	61,904	46,614
Work in progress - at cost	3,348	4,321
Finished goods - at cost	938	806
Total inventories	66,190	51,741
Inventories expected to be realised within		
No more than 12 months	29,519	44,733
More than 12 months	36,671	7,008
Total inventories	66,190	51,741

In 2025-26, opening inventories of \$24.8 million (2025: \$44.7 million) were recognised as an expense.

Accounting policy

Inventories held for sale are measured at the lower of cost and net realisable value. Other inventories held for consumption or distribution in ANSTO's operations are measured at cost, adjusted where applicable for any loss of service potential.

Costs include purchase costs, conversion costs and other costs incurred in bringing inventories to their present location and condition. Cost is determined as follows:

- raw materials and stores, excluding reactor fuel and heavy water, are valued using the first-in, first-out method;
- reactor fuel and heavy water are valued using the average purchase price; and
- the cost of finished goods and work in progress includes direct materials, direct labour and an appropriate allocation of attributable production overheads.

Net realisable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and costs necessary to make the sale.

2.2D Commitments

	2026	2025
	\$'000	\$'000
Infrastructure, plant and equipment	27,306	33,896
Fuel element purchase	10,290	22,320
Mo-99 plate purchase	5,271	8,250
Total commitments	42,867	64,466
One year or less	33,866	43,903
From one to five years	9,001	20,563
Total commitments	42,867	64,466

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

	2026	2025
	\$'000	\$'000
Accrued expenses	6,162	7,042
Other	2,714	1,586
Total other payables	8,876	8,628
Other payables expected to be settled within		
No more than 12 months	8,876	8,628
Total other payables	8,876	8,628

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

	2026	2025
	\$'000	\$'000
Grant monies received in advance	15,075	22,838
Revenue received in advance - goods and services	3,473	3,385
Total revenue in advance	18,548	26,223
Revenue in advance expected to be settled within		
No more than 12 months	18,548	26,223
Total revenue in advance	18,548	26,223

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)

		2026	2025
		\$'000	\$'000
Decommissioning	(a)	491,001	519,205
Nuclear waste management	(b)	161,172	112,306
Intellectual property payment	(c)	21,254	24,981
Other provisions		-	300
Total provisions		673,427	656,792
Provisions expected to be settled within			
No more than 12 months		22,523	36,211
More than 12 months		650,904	620,581
Total provisions		673,427	656,792

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 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
Nuclear waste management expenses	-	77,470	-	-
Additions	669	-	-	-
Revaluation recognised in Other Comprehensive Income	(2,481)	-	-	-
Amounts used	(5,125)	(28,623)	(2,805)	(300)
Change in accounting estimate	(43,309)	(3,951)	-	-
Foreign currency movement	-	-	(937)	-
Unwinding discount	22,042	3,970	15	-
Carrying amount 30 June 2026	491,001	161,172	21,254	-

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 (2026: \$841.3 million; 2025: \$816.1 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 52 years (2025: 53 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 52 years for the decommissioning of infrastructure.

Inflating the nominal costs by expected CPI over time (2026: 2.5%, 2025: 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 (2026: ranging from 4.41% to 5.26%, 2025: ranging from 3.21% to 4.84%):

- 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 \$841.3 million as at 30 June 2026 (2025: \$816.1 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.

Driver	Change	Decommissioning provision increase/(decrease)	
		2026 \$'000	2025 \$'000
CPI	(1.0)%	(79,040)	(84,973)
	(0.5)%	(42,048)	(45,632)
	0.5%	47,980	51,623
	1.0%	102,939	112,390
Discount rate	(1.0)%	127,324	137,811
	(0.5)%	58,182	62,946
	0.5%	(49,233)	(52,537)
	1.0%	(91,130)	(96,956)
Delaying planned expenditure	1 year	(12,692)	(11,483)
	3 years	(37,593)	(34,630)
	5 years	(61,532)	(56,857)

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 (2026: \$178.8 million; 2025 \$120.7 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 nuclear waste management expense). 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 (2025: 19 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 (2026: 2.5%, 2025: 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 (2026: ranging from 4.41% to 4.99%, 2025: ranging from 3.21% 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 \$178.8 million as at 30 June 2026 (2025: \$120.7 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.

