Australian Government

Australian Trade and Investment Commission

Annual Report

2025–26

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Acknowledgements

This report was prepared by Austrade's Strategy and Economics Branch, with the support and contributions of staff across the organisation.

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Acknowledgement of Country

In the spirit of reconciliation, Austrade acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Letter of transmittal

13 October 2026

Senator the Hon Don Farrell
Minister for Trade and Tourism
Special Minister of State
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to present to you the Annual Report of the Australian Trade and Investment Commission (Austrade) for the financial year 2025–26.

The report has been prepared pursuant to section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), which requires that an annual report be given to the entity's responsible Minister for presentation to the Parliament.

The report also includes the entity's audited annual financial statements as required by subsection 43(4) of the PGPA Act. It also includes the entity's annual performance statements as required under section 39 of the PGPA Act.

In accordance with section 10, and as required by subsection 17AG(2), of the *Public Governance, Performance and Accountability Rule 2014*, I certify that:

- Austrade prepared fraud and corruption risk assessments and fraud and corruption control plans
- Austrade had appropriate mechanisms to prevent, detect, investigate, record and confidentially report suspected fraud and corruption
- All reasonable measures to appropriately deal with fraud and corruption relating to Austrade have been taken.

Yours sincerely

Dr Paul Grimes PSM

Chief Executive Officer

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Executive overview

I am pleased to present Austrade's Annual Report for the 2025–26 reporting period.

The year was characterised by ongoing global geopolitical and economic volatility, and major regional conflict, especially in Ukraine and the Middle East, bringing disruption and uncertainty to several key trade markets. While these conditions created challenges for Australian businesses, they also reinforced the importance of diversification, resilience and pursuing new opportunities in international markets.

Against this backdrop, Austrade remained focused on helping Australian businesses succeed internationally, attracting productive investment aligned with Australia's national priorities, supporting the growth of the visitor economy, delivering consular and passport services through our overseas network and providing high-quality advice to government.

In 2025–26, Austrade intensified its partnership approach, working increasingly closely with businesses, industry bodies, governments and international partners. Notwithstanding a challenging operating context, with geopolitical and geoeconomic volatility, we contributed to strong trade and investment outcomes while supporting the Australian Government's priorities in the areas of trade diversification, economic resilience, investment attraction, tourism and consular services.

Key achievements in 2025–26 included:

- Launching the Accessing New Markets Initiative (ANMI) and the Trade Diversification Network (TDN) to help Australian exporters diversify into new and emerging markets. Working in partnership with more than 40 national peak industry bodies, Austrade has already supported more than 900 businesses to pursue new export opportunities, including outcomes already achieved by business in the first months of ANMI generating more than $150 million in export sales, with further activities to support Australian exporters to be delivered through ANMI in 2026–27.
- Establishing the Trade Resilience Service (TRS) following the outbreak of the Middle East conflict to deliver practical intelligence, insights and advice to support affected Australian businesses navigate increased supply chain volatility.
- Delivering trade services that helped Australian exporters pursue opportunities in established and emerging markets, contributing to strong trade outcomes and supporting exporters to build long-term resilience and competitiveness.
- Attracting productive foreign investment valued at $15.4 billion, supporting Australia's economic prosperity, economic security and decarbonisation objectives. This included investment outcomes aligned with the government's Future Made in Australia agenda and Australia's strategic economic priorities.
- Establishing the Office of Tourism and the Visitor Economy, bringing together tourism policy, industry engagement and tourism research capabilities to support the long-term growth, competitiveness and sustainability of Australia's visitor economy.
- Delivering consular and passport services through Austrade's overseas network during a period of heightened global instability. This included supporting Australians affected by conflicts and crises in the Middle East and other international events, while continuing to provide responsive services.

- Administering the Export Market Development Grants (EMDG) program, which continues to provide support to Australian small and medium-sized businesses seeking to expand their international presence and supporting an independent review of the program.

Austrade's work is delivered through our extensive domestic and international network and our impact relies heavily on the strength of our partnerships. Across Australia and around the world, our people have worked closely with businesses, investors, governments, industry bodies and international partners to help Australian businesses access opportunities, overcome challenges and contribute to Australia's long-term prosperity.

The achievements outlined in this report reflect the professionalism, expertise and dedication of Austrade employees across Australia and our international network. This contribution is enabled by corporate service functions across the agency, whose expertise and support underpin our operations. Whether supporting exporters and investors, delivering tourism initiatives, or responding to consular cases, our people continue to make a significant contribution to Australia's prosperity, resilience and international engagement.

As we enter 2026–27, the global trade and investment environment is expected to remain complex and dynamic, shaped by heightened geostrategic competition, ongoing economic uncertainty and evolving global market conditions. In this environment, Austrade's role, working closely with government, industry and international partners, is more important than ever.

Our priority areas of focus for the year ahead include:

- Working in partnership with industry to accelerate trade diversification and support Australian businesses to pursue opportunities in priority markets.
- Attracting strategic investment that advances Australia's productivity, economic security and decarbonisation objectives.
- Expanding access to Austrade's services through programs such as TradeStart, and, particularly, expanded digital services available through the Go Global Toolkit.
- Supporting delivery of the next phase of THRIVE 2030, the government’s strategy to grow Australia’s visitor economy.
- Continuing to provide responsive consular and passport services to Australians overseas through our global network.

I am proud of what the Austrade team has achieved over the past year and grateful for the dedication and professionalism of our people. Together, we will continue to help Australian businesses succeed internationally, support delivery of the government’s economic priorities and contribute to Australia’s long-term prosperity.

I look forward to Austrade building on these achievements in 2026–27.

Dr Paul Grimes PSM

Chief Executive Officer

Part 1

Agency overview

About Austrade

Purpose and function

Austrade delivers quality trade and investment services to businesses and policy advice to government to grow Australia's prosperity, including leading on national tourism policy.

We contribute to Australia's economic prosperity by supporting Australian exporters to expand internationally, attracting productive international investment and growing the visitor economy. Austrade's activities in these areas are underpinned by our contribution to whole-of-government priorities, including:

- **Diversification:** Broadening trade and investment across markets, sectors and business types
- **Net zero:** Enabling the net zero transformation and positioning Australia as a partner of choice
- **Economic security:** Deepening our strategic relationships and economic resilience
- **First Nations:** Supporting equitable economic ownership and growth for First Nations businesses and communities
- **Visitor economy:** Returning the visitor economy to long-term sustainable growth
- **Trade modernisation:** Improving cross-border trade and digital services

We also protect the welfare of Australians abroad by providing timely and responsive consular and passport services in specific locations overseas.

Austrade was established by the *Australian Trade and Investment Commission Act 1985*. We are a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*, and a statutory agency under the *Public Service Act 1999*. Austrade is part of the Foreign Affairs and Trade portfolio.

Ministerial responsibility

In 2025–26, Austrade's Chief Executive Officer (CEO) reported to the Minister for Trade and Tourism, Senator the Hon Don Farrell, supported by the Assistant Minister for Foreign Affairs and Trade, the Hon Matt Thistlethwaite MP and the Assistant Minister for Tourism, Senator the Hon Nita Green.

Financial performance

In 2025–26, Austrade maintained an effective financial management framework and continued to improve practices and processes. Austrade reported a total comprehensive surplus of $6.6 million including the impact of depreciation and lease adjustments.

In 2025–26, Austrade recognised $283.5 million (2024–25: $267.9 million) in departmental appropriations from government and an additional $31.4 million (2024–25: $32.5 million) through own-source revenue.

Austrade is ensuring the agency continues to deliver high-quality outcomes for businesses in a constrained fiscal environment. Operating expenditure increased by $17.4 million to $310.3 million in 2025–26 principally due to activities supporting the Government's Accessing New Markets Initiative (ANMI).

Financial position

As at 30 June 2026, Austrade had a positive net asset position of $59.7 million. Assets totalled $177.9 million, with liabilities totalling $118.2 million, including lease liabilities, employee provisions and supplier accruals. The net cash position at 30 June 2026 was $15.4 million, compared with $9.9 million as at 30 June 2025.

Financial outlook

Austrade will consolidate its cash reserves during 2026–27 through careful financial management to ensure the agency continues to operate sustainably and deliver on its outcomes.

Further information on Austrade's financial position is provided in the financial statements in Part 4 of this report.

An extensive network

As at 30 June 2026, Austrade's network comprised 98 locations. This included 8 offices in major Australian cities and 30 TradeStart offices, predominantly in regional areas across Australia. Austrade maintained 60 overseas offices across 41 markets.

Eleven of our overseas locations also provided consular and passport services in locations where the Department of Foreign Affairs and Trade (DFAT) does not have a presence.

Austrade's Australian and overseas locations are shown in Figure 1.2 on page 6.

A professional workforce

Austrade has a highly educated, culturally diverse workforce, with a mix of private and public sector experience. During 2025–26, we focused on ensuring our people had the right skills and support to succeed.

As at 30 June 2026, Austrade employed 1,191 staff members, the majority of whom were engaged in client-focused operations in Australia and overseas. For more information on Austrade's staffing, see Appendix D.

Outcomes and Programs

To achieve its purpose, Austrade pursues 2 outcomes through 5 key activities.

Outcome 1

To contribute to Australia's economic prosperity by supporting Australian exporters to expand internationally, attracting productive international investment, and growing the visitor economy.

Key activities:

1. **Trade:** Delivering trade support that builds the resilience of Australian businesses and helps them become export-ready, expand internationally and diversify.
2. **Investment:** Attracting productive inward foreign investment and promoting outward investment via the Southeast Asia Investment Deal Teams.
3. **Promotion:** Delivering marketing and promotion activities that promote Australia's unique global offering and drive increased trade, investment and visitor economy outcomes.[1]
4. **Policy, Programs and Official Tourism Statistics:** Delivering Australia's visitor economy policy development and implementation; publishing official tourism statistics through Tourism Research Australia; leading on trade simplification; and leveraging Austrade's global network and local industry connections to deliver commercial perspectives that inform policy development across government.

Outcome 2

The protection and welfare of Australians abroad through timely and responsive consular and passport services in specific locations overseas.

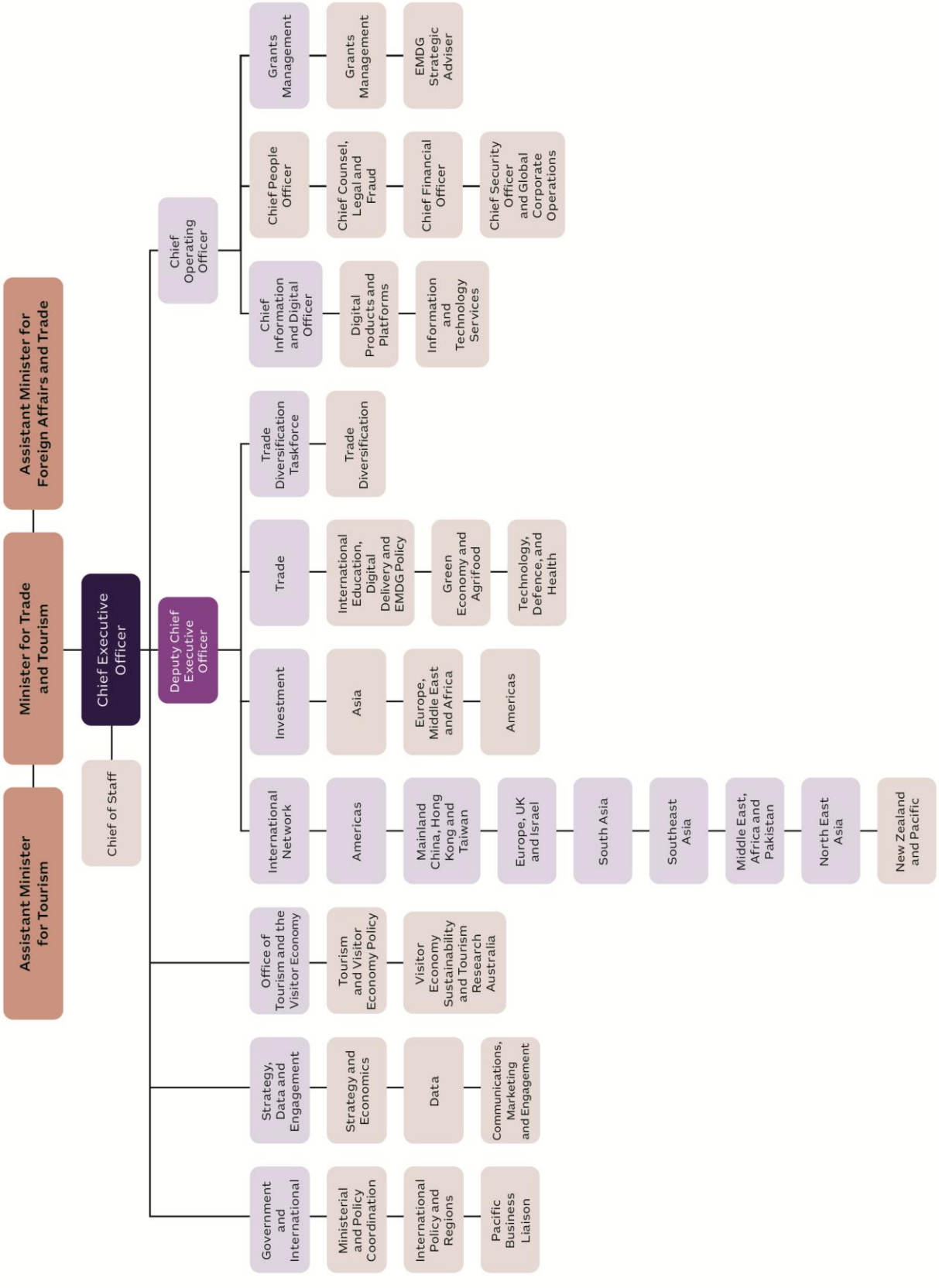
Key activity:

5. **Consular and Passport Services:** Helping Australians through the delivery of effective consular services, efficient passport services and practical contingency planning in designated locations in accordance with the Department of Foreign Affairs and Trade's (DFAT's) Consular Services and Passports Client Services Charter.

[1] In relation to key activity three (Promotion), this activity contributes to Austrade's success against the Trade and Investment performance measures.

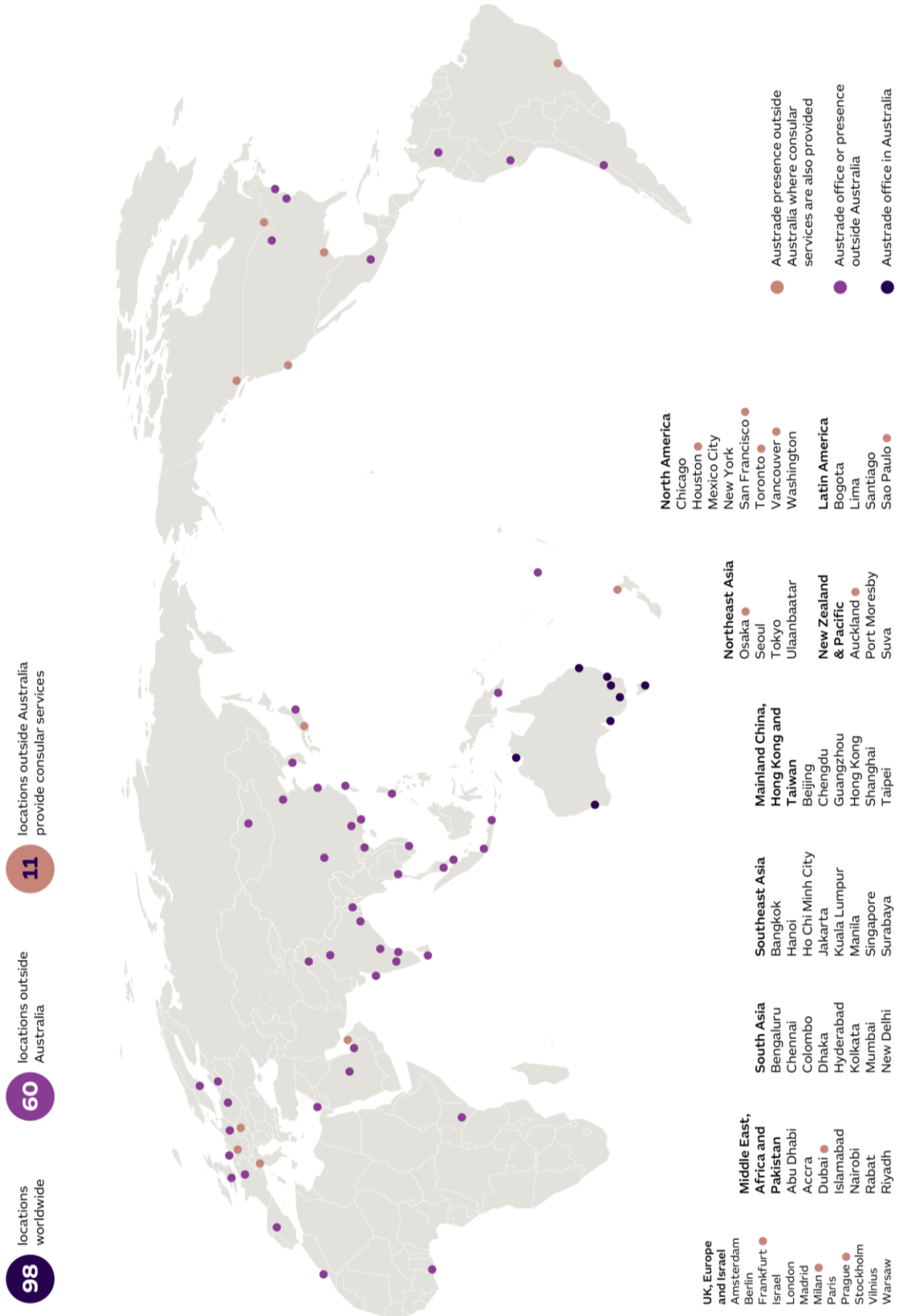
Organisational structure

Figure 1.1: Austrade's organisational chart, as at 30 June 2026



Austrade's network

Figure 1.2: Austrade's Australian and overseas locations, as at 30 June 2026



Part 2

Report on performance

Reporting framework

Austrade operates under the Australian Government's outcomes and programs framework. Government outcomes are the intended results, impacts or consequences of actions by government entities, and government programs are the groups of activities undertaken by a Commonwealth entity.

Corporate Plan

Under the *Australian Trade and Investment Commission Act 1985* (Austrade Act) and the *Public Governance, Performance and Accountability (PGPA) Rule 2014*, Austrade's CEO is required to present a corporate plan each year to the responsible minister.

Austrade's 2025–26 Corporate Plan, which was approved by the Minister for Trade and Tourism, covers the 4-year period from 2025–26 to 2028–29. It is Austrade's primary planning document.

Austrade's purpose, as stated in the 2025–26 Corporate Plan, is to deliver quality trade and investment services to businesses and policy advice to government to grow Australia's prosperity, including leading on national tourism policy.

Austrade's Corporate Plan sets out strategies for achieving our purpose and explains how we will measure our achievements.

Our purpose is associated with a set of performance measures and can be linked to Austrade's outcomes and programs in the Portfolio Budget Statements (PBS) 2025–26.

Portfolio Budget Statements

The Foreign Affairs and Trade PBS 2025–26 sets out the outcomes, associated programs and performance measures used to assess Austrade's performance. In 2025–26, Austrade had 2 outcomes that were linked to 3 specific programs (Figure 2.1).

Annual Performance Statements

Austrade's annual performance statements articulate Austrade's achievements in 2025–26 against the agency's purpose (as stated in the Austrade Corporate Plan 2025–26) and performance measures (as set out in the PBS 2025–26 and the Austrade Corporate Plan 2025–26). The annual performance statements are structured to mirror the layout of the performance measures in the Corporate Plan.

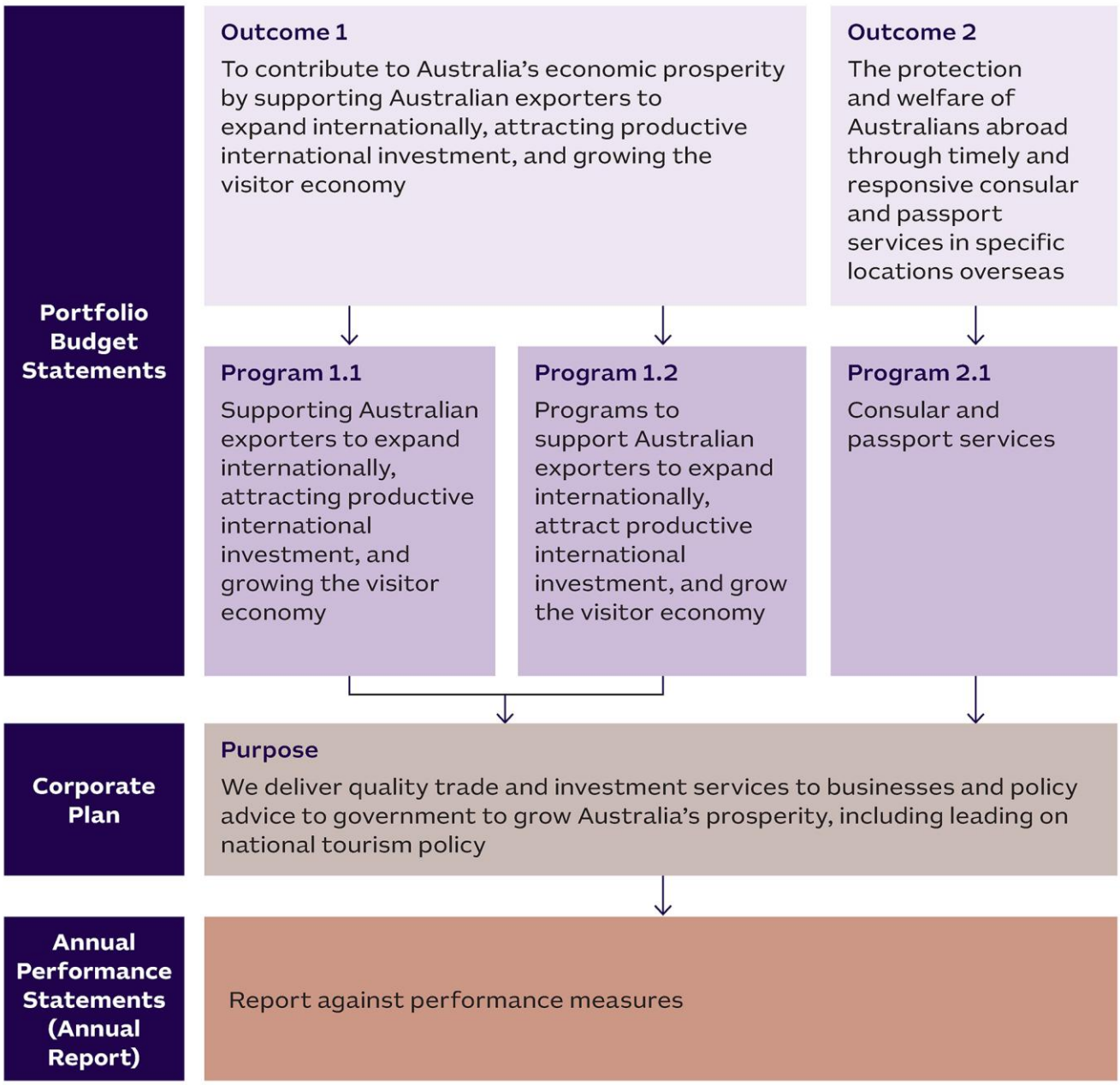
How Austrade's planning and performance documents interrelate

The annual performance statements clearly link performance measures with the relevant source documents – the Corporate Plan and the PBS. All performance measures are contained in the Corporate Plan, while the PBS contain a subset.