Driver	Change	Nuclear waste management provision increase/(decrease)	
		2026 \$'000	2025 \$'000
CPI	(1.0)%	(7,411)	(5,356)
	(0.5)%	(3,770)	(2,821)
	0.5%	3,905	2,933
	1.0%	7,952	5,984
Discount rate	(1.0)%	8,746	6,639
	(0.5)%	4,243	3,222
	0.5%	(4,007)	(3,024)
	1.0%	(7,799)	(5,877)
Delaying planned expenditure	1 year	(3,270)	(1,664)
	3 years	(10,082)	(5,578)
	5 years	(17,348)	(10,062)

- (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 5.88% (2025: 5.57%).

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 tenable condition. At 30 June, the future minimum lease payments under non-cancellable operating leases were payable as follows:

	Note	2026 \$'000	2025 \$'000
Opening balance		577	121
Lease modifications		-	598
Principal payments on lease liabilities		(136)	(136)
Interest expense on lease liabilities	1.1C	(5)	(6)
Closing balance		436	577
Maturity analysis			
<u>Buildings</u>			
Less than one year		141	141
One to five years		295	436
Total undiscounted lease liabilities		436	577

2. Financial Position (continued)

2.3D Lease liabilities (continued)

Accounting policy

ANSTO recognises right-of-use assets and lease liabilities for all leases except those considered low value leases. ANSTO has elected not to recognise right-of-use assets and lease liabilities for 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	2026 \$'000	2025 \$'000
Asset revaluation			
Opening balance		632,094	645,634
Revaluation - non-financial assets	2.2A	(5,105)	(311)
Revaluation - decommissioning costs	2.3C	2,481	(13,229)
Asset revaluation reserves	(a)	629,470	632,094
Other reserves			
OPAL depreciation	(b)	9,061	9,061
Foreign currency reserve	(c)	323	323
Other reserves		9,384	9,384
Total reserves		638,854	641,478

(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

	2026	2025
	\$'000	\$'000
Revenue from Government	383,172	324,464
Government equity injection	89,305	70,711
Total government funding	472,477	395,175

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

	2026	2025
	\$'000	\$'000
Accrued salaries and wages	7,382	6,512
Termination benefits	1,192	895
Incentives	62	31
Total employee payables	8,636	7,438

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

4.2 Employee provisions

	2026	2025
	\$'000	\$'000
Annual leave	21,074	20,447
Long service leave	47,501	45,130
Total employee provisions	68,575	65,577
Employee provisions expected to be settled within		
No more than 12 months	59,931	57,538
More than 12 months	8,644	8,039
Total employee provisions	68,575	65,577

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:

	2026	2025
	\$'000	\$'000
Short-term employee benefits:		
Salary	3,989	5,335
Performance bonuses	29	31
Other	15	24
Total short-term employee benefits	4,033	5,390
Post-employment benefits:		
Superannuation	410	560
Total post-employment benefits	410	560
Other long-term benefits:		
Long-service leave	147	165
Total other long-term benefits	147	165
Termination benefits	-	854
Total key management personnel remuneration	4,590	6,969

The ANSTO Group had 18 individuals in KMP roles during the year, 18 in ANSTO and 1 ANSTO KMP also in its subsidiary (2025: 26 individuals, 26 ANSTO and 1 in its subsidiary).

In ANSTO, these individuals equated to a full time equivalent (FTE) of 15.05 (2025: 20.10). Represented by 7 non-executive board members and 2 independent risk and audit committee members, prorated 7.05 (2025: 8.95) and 8 FTE (2025: 11.15 FTE) members of the ANSTO Executive Leadership Team. In the subsidiary, the FTE is 1 (2025: 1) represented by 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 2026, 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 final form of nuclear waste will be the responsibility of the planned National Radioactive Waste Management Facility – for which the timing, remit and location of such a Facility is not yet known. If there is a change in Government policy, ANSTO may need to bear the costs relating to the future management of the waste.