Figure 2.1 below sets out the relationship between reporting measures outlined in Austrade's Corporate Plan, the PBS and the annual performance statements for 2025–26.

Additional reporting on Austrade's achievements against performance measures follows in the annual performance statements (see pages 11–32).

Figure 2.1: Austrade's outcomes and programs for 2025–26, and the relationship between Portfolio Budget Statements, the Corporate Plan and Annual Performance Statements



Corporate performance framework

To monitor overall organisational performance, Austrade's corporate performance reporting framework links performance criteria in the Austrade Corporate Plan 2025–26 with more detailed internal reporting measures.

This framework ensures activities are aligned to deliver operational objectives, while incorporating measures to monitor stakeholder satisfaction, internal governance and organisational capability.

Annual Performance Statements

Statement of preparation

As the accountable authority of the Australian Trade and Investment Commission (Austrade), I present the agency's 2025–26 annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, the annual performance statements:

- accurately present the agency's performance in the reporting period, and
- comply with subsection 39(2) of the PGPA Act.

Dr Paul Grimes PSM

Chief Executive Officer

13 October 2026

Purpose

Austrade delivers quality trade and investment services to businesses and policy advice to government to grow Australia's prosperity, including leading on national tourism policy.

Overview of Austrade's performance

The annual performance statements detail how Austrade has delivered against its purpose in 2025–26. Austrade's performance is assessed against 6 measures published in the Austrade Corporate Plan 2025–26. A subset of these measures is also reported in the Portfolio Budget Statements (PBS) 2025–26. In 2025–26, Austrade achieved 5 of its 6 performance measures and substantially achieved the remaining performance measure.

In 2025–26, Austrade's performance measures covered trade, investment, program delivery, client satisfaction, policy, and consular and passport services. For the policy performance measure, Austrade's focus areas were tourism data, net zero and trade diversification.[2]

In 2025–26, Austrade operated in a rapidly evolving global environment characterised by heightened geopolitical uncertainty, significant shifts in global trade patterns, ongoing supply chain disruptions and intensifying competition for investment. Businesses and investors faced increasing uncertainty as governments and markets responded to a changing international economic landscape. At the same time, opportunities associated with economic diversification and the transition to net zero continued to reshape global markets and investment flows.

In response, Austrade contributed to strengthening Australia's trade and investment resilience through a continued focus on market, sector and business diversification. As the pace of global change accelerated, the agency supported Australian businesses to navigate complex international markets, connected international investors with opportunities aligned to national priorities, and contributed to whole-of-government policy development in areas critical to Australia's future competitiveness and economic resilience.

In the context of a highly dynamic and challenging global operating environment, Austrade delivered strong performance across trade, investment, program delivery, policy, and consular and passport services.

Austrade evaluated the agency's performance against its measures as follows:

- **Achieved** – actual outcome either equalled or exceeded the performance target, or the activity was completed
- **Substantially achieved** – actual outcome is within 5% (or percentage points where applicable) of the performance target, or activity was substantially completed
- **Partially achieved** – actual outcome is within 10% (or percentage points where applicable) of the performance target, or activity was partially completed

[2] Austrade's Corporate Plan 2025–26 set out the original case study topics to demonstrate the achievement of Performance Measure 5, including a case study on 'trade facilitation'. As part of reporting on Austrade's performance in 2025–26, the Austrade Executive determined that a more appropriate descriptor for this policy case study target is 'trade diversification', consistent with the Australian Government's priorities in this area.

- **Not achieved** – actual outcome is more than 10% (or percentage points where applicable) below the performance target, or activity was not completed.

Where possible, the presentation of the performance measures includes a graph showing the progression of outcomes compared to previous years, as well as the targets that outcomes have been measured against.

Summary of results

The following results provide an overview of Austrade's performance against its 2025–26 targets.

Table 2.1: Summary of performance results, 2025–26

Outcome	Performance measure	Target	Result
Outcome 1: To contribute to Australia's economic prosperity by supporting Australian exporters to expand internationally, attracting productive international investment, and growing the visitor economy.	**1.** High level of satisfaction for Austrade's clients with Austrade's services	At least 85%	**Substantially Achieved** 80%
	2. Number of trade outcomes facilitated	At least 1,200 outcomes	**Achieved** 2,404 outcomes
	3. EMDG recipients report that the receipt of a grant encouraged them to increase their export promotion activities	At least 70% of EMDG recipients to report that receiving a grant encouraged them to increase their export promotion activities	**Achieved** 78%
	4. Number of investment outcomes facilitated	At least 110 investment outcomes	**Achieved** 115 outcomes
	5. Effective contribution to whole-of-government policy development including using Austrade's commercial insights	Topics: tourism data, net zero, trade diversification	**Achieved**
Outcome 2: The protection and welfare of Australians abroad through timely and responsive consular and passport services in specific locations overseas.	**6.** Effective delivery of consular and passport services to Australians overseas	At least 97% of passports processed by Austrade are without administrative errors	**Achieved** 99.74%

Key activity 1: Trade

This activity aims to support Australian businesses to expand – through trade advice, connections, support and programs.

Performance measure 1	High level of satisfaction for Austrade's clients with Austrade's services
Methodology	Assessment of client experience through the Client Experience Survey
Target	At least 85%
Data sources	Survey run by an independent third party over 2 survey waves, measuring client satisfaction based on client interactions finalised between July to December 2025 and January to May 2026[3]
References	Corporate Plan 2025–26: Activity 1 (Trade), page 19 PBS 2025–26: Outcome 1, Program 1.1, page 87
Performance achieved	**Substantially achieved** **80% of Austrade's responding trade clients were satisfied with Austrade's services. Austrade rates the performance for this measure as 'substantially achieved' as the result is within 5 percentage points of the target**

Analysis

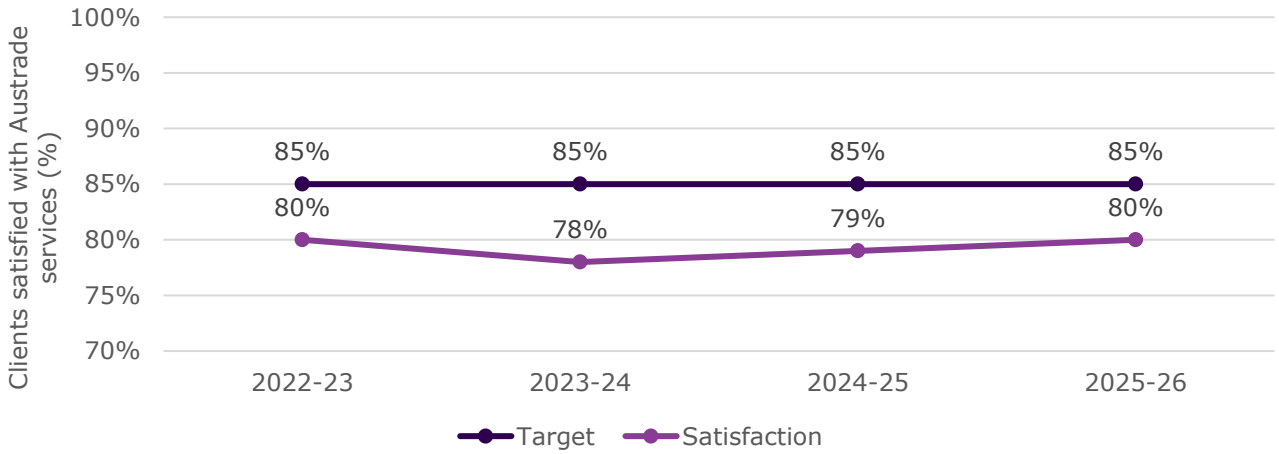
Austrade is focused on delivering practical, flexible and outcomes-focused services that help Australian businesses achieve their international growth and commercial objectives.

In 2025–26, 6,281 Austrade trade clients were invited to participate in the Client Experience Survey. A total of 880 trade clients (14%) responded, compared to 735 clients (15%) in 2024–25.

Overall, 80% of Austrade's responding trade clients were satisfied with Austrade's services. A further 13% were neither satisfied nor dissatisfied, 6% were dissatisfied and 2% did not know.[4]

[3] In 2025–26, the survey reference period was shortened and did not include June 2026 to ensure that there was adequate time between the conclusion of the survey and preparation of reporting information.
[4] Figures are rounded to the nearest whole number and may not sum to 100%.

Figure 2.2: Percentage of clients satisfied with Austrade's services, 2022–23 to 2025–26



Austrade's 2025–26 trade client satisfaction result of 80% was below the target of 85%. The result was broadly consistent with satisfaction levels reported over the period 2022–23, 2023–24 and 2024–25.

Austrade continues to focus on delivering more comprehensive and time-intensive services to clients. Satisfaction levels were highest among clients receiving these more tailored services, demonstrating the value of deeper engagement models. In 2025–26:

- 83% of clients who received 'support' services were satisfied with the services provided
- 82% of clients who received Austrade's 'connection' services were satisfied with the services provided.

Survey respondents particularly valued Austrade's high-quality client service and practical export assistance, including support for market access, intelligence and business connections.

Feedback also highlighted opportunities to improve the client experience through more proactive communication, stronger follow-up, more tailored support, and higher-value business connections. Respondents also identified the need for clearer coordination and enhanced digital tools.

In response to client feedback on service delivery in 2024–25, Austrade strengthened induction for new 'Trade' staff, updated the Trade Services Guide and invested in client-facing capability to support more consistent services across the network. Austrade is building on these improvements and using survey feedback to guide further targeted service enhancements in 2026–27.

Other feedback mechanisms

In addition to formal surveys, Austrade also monitors compliments and complaints. The agency encourages clients to provide feedback through a range of channels, including the Client Experience Survey. Client feedback is used to inform continuous improvements to service delivery and digital services. In 2025–26, Austrade received 5 formal complaints relating to trade services, compared to 7 in 2024–25. The relatively small number of formal complaints did not reveal systemic issues or emerging trends. Austrade also received 1 complaint through a trade services channel relating to the Export Market Development Grants (EMDG) program.

Austrade also surveys participants in seminars and in the course of other business promotion activities to support ongoing improvements to service delivery. Austrade continues to strengthen how it uses client feedback, data and insights to improve services and support better outcomes for Australian businesses.

Performance measure 2	Number of trade outcomes facilitated
Methodology	Austrade measures the number of commercial export results (trade outcomes) achieved by Austrade clients while working with Austrade across the financial year
Target	At least 1,200 outcomes
Data sources	Client Relationship Management (CRM) system entry from client notification
References	Corporate Plan 2025–26: Activity 1 (Trade), page 19
Performance achieved	**Achieved** **Austrade supported Australian businesses to achieve 2,404 trade outcomes in 2025–26**

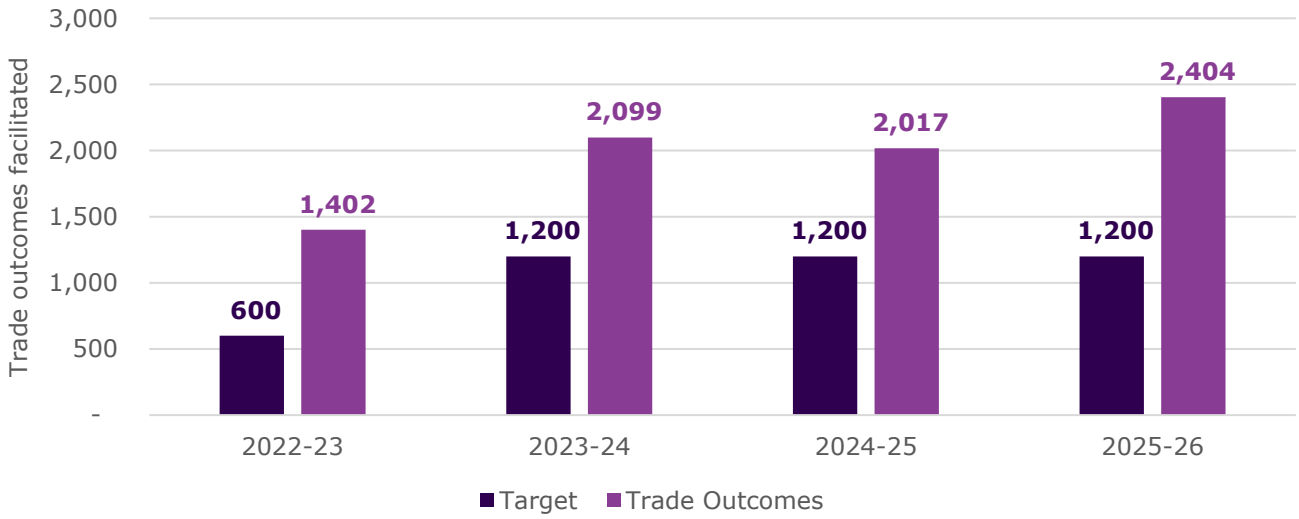
Analysis

In 2025–26, Austrade supported 6,125 unique trade clients to achieve 2,404 trade outcomes, valued at $8.8 billion.[5] By comparison, in 2024–25, Austrade supported 6,010 unique trade clients to achieve 2,017 trade outcomes valued at $7.0 billion.

The value of trade outcomes increased by 26% compared with the previous year, reflecting Austrade's continued focus on supporting clients to achieve high-value commercial outcomes. Austrade exceeded the 2025–26 target of at least 1,200 trade outcomes by facilitating 2,404 trade outcomes, more than doubling the target.

[5] The 'value of trade outcomes' is the total dollar value of the commercial export results that Austrade's clients have achieved with Austrade's support, as measured through (1) their export sales; (2) contracts or tenders they have won; or (3) the growth in their annual sales as a result of services provided by Austrade. The value of trade outcomes reflects all outcomes approved in 2025–26, which may include export sales or contracts concluded in previous periods in line with business' own financial reporting timeframes. The commercial export results achieved by clients are provided by the client and reviewed and relied upon by Austrade. The results are also periodically reviewed by Austrade's Trade and Investment Performance Committee and Internal Audit function.

Figure 2.3: Number of trade outcomes facilitated, 2022–23 to 2025–26



Supporting trade diversification

In 2025–26, Austrade continued to advance the Australian Government's trade diversification objectives through the Trade Diversification Taskforce (TDT) and targeted initiatives such as the Accessing New Markets Initiative (ANMI), the Southeast Asia Business Exchange (SEABX) and the South Asia Business Exchange (SABX). These initiatives expanded exporter support, strengthened commercial connections in priority markets, and contributed to increased trade outcomes across priority sectors and regions.

Launched in September 2025, ANMI expanded Austrade's support for exporters through enhanced export promotion, trade missions, additional in-market advisory capability and the establishment of the Trade Diversification Network (TDN). Bringing together 40 national peak industry bodies, the TDN delivers targeted and flexible support to Australian businesses seeking to diversify into new export markets.

Trade outcomes across sectors

Trade is a significant contributor to Australia's economy, supporting one in four Australian jobs and accounting for 31% of economic output. Austrade's support for exporters in high-growth and emerging sectors contributed to the commercial trade outcomes achieved by its clients, including:

- Agrifood and consumer: 833 outcomes valued at $2.2 billion, representing 25% of the total trade value for 2025–26
- Education: 829 outcomes valued at $1.3 billion, representing 15% of the total trade value for 2025–26
- Green economy: 302 outcomes valued at $1.7 billion, representing 19% of the total trade value for 2025–26
- Critical and enabling technologies: 243 outcomes valued at $1.6 billion, representing 18% of the total trade value for 2025–26
- Defence capabilities: 197 outcomes valued at $2.0 billion, representing 23% of the total trade value for 2025–26

Austrade also supported export diversification in priority sectors, including defence and critical and enabling technologies. In 2025–26, Austrade supported 681 defence clients and 1,247 critical and enabling technology clients. Combined, this support achieved $3.6 billion in trade outcomes, representing 41% of the total value of trade outcomes for the year.

Trade outcomes across regions

Austrade supported commercial outcomes by helping Australian businesses diversify into priority export markets, particularly Southeast Asia and South Asia. This included targeted initiatives such as the Southeast Asia Business Exchange (SEABX) and the South Asia Business Exchange (SABX). It also included advice on using Australia's free trade agreements to support market entry and expansion.

By export region, the largest number of trade outcomes achieved were:

- Southeast Asia: 659 outcomes valued at $1.6 billion, representing 18% of the total value of trade outcomes for 2025–26
- Mainland China, Hong Kong & Taiwan: 439 outcomes valued at $2.1 billion, representing 24% of the total value of trade outcomes for 2025–26
- Americas: 342 outcomes valued at $1.3 billion, representing 15% of the total value of trade outcomes for 2025–26
- South Asia: 333 outcomes valued at $1.5 billion, representing 17% of the total value of trade outcomes for 2025–26.

The volume and value of trade outcomes achieved in Southeast Asia and South Asia reflect Austrade's continued support for Australian businesses to deliver into these priority export markets.

Southeast Asia recorded the highest number of trade outcomes achieved with support from Austrade in 2025–26, with 659 outcomes, an increase of 3% on 2024–25. The value of trade outcomes exceeded $1.2 billion for the third consecutive year, increasing to $1.6 billion in 2025–26. This reflects sustained commercial engagement in one of Australia's priority diversification markets.

South Asia recorded 333 trade outcomes in 2025–26, an increase of 27% on 2024–25. The value of trade outcomes increased by 36%. This reflects continued growth in commercial engagement in this priority diversification market.

Trade services delivered to achieve these results

Austrade more than achieved its target by delivering 43,156 trade services to 6,125 unique clients, including advice, commercial connections and in-market support. Clients drew on Austrade's market knowledge, international networks and relationships with international customers, investors and decision makers to pursue commercial opportunities. By comparison, Austrade delivered more than 37,255 trade services to 6,010 unique clients in 2024–25. This increase reflects Austrade's continued focus on providing intensive support to high-growth and high-potential businesses, while expanding its digital reach to more Australian businesses.

Austrade also supported exporters through digital channels, including the Go Global Toolkit (the Toolkit) on export.business.gov.au. This Toolkit helps businesses assess export readiness, identify and select markets, understand laws and regulations, and prepare for market entry. In 2025–26, more than 245,500 users accessed the toolkit (an 8% increase in users compared with 2024–25) and more than 5,300 personalised accounts were created. This growth reflects Austrade's continued focus on expanding access to digital services.

In March 2026, Austrade launched a dedicated Middle East support page on the Toolkit. On 15 April 2026, Austrade established the Trade Resilience Service (TRS) to help Australian businesses navigate increased global trade and supply chain disruption. Between March and June 2026, TRS and related market support content received more than 27,800 page views from over 10,300 users on the Toolkit. A coordinated outreach campaign delivered more than 360,000 campaign promotions to stakeholders through newsletters, blogs, webinars, digital communications and social media, providing practical market intelligence, freight insights and advice.

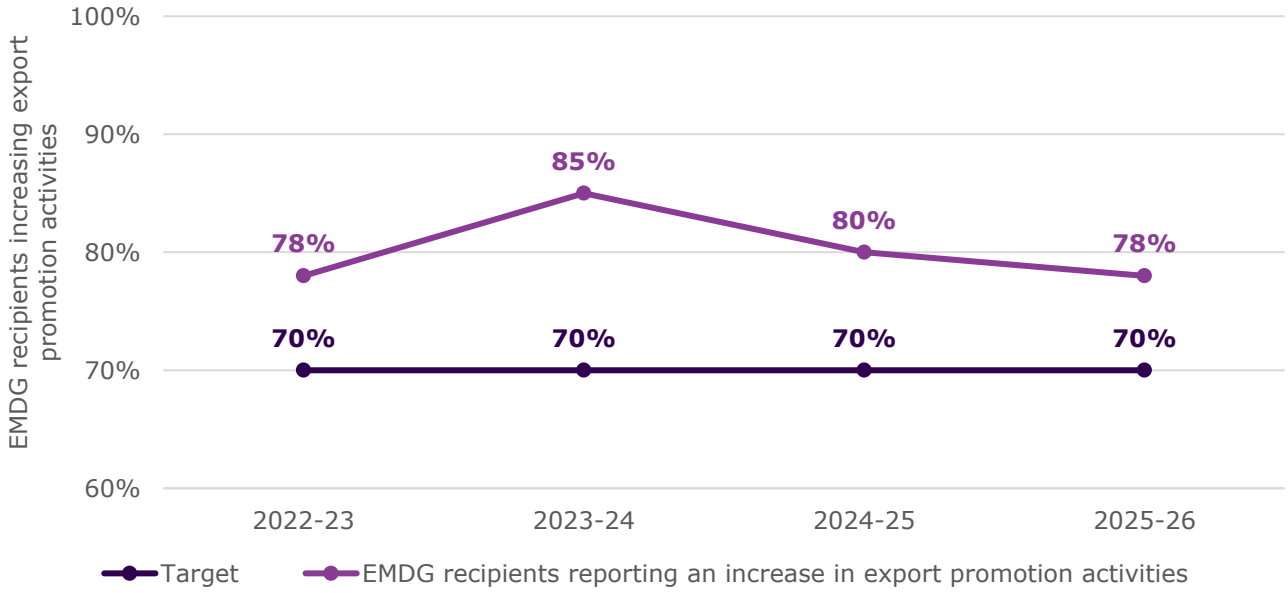
Performance measure 3	EMDG recipients report that the receipt of a grant encouraged them to increase their export promotion activities
Methodology	Assessment of client experience through the Client Experience Survey
Target	At least 70% of EMDG recipients to report that receiving a grant encouraged them to increase their export promotion activities
Data sources	Survey run by an independent third party over 2 survey waves, measuring client experience based on client interactions finalised between July to December 2025 and January to May 2026[6]
References	Corporate Plan 2025–26: Activity 1 (Trade), page 19 PBS 2025–26: Outcome 1, Program 1.2, page 88
Performance achieved	**Achieved** **78% of EMDG recipients reported that receiving a grant encouraged them to increase their export-promotion activities**

Analysis

Austrade administers EMDG grants to small and medium-sized enterprises and their representative bodies to support marketing and promotional activities that increase exports and bring broader benefits to Australia. During 2025–26, 78% of EMDG recipients who responded to the survey reported that receiving the grant encouraged them to increase their export promotion activities, compared to 80% in 2024–25.