In the prior year, nuclear waste management expenses of \$22.758 million, recognised in previous years, were reversed through profit or loss and removed from the nuclear waste management provision as disclosed in Note 2.3C. This was due to the historical supplier for shipments and treatment costs associated with ANSTO's OPAL spent fuel discontinuing provision of such services. As a result, costs based on previous contractual arrangements no longer met the recognition criteria for a provision, as they could not be reliably measured, and were therefore treated as contingent liabilities during 2024–25. In the absence of the above-mentioned supplier arrangement or identification of an alternative supplier, management recognised a further provision amount associated with estimated temporary storage costs of \$0.731 million for OPAL spent fuel in the course of re-evaluating the provision in 2025-26.

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.

AASB 2026-1 *Amendments to Australian Accounting Standards – Disclosures about Uncertainties in the Financial Statements* does not change the recognition or measurement requirements for provisions or contingent liabilities. However, it reinforces the need for disclosures to clearly explain uncertainties affecting the amount and timing of possible future outflows. The Clayton Campus lease make-good obligation remains disclosed as a contingent liability because the obligation is dependent on future decisions by Monash University regarding the Australian Synchrotron infrastructure and a reliable estimate cannot yet be made. Management has considered the additional disclosure guidance in AASB 2026-1 in describing the nature of this uncertainty and the factors that may affect whether any future outflow is required.

5. Managing Uncertainties (continued)

5.2 Financial instruments

	Note	Carrying amount 2026	Amortised Cost 2026	Fair value through profit or loss 2026	Carrying amount 2025	Amortised Cost 2025	Fair value through profit or loss 2025
Financial assets		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents		55,664	55,664	-	67,343	67,343	-
Trade receivables	2.1B	18,895	18,895	-	21,492	21,492	-
Accrued interest	2.1B	5,299	5,299	-	3,364	3,364	-
Accrued revenue	2.1B	3,672	3,672	-	4,409	4,409	-
Other	2.1B	1,011	1,011	-	759	759	-
Term deposits	2.1C	380,000	380,000	-	270,000	270,000	-
Investments - other	2.1C	7,704	-	7,704	9,000	-	9,000
Total financial assets (recognised)		472,245	464,541	7,704	376,367	367,367	9,000
Total financial liabilities							
Suppliers		11,654	11,654	-	17,941	17,941	-
Other payables	2.3A	8,876	8,876	-	8,628	8,628	-
Revenue in advance	2.3B	18,548	18,548	-	26,223	26,223	-
Total financial liabilities (recognised)		39,078	39,078	-	52,792	52,792	-

Interest revenue from financial assets

	2026	2025
	\$'000	\$'000
Cash and cash equivalents	758	843
Term deposits	15,069	17,358
Net income from financial assets	15,827	18,201

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 2026 (2025: \$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 2026 \$'000	Fair value 2025 \$'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	284,520	279,050	Depreciated replacement cost approach.	Replacement cost/consumed economic benefit/obsolescence of asset.
Infrastructure, plant and equipment	3	1,118,763	1,140,170	Depreciated replacement cost approach.	Replacement cost/consumed economic benefit/obsolescence of asset.

1. The valuation techniques and inputs used in 2026 and 2025 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 2026.

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)

	2026	2025
	\$'000	\$'000
Financial assets	473,778	380,135
Non-financial assets	1,701,471	1,728,409
Total assets	2,175,249	2,108,544
Payables	28,145	33,344
Provisions	739,867	720,207
Revenue in advance	18,548	26,223
Lease liabilities	417	553
Total liabilities	786,977	780,327
Net assets	1,388,272	1,328,217
Contributed equity	1,294,293	1,204,987
Asset revaluation reserve	628,308	630,920
Other reserves	9,061	9,061
Accumulated deficit	(543,390)	(516,751)
Total equity	1,388,272	1,328,217
Deficit of the parent entity	(3,429)	(30,279)
Other comprehensive expense of the parent entity	(2,624)	(13,540)
Total comprehensive deficit of the parent entity	(6,053)	(43,819)

6. Other information (continued)

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

There are transactions between ANSTO and its subsidiary for land leases, purchases and sales of goods and services. The prices charged for transactions between ANSTO and its subsidiary 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 2026 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.