[6] In 2025–26, the survey reference period was shortened and did not include June 2026 to ensure that there was adequate time between the conclusion of the survey and preparation of reporting information.

Figure 2.4: Percentage of EMDG recipients responding to the survey who reported that receiving the grant encouraged them to increase their export promotion activities, 2022–23 to 2025–26



In 2025–26, the balance of EMDG recipients (22%) who responded to the survey reported the following:

- 12% responded that their export promotion would remain constant
- 3% responded that it was too early to tell
- 4% said that export promotion would decrease
- 3% did not know

A total of 229 respondents answered this question in 2025–26, representing a 15% survey response rate. This compares to 702 respondents and a 17% response rate in 2024–25.[7]

During 2025–26, Austrade worked with more than 3,800 EMDG clients across the 4 rounds of the program. The most recent application round (Round 4) was open from November to December 2024 and received 2,693 applications. Funding was awarded to all eligible applicants, i.e. 2,149 businesses in 2025–26 and 1,920 businesses in 2026–27.

In relation to EMDG grantee activity undertaken during 2025–26, Austrade paid - or received grantee reports for payment - $98.9 million to more than 1,854 businesses and their representative industry bodies, with payments continuing for received and accrued 2025–26 milestone reports.[8] This compares to $123.4 million paid - or received grantee reports for payment - to more than 5,400 businesses and representative industry bodies in 2024–25 across the previous 3 rounds. Payments made during the year reflected both current grant activity and the assessment of milestone reports relating to grants approved in previous years. Payments associated with 2025–26 grant activities will continue in 2026–27 as submitted and accrued milestone reports are assessed.

[7] The lower number of survey responses in 2025–26 reflects a smaller pool of eligible grantees and a shorter survey period to meet annual reporting timeframes.

[8] Payments in 2025–26 primarily relate to Round 4 grantees with grant agreements in place for 2025–26, whereas payments in 2024–25 covered all grantees from the previous 3 grant rounds.

Key activity 2: Investment

This activity aims to facilitate high-quality inward foreign investment, and outward investment via the Southeast Asia Investment Deal Teams.

Performance measure 4	Number of investment outcomes facilitated
Methodology	Austrade measures the number of international inward investment opportunities to which it has contributed that will result in tangible commercial investments in Australia (investment outcomes)
Target	At least 110 investment outcomes
Data sources	Client Relationship Management (CRM) from investor notification
Reference	Corporate Plan 2025–26: Activity 2 (Investment), page 19
Performance achieved	**Achieved** **Austrade facilitated 115 investment outcomes in 2025–26.**

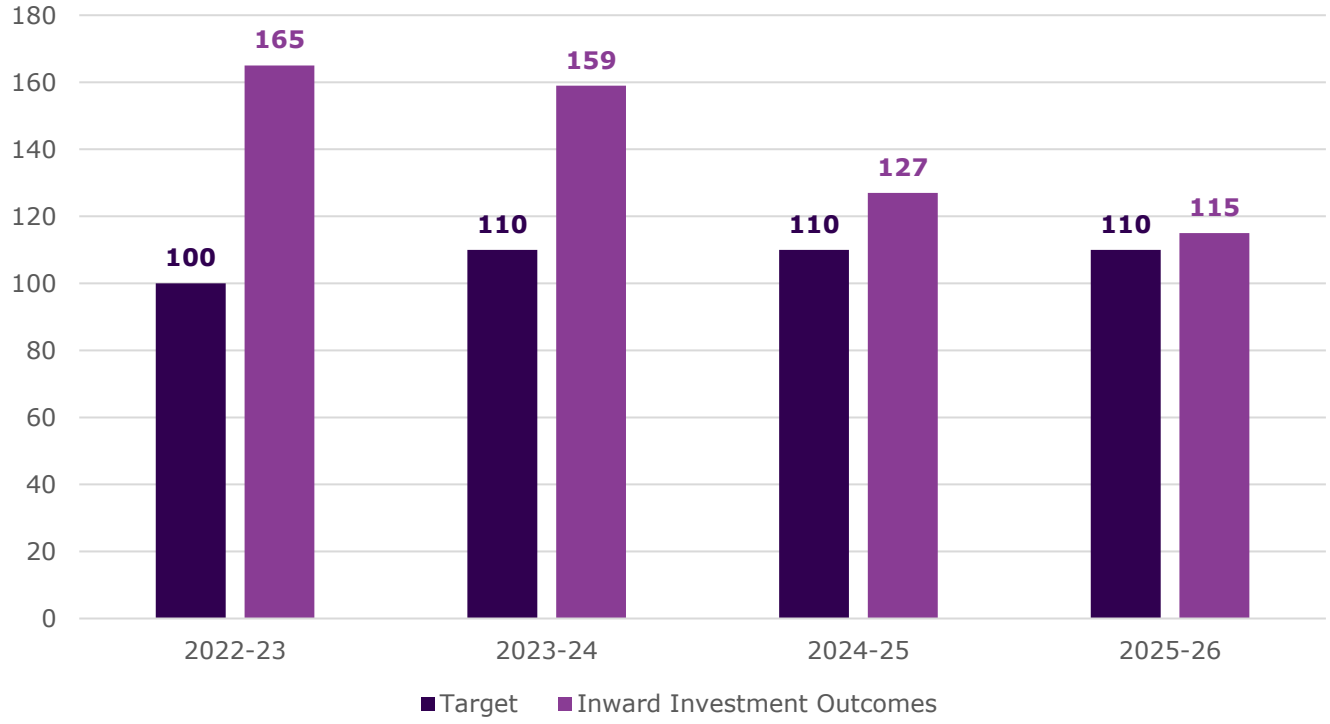
Analysis

Austrade is the Australian Government's investment-promotion agency (IPA). Austrade facilitates high-quality foreign investment projects that provide valuable capital and capability to the Australian economy in alignment with government priorities. Austrade collaborates with state and territory partners and other Australian Government agencies to deliver our investment work program.

During 2025–26, Austrade achieved its investment target by facilitating 115 investment outcomes in Australia, compared to 127 investment outcomes in 2024–25.

While not covered by this performance measure, Austrade also supports outward investment by Australian corporates when it is likely to enhance opportunities for Australian export trade. Austrade also supports two-way investment by institutional investors, reflecting the growing importance and opportunity this pool of capital presents to the Australian economy.

Figure 2.5: Number of inward investment outcomes facilitated, 2022–23 to 2025–26



Impact of the investment outcomes

Despite ongoing investor caution and heightened global economic uncertainty, Austrade exceeded its investment target in 2025–26. Austrade facilitated 115 investment outcomes against a target of 110, representing a total investment value[9] of $15.4 billion.

Reflecting the challenging environment for global investment flows, the number of outcomes declined year-on-year, from 127 outcomes in 2024–25 to 115 outcomes in 2025–26. However, the total value of investment outcomes increased from $7.2 billion to $15.4 billion, reflecting Austrade's successful facilitation of high-quality investment projects. In 2025–26, the investment outcomes supported by Austrade are expected to protect or create a total of 19,093 jobs. This compares to 11,392 jobs protected or created in 2024–25.

Greenfield investments represented 54% of all outcomes secured, creating $3.3 billion in investment value and 2,799 jobs. Reinvestment (where a foreign company expands or enhances its existing presence in Australia) accounted for 42% of all outcomes, with $9.8 billion in investment value, which supported the creation of 16,214 jobs.[10]

[9] The 'investment value' is the total value of foreign investment commitments into Australia that have been made as a result of deals Austrade facilitated. This can include capital and operational expenditure. Austrade seeks confirmation of investment value by the investor through public announcements or via correspondence. If Austrade has partnered with a state or territory government to deliver an outcome, confirmation of the investment value may come from them. In both cases, the provided information is reviewed and relied upon by Austrade. The results are also periodically reviewed by Austrade's Trade and Investment Performance Committee and Internal Audit function.

[10] Investment outcomes are categorised into 4 investment types: greenfield (new), reinvestment (expansion), retention and R&D partnerships. All 4 categories are included in the total number of investment outcomes, as well as the associated investment value and jobs figures.

Investment outcomes supporting government priorities

In undertaking its work to attract foreign direct investment (FDI), Austrade promotes Australia's strong economic fundamentals, skilled workforce and natural resources. More broadly geopolitical instability, higher financing costs and economic volatility are expected to constrain global flows of FDI for the foreseeable future, especially for greenfield investments.

Austrade continues to contribute to the government's priorities in achieving net zero emissions and supporting economic security. In 2025–26, Austrade facilitated 62 investment outcomes valued at $9 billion that are aligned to supporting the transition to net zero, including bringing new renewable energy generation and storage capabilities to Australia. Austrade delivered 53 outcomes valued at $5 billion that support the government's economic security agenda.[11] These outcomes will bring new capabilities in critical technologies, including quantum technologies.

Investment outcomes across regions

By region of origin, the largest number of outcomes achieved were:

- Americas: 35 outcomes valued at $7.9 billion, representing 51% of the total investment value for 2025–26
- Europe: 35 outcomes valued at $3.3 billion, representing 22% of the total investment value for 2025–26
- Northeast Asia: 18 outcomes valued at $340 million, representing 2.2% of the total investment value for 2025–26
- Mainland China, Hong Kong & Taiwan: 11 outcomes valued at $1.5 billion, representing 10% of total value for 2025–26
- Southeast Asia: 8 outcomes valued at $1.1 billion, representing 7.4% of the total investment value for 2025–26
- South Asia: 6 outcomes valued at $190 million, representing 1.2% of the total investment value for 2025–26
- Middle East & Africa: 2 outcomes valued at $1 billion, representing 6.5% of the total investment value for 2025–26.[12]

Austrade continues to promote Australia's investment relationships with strategic partners in the Americas, Europe and Northeast Asia, while progressively expanding engagement in high-growth markets, including Southeast Asia, South Asia and the Middle East and Africa. This approach supports the government's broader objective of building economic resilience through deeper and more diversified international economic partnerships.

Given the long-term nature of investment attraction, developing new investor relationships and pipelines in these markets is expected to contribute to a more diverse investment profile over time. Early signs of success are evident, most notably in Southeast Asia, which has increased in share of inward investment outcomes from 2% in 2016–17 to 7% in 2025–26.

[11] Investment outcomes can support both the net zero and economic security agendas: for example, critical minerals development or clean energy manufacturing.

[12] Percentage of total investment value may not sum to 100 due to rounding.

A key focus for 2025–26 was facilitating two-way investment in support of the government's *Invested: Australia's Southeast Asia Economic Strategy to 2040*. The strategy aims to deepen Austrade's economic engagement with the region and strengthen Australia's economic resilience through diversification. In 2025–26, Austrade facilitated 8 inward investment outcomes from the region, with a total value of $1.1 billion. This demonstrated continued success in attracting and supporting international investment into Australia.

In partnership with Export Finance Australia (EFA) and the Department of Foreign Affairs and Trade (DFAT), Austrade facilitated $3.6 billion of Australian investment into Southeast Asia across 20 investment outcomes. This represents a sizeable increase from $439 million in 2024–25.[13] It also reflects the maturation of Austrade's outbound investment efforts in Southeast Asia, and the success of converting a robust pipeline of opportunities into realised investment outcomes.

These results demonstrate Austrade's contribution to strengthening investment links with Southeast Asia and supporting Australia's economic resilience through more diversified flows of FDI.

Austrade's investment pipeline

As at 30 June 2026, Austrade had a qualified pipeline of 779 projects, of which 418 projects (54%) are expected to reach an investment decision within the next 2 years.[14] Reflecting the strategic focus on quality investment projects, the median value of the investment pipeline has increased by 50%, from $10 million as at 30 June 2025, to $15 million as at 30 June 2026.

The strength of the qualified pipeline, combined with continued investor interest in Australia's priority sectors, positions Austrade to continue facilitating high-quality investment outcomes that support productivity, economic resilience and the government's strategic priorities.

[13] Noting Southeast Asia Investment Deal Teams were only formally established in January 2024.
[14] Austrade seeks confirmation of an investment proposal, the estimated investment value and the jobs it would bring to the Australian economy through public announcements or via correspondence. Austrade assesses the credibility and the substance of the project before adding it to Austrade's pipeline. The information is reviewed and relied upon by Austrade.

Key activity 4: Policy, Programs and Official Tourism Statistics

This activity aims to lead national visitor economy policy development and implementation, manage the publication of official tourism statistics through Tourism Research Australia (TRA), and use Austrade's global network and commercial perspectives on trade and investment to contribute to government policy development and implementation.

Performance measure 5	Effective contribution to whole-of-government policy development including using Austrade's commercial insights
Methodology	Austrade assesses performance through an internal assessment, supported by case studies from relevant program areas
Target	Focus areas: tourism data, net zero, and trade diversification
Data sources	Case studies from Austrade program areas
Reference	Corporate Plan 2025–26: Activity 4 (Policy, Programs and Official Tourism Statistics), page 20
Performance achieved	**Achieved** **Through case studies, Austrade has demonstrated its effective contribution to whole-of-government policy development including using Austrade's commercial insights in 2025–26**

Analysis

Austrade plays an integral role in policy development across trade, investment and the visitor economy. Austrade achieved this through:

- leading Australia's national visitor economy policy through leveraging our convening power and driving collaboration with key partners to implement THRIVE 2030. This includes delivery of a prioritised Consolidation Phase (2025–2027) action plan and the THRIVE 2030 Action Plan to 2030
- sharing valuable insights from Australian businesses and Austrade's global network with government agencies to inform policy decisions, particularly in areas such as net zero, economic security and trade diversification
- providing advice and support to the Minister for Trade and Tourism, the Assistant Minister for Trade, and the Assistant Minister for Tourism on policy issues
- developing programs to support trade, investment and tourism expansion.

The 2025–26 Corporate Plan sets out the 3 policy focus areas that Austrade would use to assess performance, tourism data, net zero and trade diversification.[15]

Based on the results presented in the following case studies, Austrade made effective contributions to whole-of-government policy development in 2025–26 to achieve this performance measure, utilising commercial insights to shape policy development.

Tourism data

Austrade, through its Tourism Research Australia (TRA) branch, provides tourism and data insights that support governments and the tourism industry with a coordinated, evidence-based national perspective on the visitor economy. This data underpins demand driving marketing activity by Tourism Australia and state and territory governments, tourism policy development, industry investment decisions and responses to natural disasters and other disruptions. It helps decision-makers target their investments and spending, assess impacts, and strengthen the long-term resilience and competitiveness of Australia's visitor economy.

TRA's official tourism statistics, covering both international and domestic tourism, underpin the development and measurement of the strategies of Tourism Australia and eight State and Territory Tourism Offices (STOs). The data is a direct input into decisions around demand driving activity by these agencies, their investment into specific tourism experiences and products, and the delivery of tourism-support programs. All STOs contribute financially to the cost of collecting and reporting official statistics, reinforcing the value they place on this data to inform their work.

In 2025–26, TRA also published several significant research reports, continued to expand access to tourism intelligence through initiatives such as the Australian Sustainable Tourism Indicators (ASTI) platform, and responded to more than 1,060 ad hoc requests for tourism data and insights from government and industry stakeholders. These capabilities help governments and industry understand tourism trends, assess emerging challenges and design evidence-based responses to issues affecting the visitor economy. In particular, TRA's annual tourism forecasts are widely used within the industry to inform business and investment decisions by providing insights on expected future tourism demand.

Natural disasters such as cyclones, bushfires and floods can significantly impact tourism and the visitor economy by disrupting infrastructure, transport connectivity and supply chains. They can also reduce travel demand through negative media coverage and lower visitor confidence. Natural disasters may also affect global perceptions of Australia by challenging the country's reputation as a safe and attractive destination. The impacts are often felt most acutely in regional communities, where tourism is a key driver of local employment, business viability and economic activity.

Austrade plays an important role in working with government and industry stakeholders to support the sector's recovery from crises, including natural disasters. Through TRA, Austrade provides tourism data and analysis that support whole-of-government responses. Austrade engages with other Commonwealth agencies, state and territory government partners and industry to provide a national view of how natural disasters affect tourism activity and regional economies. These insights help governments assess impacts and determine appropriate policy responses and financial support to strengthen industry resilience and support recovery in affected communities.

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[15] Austrade's Corporate Plan 2025–26 set out the original case study topics to demonstrate the achievement of Performance Measure 5, including a case study on 'trade facilitation'. As part of reporting on Austrade's performance in 2025–26, the Austrade Executive determined that a more appropriate descriptor for this policy case study target is 'trade diversification', consistent with the Australian Government's priorities in this area.

Two practical examples of how TRA has done this are listed below.

In western Queensland, Austrade provided crucial input into the $2.1 million Tourism Industry Recovery Support Package, announced by the Australian and Queensland governments in August 2025. The package provided support to tourism operators affected by the March 2025 floods. Austrade provided TRA data and insights to inform ministerial discussions and supported engagement between the National Emergency Management Agency (NEMA) and Queensland Government agencies. Tourism data comparing declines in visitor activity across regions informed the recovery package. This ensured the recovery package was appropriately scaled and targeted to the areas experiencing the greatest impacts. This supported business continuity, recovery and ongoing resilience. Feedback from NEMA indicated that access to Austrade's timely and trusted tourism data and analysis materially improved the government's ability to understand tourism impacts and incorporate tourism considerations into disaster recovery programs.

Austrade also supported the response to the algal bloom that affected South Australian tourism businesses and coastal communities. TRA analysed mobile phone data used in preparing official tourism statistics. This provided insights on reductions in day trips and overnight travel to assess visitor impacts and identify the regions most affected. The analysis supported policy decisions on the level and design of support required and informed the $102.5 million Algal Bloom Summer Plan, jointly funded by the Australian and South Australian governments. The plan included targeted measures such as a Dining Cashback program, Travel Vouchers program, and the Coast is Calling tourism advertising campaign.

Net zero

Since mid-2022, Austrade has facilitated more than $18 billion in foreign investment across 201 net zero-aligned projects, supporting the creation of over 22,000 jobs. Austrade has also supported Australian exporters contributing to global emissions reduction, achieving 447 net zero aligned export outcomes, valued at $1.9 billion to the Australian economy.

During 2025–26, Austrade played a key role in supporting the government's Net Zero Plan by shaping how investment opportunities are articulated across priority sectors. Austrade built awareness of Austrade's investment facilitation activities and positioned the agency to leverage the Net Zero Plan to attract global capital and trade opportunities.

Released on 18 September 2025, the Net Zero Plan and accompanying sector emissions reduction plans set out Australia's national pathway to decarbonisation and how emissions reductions will be achieved across the economy. Drawing on Austrade engagement with international investors and Australian industry, Austrade contributed commercial insights to the whole-of-government development process to ensure the Net Zero Plan reflected market realities and clearly communicated Australia's net zero investment proposition.

Austrade contributed insights to inform the investment dimension of the Net Zero Plan. This helped to ensure Commonwealth agencies had a shared understanding of both the opportunities and challenges associated with attracting the international capital and capability required to achieve emissions reduction targets. The agency's role is recognised in the Net Zero Plan. It highlights the agency's work with foreign companies to identify, attract and facilitate investment projects that support Australia's net zero transformation.

Austrade also played a significant role in the development of the Nationally Determined Contribution (NDC) Investment Blueprint. This was released in November 2025 as the investment companion to the Net Zero Plan. The Blueprint translates Australia's emissions reduction ambitions into a clear set of investment opportunities. It highlights Australia's comparative advantages across sectors such as

critical minerals, renewable energy transmission and storage, hydrogen, green metals, low-carbon liquid fuels and clean energy technology manufacturing.

Austrade contributed several investor case studies featured in the Blueprint, demonstrating how international investment is already supporting emissions reductions across sectors. These include the Blyth Battery energy-storage system in South Australia, which is a partnership between Elecnor Australia and NHOA Energy. The case study illustrates the scale of investment being attracted into Australia's clean energy infrastructure and the capabilities that investment brings (p.35 Blueprint).

With the release of the Net Zero Plan and the NDC Investment Blueprint, Austrade continues to leverage its international network to promote Australia's decarbonisation investment and trade opportunities. This includes capitalising on heightened global interest following the announcement of Australia's 2035 NDC. Austrade is well positioned to operationalise the Net Zero Plan and translate policy settings into investor engagement and commercial outcomes.

Trade diversification

Austrade's domestic and international trade networks play a critical role in diversifying Australia's trade. The agency identifies market opportunities, coordinates targeted activities, and connects exporters with in-market support in priority growth markets.

Between 2018–19 and 2024–25, Austrade significantly expanded its support for Australian exporters in key diversification markets, with client numbers increasing by 45 per cent in Southeast Asia, 94 per cent in South Asia, 233 per cent in Europe, and 56 per cent in the Middle East and Africa. Over the same period, the value of Austrade-assisted exports grew from $0.9 billion to $6.9 billion annually.

In 2025–26, Australian exporters faced heightened uncertainty amid a rapidly changing global trade environment marked by rising protectionism, trade barriers and geopolitical conflict. These developments present significant challenges for Australia, whose economy relies heavily on the free flow of goods, services and capital. In this environment, trade diversification and strong partnerships between industry and government are more important than ever to ensure Australian exporters remain competitive and resilient.

To help businesses respond to these challenges, Austrade developed the arrangements for the government's Accessing New Markets Initiative (ANMI). This delivered on the Australian Government's election commitment to support exporters in diversifying and growing exports in new markets. The initiative was informed by ongoing policy engagement between Austrade and government partners on how best to strengthen Australia's trade resilience and support businesses affected by disruptions to global trade networks and market access. As a result, ANMI forms an important component of a coordinated whole-of-government response.

Building on Austrade's extensive international network and trade diversification expertise, ANMI provides immediate support to exporters through enhanced export promotion activities, trade missions to priority markets, and additional in-market advisory capability. At the same time, the initiative has created new mechanisms for collaboration between government and industry to strengthen long-term export growth, resilience, and market diversification.

A central element of ANMI is the Trade Diversification Network (TDN). This is an innovative partnership model, which was launched by the Minister for Trade and Tourism on 4 March 2026. It combines the reach and expertise of national peak industry bodies with Austrade's global network and market intelligence.