Name	Place of incorporation	2026	2026	2025
		%	\$	\$
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. 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 2026 was \$0.4 million (2025: \$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 the decommissioning and waste 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 2025–26 Portfolio Budget Statements (PBS) budget and the final financial outcome in the 2025–26 financial statements.

Explanation of major variances

Event impacting financial statements	Affected consolidated statements and line items
Employee benefits were higher than budget primarily due to higher staffing costs, enterprise agreement impacts, workforce requirements and movements in employee leave and related provisions. In addition, they reflect the cost associated with the restructuring of the Executive and Nuclear Science and Technology division during the year and a number of contractor conversions.	Statement of Comprehensive Income: Employee benefits Supplier Statement of Financial Position: Cash and cash equivalents Provisions - employees Statement of Changes in Equity: Accumulated deficit Statement of Cash Flows: Payments to employees Payments to suppliers
Budget 25-26 reflects \$24.1M to reimburse ANSTO for the importation of nuclear medicine during the OPAL extended shutdown. In the financial statements this was reflected in FY25. In the Budget it was reflected against supplier expenses in 2025-26.	Statement of Comprehensive Income: Supplier Statement of Financial Position: Cash and cash equivalents Investments – term deposits Accumulated deficit Statement of Changes in Equity: Accumulated deficit Statement of Cash Flows: Payments to suppliers Proceeds from maturing financial instruments Purchase of financial instruments
Delays in budgeted project expenditure resulted in a reduction in fixed asset purchases, capitalisations, subsequent depreciation charges and additional cash held in term deposits	Statement of Comprehensive Income: Interest Depreciation and amortisation Statement of Financial Position: Investments – term deposits Property, plant and equipment Intangible assets

6. Other information (continued)

Event impacting financial statements	Affected consolidated statements and line items
	Accumulated deficit Statement of Changes in Equity: Accumulated deficit Statement of Cash Flows: Purchase of property, plant, equipment and intangibles Proceeds from maturing financial instruments Purchase of financial instruments
A review of property, plant, equipment and intangible assets resulted in write offs for items deemed to be operational expenditure; no cash impact arose.	Statement of Comprehensive Income: Depreciation and amortisation Fixed asset write-off Statement of Financial Position: Property, plant and equipment Intangible assets Accumulated deficit Statement of Changes in Equity: Accumulated deficit – Deficit for the year Reserves – Non-financial assets
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 term deposit interest rates impacts the number of times a deposit is 'rolled' in the period.	Statement of Comprehensive Income: Interest Statement of Financial Position: Investments – Term deposits Accumulated deficit Statement of Changes in Equity: Accumulated deficit – Deficit for the year Statement of Cash Flows: Interest received Proceeds from maturing financial instruments Purchase of financial instruments
Nuclear waste management expenses relating to the construction of storage facilities, and the respective operational cost of these facilities, for the temporary storage of nuclear waste and OPAL spent fuel have been recognised in 2025-26.	Statement of Comprehensive Income: Nuclear waste management expenses Statement of Financial Position: Provisions – Nuclear waste management
ANSTO's investment in Clarity Pharmaceuticals Ltd has been revalued to the market rate, \$2.14, as at 30 June 2026.	Statement of Comprehensive Income: Unrealised loss on investment Statement of Financial Position:

6. Other information (continued)

Event impacting financial statements	Affected consolidated statements and line items
	Investments – Other – Clarity Pharmaceuticals Ltd Accumulated deficit – deficit for the year
Gains arising from discount rates are determined based on year end rates that are not available prior to Budget 25-26 being submitted.	Statement of Comprehensive Income: Decommissioning provision gains Nuclear waste management provision gains Statement of Financial Position: Provisions - Decommissioning Provisions – Nuclear waste management Accumulated deficit Statement of Changes in Equity: Accumulated deficit – Deficit for the year
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