The TDN helps ensure ANMI support is tailored to the needs of Australian exporters. Austrade worked with each network member to develop sector-specific diversification plans and strategic activities that can adapt to ongoing trade uncertainty.

Through ANMI, Austrade and TDN members have delivered a range of activities, including business missions, commercial connection programs, and increased Australian participation at major international trade events. One example is the 2026 Australian Auto Aftermarket Expo, which was delivered by a TDN member – the Australian Automotive Aftermarket Association (AAAA) – with support from ANMI. The expo facilitated direct engagement between Australian businesses and key decision-makers from Thailand, Malaysia and Indonesia. ANMI has also supported Australian participation at major international trade events, including Asia Fruit Logistica in Hong Kong, the Singapore FinTech Festival, the China International Import Expo, and Gulfood in Dubai.

Feedback from industry participants has highlighted the value of ANMI and the strengthened partnership between government and industry in building export capability during a period of global uncertainty. In 2025–26, Austrade supported 88 ANMI-funded strategic activities and assisted more than 900 Australian exporters to pursue opportunities in new markets.

Key activity 5: Consular and Passport Services

This activity aims to help Australians through the delivery of effective consular services, efficient passport services and practical contingency planning in designated locations, in accordance with DFAT's Consular Services and the Australian Passport Office's Client Services Charter.

Performance measure 6	Effective delivery of consular and passport services to Australians overseas
Methodology	Austrade measures the number of passports processed by Austrade without administrative errors
Target	At least 97% of passports processed by Austrade are without administrative errors
Data sources	DFAT Passport and Consular Information System databases
Reference	Corporate Plan 2025–26: *Activity 5 (Consular and Passport Services)*, page 20 PBS 2025–26: Outcome 2, Program 2.1, page 91
Performance achieved	**Achieved** **Austrade processed 99.74% of passports without administrative errors in 2025–26**

Analysis

Austrade delivers consular and passport services to Australian travellers and citizens living overseas in 11 locations where DFAT does not have a presence, in addition to the ongoing demand for Austrade's trade and investment services.

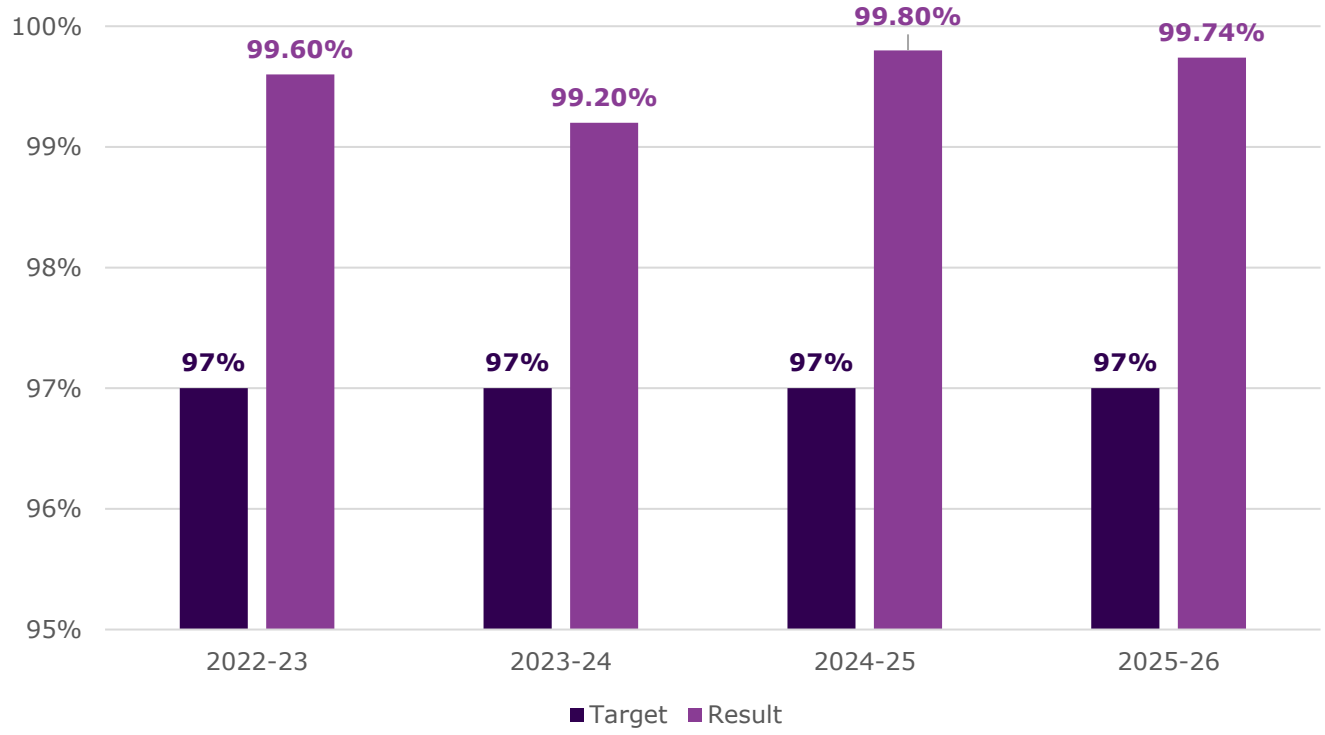
Passport services

Throughout 2025–26, Austrade continued to work collaboratively with DFAT to improve system access for its consular staff and manage passport requests efficiently and accurately. This includes processing new passport applications, registering lost or stolen passports, issuing emergency passports and supporting the detection of passport fraud.

When performing these duties, Austrade is responsible for ensuring the passport applications are complete and accurate before they are scanned and forwarded to the Australian Passport Office for printing and issue.

There was an administrative error rate of 0.26% across the 15,127 passports processed by Austrade in 2025–26, compared to 0.24% across the 14,998 passports processed in 2024–25. Austrade's target is to accurately process 97% of passports without administrative errors. Austrade achieved this target in 2025–26, with 99.74% of passports processed accurately, continuing to maintain a high level of processing accuracy.

Figure 2.6: Percentage of passports processed by Austrade without administrative errors, 2022–23 to 2025–26



Consular services

In addition to passport services, Austrade delivers responsive and appropriate consular services to Australians overseas. These services included support during crisis situations, notarial services, assistance with welfare issues, whereabouts enquiries, arrest or detention matters, deaths and medical emergencies. Throughout 2025–26, Austrade continued to provide these services across its 11 designated overseas locations, helping Australians access timely assistance when needed.

Delivering Austrade's key activities

In 2025–26, Austrade helped Australian businesses succeed internationally, contributed to attracting productive investment aligned with Australia's national priorities, supported the growth of the visitor economy, delivered consular and passport services through our international network and provided high-quality advice to government. Together, these efforts support Austrade's 2030 ambitions.

Our operating context

In 2025–26, moderating inflation provided some stability across key markets, however this was offset by ongoing geopolitical tensions, trade disruptions and heightened volatility. The continuation of tariff measures and shifting trade dynamics contributed to a more volatile and unpredictable global trading environment, requiring Australian businesses to adapt to rapidly changing conditions.

Global investment flows faced continued headwinds. Geopolitical risk, tighter financial conditions and subdued economic growth in major capital markets constrained investor confidence. This reduced flows of foreign direct investment (FDI). Consequently, Austrade's role in positioning Australia as a competitive destination for global capital remains critical, particularly as economies accelerate efforts to decarbonise.

For exporters, ongoing supply chain disruptions, tariff pressures and market uncertainties have increased the risks associated with international expansion. In response, Austrade strengthened its focus on diversification, including through initiatives such as the Accessing New Markets Initiative and the Trade Diversification Network. These programs support businesses to identify and pursue opportunities in emerging and alternative markets. They are helping to build the resilience of individual businesses and the broader Australian economy.

During the year, Austrade further strengthened its focus on tourism policy and delivery, including through the establishment of the Office of Tourism and the Visitor Economy (OTVE), which supports a coordinated and strategic approach. Austrade also progressed the implementation of the Australian Government's tourism strategy. The strategy supports Australia's transition to a more sustainable and resilient visitor economy under the next phase of THRIVE 2030.

In addition to its trade, investment and tourism responsibilities, Austrade continued to deliver consular and passport services on behalf of the Australian Government in selected overseas locations. Austrade provided timely assistance to Australians abroad, supporting their safety and wellbeing while helping to maintain Australia's international reputation and presence through its global network.

Across trade, investment and the visitor economy, Austrade continued to play a key role as a trusted advisor to industry and the Australian Government. We leveraged commercial insights from our global network – plus the strength of Australia's Nation Brand – to help businesses navigate global uncertainty, diversify their international engagement, and capture new opportunities in an increasingly complex global environment.

Trade

In 2025–26, Austrade responded to a more complex trading environment by helping Australian companies to diversify markets, pursue new international opportunities and grow exports. During the year, Austrade delivered 43,156 trade services and supported 6,125 clients. We contributed to 2,404 export outcomes with an initial value of $8.8 billion.

In particular, Austrade helped businesses strengthen their position in sectors where Australian expertise is in global demand. We used our international network, sector expertise, digital services and commercial connections to help businesses understand new markets and identify fresh opportunities. We also helped them to build partnerships and convert export potential into commercial outcomes.

New programs included the Accessing New Markets Initiative (ANMI) and the Trade Resilience Service (TRS). These programs are helping exporters respond to global uncertainty, diversify export markets and strengthen supply chain resilience.

Austrade worked with Commonwealth, state and territory governments – and industry and peak bodies – to deliver a coordinated 'Team Australia' approach to trade promotion. Working together, our efforts strengthened Australia's export capability and supported Australia's long-term growth through trade.

Supporting Australian businesses to diversify

Increasing levels of global economic uncertainty mean Australian exporters need new strategies to stay resilient and competitive. In 2025–26, Austrade services helped Australian exporters to diversify into new markets and promoted the benefits of Australia's free trade agreements.

Accessing New Markets Initiative

ANMI is a $55 million program to help Australian businesses build trade resilience.
It supports commercial efforts to expand into new markets and helps exporters capitalise on growth opportunities in existing markets. ANMI is underpinned by coordinated delivery across Commonwealth, state and territory governments, as well as industry bodies. Its adaptive delivery model enables the program to respond effectively to market conditions and shifting trade flows.

Through ANMI, eligible national peak industry bodies are working with Austrade to design and deliver strategic activities that address the specific needs of their sectors. This collaboration will also shape how Austrade and industry work together beyond ANMI and identify long-term strategies to better support exporters.

The ANMI program combines Austrade's global network, practical market intelligence and trade services with the capabilities developed by peak industry bodies.

Case studies:

Auto Aftermarket Expo fast-tracks opportunities for Australian exporters

The 2026 Australian Auto Aftermarket Expo (AAAE) played a key role in advancing export opportunities for Australian automotive businesses. The Expo also connected local manufacturers with buyers from Southeast Asia, via a targeted inbound trade mission.

The event was delivered by the Australian Automotive Aftermarket Association (AAAA) in partnership with Austrade under the Accessing New Markets Initiative. It facilitated direct engagement with decision-makers from Thailand, Malaysia and Indonesia.

The AAAE attracted 15,000 attendees and more than 400 Australian brands. It showcased the strength and innovation of a sector valued at more than $55 billion domestically, which also generates more than $1 billion in annual export revenue.

AAAA CEO, Stuart Charity, says that bringing in targeted buyers and aligning with key events like the AAAE is the perfect way to showcase the industry's export potential.

'The AAAA is already seeing results from ANMI, with our inbound buyer mission to the AAAE delivering real commercial outcomes for Australian manufacturers,' says Charity. 'In the current global trade environment, face-to-face relationships matter more than ever. Australian automotive aftermarket manufacturers have world-class products and capabilities, and this program gives them the platform to showcase them. Government–industry partnerships like this are vital to growing our sector's long-term export capability in times of global uncertainty.'

Australian agrifood businesses engage Southeast Asia at Food & Hospitality Asia 2026

At Food & Hospitality Asia 2026 in Singapore, more than 130 Australian agrifood businesses strengthened engagement with key Southeast Asian markets, supporting export diversification.

Representing a broad cross-section of the sector – including fresh produce, meat, seafood, and packaged food and beverages – exporters connected with regional buyers, distributors and suppliers amid shifting global trade and supply chains.

Austrade supported Australia's presence through ANMI. We worked with Trade Diversification Network partners to facilitate in-market connections and strengthen commercial relationships.

Luisa Rust, Austrade's Senior Trade and Investment Commissioner in Manila says: *'Across Southeast Asia, buyers are placing increasing importance on reliable supply, consistent quality and long-term partnerships. Through initiatives like ANMI, we're working with industry to support Australian exporters to respond to these expectations and build more sustainable in-market relationships.'*

The event provided a valuable platform for exporters to understand evolving market requirements, position their products competitively and identify new growth opportunities across Southeast Asia.

Southeast Asia Business Exchange

Austrade works to expand two-way trade with Southeast Asia via the Southeast Asia Business Exchange (SEABX). SEABX started in March 2024 as part of *Invested: Australia's Southeast Asia Economic Strategy to 2040*. Since then, Austrade has worked in close collaboration with industry partners to develop a calendar of in-market activities focused on promoting opportunities across target sectors, including agrifood, digital products, healthcare, education and skills. SEABX also promotes Australian resources and expertise that can support the region's clean energy transition.

Austrade delivered 7 business missions as part of SEABX in the 2025–26 financial year:

Sector focus	Market	Date
Green economy	Timor-Leste	August 2025
Green economy	Thailand	October 2025
Digital economy	Singapore	October 2025
Agrifood	Indonesia and Brunei	November 2025
Green economy	The Philippines	November 2025
Agrifood	Vietnam and Cambodia	March 2026
Education and skills	The Philippines	March 2026

Austrade achieved significant results servicing businesses in Southeast Asia in 2025–26:

1,942
Australian exporters supported

659
Export deals

$1.6bn
Initial value of export deals

Case study:

Dalfin fast-tracks system modernisation for Southeast Asian enterprises

The technology sector is booming throughout Southeast Asia. Companies of all shapes and sizes want to adapt and evolve as fast as they can. BrainTip AI – and its flagship platform, Dalfin – enables businesses to update their legacy platforms quickly and cost-effectively, ensuring they can develop their systems to meet rapid growth.

With Austrade support, BrainTip AI is expanding across Southeast Asia. The company has secured 2 major contracts in the Philippines following introductions from Austrade. Now, it is exploring opportunities in Indonesia, Malaysia and Singapore.

'Exporting can feel uncertain at times, especially in new regions. Having Austrade there makes the journey feel much less isolated,' says BrainTip AI's Founder and CEO Sanil Panicker.

Austrade has been a constant support throughout BrainTip AI's export journey in Southeast Asia. Panicker participated in the Southeast Asia Business Exchange mission to the Philippines in 2025, which directly led to a partnership with BED Global Holdings. Later, Austrade also made an introduction to S&R Group.

'That introduction mattered a lot,' Panicker says. *'It came with the right context and trust, which meant we could focus on real conversations instead of credentials or cold selling.'*

According to Panicker, the introduction changed the dynamic completely. He says it allowed BrainTip AI to engage at a deeper level from the beginning, and to prove what the Dalfin product could do. *'That set the foundation for everything that followed,'* he says.

Panicker has also benefited from Austrade's Indonesia Landing Pad program and participated in Austrade missions to Malaysia, Indonesia, Thailand and Singapore. In each market, Austrade has created networking opportunities, made introductions and offered insights into how businesses operate on the ground.

'Austrade's support gives structure and credibility as we enter new markets,' Panicker says. *'It's made it much easier to have meaningful conversations early, rather than learning everything the hard way.'*

South Asia Business Exchange

India, Bangladesh and Sri Lanka present significant trade and investment opportunities for Australian businesses, positioning South Asia as a key diversification market and an important driver of future growth.

In the second year of the 4-year South Asia Business Exchange (SABX) program, Austrade assisted more than 1,400 Australian businesses with their export journey to the region, a 23% increase compared to the year before. This included more than 25 business missions with strong, two-way engagement between Australia and South Asia markets.

Key initiatives included:

Agrifood Mission to the International Food & Hospitality Fair (AAHAR) 2026	South Asia Roadshow	Indian University Founders and Vice Chancellors Mission
India	**Australia**	**Australia**
March 2026	September / October 2025	February 2026
Coordinating Australia's largest-ever delegation to AAHAR 2026, with **26 delegates representing 44 Australian food and beverage exporters**, helping businesses showcase their products and build commercial relationships in the Indian market.	Leading the South Asia Roadshow that brought **30 business delegates** from South Asia to 8 cities and 2 wine regions, engaging **more than 150 Australian exporters** through **12 market update sessions** and **10 networking events**.	Facilitating a high-level delegation of founders and vice chancellors from **8 leading Indian private universities** across 4 Australian cities, facilitating 7 university visits, 4 networking events and 2 roundtables to strengthen education partnerships and collaboration.

SABX achieved record results in the South Asia region in 2025–26:

1,413	333	$1.5bn
Australian exporters supported	Export deals	Initial value of export deals

Responding to disruptions in global trade

In 2025–26, ongoing developments in the Middle East had a significant impact on international trade. Austrade launched dedicated Middle East support content through Austrade's Go Global Toolkit (the Toolkit) in March 2026, before establishing the temporary Trade Resilience Service (TRS) on 15 April 2026. The TRS delivers practical intelligence, insights and advice to support Australian businesses as they navigate increased supply chain volatility. The TRS operates alongside ANMI and will continue for a period of 12 months.

Through the TRS, Austrade helps exporters to maintain international supply chains, sustain export-reliant jobs and identify alternative pathways to market. The service includes the development of dedicated digital content and tools available on the Toolkit, alongside a program of webinars and industry engagement. Between March and June 2026, TRS and related Middle East support content received 27,849 views by more than 10,300 users via the Toolkit. This support helped exporters respond to evolving market conditions and make more informed operational and strategic decisions, while strengthening Australia's resilience to future global trade disruptions.

Sector transition support

Enhancing international market demand for Australian sheep meat

Austrade is delivering targeted trade promotion under the Enhancing Market Demand (EMD) program. The EMD program is part of the Australian Government's transition assistance package administered by the Department of Agriculture, Fisheries and Forestry (DAFF) to support the phase-out of live sheep exports by sea. Austrade's role focuses on increasing global demand for Australian sheep meat and supporting broader agrifood export growth across the Middle East and North Africa.

In 2025–26, Austrade partnered with Meat & Livestock Australia (MLA) to deliver a coordinated global action plan across multiple markets. This partnership involved delivering trade missions, international exhibitions, in-market promotions and business engagement activities. Joint activities promoted Australian sheep meat as a premium product and strengthened brand positioning in key markets. Austrade helped coordinate a national approach to maintaining and expanding international demand.

Austrade also provided tailored services to individual exporters, assisting businesses to identify new opportunities, diversify into growth markets and respond to evolving market conditions. The continued growth in sheep meat exports across a broad range of markets will contribute to the long-term success and sustainability of the industry.

Supporting exporters to grow and succeed globally

Leveraging free trade agreements and market access

Free trade agreements (FTAs) provide Australian businesses with preferential access to many of the world's largest and fastest-growing markets. By reducing tariffs, addressing non-tariff barriers and improving market access across goods, services and investment, these agreements help Australian businesses compete internationally with greater certainty.

During 2025–26, Austrade helped businesses maximise the commercial value of Australia's 19 FTAs through market intelligence, the Go Global Toolkit, webinars and tailored export advice. The support helped exporters identify commercial opportunities, understand market access requirements and navigate regulatory conditions in partner markets.

The Australia–United Arab Emirates Comprehensive Economic Partnership Agreement (UAE–CEPA) entered into force on 1 October 2025. It is Australia's first free trade agreement in the Middle East region. Once fully implemented, the agreement will eliminate tariffs on more than 99% of Australia's goods exports to the UAE by value, and create new opportunities across goods, services, investment and First Nations trade and investment.

Austrade also supported businesses to prepare for opportunities under the Australia–European Union Free Trade Agreement (A–EU FTA). This agreement will deliver preferential access across the European Union's 27 member states once it enters into force. The agreement will open new

opportunities for Australian exporters in one of the world's largest integrated markets, with around 450 million consumers and a GDP of approximately $33 trillion.

Once fully implemented, 98% of the current value of Australia's goods exports will enter the EU tariff-free. Key sectors expected to benefit include agriculture (including fisheries, wine, tree nuts, barley and seafood), advanced manufacturing, resources, critical minerals, hydrogen and services.

Together, Australia's FTAs help exporters compete in global markets and access new opportunities for growth.

Case study:

Future Australian seafood opportunities under the Australian–European Union Free Trade Agreement highlighted at Seafood Expo Global 2026

Australian seafood exporters used Seafood Expo Global 2026 in Barcelona to build commercial relationships and promote premium Australian seafood in European markets. With Austrade's support, companies showcased products including octopus, prawns, lobster, abalone and Patagonian toothfish to 35,000 attendees from 85 countries.

The event came at a pivotal time for the sector, following the conclusion of negotiations for the Australia–European Union Free Trade Agreement (A–EU FTA). Once in force, the agreement will eliminate EU tariffs of up to 26% on Australian seafood, including tariffs of up to 15% on kingfish, 12% on prawns and 11% on abalone. This is expected to improve the competitiveness of Australian seafood in a market of around 450 million consumers.

Through the Accessing New Markets Initiative, Austrade worked with Seafood Industry Australia and the Government of Western Australia to deliver a coordinated program of buyer engagement, tasting sessions and in-market support. The Australia Pavilion helped exporters test demand, launch market-ready products and connect with retail, foodservice, e-commerce and meal-kit buyers from key European markets.

'Demand for premium, high-quality seafood is growing across Europe, with consumers increasingly seeking sustainably sourced and reliable products,' says Manuel Barbera, Business Development Director (Spain and Portugal), Austrade. *'Australia is well positioned to meet this demand, supported by its strong reputation for quality, provenance and food safety.'*

The event provided Australian seafood exporters with an opportunity to raise awareness of their products and build commercial relationships in Europe. The A–EU FTA is expected to improve market access and support Australian seafood exporters to compete more effectively in European markets.

Accelerating exports in priority sectors

In 2025–26, Austrade delivered targeted support to priority sectors where Australia has a global competitive advantage and where international demand is growing. These sectors included the green economy, technology, defence, advanced manufacturing and space, health, international education, agrifood and consumer sectors.

Green economy

Global demand for clean energy, critical minerals, sustainable mining and low-emission technologies continued to create significant export opportunities for Australian businesses. In 2025–26, Austrade helped businesses showcase these capabilities internationally, strengthen commercial relationships and pursue opportunities in target markets.