Appendices and index

Glossary

AASB	Australian Accounting Standards Board
ACNS	Australian Centre for Neutron Scattering
ADARER	Accelerating Development of Australia's Rare Earth Resources
ADS1, ADS2	Advanced diffraction and scattering beamlines
AMS	Accelerator mass spectrometry
ANAO	Australian National Audit Office
ANSTO	Australian Nuclear Science and Technology Organisation
ANSTO Act	<i>Australian Nuclear Science and Technology Organisation Act 1987</i>
ARPANSA	Australian Radiation Protection and Nuclear Safety Agency
ASA	Australian Submarine Agency
ASNO	Australian Safeguards and Non-Proliferation Office
AUKUS	Australia, United Kingdom, United States
Auslan	Australian sign language
BioSAXS	Biological small angle X-ray scattering beamline
CAS	Centre for Accelerator Science
CEO	Chief Executive Officer
CPI	Consumer price index

CSS	Commonwealth Superannuation Scheme
Cth	Commonwealth
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DEIB	Diversity, Equity, Inclusion and Belonging
DRC	Depreciated replacement cost
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DIFOT	Delivery in full and on time
EMS	Environmental Management System
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
ERMP	Enterprise Risk Management Profile
EU	European Union
FNCA	Forum for Nuclear Cooperation in Asia
FOI Act	<i>Freedom of Information Act 1982</i>
FTE	Full time equivalent
GST	Goods and services tax
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
MEX1, MEX2	Medium energy X-ray absorption spectroscopy beamlines
Mo-99	Molybdenum-99
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
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
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PSS	Public Sector Superannuation Scheme
PSSap	Public Sector Superannuation accumulation plan
PT&C	Project time and cost
RCA	Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology in Asia and the Pacific
RIIP	Research Infrastructure Investment Plan
RIMS	Research information management system
ROU	Right of use
STEM	Science, technology, engineering, and mathematics
WGEA	Workplace Gender Equality Agency
WHS	Work health and safety
Wombat	Diffraction instrument

Remuneration Report

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

- Key Management Personnel (KMP) - members of the Board, the Risk and Audit Committee and the Executive Leadership team disclosed in Table 1.
- Senior executives: employees who are assigned General Manager or equivalent roles and delegations, disclosed in Table 2.
- Other highly paid staff: employees with total remuneration of at least \$265,000 not disclosed in Table 1 or 2, disclosed in Table 3.
- The remuneration of the Risk and Audit Committee members is separately disclosed in Table 4.

Remuneration policies and practices

The remuneration of the ANSTO Board is in line with the Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2025.

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

Members of the Executive Leadership Team 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 Nomination Committee oversees the approach to performance and remuneration of the Executive Leadership Team.

Senior Manager and high paid positions are remunerated either in line 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 remuneration*
		Base salary \$	Bonus \$	Other benefits \$	Super contributions \$	Long service leave \$	Other long term benefits \$	\$	\$
Mr Michael Quigley, AM	Board Chair	116,247	-	7,587	17,821	-	-	-	141,655
Mr Andrew Carriline	Deputy Board Chair and Risk and Audit Committee (RAC) Chair	87,192	-	372	13,367	-	-	-	100,931
Emeritus Prof Helen Garnett, PSM CM	Board Member from 16 April 2026	10,370	-	-	1,544	-	-	-	11,913
Prof Sze Ting Lee	Board Member	58,135	-	2,029	8,912	-	-	-	69,076
Rear Admiral Katherine Richards, AM CSC	Board Member	59,479	-	1,087	8,912	-	-	-	69,478
Prof Tim Senden	Board Member and RAC member	67,665	-	2,544	10,332	-	-	-	80,541
Dr Greg Storr	Board Member and RAC Member	67,711	-	398	10,332	-	-	-	78,441
Mr David Antaw	RAC Member until 1 December 2025	4,124	-	-	655	-	-	-	4,779
Mr Steven Ludlam	RAC Member until 29 November 2025	4,002	-	763	637	-	-	-	5,401
Mr Shaun Jenkinson	Chief Executive Officer and Board Member	527,722	29,307	-	29,904	10,149	-	-	597,083
Ms Emily Hodgson	Chief Financial Officer	382,749	-	-	69,478	1,714	-	-	453,940
Ms Marianne Morton	Chief Information and Digital Officer and Acting Group Executive, Assurance, Risk and Compliance	476,415	-	-	29,904	20,313	-	-	526,632
Prof Andrew Peele	Group Executive, Nuclear Science and Technology	432,630	-	-	29,904	14,633	-	-	477,167
Dr Miles Apperley	Group Executive, Nuclear Operations, Safety and Security	420,403	-	-	60,926	23,762	-	-	505,091
Ms Jasmine Reay	Group Executive, Infrastructure and Engineering Services	446,788	-	-	29,904	6,104	-	-	482,796
Mr Gavin Kable	Chief People Officer 1 July 2025 to 28 November 2025 and 6 January 2026 to 30 June 2026	346,246	-	-	51,779	46,237	-	-	444,263
Ms Venessa Barrins	Group Executive, Chief People Officer 1 December 2025 to 5 January 2026	40,335	-	-	5,364	14,138	-	-	59,838
Mr Oleh Nakone	Group Executive, Nuclear Medicine and Commercial	441,064	-	-	29,904	10,219	-	-	481,187
ANSTO KMP		3,989,275	29,307	14,780	409,581	147,270	-	-	4,590,212
Subsidiary KMP		-	-	-	-	-	-	-	-
TOTAL Consolidated KMP - Financial Statements Note 4.3		3,989,275	29,307	14,780	409,581	147,270	-	-	4,590,212