Australia is well-placed to support the global energy transition because of our natural abundance of renewable energy and critical minerals, and because of our strength in mining equipment, technology and services (METS), and technologies related to clean energy. Austrade worked with industry and government to connect Australian businesses and projects with international demand, and to position Australia as a trusted partner in the transition to net zero.

Austrade's partnerships with Austmine and the Smart Energy Council remain central to this work. We strengthened industry engagement, expanded commercial networks and showcased Australia's capability to global customers and investors at major global events, including PERUMIN, India Energy Storage Week, the Smart Energy Conference and Exhibition, All Energy, the International Mining and Resources Conference (IMARC) and the Global Resources Innovation Expo 2025 (GRX25).

In 2025–26, Austrade engaged with 1,058 green economy businesses and delivered 8 events, including 4 trade missions. During the year, Austrade contributed to 302 outcomes valued at $1.7 billion. These activities enabled businesses to strengthen international relationships, progress commercial opportunities and contribute to global clean economy supply chains.

Austrade's support for green economy businesses in 2025–26 delivered significant results, including:

302	$1.7bn	8
Export deals	Initial value of export deals	Events

Case study:

Australian energy modelling technology supports global net zero planning

Adelaide-founded Energy Exemplar has grown from PhD research into a global energy modelling company with more than 700 employees and operations in more than 90 countries. Its PLEXOS® platform helps governments, cities, agencies and companies model future energy scenarios and plan the transition to net zero while managing risk.

As renewable energy becomes more central to global power systems, PLEXOS helps customers assess future prices, storage needs and supply reliability. CEO David Wilson describes it as a 'smart map for the future', that helps organisations understand how energy systems may evolve and make data-driven decisions.

The company's technology is being used internationally to support complex energy transitions. In India, PLEXOS is helping renewable developer ReNew integrate renewables into a fast-growing network. In Ireland, PLEXOS is helping energy trading company ElectroRoute forecast revenue from wind and solar farms over a 10 to 20 year period.

Austrade supported Energy Exemplar's international growth by helping the company build credibility in overseas markets. Wilson credits Austrade with helping transform a small Australian startup into a global leader.

'Austrade hosted meetings at their offices in London when we were just a newcomer,' he says. *'They help you present yourself as the company you aspire to be. They have accelerated our growth trajectory.'*

'The networking and facilitation have been phenomenal,' he adds. *'Austrade has helped us attend roadshows right around the world.'*

Technology

Technology is an increasingly important driver of Australian productivity, competitiveness and economic resilience. Australian-developed technology is increasingly competitive in global markets, including in artificial intelligence, cyber security, quantum technologies, advanced manufacturing, space and digital technologies. Austrade helps these businesses, many of which are SMEs, turn Australian innovation into export opportunities by connecting them with international customers, partners and investors.

In 2025–26, Austrade focused on helping tech businesses build commercial relationships, validate products in international markets and access global innovation ecosystems. Support included trade missions, business matching, technology showcases, export bootcamps and the Landing Pads program, which supports startups and scale-ups.

The Landing Pads program helps small Australian companies enter overseas markets. It helps executives refine market-entry strategies, build commercial networks and accelerate international growth. In 2025–26, the program focused on Southeast Asia, the United States and the United Kingdom. Austrade also delivered targeted initiatives across artificial intelligence, cyber security, quantum technologies, digital health, clean technologies and maritime technologies. This reflects growing international demand for Australian innovation in these sectors.

During the year, Austrade supported 811 technology and critical technology businesses through 11 events. These activities helped companies build market knowledge, test demand and develop commercial relationships in international markets.

Austrade's support for technology businesses in 2025–26 delivered significant results, including:

150	$621.7m	11
Export deals	Initial value of export deals	Events

Austrade's support for Landing Pads participants in 2025–26 delivered significant results, including:

58	$60.1m	14
Export deals	Initial value of export deals	Programs delivered

Case study:

Australian AI and quantum in the spotlight at Tech Week Singapore

Australia's AI and quantum leaders travelled to Singapore for a business mission at Tech Week Singapore. The event showcased Australian capabilities and helped build partnerships across Southeast Asia.

Co-led by Austrade and the Tech Council of Australia (TCA), the Southeast Asia Business Exchange mission included representatives from 12 major technology companies and 23 scale-up companies. It generated more than 60 business-matching meetings over 2 days. The Australia Pavilion played a key role as a connection point for Australian innovators and Southeast Asian stakeholders. It attracted more than 2,000 visitors, including government officials, technology investors and regional business partners.

Tech Week Singapore highlighted Australian capabilities in AI and quantum technologies through roundtables, keynote presentations and the FutureTech Talent Forum. Discussions focused on practical collaboration in quantum computing, commercialisation, and responsible AI adoption. Discussions also covered potential applications across multiple sectors, including telecommunications, retail, logistics, health and the built environment.

Professor Michelle Simmons AC, CEO of Silicon Quantum Computing and mission lead, said: *'Australia's tech sector is powered by cutting-edge research, broad commercial expertise and a spirit of collaboration.'*

The Austrade–TCA mission positioned Australia as a trusted technology partner for Singapore and the broader region. It also helped Australian innovators build connections with government, investors and industry leaders.

Case study:

Landing Pads help Australian technology scale-ups expand in Southeast Asia

In 2025–26, Landing Pads programs in Singapore, Thailand and Vietnam helped Australian technology scale-ups explore new opportunities across Southeast Asia. Run in April and May 2026, the programs connected companies with market leaders, investors, customers and industry partners.

Austrade's Landing Pads program provides market insights, advice and connections to help small technology businesses navigate international markets. Scott Samson, Acting Southeast Asia Landing Pads Manager, said: '*Southeast Asia offers significant opportunities for Australian technology businesses, but each market has its own unique challenges and opportunities.'*

In Singapore, 10 Australian scale-ups joined a Maritime Week Landing Pad delivered in partnership with Investment NSW. The program showcased technologies including underwater vessel-cleaning robots and software to optimise shipping routes and reduce fuel use. Delegates pitched to major maritime organisations including PSA Ventures, BHP, AET Tankers, Seatrium and Jurong Port. They engaged with investors, venture capital firms and ecosystem partners.

Austrade hosted its fourth Landing Pad program in Vietnam, which focused on fintech and regtech. Nine Australian scale-ups explored opportunities in digital assets, fraud prevention, scam detection and cyber security. The program built on a 2025 Memorandum of Understanding between Austrade Vietnam and the Vietnam Banks Association to strengthen fintech collaboration.

In Thailand, Austrade and FinTech Australia supported 13 Australian fintech companies at Money20/20 Asia 2026 in Bangkok. Delegates participated in market briefings, networking and business-matching opportunities with financial sector leaders.

In 2025–26, Austrade's Landing Pads programs helped small Australian technology companies test market demand, build commercial relationships and identify pathways into Southeast Asia's growing digital economy. The program supported export diversification by providing scale-ups the connections and in-market intelligence needed to compete in international markets.

Defence, advanced manufacturing and space

A strong defence, advanced manufacturing and space sector is vital to Australia's future. It underpins our national security, sovereign defence industrial base and industrial resilience. However, the Australian market alone cannot sustain the scale of Australia's defence industry. Exports are essential to support growth, innovation and international competitiveness.

Austrade's Defence, Advanced Manufacturing and Space team helps export-capable businesses access international markets. The team supports companies operating in aerospace, space and defence-related advanced manufacturing. This includes companies that develop dual-use technologies.

Working closely with the Department of Defence (Defence) under a memorandum of understanding established in 2018, Austrade continues to connect Australian businesses with international customers, partners and governments in line with Australian Government priorities.

In 2025–26, Austrade supported 681 defence, advanced manufacturing and space businesses. Through its partnership with Defence and the Australian Space Agency, Austrade supported 16 events and contributed to 197 outcomes valued at $2 billion. These activities strengthened international commercial relationships, expanded export opportunities and supported Australia's sovereign industrial capability.

Austrade's support for defence, advanced manufacturing and space businesses in 2025–26 delivered significant results, including:

197	$2bn	16
Export deals	Initial value of export deals	Events

Case study:

Australian space companies showcase capability at the Space Symposium in the United States

Australian space companies explored new export and partnership opportunities at the 41st Space Symposium in Colorado Springs, United States (US). This was a major global event attended by industry leaders, government agencies and military officials. The event provided a platform for Australian businesses to showcase their capabilities to customers and partners from the US, the United Kingdom, Canada, Southeast Asia, North Asia and Europe.

Austrade hosted 29 Australian space companies at the Australia Pavilion, delivered in collaboration with the Australian Space Agency, the South Australia Space Industry Centre and the Space Industry Association of Australia. This was the first Austrade-led Australian delegation and national pavilion at the Space Symposium. It was supported through the Accessing New Markets Initiative, which helps exporters diversify and grow.

The program generated significant engagement between Australian space companies and international stakeholders. They participated in 150 business-to-business meetings with international space agencies, NASA, multinational space and defence companies and military-space representatives. Austrade and its partners also hosted 2 business networking receptions, connecting Australian companies with more than 450 targeted invitees.

Paul Burfield, Austrade Senior Trade and Investment Commissioner, said: *'Australia's national pavilion demonstrated how Australia is leveraging geography, our longstanding US partnership and genuine leading-edge capability to become a launch and return destination for the world.'*

The activity highlighted Australia's growing reputation in the global space industry and its strengths in advanced technology, strategic geography and practical problem-solving.

Health

Healthcare is one of the world's fastest-growing trade sectors. Ageing populations, workforce shortages and advances in medical technology are driving demand for new products, services and models of care. Australia is well-placed to respond. Australia has internationally recognised strengths in medical research, biotechnology, clinical trials, medical technologies and digital health.

In 2025–26, Austrade worked with Australian health businesses to translate these strengths into international commercial opportunities. Support focused on helping businesses build partnerships, connect with buyers and investors, navigate overseas markets and showcase Australian capability across multiple sectors. These sectors include biotechnology, pharmaceuticals, medical devices, diagnostics, digital health, clinical trials, aged care and health services.

A major milestone in 2025–26 was the launch of the Australian Clinical Trials Initiative (ACTI). This initiative promotes Australia as a leading destination for clinical trials through targeted engagement across the Asia-Pacific, Europe and North America.

Working with governments, industry and research organisations, ACTI showcases capabilities across the clinical development pathway, including trial delivery, regulatory support, bioanalytical services, clinical manufacturing and scale-up. The initiative aims to attract international investment and partnerships across the sector.

Austrade's support for health businesses in 2025–26 delivered significant results, including:

93	$1bn	20
Export deals	Initial value of export deals	Events

Case study:

Australian medtech and digital health showcase in the Middle East

Australian medtech and digital health companies took centre stage at WHX Dubai 2026, the largest healthcare trade show in the Middle East and Africa. The event showcased Australia's health innovation capabilities to buyers, investors, distributors, hospital groups and government stakeholders from across the region.

The Accessing New Markets Initiative supported an expanded pavilion presence. It helped 40 Australian companies showcase solutions across digital health, medtech and advanced healthcare. During the 4-day program, Austrade facilitated more than 100 targeted business meetings, commercial discussions, market and regulatory briefings, memorandum of understanding signings and partnership discussions.

The Australia–UAE Comprehensive Economic Partnership Agreement (UAE–CEPA) has opened new pathways for Australian health companies to expand in the region. Mounir Sankary, Austrade Trade and Investment Commissioner, said: *'UAE CEPA has strengthened trade pathways to a region determined to improve access to high-quality healthcare.'*

A key outcome was the launch of the *Medical Technology, Devices and Diagnostics Industry Capability Report*, which was developed by Austrade and the Medical Technology Association of Australia. The report highlights Australia's capabilities as a health innovation partner for the Middle East.

The event strengthened Australia's health sector profile in a fast-growing region. It helped Australian companies build commercial relationships, market knowledge and regulatory understanding to pursue opportunities across the Middle East and Africa.

International education

International education is Australia's fourth-largest export sector. It expands opportunities for Australian education providers, supports research collaboration and strengthens Australia's global engagement. As international student mobility continues to evolve, Australia remains a leading destination for high-quality education, research and skills development.

In 2025–26, Austrade promoted Australia's education capability overseas, helping education providers reach prospective students, strengthen institutional partnerships and pursue new commercial opportunities. Through the Study Australia program, market intelligence and targeted international engagement, Austrade helped the sector to compete in an increasingly dynamic global market.

Austrade also supported the continued growth of transnational education (TNE). Austrade worked with education providers to develop new international partnerships, expand offshore delivery and establish new branch campuses. This helped education providers respond to growing demand for flexible education models and reinforce Australia's position as a leading international education provider.

During the year:

- Study Australia attracted more than 7.2 million website visits and more than 2.8 million users.
- The Education Data and Insights (EDI) service provided market intelligence and export insights to more than 16,000 active subscribers.

Austrade's support for the international education sector in 2025–26 delivered significant results, including:

2.8+ million	120,000+	829	$1.3bn
Study Australia website users	Study Australia student leads	Export deals	Initial value of export deals

Case study:

Melbourne Polytechnic expands transnational education partnerships in China

Melbourne Polytechnic, one of Victoria's largest vocational education providers, has expanded its presence in China, strengthening its position as an Australian provider of in-country international education. Offering more than 170 programs, the institution recently launched new higher education partnerships with Xinxiang University and Zhengzhou Shengda University, with bachelor's degree programs commencing in 2026.

'China has very strong demand for high-quality, internationally recognised education, particularly education that is practical and linked to employment outcomes,' says Tim Gilbert, Vice President International Development, Melbourne Polytechnic.

China is Melbourne Polytechnic's most strategically important international market, with engagement spanning more than 2 decades. The institution identified strong alignment between Australia's applied education model and China's demand for employment-focused learning, supported by favourable policy settings for international collaboration. Delivering Australian qualifications in-country enables students to access Australian education without leaving home.

Austrade has supported Melbourne Polytechnic's expansion in China. Austrade has advocated for Australian education providers in China and helped to facilitate partnerships, market access and ongoing engagement.

Melbourne Polytechnic's expansion has been supported by a long-term, relationship-based approach and Austrade's in-market insights and connections. Strong partnerships with local institutions and sustained engagement have supported delivery and growth in a complex regulatory environment.

Melbourne Polytechnic is exploring further opportunities in transnational higher education. The institution plans to focus on STEM disciplines and build integrated education pathways aligned with industry needs. Austrade will continue to support deeper collaboration and market development.

Agrifood and consumer

Australia's agrifood and consumer industries are globally recognised for producing safe, high-quality and premium products. Demand continues to grow for trusted Australian products and brands as consumer preferences evolve, supply chains diversify and food security becomes an increasing priority.

In 2025–26, Austrade helped Australian businesses translate their strengths into commercial opportunities across international markets. Working with industry, state and territory governments and international partners, Austrade identified emerging opportunities, connected exporters with buyers and distributors and supported businesses to navigate market access requirements and changing commercial conditions.

Austrade's support spanned the full agrifood and consumer value chain, including grains, cotton, wool, pulses, horticulture, meat, dairy, seafood, wine, spirits, packaged food, consumer products, health supplements, cosmetics and skincare. Austrade helped businesses diversify export markets, strengthen commercial relationships and reinforce Australia's reputation as a reliable supplier of premium products.

During the year, Austrade engaged with 2,601 agrifood and consumer businesses and delivered 18 international events. Austrade contributed to 833 export outcomes valued at $2.2 billion.

Austrade's support for agrifood and consumer businesses in 2025–26 delivered significant results, including:

833	$2.2bn	18
Export deals	Initial value of export deals	Events

Case study:

Australian agrifood brands seize new opportunities at Gulfood 2026

Australian food and beverage producers were on show at Gulfood 2026, the world's largest food and beverage trade show. Demand has grown for premium, safe and high-quality agrifood products across the United Arab Emirates (UAE) and the wider Gulf region. Held in Dubai from 26–30 January, the event attracted more than 8,500 exhibitors and provided Australian businesses with a major platform to connect with global buyers.

Supported by momentum from the Australia–UAE Comprehensive Economic Partnership Agreement (UAE–CEPA), Australia had its largest national presence at the event, with more than 100 companies exhibiting. The Team Australia pavilion featured 43 companies showcasing products across key agrifood categories, including halal-certified red meat, dairy, seafood, health foods, beverages and packaged goods.

Austrade supported Australia's expanded presence at Gulfood, including through the Accessing New Markets Initiative. The objective was to turn improved market access into commercial opportunities. Austrade facilitated introductions to key regional buyers and distributors and hosted more than 300 business-matching sessions, generating more than 100 qualified leads.

For participating businesses, Gulfood offered more than brand visibility. It provided valuable buyer engagement, product feedback and insights into localisation and market needs. The event demonstrated how Austrade helps Australian agrifood exporters build commercial relationships, market knowledge and connections in one of the world's fastest-growing regions.

Building capability and expanding participation in trade

Building Australia's export capability means ensuring more businesses are equipped to succeed internationally. Alongside market development, Austrade invests in the capability, networks and practical support businesses need to enter, grow and diversify in global markets.

Supporting First Nations exporters

In 2025–26, Austrade worked with First Nations businesses to expand their international reach through targeted trade initiatives, stronger partnerships and practical export support. Activities focused on building commercial connections, increasing international market visibility and creating new opportunities for First Nations businesses to participate in global trade.

Highlights included:

First Nations Export Awards	UAE capability booklet	Trade missions
Munda Wines, a First Nations-owned exporter with established international markets, became the inaugural recipient of the First Nations Exporter of the Year award at the Australian Export Awards.	A capability booklet profiling 39 First Nations-owned businesses was developed to showcase export-ready capabilities and commercial opportunities in the United Arab Emirates.	Trade missions to Japan, India and Canada showcased First Nations capabilities across the agrifood, mining equipment, technology and services (METS), health and wellbeing sectors.

Case study:

Seven Seasons showcases First Nations excellence in global markets

Seven Seasons is an award-winning, Indigenous-owned spirits company founded by Larrakia man Daniel Motlop. Inspired by the seven seasons of the Larrakia people in the Northern Territory, the business produces premium native botanical spirits that bring First Nations knowledge, ingredients and storytelling to life. Through products such as Green Ant Gin and Bush Apple Gin, Seven Seasons has built a reputation for innovation, quality and cultural authenticity in Australia and international markets.

With growing global demand for premium Australian spirits, Seven Seasons joined an Austrade-led trade mission to Japan as part of Expo 2025 Osaka, Kansai, Japan to explore new market opportunities and strengthen export pathways into North Asia. Ahead of the mission, Austrade delivered tailored workshops to build participants' understanding of Japanese business culture, market expectations and buyer engagement strategies. This helped equip Seven Seasons with the confidence and capability to enter a highly competitive market.

During the mission, Seven Seasons participated in product showcases in Osaka and Tokyo, and undertook visits with restaurant and hospitality operators. The company connected with importers, distributors, hospitality leaders and premium retail buyers. These engagements enabled Seven Seasons to present its unique native botanicals and cultural narrative directly to key decision-makers.

Through Austrade support, Seven Seasons secured distributor discussions, gained in-market insights, refined its market-entry approach and progressed commercial opportunities with prospective partners. These activities strengthened the company's export readiness and contributed to the appointment of 2 distributors in Japan.

'Exporting is about more than selling a product; it's about building relationships and sharing culture. The support from Austrade, DFAT and the South Australian Government helped us do both in Japan. The pre-mission preparation gave us important insights into Japanese business culture, and the showcases in Osaka and Tokyo created valuable opportunities to connect with the right partners. Those experiences are helping us grow internationally while staying grounded in our cultural story.' said Sandra North, General Manager, Seven Seasons.

Seven Seasons demonstrates how First Nations businesses can translate cultural knowledge into export opportunities while strengthening international understanding of First Nations culture.

Administering the EMDG program to support exporters

The Export Market Development Grants (EMDG) program helps Australia's small and medium-sized enterprises (SMEs) and representative bodies develop export markets by supporting promotional and market development activities.

In 2025–26, Austrade administered Round 4 of the program, providing targeted support to exporters pursuing opportunities in established and emerging markets. Changes introduced in Round 4 increased the average annual grant to approximately $54,000, enabling recipients to undertake more substantial export market development activities.

Austrade managed grant agreements for 2,232 grantees with a commitment of $115.9 million. A further $102.2 million in funding is committed in 2026–27.

During the year, the independent statutory review of the EMDG program was completed in accordance with the *Export Market Development Grants Act 1997*. The review examined the effectiveness of the program and identified opportunities to strengthen its future design and delivery.

Expanding the reach of Austrade's support with TradeStart

In 2025–26, Austrade worked with partner organisations across Australia to deliver more than 8,815 trade services to more than 2,204 businesses through the TradeStart network. TradeStart extends Austrade's reach into regional Australia, helping more businesses access practical export advice and international opportunities.

Working closely with local partners, TradeStart advisers help businesses understand export opportunities, prepare for international markets and connect with Austrade's global network. In 2025–26, Austrade also partnered with the Tech Council of Australia and AusBiotech to extend specialist export support to more businesses in high-growth technology sectors.

Austrade's TradeStart network contributed to 366 export outcomes valued at $1.1 billion in 2025–26.

Modernising cross-border trade and digital services

Enhancing our digital services

The Go Global Toolkit (the Toolkit) is Austrade's digital export platform. It provides Australian businesses with practical information and market intelligence. The Toolkit also contains digital tools to help businesses build their export capability, respond to changing market conditions and identify international opportunities.

During 2025–26, the Toolkit continued to provide timely guidance on trade-related issues, including US tariffs, supply chain disruption, free trade agreements and emerging market opportunities. The Toolkit is now an established part of Australia's trade support system. Around 92% of Australian exporters surveyed report using it to support their export activities. Since its launch in March 2021,

the Toolkit has been visited by more than 848,000 unique users, with an average of 21,900 users each month in 2025–26, up from 19,030 in 2024–25.

Key enhancements in 2025–26 included:

- Personalised Toolkit accounts, providing tailored content and resources for more than 5,300 users.
- Export Academy and webinars, delivering 85 live and on-demand learning sessions attended by more than 5,500 participants.
- Market intelligence and trade updates, including trusted guidance on US tariff changes, trade resilience and free trade agreements. Austrade's US tariff content was viewed more than 67,000 times by 42,000 unique users.
- Platform improvements, enhancing search, navigation and user experience across the Toolkit.

Case study:

Digital services support exporters to explore opportunities in Europe

As Australia moves towards implementation of the Australia–European Union Free Trade Agreement (A–EU FTA), Australian businesses are seeking practical guidance on opportunities in key export markets. To support these businesses, Austrade launched the *Europe Export Opportunities* guide in March 2026 following the conclusion of negotiations for the A–EU FTA.

Delivered through the Go Global Toolkit (the Toolkit), the page provides market intelligence and insights for Australian exporters. It helps businesses understand opportunities across Europe, stay informed about A–EU FTA developments and identify pathways to expand and diversify their export activities. The content is supported by a program of webinars, including the Europe Sustainability series and Europe FTA series. The webinars connect exporters with industry and market experts to provide practical guidance on current and emerging opportunities. They give businesses access to expert knowledge and practical information about European markets.

By June 2026, the Europe Export Opportunities page had attracted more than 1,300 unique users, while 14 related webinars hosted on the Toolkit had engaged more than 600 participants. These results indicate strong demand for accessible export support and market intelligence. The content highlights the value of the Toolkit as a digital platform that helps Australian businesses build market knowledge and make informed decisions. As the A–EU FTA moves towards entry into force, Toolkit resources will continue to support Australian exporters as they pursue opportunities in international markets.

Simplifying Australia’s trade systems

The Simplified Trade System (STS) Unit was established from 1 July 2024 to 30 June 2026. Through the STS Unit, Austrade coordinated work across government, led by the responsible border agencies and other regulators, to simplify cross-border trade and deliver benefits for Australian businesses as part of the government’s ‘tell-us-once’ regulatory reforms.

The STS Unit collaborated closely with the Australian Border Force (ABF) and the Department of Agriculture, Fisheries and Forestry (DAFF) to coordinate policy work and monitor delivery across government. This included developing whole-of-government implementation plans for regulatory reforms, covering cross-agency data sharing and improved digital trade identity arrangements to streamline interactions with regulators.

With external input and support, the STS Unit worked with stakeholders across government to co-design a framework for evaluating the benefits of STS reforms. The STS Unit also convened a paperless trade community of practice across government and industry to share information and support the development of simpler trade systems and processes.

The STS Unit concluded on 30 June 2026. Austrade will continue to contribute insights to inform policy development, including on the strategic direction of continuing reform efforts led by border agencies such as Australian Border Force and the Department of Agriculture, Fisheries and Forestry, as well as the whole-of-government regulatory reform agenda led by the Department of Finance.

Investment

As Australia's national investment promotion agency, Austrade attracts and facilitates foreign investment that supports Australia's economic security, decarbonisation and global competitiveness.

With staff members in more than 60 locations around the world, Austrade focuses on attracting international capital and capability in sectors that can deliver the greatest national benefit. These include renewable energy, critical minerals, artificial intelligence (AI) and digital infrastructure.

In 2025–26, Austrade facilitated 115 investment outcomes valued at an estimated $15.4 billion and associated with more than 19,093 jobs.

Collaboration is at the heart of Austrade's investment operations. Austrade works with Commonwealth and state and territory partners to align priorities and coordinate investment attraction efforts. Together, these partners help streamline investment processes for overseas investors. Austrade helps investors navigate the regulatory landscape and identify suitable investment locations. Austrade connects investors with key partners, including industry stakeholders, the Investor Front Door and financial entities such as specialist investment vehicles.

Austrade contributes to a stronger national investment ecosystem by promoting investment-specific programs, including the National Investment Forum. Austrade advises investors on relevant programs and connects them with potential funding sources. These include:

- the $22.7 billion Future Made in Australia framework
- the $5 billion Critical Minerals Facility
- the $70 billion Capacity Investment Scheme.

Austrade also supports Australian businesses with outward investment, particularly across Southeast Asia and the Pacific. This dual approach supports both inward and outward investment, opening new markets for Australian enterprises and enhancing Australia's global competitiveness.

Austrade leverages its international network and relationships across government to advance whole-of-government priorities. For example, Austrade is supporting the government's COP31 agenda by developing a program of initiatives with partners to showcase Australia's export capabilities and investment opportunities.

Case study:

Advancing coordinated investment attraction through the National Investment Forum

Chaired by Austrade, the National Investment Forum (NIF) brings together state and territory investment promotion agencies to coordinate a national approach to foreign investment attraction and facilitation.

The NIF promotes a Team Australia approach to align investment priorities, strengthen investor services and build capability and connections across agencies. The NIF enables state and territory partners to engage collectively with Commonwealth departments and agencies on topics of mutual priority. In 2025–26, the NIF facilitated discussions with the Department of Industry, Science and Resources, the Investor Front Door, the Treasury and the National Reconstruction Fund Corporation.

As part of a shared commitment to capability development, Austrade delivers the Investment Practitioner Program. This builds practical investment attraction and engagement skills through online modules, webinars and peer-based activities. In 2025–26, 64 staff members completed the program, including 29 staff from state and territory agencies.

In 2025–26, Austrade co-hosted a virtual meeting with the Western Australian Government and an in-person meeting in Canberra with the Australian Capital Territory Government. Discussions focused on strengthening Australia's investment proposition in a competitive global environment. The meetings helped align approaches to investor engagement and project delivery and supported the sharing of market intelligence and best practice.

In a shifting geopolitical environment marked by heightened competition, the NIF helps build investor confidence and attract high-quality foreign direct investment into Australia.

Advancing investment outcomes through partnerships and agreements

Australia is focused on strengthening economic and strategic partnerships with countries that share our values. Austrade plays an important role facilitating commercial engagement in this context. Together with Export Finance Australia and the Department of Foreign Affairs and Trade (DFAT), Austrade is helping to grow Australian investment in Southeast Asia through the Southeast Asia Investment Deal Teams. The Deal Teams' capabilities, drawn from the 3 participating agencies, support institutional and corporate investors to invest in the region. This work supports the implementation of *Invested: Australia's Southeast Asia Economic Strategy to 2040*, developed by Australia's Special Envoy for Southeast Asia, Mr Nicholas Moore AO.

During 2025–26, the Deal Teams contributed to 20 outcomes valued at $3.6 billion. Since the program commenced, the Deal Teams have supported 27 investments into Southeast Asia valued at $4.0 billion.

Austrade is supporting the implementation of recent trade and economic partnership agreements. This includes the Australia–United Arab Emirates Comprehensive Economic Partnership Agreement (UAE–CEPA). Since entering into force on 1 October 2025, UAE–CEPA has supported bilateral trade and investment. UAE–CEPA and associated agreements will continue to facilitate inbound investment in priority sectors for Australia, including those that support Australia's clean energy transition and Future Made in Australia objectives.

Building on longstanding ties, Australia has concluded negotiations for the Australia–European Union Free Trade Agreement (A–EU FTA). This major new trade agreement will support two-way productive investment upon entry into force. It will reinforce a shared commitment to open and rules-based trade, support commercial activity and provide greater predictability for investors. Austrade is working with investors and businesses to identify opportunities, build commercial relationships and support investment in priority sectors through these partnerships.

Case study:

Helping trade agreements unlock global investment

Austrade is using major trade agreements and economic partnerships to support the achievement of investment outcomes. Two recent agreements, in particular, will create new opportunities:

- The Australia–United Arab Emirates Comprehensive Economic Partnership Agreement (UAE–CEPA), which entered into force on 1 October 2025. This is Australia's first free trade agreement in the Middle East region.
- The Australia–European Union Free Trade Agreement (A–EU FTA), which will deepen engagement with European investors when it enters into force.

These recently concluded trade agreements are expected to create new opportunities for Australian businesses and investors. The agreements are built on strong existing investment relationships and provide a platform for Austrade to expand investor engagement. The EU is Australia's fourth largest source of foreign direct investment, with $135 billion in direct investment stock in Australia in 2025. The UAE is Australia's largest investment partner in the Middle East, with $27 billion in two-way investment stock in 2025.

From an investment perspective, both agreements improve certainty and reduce barriers for international investors. The A–EU FTA will provide greater predictability for EU investors and raise foreign investment screening thresholds. It will support investment in sectors such as renewable energy and critical minerals. The UAE–CEPA is already strengthening the foundations for investment flows through 5 dedicated investment cooperation memorandums of understanding (MoUs). These agreements provide practical frameworks for progressing priority investments, alongside improved labour mobility and alignment with priority sectors such as clean energy.

Austrade is using these frameworks to deepen engagement with global investors and support investment outcomes.

Supporting Australia's decarbonisation transition

The Australian Government's emissions reduction targets position Australia as a leader in global decarbonisation. With abundant mineral resources and vast renewable energy potential, Australia has a competitive advantage as a destination for investment in industries that will support the transition to net zero.

Through its global network of investment advisors, Austrade contributes to attracting and facilitating investment that supports Australia's transition to a renewable energy future. Austrade also provides business and commercial insights to support delivery of the government's Net Zero Plan and the Future Made in Australia agenda.

Case study:

Octopus bolsters Australia's renewable energy transition through agrisolar innovation

UK-based Octopus Group selected Australia for its first international expansion outside Europe, recognising strong renewable resources, low country risk and a supportive policy environment.

Beginning in 2018, Octopus identified opportunities arising from Australia's energy market transition as ageing coal-fired power stations retire. *'Australia had compelling fundamentals for renewable energy,'* says Sam Reynolds, Chief Executive of Octopus Australia.

Octopus Australia's Blind Creek Solar Farm and Battery project will combine a 300 megawatt (MW) solar farm with co-located battery storage rated at 243 MW and 486 megawatt hours (MWh). This will deliver sufficient capacity to power up to 120,000 homes and businesses. The large-scale DC-coupled system is one of the largest in Australia. Unlike traditional installations where batteries are kept separate, the batteries in the Blind Creek project will be distributed throughout the solar array for greater efficiency. The site also includes regenerative agriculture, with elevated panels enabling grazing and improved pasture conditions.

'Agriculture and energy are 2 of the largest emitters in Australia,' says Kelsey Richardson, ESG and Sustainability Analyst at Octopus. *'On this one piece of land we are tackling both of those with clean energy and regenerative farming.'* When operational, the Blind Creek project could generate enough renewable electricity to power a substantial number of homes and businesses.

Community engagement has been central to the project. Local landowners led early consultation and developed benefit-sharing arrangements with neighbouring properties, including the Bungendore Community Foundation. The project won the 2022 Clean Energy Council Community Engagement Award for its social licence model, benefit-sharing scheme and agrisolar design. It demonstrates how large-scale renewable projects can integrate energy generation, agriculture and community outcomes within a single development.

Austrade helped secure introductions that contributed to the final investment decision. *'Austrade … definitely opened those doors,' says Reynolds. 'We were a complete unknown, no one really knew Octopus. It was good to have that entry from Austrade to get things going.'*

Strengthening Australia's Economic Security

Australia's future economic prosperity relies on attracting investment that:

- deepens strategic partnerships
- develops supply chain resilience
- builds our industrial base for a Future Made in Australia
- supports national security objectives
- builds capability in critical technologies such as quantum technologies, cyber security and artificial intelligence.

Austrade plays an important role in securing this future by targeting foreign direct investment (FDI) that aligns with national priorities, including advanced manufacturing, critical minerals processing, critical technologies and defence innovation.

Critical minerals represent a strategic asset and a global opportunity for Australia. Austrade connects Australian critical minerals companies to targeted international sources of investment and offtake to develop new and diversified supply chains across priority markets. This includes producing the Australian Government's *Critical Minerals Prospectus* and leading business missions that showcase investment opportunities and strengthen Australia's profile with global investors.

During 2025–26, Austrade helped attract 53 economic security-aligned investments valued at $5 billion. These investments helped strengthen Australia's sovereign capability and deliver a stronger, more diversified and resilient economy. This included 32 outcomes that support the development or deployment of critical technologies.

Case study:

Securing Australia–United States critical minerals supply chains

In September 2025, Austrade led a Critical Minerals Delegation to the United States (US) that included 20 Australian companies. Delegates met senior US Government officials in Washington, DC, to discuss critical minerals priorities. Delegates also connected with investors in New York to position Australia as a secure and stable partner in future critical minerals supply chains.

Australia and the US signed a landmark Framework for Securing Supply in Critical Minerals and Rare Earths in October 2025. The agreement reinforces bilateral cooperation in support of defence and advanced technologies. The US and Australia committed to provide at least US$1 billion in financing for key critical minerals projects.

Since the Framework was signed, Australia and the US have continued to advance commitments to strengthen critical minerals supply chains. More than $5 billion is supporting priority projects in Australia that will increase production of rare earths and critical minerals, including nickel, cobalt, gallium, magnesium, vanadium and graphite.

Austrade is supporting these efforts by facilitating commercial connections between Australian companies and international investors, leading trade missions and showcasing investment opportunities through its prospectus. This work has supported ongoing engagement between more than 40 Australian companies and more than 100 international investors.

Austrade also launched the 2025 edition of the *Australian Critical Minerals Prospectus*, showcasing 78 projects across 60 companies. For the first time, the Prospectus includes 29 midstream projects. These projects highlight Australia's growing capability in processing and refining materials, adding value beyond extraction and strengthening supply chains.

These outcomes highlight the strength of Australia–US cooperation and ongoing opportunities to invest in secure, diversified and resilient critical minerals supply chains.

Case study:

AWS expanding digital infrastructure and renewable energy investment in Australia

Amazon Web Services (AWS) is expanding its artificial intelligence (AI) and cloud infrastructure footprint in Australia, investing $20 billion between 2025 and 2029. This builds on the $18.9 billion AWS has invested to build, maintain and operate Australian data centres since 2012.

The investment will help Australia maintain one of the world's most advanced digital infrastructure ecosystems. It will also support new applications of technology across Australian industry. This will enable organisations to deploy leading AI models that support innovation and business transformation, while contributing to economic resilience and productivity.

'We are proud to be expanding our world-class data centre infrastructure, bringing more renewable energy projects online, and supporting the country's vision to be a global AI leader,' says Matt Garman, CEO of Amazon Web Services. *'AI is a once-in-a-generation transformation, and Amazon is pleased to be empowering all Australians to innovate at scale through this investment.'*

To support its infrastructure expansion in Sydney and Melbourne, AWS is investing in new renewable energy projects across Victoria and New South Wales, bringing its total renewable energy portfolio in Australia to 20 projects. Once operational, these projects will provide 990 megawatts (MW) of new renewable energy capacity, enough to power more than half a million Australian households each year. Since 2020, Amazon has invested an estimated $2.8 billion in renewable energy projects across Australia.

Understanding and elevating First Nations interests

Austrade is committed to helping foreign investors understand Australia's First Nations history, cultural diversity and the importance of culturally aware engagement. Austrade supports investors to understand Australia's First Nations peoples as custodians of the world's oldest continuing cultures. Austrade encourages foreign investors to undertake early and ongoing engagement with Traditional Owners and support them to navigate social licence considerations, including community and First Nations consultation requirements.

To support this work, Austrade works across government, including through the National Investment Forum, to connect investors with relevant bodies and facilitate engagement with First Nations communities and relevant regulatory frameworks. Austrade runs a First Nations Investment webinar series for investors, government and other partners, and promotes case studies that share best practice.

Tourism and the visitor economy

The visitor economy remains an important contributor to Australia's economic growth, regional development and community wellbeing. Austrade takes a lead role for the Australian Government in tourism policy and the provision of the government's official tourism statistics through the Office of Tourism and the Visitor Economy, which was established in November 2025. Austrade also supports the development of Australia's tourism industry through tourism programs.

Driving growth through THRIVE 2030

Austrade continued to coordinate implementation of THRIVE 2030, the Australian Government's long-term strategy for Australia's visitor economy. The strategy supports sustainable growth through expanding international markets, growing regional visitation, strengthening industry capability, modernising tourism data and addressing workforce challenges.

A major milestone in 2025–26 was the release of the *THRIVE Action Plan to 2030* (the Action Plan), which sets out Australian Government actions to support sustainable growth across 5 priority areas:

- growing international visitation and expenditure
- supporting regional tourism dispersal
- strengthening workforce capability
- embedding sustainable, accessible and First Nations tourism practices
- modernising tourism data and insights.

The Action Plan was informed by extensive collaboration with industry and state, territory and Commonwealth partners. It provides a clear framework to guide the future growth of Australia's visitor economy.

Australia's visitor economy continued to perform strongly in 2025–26, building on the successful completion of the THRIVE 2030 Recovery Phase. Visitor expenditure exceeded recovery phase targets, tourism employment surpassed pre-pandemic levels and Tourism Research Australia (TRA) forecasts indicate the sector remains on track to achieve the THRIVE 2030 target of $230 billion in visitor expenditure by 2030.

In the 12 months to March 2026, visitor spend reached a record high of $198 billion, which includes $77 billion of regional visitor spend. Progress has been made against nearly all 23 actions identified in the Action Plan. Early progress in implementation includes:

- working with the Australia–China Business Council to complete a report on the impact and opportunities of inbound Chinese tourism
- providing grants to more than 60 tourism businesses under the government's tourism packages for the Red Centre and the Great Barrier Reef
- supporting workforce capability through the 'eeger' jobs and skills platform and the Australian Tourism Industry Council's Quality Tourism Framework
- updating and enhancing the Australian Sustainable Tourism Indicators (ASTI) data dashboard
- hosting the AFC Women's Asian Cup with government support
- introducing legislation to establish an aviation consumer protection framework.

The development of the Action Plan provided an opportunity to review progress against the original 2022 expenditure target. TRA forecasts indicate the visitor economy is on track to exceed the expenditure target by 2030.

Austrade has retained its target for visitor economy expenditure of $230 billion but now excludes spending by long-stay international students from the target composition. This maintains the ambition of THRIVE 2030 while aligning more closely with international tourism measurement standards. Consequently, Austrade has adjusted the regional expenditure sub-target from $100 billion to $95 billion by 2030.

Enhancing tourism data and insights

Austrade continued to modernise Australia's tourism data capability to support evidence-based policy, investment and industry decision-making.

A major milestone in 2025–26 was the continued implementation of Domestic Tourism Statistics (DoTS), which replaced the long-running National Visitor Survey from 1 January 2025. DoTS uses a world-leading methodology to integrate aggregated mobile phone location data with survey insights to provide more timely, granular and representative information on domestic travel patterns across Australia.

Austrade also expanded access to tourism intelligence through the publication of monthly mobility dashboards and enhancements to the Australian Sustainable Tourism Indicators (ASTI) Dashboard. These enhancements provide governments and industry with near real-time insights into visitor activity and the sustainability performance of the visitor economy.

TRA, within the Office of Tourism and the Visitor Economy, continued to deliver its core statistical program, including quarterly releases of domestic tourism statistics, international tourism statistics, tourism job statistics, the Australian Tourism Data Dashboard Quarterly Update and the ASTI Dashboard Quarterly Update. In addition, TRA released 9 major research publications in 2025–26. These publications covered tourism forecasts, investment and economic analysis, tourism business statistics, international market intelligence and deep dives on emerging tourism sectors such as agritourism and cycle tourism.

These publications supported evidence-based decision-making across government and industry, informing tourism policy, investment, market development and business planning. During the year, TRA also provided statistical advice and analysis to Australian Government ministers, Tourism Australia and state and territory governments. TRA responded to approximately 1,060 requests for tourism data and insights from industry and government stakeholders.

To improve access to information, TRA upgraded its website in response to stakeholder feedback. The upgrade makes it easier for users to find tourism statistics, reports and analysis through improved navigation, search functionality and discoverability.

Case study:

Predicting the future, guiding policy and supporting industry: Tourism forecasts for Australia

Tourism Research Australia's (TRA's) tourism forecasts provide the official outlook for Australia's visitor economy. The forecasts are an important resource for the sector. Industry and government stakeholders use them to inform investment decisions, plan capacity and support business planning.

The forecasts project key measures, including visitor numbers, trips, nights and expenditure. They take into account a range of factors, including global and domestic economic conditions, aviation capacity, consumer behaviour, relative travel costs and broader external drivers such as geopolitical stability and major events.

The forecasts are developed using a rigorous, evidence-based methodology that combines quantitative modelling with qualitative insights. This includes analysis of TRA's core datasets and wider economic indicators. TRA also seeks advice from a Tourism Forecasting Expert Panel comprising industry, academic and government representatives.

The forecasting process is highly collaborative. We gather input from state and territory governments, federal agencies and industry experts to ensure assumptions reflect on-the-ground conditions and emerging risks.

This approach helps ensure the forecasts provide reliable information for decision-makers across the visitor economy. The TRA Analysis & Insights Team was recognised as a finalist in the 2026 APS Data Awards for its tourism forecasting work.

Strengthening international tourism markets

Austrade continued to strengthen Australia's international tourism relationships and support growth in priority visitor markets, with a focus on China, Southeast Asia and India.

China and the Approved Destination Status scheme

A significant achievement in 2025–26 was the signing of an updated Australia–China MoU on Tourism Cooperation during the Prime Minister's visit to China in July 2025. The agreement strengthens bilateral cooperation on tourism policy, market development and implementation of the Approved Destination Status (ADS) scheme.

The Australia–China Tourism Dialogue was held in Hangzhou in November 2025. It provided a key mechanism for progressing cooperation under the MoU and strengthening tourism ties between the 2 countries. It was also the first Australia–China Tourism Dialogue since 2017.

Austrade also partnered with the Australia–China Business Council to update research on Chinese tourism trends and the broader economic contribution of Chinese visitors to Australia. The research highlighted the growing importance of independent travel and digital channels throughout the visitor journey. The research also highlighted Australia's continued appeal to Chinese travellers.

Austrade continued to modernise and strengthen the ADS scheme through:

- reforms to compliance arrangements
- upgraded ICT systems
- enhanced industry engagement
- development of new bilingual visitor resources.

During 2025–26, there were 70,205 ADS visas granted. This represents a 35.6% increase compared with 2024–25, when 51,781 applications were granted.

Southeast Asia engagement

Austrade continued to support tourism priorities under *Invested: Australia's Southeast Asia Economic Strategy to 2040*. The strategy aims to strengthen Australia's tourism relationships across the region and support increased visitation, collaboration and knowledge sharing.

In January 2026, Australia and the Philippines co-chaired the inaugural ASEAN–Australia Tourism Consultative Meeting as part of ASEAN's annual tourism forum. Austrade led the Australian Government delegation, helping strengthen engagement with ASEAN tourism partners and deepen cooperation.

Austrade also engaged EarthCheck Pty Ltd to deliver a capability-building learning program that focused on sustainable tourism and destination management. The program was delivered through the APEC Tourism Working Group and showcased Australian expertise and global best practices in sustainable tourism. It provided practical tools and training for government and industry stakeholders across the Asia-Pacific region. The program also supported the adoption of best-practice approaches to sustainability while reinforcing Australia's leadership in tourism policy and capability development.

India

India is a priority growth market for inbound tourism. Activities to promote tourism from India support the delivery of the Australian Government's *A New Roadmap for Australia's Economic Engagement with India*.

During 2025–26, Austrade commenced research into the contribution of Indian–Australian communities to tourism demand, focusing on the 'visiting friends and relatives' market segment. This work will improve understanding of traveller behaviour and support future development activities in one of Australia's fastest-growing international visitor markets.