* Remuneration is reflected on an accrual basis not a cash basis and has not been annualised.

Table 2 – Senior Executives

Total remuneration bands	Number of senior executives**	Short term benefits			Post employment benefits	Other long term benefits		Termination benefits	Total remuneration*
		Base salary \$	Bonus \$	Other benefits \$	Super contributions \$	Long service leave \$	Other long term benefits \$	\$	\$
\$0-\$220,000	11	94,409	-	-	14,046	7,145	-	-	115,600
\$220,001-\$245,000	4	183,305	-	-	30,018	7,800	-	13,811	234,934
\$245,001-\$270,000	6	220,771	-	-	32,442	3,976	-	-	257,189
\$270,001-\$295,000	10	239,669	-	-	35,755	7,428	-	-	282,852
\$295,001-\$320,000	3	253,371	-	-	37,415	14,889	-	-	305,675
\$320,001-\$345,000	2	282,638	-	-	47,179	1,063	-	-	330,880
\$345,001-\$370,000	5	300,718	-	-	45,320	9,250	-	-	355,288
\$370,001-\$395,000	1	337,497	-	-	39,864	11,307	-	-	388,670
\$395,001-\$420,000	3	356,764	-	-	37,173	10,621	-	-	404,558
\$420,001-\$445,000	2	283,834	-	-	43,863	7,830	-	97,279	432,806
\$445,001-\$470,000	2	232,771	-	-	38,532	8,689	-	183,144	463,136
\$670,001-\$695,000	1	348,121	-	-	29,904	7,643	-	295,609	681,277
	50								

* Remuneration is reflected on an accrual basis not a cash basis.

** Remuneration has only been included for the period the employee is in a General Manager or equivalent role.

Table 3 – Other Highly Paid Officers

Total remuneration bands	Number of highly paid officers	Short term benefits			Post employment benefits	Other long term benefits		Termination benefits	Total remuneration*
		Base salary \$	Bonus \$	Other benefits \$	Super contributions \$	Long service leave \$	Other long term benefits \$	\$	\$
\$265,000-\$270,000	2	94,852	-	-	19,707	2,012	-	150,838	267,409
\$270,001-\$295,000	5	218,891	-	-	35,903	(3,107)	-	30,455	282,142
\$295,001-\$320,000	2	263,191	-	-	37,380	7,787	-	-	308,358
\$320,001-\$345,000	1	276,010	-	-	51,794	13,695	-	-	341,499
\$345,001-\$370,000	4	200,858	-	-	35,104	905	-	125,084	361,951
\$370,001-\$395,000	4	249,025	-	-	37,228	5,895	-	90,000	382,148
\$470,001-\$495,000	1	288,855	-	-	17,980	11,491	-	170,950	489,276
	19								

* Remuneration is reflected on an accrual 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 remuneration*
		Base salary \$ (average)	Other benefits \$ (average)	Super contributions \$ (average)	\$ (Average)
Mr Andrew Carriline**	Member 16 September to 23 October 2024 Chair from 25 February 2025	N/A	N/A	N/A	N/A
Professor Tim Senden	Member	9,260	-	1,426	10,686
Dr Greg Storr	Member	9,260	-	1,426	10,686
Mr David Antaw	Member until 1 December 2025	4,124	-	655	4,779
Mr Steven Ludlam	Member until 29 November 2025	4,002	763	637	5,401

* Remuneration has not been annualised.

** As Deputy Board Chair, Mr Carriline is not remunerated for being on the Risk and Audit Committee.

Table 5 – All employees current reporting period (2025–2026)

Description	Employees (FTE)		% of total		% of change 2026-2025	Average salary \$		% of change 2026-2025
	2026	2025	2026	2025		2026	2025	
Financial Year								
Women	491.65	499.74	34.06	34.24	(1.62)	127,249	123,905	2.70
Men	950.18	957.87	65.82	65.62	(0.80)	140,009	134,141	4.37
Non-binary and other	1.80	2.00	0.12	0.14	(10.00)	83,782	89,340	(6.22)
Total	1443.62	1,459.61	100.00	100.00	(1.10)	135,480	130,496	3.82

Privacy

We are committed to protecting personal information and meeting our obligations under the *Privacy Act 1988* (Cth) and the Australian Privacy Principles. We maintain a specific full-time privacy officer role, positioned within our Assurance, Risk and Compliance Group. The privacy champion role is filled by a senior member of staff (the Chief Financial Officer), as required in the Australian Government Agencies Privacy Code.

We strengthen our privacy position by enhancing transparency in information-collection and handling practices, improving business processes and system configuration where personal information is involved. This helps foster a mature culture that recognises and respects the value and trust related to personal information.

We support our privacy commitments by establishing clear and measurable objectives in our Privacy Management Plan, with the 2025–26 period seeing the organisation shift from developing to a defined target state of privacy maturity.

As part of our privacy governance framework, we carry out Privacy Impact Assessments for projects involving high privacy risk and publish a summary of these assessments on our website. We also maintain a comprehensive Data Breach Response Plan to support the timely and compliant management of privacy incidents.

We did not experience any notifiable data breaches during the reporting period in line with the Office of the Australian Information Commissioner's Data Breach Reporting 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 FOI 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 2026, we received 11 requests for information under section 15 of the FOI Act.

We publish information to the public as part of the Information Publication Scheme (IPS). The IPS promotes open and transparent communication of government information. Our website contains a plan showing which information we publish in line with the IPS. See www.ansto.gov.au/access-to-information

We produce 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. We also provide access to a searchable database of all of our science publications, as well as an online archive for older publications. View the database at: www.ansto.gov.au/research/publications

Direct enquiries on the FOI process 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 are on our website.

Reporting under the *Modern Slavery Act 2018*

We understand that ethical conduct and protecting human rights are both critical to upholding our values and delivering our core mandate. We are committed to the eradication of modern slavery through following compliant, responsible and ethical business practices. Our 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. Access this statement here: www.ansto.gov.au/media/8995/download?inline.

We will update this statement for the 2025–26 reporting period before the statutory December deadline.

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

Commonwealth Climate Disclosure is the Australian Government's policy for Commonwealth entities to publicly disclose their exposure to climate-related risks and opportunities, and the actions taken to manage them.

As a Tranche 2 entity, we must include climate-related disclosures in our annual reporting suite from the financial year 2025–2026.

We have prepared our Climate Disclosure Report in line with the Year 1 Reporting Provisions. It is available on our [website](#) and the [Transparency Portal](#).

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) and is on the Federal Register of Legislation.

Key statutory provisions about ANSTO's functions are below.