Growing First Nations tourism

Austrade continued to support stronger participation, leadership and economic opportunities for First Nations peoples in Australia's visitor economy.

In 2025–26, the National First Nations Visitor Economy Partnership, comprising First Nations industry leaders, progressed key milestones towards establishing a national First Nations tourism industry body, including agreement on a constitution and inaugural board arrangements. The partnership also agreed to develop advice for government to maximise First Nations tourism participation and legacy outcomes from the Brisbane 2032 Olympic and Paralympic Games. While the Partnership is independent of government, Austrade provides secretariat support.

Austrade also progressed the First Nations Tourism Business Count research project. This will provide the first national picture of the size, scale and characteristics of Australia's First Nations tourism sector. Once completed in 2026–27, the project will strengthen the evidence base available to governments and industry to support future policy development and investment.

Demand for First Nations tourism experiences continued to grow in the 2025 calendar year, with 7.2 million trips including a First Nations tourism experience. This growth highlights the increasing importance of First Nations tourism and its contribution to cultural, social and economic outcomes for First Nations communities.

Case study:

National First Nations Visitor Economy Partnership meets in Melbourne

Austrade's Office of Tourism and the Visitor Economy facilitated the fifth meeting of the National First Nations Visitor Economy Partnership in Naarm/Melbourne on 18 March 2026.

The Partnership brings together First Nations tourism representatives from across Australia and plays a central role in delivering the THRIVE 2030 Action Plan to 2030. It also supports stronger participation and economic opportunities for First Nations people and businesses.

During the Melbourne meeting, members participated in a facilitated workshop that focused on maximising the opportunities of the Brisbane 2032 Olympic and Paralympic Games. Discussions explored how First Nations tourism can contribute to and benefit from this global event. Outcomes will inform the development of advice to government on planning and legacy opportunities.

The Partnership also progressed work towards finalising a constitution for a national First Nations tourism peak body.

These outcomes represent an important step toward strengthening First Nations leadership, coordination and representation within Australia's visitor economy. They will help to ensure the sector is well-positioned to deliver long-term cultural, social and economic benefits.

Building a competitive and resilient industry

Managing industry challenges

Building a resilient and sustainable tourism industry remained a key focus for Austrade in 2025–26. Austrade worked across the Australian Government, state and territory governments and industry partners to address challenges affecting tourism businesses and destinations. These challenges included global disruptions, natural disasters, workforce shortages and rising insurance costs.

Austrade played an important role in supporting whole-of-government responses to emerging risks to the visitor economy. For example, conflict in the Middle East caused disruption to global fuel supplies. In response, Austrade provided timely analysis of potential tourism impacts and facilitated information sharing between governments and industry. This work informed broader government assessments and supported coordinated responses to emerging risks.

Austrade also continued to support greater collaboration between jurisdictions to use major events as a driver of regional visitation. Discussions with state and territory tourism organisations explored opportunities to maximise visitor dispersal throughout the Green and Gold Decade leading to Brisbane 2032.

Natural disasters continued to affect tourism businesses and communities, particularly in regional Australia. TRA data and mobility insights helped governments to assess tourism impacts, inform recovery planning and target assistance measures. This analysis contributed to the Australian and Queensland Governments' $2.14 million Tourism Industry Recovery Support Package following the western Queensland floods. TRA data and analysis also informed the $102.5 million Algal Bloom Summer Plan in South Australia. Evidence-based insights helped ensure support was directed to affected businesses and communities when it was most needed.

Austrade continued to work with governments and industry to address insurance affordability and accessibility challenges faced by businesses in the visitor economy. Through workshops and webinars delivered under the THRIVE 2030 strategy, Austrade helped improve understanding of insurance risks and identify opportunities to strengthen business resilience.

Workforce and productivity

Workforce capability remained a priority in 2025–26. Austrade supported the launch of the $10 million 'eeger' workforce platform and continued implementation of the Quality Tourism Framework (QTF) enhancement program. The QTF program received an initial $8 million investment, with a further $2 million to be provided in 2026–27, bringing total funding to $10 million. Austrade also led industry discussions on workforce capability and productivity.

Austrade also provided advice across government on skills and workforce issues affecting the visitor economy, helping support a sustainable workforce pipeline for the sector.

Targeted regional tourism support

Austrade designed and commenced delivery of the Australian Government's $18.5 million Targeted Regional Tourism Support package. The support package aims to increase visitation to the Red Centre and the Great Barrier Reef, both of which have experienced sustained declines in visitor numbers.

Reef Educational Experience Fund

The Great Barrier Reef is one of Australia's most significant tourism assets. Visits contribute approximately $9 billion to the economy each year and support 77,000 jobs.

In 2025–26, Austrade commenced delivery of the $10 million Reef Educational Experience Fund (REEF). The fund supports increased visits to the Great Barrier Reef from international markets and school students, and aims to strengthen capacity and workforce capability for Great Barrier Reef tourism operators.

A $3 million grant was awarded to Tourism Tropical North Queensland to promote the reef in key international markets. Funding has been awarded to the Association of Marine Park Tourism Operators and Reef tourism operators to enhance capacity and workforce capability to host school groups. The $6 million Kids for the Reef School Excursion Rebate Program will commence in 2026–27 and complement the other REEF programs introduced in 2025–26.

Supporting tourism in the Red Centre

Austrade also commenced delivery of the $8.5 million Red Centre package. This supports regional businesses and encourages increased visitation to the Red Centre. Funding included:

- $1 million for a Revival and Resilience program supporting 30 tourism businesses to remain open
- $5 million to Tourism Central Australia for a major destination marketing campaign
- $2.5 million for the Red Centre Tourism Development Fund, which was awarded to 17 tourism operators to invest in new and innovative visitor experiences.

These initiatives will strengthen the region's tourism offering, support local businesses and attract more domestic and international visitors.

Grants to support businesses and facilitate visitor dispersal

Austrade also delivers a range of Australian Government programs that contribute to priorities under the THRIVE 2030 strategy and promote sustainable growth in Australia's visitor economy. The programs outlined in Table 2.2 were delivered in 2025–26.

Table 2.2: Tourism grant programs delivered in 2025–26

Program	Funding	Objective	Highlights
Accommodation Australia Employment and Skills Platform – eeger platform	$10m over 5 years to 2026–27. Funding for the program ends in June 2027.	Supporting Accommodation Australia to develop an online jobs and training platform to support visitor economy businesses.	The eeger platform launched in July 2025. The platform hosts between 5,000 and 7,000 active job listings per day.
QTF grant program	$10m over 6 years to 2027–28. Funding for the program ends June 2028.	Improving the QTF, an online tourism accreditation program, to lift the capabilities of small and medium-sized businesses.	1,147 new businesses completed QTF accreditation between grant commencement and 31 March 2026.
Sculpture by the Sea Cottesloe	$1.5m over 3 years to 2026–27. Funding for the program ends June 2027.	Funding to support the annual Sculpture by the Sea exhibition at Cottesloe Beach in Perth in 2026 and 2027.	The 2026 Sculpture by the Sea exhibition was held in March 2026. Planning is underway for the 2027 exhibition.
National Tourism Icons Program	$50m over 8 years to 2026–27. Funding for the program ends June 2027.	Upgrade vital infrastructure to help drive international and domestic tourism demand to 5 iconic regional destinations across Australia.	Projects completed in New South Wales (Northern Rivers Rail Trail), Victoria (Sovereign Hill) and Western Australia (Rottnest Island). Projects continue in Tasmania (Freycinet National Park) and Queensland (Wangetti Trail).
Supporting the Giant Pandas at Adelaide Zoo	$7.5 million over 10 years from 2024–25. Funding for the program ends in June 2034.	Support to host giant pandas at Adelaide Zoo.	During the first 12 months of the pandas' residence at Adelaide Zoo, there were 408,395 zoo admissions, 121 Panda and Friend experiences and 12 giant panda adoptions.

Partnerships across industry and government

Austrade leads tourism policy development and implementation with key partners across industry and government, supported by the following collaborative arrangements:

Table 2.3: Key tourism partnerships and forums in 2025–26

Partnership / forum	Function	Members	Frequency
Tourism Ministers' Meeting (TMM)	State and territory tourism ministers meet to progress the national long-term tourism strategy and address matters of relevance to the visitor economy. Supported by ASCOT.	Chaired by the Minister for Trade and Tourism, the Hon Don Farrell. Attended by state and territory tourism ministers and senior government officials.	Annual
Australian Standing Committee on Tourism (ASCOT) **Sub-committees:** National Accessible Tourism Working Group, Sustainable Tourism Steering Committee, Tourism Research Committee	Platform for cooperation and coordination of tourism-related government policies and activities, including the THRIVE 2030 Strategy. Provides advice to tourism ministers on tourism policy matters.	Chaired by the Austrade CEO. Attended by heads of state and territory tourism organisations and senior government officials.	Biannual
Tourism Research Committee (TRC)	An ASCOT sub-committee. Provides high-level leadership and oversight of data collection and research related to the Australian visitor economy.	Chaired by Tourism Research Australia. Attended by representatives from each state and territory tourism organisation and Commonwealth partners (Australian Bureau of Statistics and Tourism Australia).	Biannual
Visitor Economy Senior Officials Taskforce (Visitor Economy IDC)	Monitors and reports progress against strategic actions under the THRIVE 2030 Action Plan.	Chaired by Austrade. Attended by SES Band 2 representatives from Commonwealth partner agencies involved in implementing the THRIVE 2030 strategy.	Quarterly
Visitor Economy Industry Stakeholder Forum	Forum for collaboration and information sharing between tourism industry leaders and government partners. Discussions cover industry-led activities and initiatives that support the implementation of the THRIVE 2030 strategy.	Chaired by the Austrade CEO. Attended by heads of key visitor economy industry bodies.	Biannual
First Nations Visitor Economy Partnership	Supports greater participation and economic opportunities for First Nations peoples. Aims to respectfully embed First Nations culture within the visitor economy.	Secretariat held by Austrade. Attended by up to 2 industry members from each Australian state and territory, including representatives from the Torres Strait.	Up to 4 times a year, or as required.

Promotion

Austrade promotes Australia to international audiences to help exporters win business in overseas markets and to attract foreign investment into Australia. Promotional activities also encourage Australian exporters to diversify, provide information about how to export and support the growth of Australia's visitor economy.

In 2025–26, Austrade undertook a range of marketing and communications activities to promote key government priorities domestically and overseas. These activities included:

- growing Australia's Nation Brand presence
- onshore and offshore campaigns to promote Austrade services to businesses and raise the profile of Australian businesses overseas
- delivering Australia's Export Awards program
- generating positive media coverage and growing Austrade's social media audience.

Australia's Nation Brand

Australia's Nation Brand strengthens our international reputation and inspires the world to invest in, visit, study with and buy from Australia. Australia ranked 7th out of 50 nations in the 2025 Anholt Nation Brands Index.

In 2025–26, more than 3,500 individuals (including 2,630 Nation Brand Toolkit users and 895 Study Australia Toolkit users), from over 1,700 eligible organisations, were registered to use the Nation Brand. Of these organisations, 1,227 use Australia's Nation Brand Toolkit and 534 use the Study Australia Toolkit. There were close to 2,200 free marketing assets available for use across the toolkits, including:

- 881 on the Australia's Nation Brand Toolkit
- 1,297 on the Study Australia Toolkit.

Since the Nation Brand was launched in 2022, more than 63,000 assets have been downloaded.

Delivering on government priorities

In 2025–26, Austrade delivered 49 marketing and public relations campaigns. Of these, 46 were international marketing campaigns delivered in 21 countries to support government priorities in trade diversification, the visitor economy and economic security. The campaigns promoted Australia's international education, agribusiness, consumer products, technology, and mining equipment, technology and services (METS) sectors. Campaigns also promoted investment opportunities in critical technologies, including net zero technologies and infrastructure.

Austrade also implemented 3 domestic campaigns. These campaigns supported the government's diversification and economic security priorities. They promoted Austrade services, new economic opportunities in Southeast Asia and investment opportunities in the Pacific for Australian businesses.

The campaigns included:

- The Go Global Toolkit (the Toolkit) Expansion campaign increased awareness and use of the Toolkit, enabling more businesses to access trade information and services to commence exporting or diversify export markets.
- The Step Ahead with Southeast Asia campaign increased awareness of opportunities in Southeast Asia, supporting Australian businesses to expand two-way trade and investment with the region.
- A Pacific Infrastructure public relations campaign promoting investment opportunities for Australian businesses in the Pacific.

Collectively, these campaigns delivered 5.8 billion impressions and 5.5 million clicks to Austrade websites, content and campaign-specific landing pages. The campaigns achieved a media reach of 266.7 million.

Study Australia international campaigns (including public relations campaigns) delivered 198,793,036 impressions and a reach of 71,537,325. These activities drove 3,375,248 users to Study Australia landing pages and delivered 387,756 course searches and 2,828 student leads to Australian international education providers.

Australian Export Awards

In 2025, Austrade delivered the 63rd Australian Export Awards, which recognised the outstanding achievements of Australian exporters across 14 categories. The 95 national finalists collectively employed more than 18,000 people and generated more than $4 billion in export earnings during the financial year.

Established in 1963, the Australian Export Awards are Australia's longest-running export awards program and are delivered in partnership with state and territory governments.

Western Australia’s Premier Metal Recyclers was named Australian Exporter of the Year. The inaugural First Nations Exporter Award, introduced to celebrate the international success of First Nations businesses, was awarded to South Australia’s Munda Wines.

Austrade’s promotional websites

Austrade’s six promotional websites are austrade.gov.au, studyaustralia.gov.au, tra.gov.au (Tourism Research Australia), international.austrade.gov.au, exportawards.gov.au and brandaustralia.com.

Website traffic declined across all platforms in 2025–26 due to evolving audience behaviours, including increased use of AI-enabled search and information discovery and a reduction in paid campaign activity, particularly for Study Australia.

Table 2.4: Number of active website users, 2024–25 and 2025–26

Website	2024–25	2025–26
Corporate website (austrade.gov.au)	676,115	569,875
Study Australia (studyaustralia.gov.au)	4,219,929	2,832,450
Tourism Research Australia (tra.gov.au)	111,829	59,549
Austrade International (international.austrade.gov.au)	162,194	91,147
Export Awards (exportawards.gov.au)	35,985	22,075
Nation Brand (brandaustralia.com)	8,234	2,025

Media

Austrade successfully pitched stories to metropolitan and regional media on its programs and services, client successes and new opportunities in priority markets throughout 2025–26. Outputs included major metropolitan newspapers and online sites, regional and trade publications, and television and radio news items.

Austrade was mentioned in more than 13,474 domestic and international media items, with a cumulative potential reach of 17 billion. Domestic sentiment was 37.9% positive, 47.8% neutral, and 14.3% negative.

Media coverage featured:

- the Australia–European Union Free Trade Agreement
- First Nations export successes
- renewable energy and critical minerals investments
- tourism projects and grants under THRIVE 2030
- the launches of the Accessing New Markets Initiative and the Trade Resilience Service.

In addition, Australian Export Awards finalist and winner stories received widespread coverage in local and national media.

Engaging through social media

As at 30 June 2026, Austrade's social media ecosystem had over one million followers globally. It comprises Facebook, Instagram, LinkedIn, YouTube, WeChat, Weibo and X accounts. Combined, Austrade's social media accounts achieved a 4.7% average click-through rate.

The accounts also achieved a 7.7% follower growth rate and a combined engagement rate of 5.6%. Combined social media referrals (paid and organic) were 1,501,416 in 2025–26. Of these, 124,454 website sessions were generated through organic social media referrals, representing 1.6% of total website sessions. LinkedIn was the strongest-performing channel.

Digital direct mail

Austrade uses digital direct mail to reach a range of target audiences. In 2025–26, Austrade achieved more than 171,000 newsletter subscriptions across 12 newsletters.

With a database of 780,000 contacts, Austrade also invited targeted groups of clients to relevant industry events, as well as the Australian Export Awards. Approximately 282 digital direct mail campaigns were sent to more than 1.9 million recipients in 2025–26.

Austrade used digital direct mail to engage Australian businesses and raise awareness of Austrade services, programs and trade opportunities. This included promotion of the Go Global Toolkit, encouraging participation in webinars on the Toolkit and sharing information on initiatives such as the Trade Resilience Service, the Australia–European Union Free Trade Agreement and other exporter support activities.

Part 3

Management and accountability

Corporate governance

Austrade's corporate governance framework supports the achievement of the agency's objectives while meeting legislative, policy and accountability requirements. The framework provides an effective system for managing risk, and human and financial resources through planning and assurance processes. Austrade's governance arrangements are designed to foster effective leadership and collaboration to support the delivery of our strategic organisational objectives and government priorities.

Accountable Authority

Dr Paul Grimes PSM, as Chief Executive Officer (CEO), was Austrade's Accountable Authority for the entire reporting period.

Governance committees

The agency's governance committees oversee key areas of Austrade's strategy and operations, providing advice and assurance to the CEO. Austrade has 2 main governance committees: the Executive Board and the Audit and Risk Committee (ARC). The governance committee structure as at 30 June 2026 is shown in Figure 3.1.

Figure 3.1: Austrade's governance committee structure, as at 30 June 2026

Executive Board

The Executive Board provides a forum for effective collective leadership and robust decision-making. It provides considered and contested advice to the CEO on the exercise of the CEO's functions and duties, and on Austrade's overall strategy, policy, operations, performance and culture. As at 30 June 2026, the Executive Board membership consisted of:

- CEO (Chair)
- Deputy Chief Executive Officer (DCEO)
- Chief Operating Officer (COO)

During the year, the Executive Board received briefings from General Managers in Australia and overseas, the Chief People Officer, the Chief Financial Officer, the Head of Strategy and Economics and the Head of Ministerial and Government.

Executive Board profiles

Dr Paul Grimes PSM – Chief Executive Officer (CEO)

Responsible for the management of Austrade as the Accountable Authority and reporting directly to the Minister for Trade and Tourism.

Dr Paul Grimes commenced as the CEO of Austrade in March 2025. Before joining Austrade, Dr Grimes served as Secretary of the NSW Department of Treasury and NSW Coordinator-General for Environment, Energy and Science. He is also a former Secretary of the Australian Government Department of Sustainability, Environment, Water, Population and Communities, and Secretary of the Australian Government Department of Agriculture.

Dr Grimes has also filled the posts of Associate Secretary in the Department of the Prime Minister and Cabinet, and Deputy Secretary (Budget Group) in the Australian Department of Finance. He served as Chief Executive of the ACT Department of Treasury and as Deputy Under Treasurer (Deputy Secretary) in the South Australian Department of Treasury and Finance. Before joining the South Australian public service, he led the Budget Policy Division in the Australian Treasury.

Dr Grimes is a former Chair of the NSW Net Zero Commission and the National Archives of Australia Advisory Council. He has served on numerous boards, most recently as Deputy Chair of the NSW Treasury Corporation (TCorp), and as a member of the Infrastructure NSW Board, and of the Greater Cities Commission.

In 2010, Dr Grimes was awarded the Australian Public Service Medal. He holds a PhD and a master's degree in economics from the Australian National University.

Daniel Boyer – Deputy Chief Executive Officer (Deputy CEO)

Responsible for promoting trade and investment and overseeing Austrade's international network.

Daniel Boyer commenced as Deputy CEO in 2022. In this role, Daniel leads a global network that supports Australian exporters to expand internationally, attracts productive international investment and promotes Australian education globally.

Daniel commenced at Austrade in 2014, leading the Government and Partnerships Division. More recently, he held the role of Austrade General Manager and Minister (Commercial) for Greater China, where he led a team of around 100 staff across 12 posts to deliver high-quality trade and investment services to Australian and Chinese clients. He is passionate about promoting diversity and inclusion in the workplace.

Before joining Austrade, Daniel worked in a number of Australian Government agencies, including the Department of Immigration and Border Protection (now the Department of Home Affairs), where he was based in Beijing as Regional Director for East Asia, responsible for visa operations across North Asia and the Mekong countries. Daniel holds a Bachelor of Economics from the University of Tasmania.

Melissa Woodburn – Chief Operating Officer (COO)

Responsible for the delivery of corporate and enabling services across Austrade's global network, with a particular focus on driving internal change and service improvement.

Melissa Woodburn commenced as Austrade's COO in December 2022.

Melissa previously held senior leadership roles at the National Disability Insurance Agency, including as Chief Risk Officer and General Manager – Finance and Corporate Services. Prior to joining the Australian Public Service, she held senior leadership positions at large professional services firms. Melissa is a highly experienced accountant with extensive experience in financial and corporate management, organisational performance and public sector reform.

Melissa has successfully led teams both at the national and local level to deliver positive and lasting change. Her ability to think strategically and holistically, combined with her results-driven approach, enables her to solve complex problems in pragmatic ways. Melissa has extensive experience working with a range of stakeholders with varying backgrounds, levels and requirements, and managing complex stakeholder relationships.

Melissa is a Chartered Accountant and holds a Bachelor of Commerce and a Bachelor of Marketing from the University of South Australia.

Audit and Risk Committee

The Audit and Risk Committee (ARC) provides independent advice to the CEO on the appropriateness of Austrade's financial reporting, performance reporting, system of internal controls and the system of risk oversight and management.

The ARC met 5 times in 2025–26.

All ARC members are external and have the qualifications, skills and experience required to perform the committee's functions.

The ARC operates in accordance with section 45 of the *Public Governance, Performance and Accountability Act 2013* and section 17 of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), as set out in its charter, which is available at https://www.austrade.gov.au/en/about-austrade/governance/audit-and-risk-committee-charter.

Table 3.1 provides details of ARC membership during 2025–26, including members' qualifications, attendance at meetings and remuneration.

Table 3.1: Austrade's Audit and Risk Committee, 2025–26

Committee member	Qualifications, knowledge, skills and experience	Number of meetings attended	Total annual remuneration (AUD)
Jennifer Clark (Chair)	Ms Clark has an extensive background in business and governance through a career as an investment banker and as a non-executive director since 1991. Ms Clark has served as Chair, Deputy Chair or member of more than 20 audit committees and boards in Commonwealth entities and the private sector over the past 30 years. She is a fellow of the Australian Institute of Company Directors and has substantial experience in financial and performance reporting, audit and risk management.	5 of 5	$41,536[(a)]
Steven Groves (Independent member)	Mr Groves is Chief Financial Officer (CFO) at the Department of Defence. He was previously CFO at a number of Commonwealth agencies, including the Department of Home Affairs, the Department of Immigration and Border Protection, the Australian Customs Service and the Department of Veterans' Affairs. Mr Groves holds a Bachelor of Commerce from James Cook University and is a Fellow of CPA Australia (FCPA).	5 of 5	Nil[(b)]
Bruce Hunter (Independent member)	Mr Hunter has significant public and private sector experience as a former partner of 2 global firms (McKinsey & Co and Ernst & Young (EY)) and as a senior APS leader. He was previously Deputy Secretary and Chief Operating Officer of the then Department of Families Housing Community Services and Indigenous Affairs (FaHCSIA) and has held a number of senior executive positions across government. Mr Hunter is a FCPA, has completed the Advanced Management Programme at INSEAD in France and holds a Bachelor of Commerce (Accounting) from the University of Canberra. He is a Certified Advisory Board Chair and a member of the Australian Institute of Company Directors.	5 of 5	$23,375[(a)]

(a) Includes GST

(b) Not entitled to remuneration as an officer of the Commonwealth.