Section 3: Interpretation

"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
 - (ea) 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

Minister's Statement of Expectations	Pages
Applying science to advance our national interests	
Harnessing our national nuclear capabilities	22–48
Taking Australian Science to the World	29–31
Advancing the Government's policy priorities	
Advancing First Nations Science	8, 25, 48, 52
Achieving Net Zero emissions	7–8, 45, 47, 115
Delivering a Future Made in Australia through the National Reconstruction Fund	35, 45
Supporting the health of Australians	27–28
Managing research infrastructure and national facilities	22–26
Promoting STEM	
STEM careers	29–31, 40–42, 50–51
Communication of ANSTO's science and research	29–31, 36–39
Community engagement	42
Driving ANSTO's performance	
Legislative requirements	All
Organisational governance and capability	55–63
Agency staff and health	43–45, 50–53
Working with my department and office	36–37

Compliance index

PGPA Rule reference	Part of report	Description	Requirement
17BE(a)	4	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	116–118	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	18	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	56	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)	56	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)	18–19, 22–48	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	N/A	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)	55, 124	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	55–56	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	124–125	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)	54	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	59–63	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BE(n), 17BE(o)	59	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
17BE(p)	55–60	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	63	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)	63	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)	63	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)	58, 113, 124	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)	110–112	Information about executive remuneration	Mandatory

Additional legislative requirements

Legislation	Page of report
<i>Australian Nuclear Science and Technology Organisation Act 1987</i>	4, 18, 71, 116–118
<i>Disability Discrimination Act 1992</i>	52
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	46–48, 115
<i>Equal Employment Opportunity (Commonwealth Authorities) Act 1987</i>	52
<i>Freedom of Information Act 1982</i>	114
<i>Modern Slavery Act 2018</i>	114
<i>National Greenhouse and Energy Reporting Act 2007</i>	115
<i>Privacy Act 1988</i>	114
<i>Public Interest Disclosure Act 2013</i>	61
<i>Work Health and Safety Act 2011</i>	43, 49
<i>Workplace Gender Equality Act 2012</i>	49–51

PGPA Rule Section 17BE j, i, v

Details of accountable authority during the current reporting period (2025–26)

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	8/8
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	7/8
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	8/8
Em Prof Helen Garnett PSM CM	BSc (Hons), PhD FAICD, FTSE	Experienced director, and senior business executive in Nuclear science, research, higher education and industry	Non-executive Board member	APPOINTED: 16 April 2026	15 April 2029	2/2
Prof Sze Ting Lee	MBBS, PhD, FRACP, FAANMS, FANMB	Nuclear medicine specialist	Non-executive Board member	APPOINTED: 20 July 2023	19 July 2026	8/8
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	8/8
Prof Tim Senden	BSc (Hons), PhD	Accomplished physical chemist	Non-executive Board member	APPOINTED: 1 February 2024	31 January 2027	7/8
Dr Greg 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	8/8

PGPA Rule Section 17BE taa

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	4/4	
Mr David Antaw	B.Bus. Mcomm Senior corporate executive	2/2	External representative until 1 December 2025
Mr Steven Ludlam	MSc NucEng Global submarine expert	2/2	External representative until 29 November 2025
Prof Tim Senden	BSc (Hons), PhD Accomplished physical chemist	4/4	
Dr Greg Storr	BSc (Hons), PhD, GAICD Nuclear engineering and safety expert	4/4	

PGPA Rule Section 17BE ka

All ongoing employees current reporting period (2025–2026)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
NSW	795	18	813	381	56	437	1	0	1	1,251
ACT	1	0	1	0	0	0	0	0	0	1
VIC	101	4	105	40	9	49	0	1	1	155
Overseas	1	0	1	0	0	0	0	0	0	1
Total	898	22	920	421	65	486	1	1	2	1,408

All non-ongoing employees current reporting period (2025–2026)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
NSW	32	0	32	18	4	22	0	0	0	54
VIC	5	0	5	5	1	6	0	0	0	11
Total	37	0	37	23	5	28	0	0	0	65

All ongoing employees previous reporting period (2024–2025)

	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 previous reporting period (2024–2025)

	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



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