Risk management

A robust risk management framework is critical to ensuring Austrade anticipates and responds to emerging risks. This is especially important given the rapidly changing and unpredictable global environment. Austrade's Risk Management Framework complies with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Commonwealth Risk Management Policy. Austrade's risk management framework aligns with the International Standard on Risk Management (ISO 31000:2018).

The Austrade Accountable Authority, the CEO, supported by the Executive Board and Chief Risk Officer (CRO), is responsible for ensuring a robust risk management environment by defining the organisation's mission, values and priorities. The CRO supports the development of risk identification, mitigation, controls, compliance and assurance, and provides strategic advice and direction on risks and opportunities that may impact on Austrade's objectives. The CRO role is undertaken by the Chief Operating Officer. In addition, the Austrade Audit and Risk Committee provides independent advice to the CEO on the appropriateness of the system of risk oversight and management.

During 2025–26, Austrade continued to refine and mature its approach to risk management. Austrade has ensured its approach remains contemporary, fit for purpose and sufficiently agile to respond to changes in the internal and external environment. During the year, Austrade also commenced efforts to identify climate-related risks and opportunities to inform the first Austrade Commonwealth Climate Disclosure (Appendix E).

Table 3.2 outlines Austrade's key agency risks.

Table 3.2: Austrade's agency risks 2025–26

No.	Agency risks	Mitigation strategies
1	Austrade fails to achieve its purpose and deliver on government priorities.	• Building a positive work culture through the Australian Public Service Values, Code of Conduct and Austrade Values • Ongoing oversight by the CEO and Executive Board • Independent advice from the Audit and Risk Committee • Strategic planning processes to target resources to support clients and deliver high-value commercial outcomes and government priorities • Regular financial and performance reporting • Application of risk management, auditing and reviews • Close engagement with clients and stakeholders to support the design and delivery of services • Effective governance, security, work health and safety, capability and leadership frameworks, with policies, procedures and training that support the delivery of operations and compliance with legislative and administrative requirements.
2	Austrade's management of operations is not fit-for-purpose.	
3	Austrade does not get the balance right between the use of digital tools and appropriately managing personal and government information securely.	
4	Austrade fails to identify unethical or illegal conduct across its operations and activities.	
5	Austrade fails to protect the health, safety and wellbeing of staff, contractors, those requiring consular assistance or other visitors to our offices.	
6	Austrade fails to adequately protect staff or visitors from security threats at our work locations.	

Internal controls

Austrade has a system of internal controls designed to ensure the integrity of financial reporting, promote effectiveness and accountability, prevent fraud and corruption, and address the risk of foreign bribery.

Internal audit

Austrade has a risk-based approach to developing its annual internal audit work program. The program is designed to provide assurance that Austrade is achieving its strategic priorities and continues to deliver its operational requirements. The ARC endorses the internal audit program for the CEO's consideration and approval. Austrade considers all its activities to be within the scope of internal audit. During the year, Austrade's internal audit service provider undertook a range of compliance and performance audits, both onshore and offshore.

Fraud and corruption control

Austrade maintains fraud prevention, detection, investigation and reporting procedures aligned with its obligations under section 10 of the PGPA Rule. Austrade takes a zero-tolerance approach where fraud is detected and maintains a strong focus on managing fraud risks. This is consistent with the risk tolerance guidance in Austrade's corporate governance framework.

Austrade's Fraud Control Plan was updated and endorsed by the ARC and became operational in March 2025. The Plan outlines how Austrade will minimise fraud against or within the agency, and rapidly detect, effectively investigate and appropriately manage fraud (including by referral to authorities). The Plan also outlines how Austrade will mitigate any resulting losses and institute recovery proceedings.

Anti-bribery activities

Austrade delivers targeted anti-bribery training to staff, clients, Australian businesses and government partners. The objective is to build awareness of foreign bribery risks and promote practical mitigation strategies, particularly in high-risk and low-governance markets. The program has been delivered online, in person and through Austrade's overseas network, often in partnership with chambers of commerce, agencies and integrity-focused organisations.

Austrade's online anti-bribery outreach program provides practical guidance to help businesses understand evolving foreign bribery laws, including supply chain obligations and the new corporate offence for failing to prevent bribery. Austrade is committed to supporting compliance. Austrade provides up-to-date materials, training and government-backed assistance to help Australian businesses resist corruption in low-governance markets.

Austrade will continue to play a central role in the Australian Government's obligation to raise awareness of the risks of foreign bribery among Australian businesses operating overseas.

Legislative framework and external scrutiny

While Austrade is subject to a range of legislation governing the operations of Commonwealth agencies, its activities are primarily underpinned by the following core legislation:

- The *Australian Trade and Investment Commission Act 1985*
- The *Export Market Development Grants Act 1997*
- The *Public Governance, Performance and Accountability Act 2013*
- The *Public Service Act 1999*
- The *Public Interest Disclosure Act 2013*

Independent audits

Austrade considered relevant Australian National Audit Office (ANAO) reports on governance and administration in other Australian Government agencies throughout the year and implemented relevant recommendations across Austrade's operations.

Grants

Information on grants awarded by Austrade during 2025–26 is available on the GrantConnect website, grants.gov.au.

Judicial decisions and decisions of administrative tribunals and the Australian Information Commissioner

During the reporting period, there were no judicial decisions or reviews by outside bodies that had a significant impact on the operations of Austrade.

Privacy

Austrade did not receive any complaints under the *Privacy Act 1988* during 2025–26.

Austrade has implemented the requirements of the Australian Government Agencies Privacy Code, including the appointment of a privacy officer and a privacy champion. Austrade continues to conduct privacy impact assessments, with updates published in a register on its website. A privacy impact assessment systematically identifies the impact a project might have on the privacy of individuals and sets out recommendations for managing, minimising or eliminating that impact.

Austrade's legal team provides training and regular advice to both reinforce the agency's privacy law obligations and to raise privacy awareness in the agency.

Austrade is aware of the requirements under the European Union's General Data Protection Regulation (GDPR). As part of Austrade's responsibilities in raising privacy awareness, information is provided to all staff on the GDPR, as well as guidance on responding to queries from Austrade clients about the GDPR.

Freedom of information

Agencies subject to the *Freedom of Information Act 1982 (FOI Act)* are required to publish information as part of the Information Publication Scheme. This requirement is in Part II of the FOI Act, which has replaced the formal requirement to publish a Section 8 statement in an annual report.

Austrade meets its obligations under the FOI Act by publishing a disclosure log of information released on its website, austrade.gov.au. This is in accordance with the requirements of the Information Publication Scheme. Austrade also participates in the Information Publication Scheme agency survey administered by the Office of the Australian Information Commissioner.

Austrade received 23 freedom of information requests in 2025–26.

Project approval under section 23AF of the *Income Tax Assessment Act 1936*

Austrade determines approved project status under section 23AF of the *Income Tax Assessment Act 1936* to help Australian businesses be more competitive when tendering for international projects. While Austrade approves project applications, the Australian Taxation Office is responsible for administering and applying the exemption. This exemption is typically granted to projects in countries where individuals do not pay income tax or where income tax is not levied on foreign workers because the project is funded by an international development agency, such as the World Bank.

In 2025–26, Austrade approved 23 new projects with 3 assessments in progress at the end of the financial year.

Financial management and business assurance

Austrade manages its assets and financial resources to support its operations by maintaining:

- an effective system of management and internal controls
- accounting, treasury and taxation services
- procurement systems and processes which support compliance with the Commonwealth Procurement Rules
- business systems and processes that support financial performance
- information technology that is stable, secure and enhances connectivity for staff, clients and key stakeholders
- systems to monitor, safeguard and enhance property and other assets
- an internal audit function that reports independently to the Audit and Risk Committee (ARC), ensuring the CEO has visibility of issues that may affect Austrade's financial management.

Significant issues relating to non-compliance with the finance law

Annual reports must include a statement of any significant issues reported to the responsible minister under paragraph 19(1)(e) of the PGPA Act 2013 that relate to non-compliance with the finance law.

Austrade had no identified significant issues to report to its Minister in relation to non-compliance with the finance law during 2025–26.

Security

The primary objective of Austrade's security program is to keep Austrade's people, information, assets and operations safe and secure.

To support these objectives and mitigate associated security risks, Austrade continued to apply a program of work consistent with the principles and requirements of the Australian Government's *Protective Security Policy Framework (PSPF)* and the *Information Security Manual*.

During the reporting period, the agency-level security policy and security plan were updated to reflect new and amended requirements from the PSPF Release 2025. Austrade also continued to work closely with DFAT to ensure a consistent approach to security in the overseas environment.

Property management

Austrade's global property portfolio comprises 136 properties – 8 in Australia and 128 internationally. In accordance with the Property Services Coordinated Procurement (PSCP) arrangements, Austrade worked with its property service provider, Cushman and Wakefield, to deliver onshore leasing and facilities management services.

Austrade's offshore property management functions, including residential and office accommodation, are overseen by DFAT's Overseas Property Office.

Austrade works to optimise the efficiency of its property portfolio, including optimising tenancy arrangements where appropriate, and negotiating the best available commercial terms with landlords. In Australia, Austrade sublets office space to Export Finance Australia, DFAT, and the Net Zero Economy Authority to maximise occupancy across Austrade's tenancies.

Business continuity

During 2025–26, Austrade continued to strengthen the resilience of its domestic and international offices, enhance its incident response mechanisms, and adapt to the evolving global operating environment.

During the reporting period, Austrade refined agency-level pandemic, business continuity and crisis management plans, the business impact analysis statement, and supporting business and disaster recovery plans. The business continuity framework was tested. Austrade also continued to work closely with DFAT to ensure a consistent approach to business continuity and crisis management in the overseas environment.

Legal services

Austrade's internal legal team provides legal services to Austrade's business units and the offshore network. In-house expertise is supported by external law firms that provide expertise in local laws in various jurisdictions. This model allows Austrade to maintain a small team of experienced in-house lawyers, led by the Chief Counsel. This team also provides advice to support the activities and program administration of Austrade's business units.

Domestically, external firms are engaged from a panel of experts under arrangements administered by the Attorney-General's Department through its Office of Legal Services Coordination (OLSC). The same standards that apply to Austrade's domestic legal services providers under the OLSC arrangements are applied when Austrade engages overseas legal firms to provide specialist local advice, particularly in labour claims, property negotiations and commercial disputes that arise offshore.

The main areas of Austrade's demand for legal services in 2025–26 included:

- commercial law
- labour law

- administrative law
- intellectual property law
- property law and leasing
- fraud control
- privacy and data sharing
- statutory compliance requirements.

Purchasing

Austrade's approach to procuring goods and services, including consultancies, is consistent with the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Procurement Rules. Austrade applies these rules to its activities through the Chief Executive Instructions, which support operational guidelines and Austrade's procurement framework.

No contracts worth $100,000 or more (inclusive of GST) were let during 2025–26 that did not provide for the Auditor-General to have access to the contractor's premises.

No contracts worth more than $10,000 (inclusive of GST) or standing offers were exempted by the CEO from being published on AusTender on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982*. Information on publicly available business opportunities with an estimated value of $125,000 or more (inclusive of GST), and that were expected to be undertaken in 2025–26, was published in Austrade's annual procurement plan, and is available from the AusTender website at tenders.gov.au.

Consultancy and non-consultancy contracts

During 2025–26, Austrade entered a number of reportable consultancy and non-consultancy contracts.

Consultancy contracts

Austrade engages consultants when it requires specialist expertise or independent research, review, advice or assessment.

Decisions to engage consultants during 2025–26 were made in accordance with the *Public Governance, Performance and Accountability Act 2013* and related rules, including the Commonwealth Procurement Rules. Internal policies also require senior executive service-level endorsement for all proposed consultancies to ensure consistency and accountability.

During 2025–26, Austrade entered into 3 new reportable consultancy contracts involving total actual expenditure of $261,000 (inclusive of GST). In addition, 6 ongoing reportable consultancy contracts were active during 2025–26, involving total actual expenditure of $274,000 (inclusive of GST) (Table 3.3).

Table 3.4 shows the organisations that received the 5 largest shares of Austrade's total expenditure on reportable consultancy contracts during 2025–26.

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website at tenders.gov.au.

Table 3.3: Expenditure on reportable consultancy contracts, 2025–26

Arrangement	Number	Expenditure ($'000)
New contracts entered into during 2025–26	3	261
Ongoing contracts entered into during a previous reporting period	6	274
Total	**9**	**535**

Table 3.4: Organisations receiving the 5 largest shares of reportable consultancy contract expenditure, 2025–26

Organisation	ABN	Expenditure ($'000)[(a)]	Share of total expenditure (%)
Nous Group Pty Ltd	66 086 210 344	208	38.75
Deloitte Touche Tohmatsu	74 490 121 060	170	31.81
Research Consultants International	ABN exempt	68	12.73
Cordelta Pty Ltd	69 107 788 401	27	5.08
Hathor Holdings	ABN exempt	22	4.25

ABN = Australian Business Number | (a) Inclusive of GST

Non-consultancy contracts

During 2025–26, Austrade entered into 704 new reportable non-consultancy contracts involving total actual expenditure of $40.8 million. In addition, 435 ongoing reportable non-consultancy contracts were active during 2025–26, involving total actual expenditure of $39.2 million (Table 3.5).

Table 3.6 shows the organisations that received the 5 largest shares of Austrade's total expenditure on reportable non-consultancy contracts during 2025–26. Annual reports contain information about actual expenditure on reportable non-consultancy contracts.

Information on the value of reportable non-consultancy contracts is available on the AusTender website at tenders.gov.au.

Table 3.5: Expenditure on reportable non-consultancy contracts, 2025–26

Arrangement	Number of Contracts	Expenditure ($'000)
New contracts entered into during 2025–26	704	40,816
Ongoing contracts entered into during a previous reporting period	435	39,165
Total	**1,139**	**79,981**

Table 3.6: Organisations receiving the 5 largest shares of reportable non-consultancy contract expenditure, 2025–26

Organisation	ABN	Expenditure ($'000)[(a)]	Share of total expenditure (%)
Dell Australia Pty Ltd	46 003 855 561	5,219	6.53
Roy Morgan Research Pty Ltd	91 007 092 944	4,786	5.98
Jones Lang LaSalle (NSW) Pty Ltd	37 002 851 925	4,290	5.36
Data#3 Ltd	31 010 545 267	2,408	3.01
Ventia Property Pty Ltd	16 618 028 676	2,244	2.81

ABN = Australian Business Number (a) Inclusive of GST

Procurement initiatives to support small and Indigenous businesses

Austrade supports small business participation in the Australian Government procurement market. Statistics on the participation in procurement contracts of small to medium-sized enterprises (fewer than 200 full-time equivalent employees) and small businesses (fewer than 20 full-time equivalent employees) are available on the Department of Finance's website, finance.gov.au.

Austrade recognises the importance of ensuring that small businesses are paid on time. The results of the survey of Australian Government payments to small business are available on the Treasury's website, treasury.gov.au. Austrade's support for small business includes using the Commonwealth Contracting Suite for onshore procurements under $200,000 (inclusive of GST).

Austrade also supports the goals of the Indigenous Procurement Policy. In the 2025–26 period, Austrade allocated more than 4% of the value of Australia-based contracts to Indigenous suppliers. The performance results for the Foreign Affairs and Trade portfolio in achieving its 2025–26 targets are available on the National Indigenous Australians Agency website, niaa.gov.au.

Disability reporting

Australia's Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that supports people with disability to participate in all areas of Australian life. The Strategy acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers.

All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. Progress reports on the Strategy's action plans and outcome areas are available at disabilitygateway.gov.au/ads/key-actions-strategy.

In December 2020, the Australian Government released the Australian Public Service Disability Employment Strategy 2020–2025, with the goal of increasing the employment of people with disability across the Australian Public Service to 7% by 2025. Disability reporting is included in the Australian Public Service Commission's State of the Service reports and the Australian Public Service Statistical Bulletin. These reports are available at apsc.gov.au.

Management of people

People strategy

Austrade's people strategy centres on the safety, wellbeing and capability of Austrade's people. It ensures our workforce can successfully deliver on trade and investment outcomes, fulfil our consular responsibilities, boost Australia's visitor economy, and provide effective corporate and enabling functions.

Austrade's focus has been on supporting a diverse and committed team of professionals to deliver on our core service and policy mandates, and critical programs such as the Simplified Trade System, and our visitor economy and client program initiatives. Austrade builds the relevant skills, knowledge and expertise of its employees through targeted capability-development programs and acquiring technical talent as needed. Austrade is also increasing leaders' capability to manage staff in a dynamic work environment.

Austrade has continued to simplify online recruitment resources and processes, people and financial management reports, and guidance material and tools. These initiatives empower teams to focus on delivery and outcomes for our external stakeholders.

Austrade's people highlights for 2025–26 include:

- continued success of the diversity and inclusion strategy
- refining our corporate services engagement model to support business decision-making
- delivering a suite of leadership and technical capability-development programs
- strengthening our health and safety arrangements and implementing wellbeing programs for our workforce.

Austrade continued its annual Graduate Program during the financial year, attracting new talent with qualifications in trade, investment, policy, human resources, and digital and technology-related disciplines. Austrade also welcomed its first intake of Year-12 school leavers who are completing a 12-month program combining on-the-job learning with a Certificate IV in Government qualification.

Austrade's People Business Partners provide an interface between the Corporate Services Group and Austrade's senior internal clients. They act as a trusted human resource advisory service for Austrade's Executive Board and General Managers based in Australia and overseas.

The People Business Partners work closely with senior leaders to provide specialist and innovative advice and guidance. Their goal is to improve workplace relationships, build morale and increase capability, engagement and productivity. The People Business Partners also support performance discussions, policy reviews, recruitment and other people-related processes.

Workforce and resourcing

Austrade's workforce comprises Australia-based staff and overseas staff employed under local employment law. As at 30 June 2026, Austrade employed 1,191 employees across 8 Australian offices and 8 overseas regions (Table 3.7). Most Austrade employees work in client-facing roles in Australia and overseas. Austrade competes globally for skills and experience. Our workforce demographics vary across market and business groups, and our employees have a mix of public and private sector experience. Appendix D contains further information on Austrade's workforce.

Workplace environment and values

Austrade's employees are integral to maintaining Austrade's reputation and Austrade's ability to serve Australia's interests. In addition to upholding the Australian Public Service Values and Code of Conduct, Austrade has 4 core values that guide employees' conduct and behaviour.

These values are innovation, collaboration, generosity of spirit and transparency – they underpin how Austrade operates and improves organisational effectiveness. The values are reflected in our performance agreements, and reinforced and celebrated through our employee communications and engagements.

Table 3.7: Austrade's workforce, by location and gender, as at 30 June 2026

Location	Male	Female	Non-binary	Total
Australia	**273**	**391**	**-**	**664**
ACT	100	149	-	249
NSW	56	100	-	156
NT	3	-	-	3
QLD	44	48	-	92
SA	9	24	-	33
Tas	2	-	-	2
Vic	54	64	-	118
WA	5	6	-	11
Overseas	**212**	**314**	**1**	**527**
Americas	45	36	-	81
Mainland China, Hong Kong and Taiwan	17	56	-	73
Middle East, Africa and Pakistan	16	18	-	34
New Zealand and Pacific	10	9	-	19
Northeast Asia	19	40	-	59
South Asia	40	31	-	71
Southeast Asia	36	80	-	116
UK, Europe and Israel	29	44	1	74
Total	**485**	**705**	**1**	**1,191**

Note: Excludes contractors, attached agency staff and employees working in TradeStart offices

Employment framework

Austrade's terms and conditions of employment for non-SES Australian Public Service (APS) employees are set out in the Austrade Enterprise Agreement 2024, which came into effect in February 2024.

The conditions in the agreement incorporate the APS Statement of Common Conditions, which was negotiated through the APS-wide bargaining process. The agreement is in its third year and provides a number of benefits to covered employees such as an 11.2% pay increase over the life of the agreement, and significantly enhanced parental leave arrangements. In specific circumstances, terms and conditions are supplemented by individual flexibility arrangements.

Other non-monetary benefits include flexible leave provisions, healthy living reimbursements, and opportunities for capability development, such as study assistance and short-term overseas assignments. Employees who are on overseas postings receive a range of additional allowances and benefits. Information about the conditions of employment for employees undertaking long-term overseas postings is contained in a suite of policies and procedures.

The majority of Austrade employees have access to hybrid working as well as other flexible working arrangements, supported by digital tools and technology.

Austrade does not have provisions for performance pay in place under our current enterprise agreement. Terms and conditions of employment for Senior Executive Service (SES) employees are maintained in individual common law contracts. Remuneration for the SES is reviewed annually at the discretion of the CEO. Consistent with the government's *Public Sector Workplace Relations Policy 2023*, SES employees in Austrade received a pay increase of 3.4 per cent in 2025–26. Further information on executive remuneration is provided in Appendix D.

Austrade's overseas-engaged employees are engaged under section 74 of the *Public Service Act 1999*. Overseas-engaged employees have country-specific terms and conditions of employment that comply with local statutory requirements. Overseas-engaged employee salaries are reviewed annually to ensure they remain competitive in the applicable market.

Employee communications and engagement

Our strategic approach to employee communications and engagement strengthens organisational culture. It also fosters collaboration by creating a common understanding of purpose, priorities and processes. Since 2022, Austrade has enhanced its approach to surveying and analysing employee sentiment, utilising data from the annual APS Employee Census, and new starter and exit surveys. This equips Austrade with insights into attraction, retention and performance drivers, and gives us a clear sense of what is working and what could be improved.

In response to census outcomes, we take action at the agency and business unit level, with ongoing internal communication campaigns that focus on staff feedback to improve the work environment. Austrade's Action Plan for 2025–26 focused on simplifying administrative processes, improving access to technology, workload prioritisation and leadership development.

Diversity and inclusion

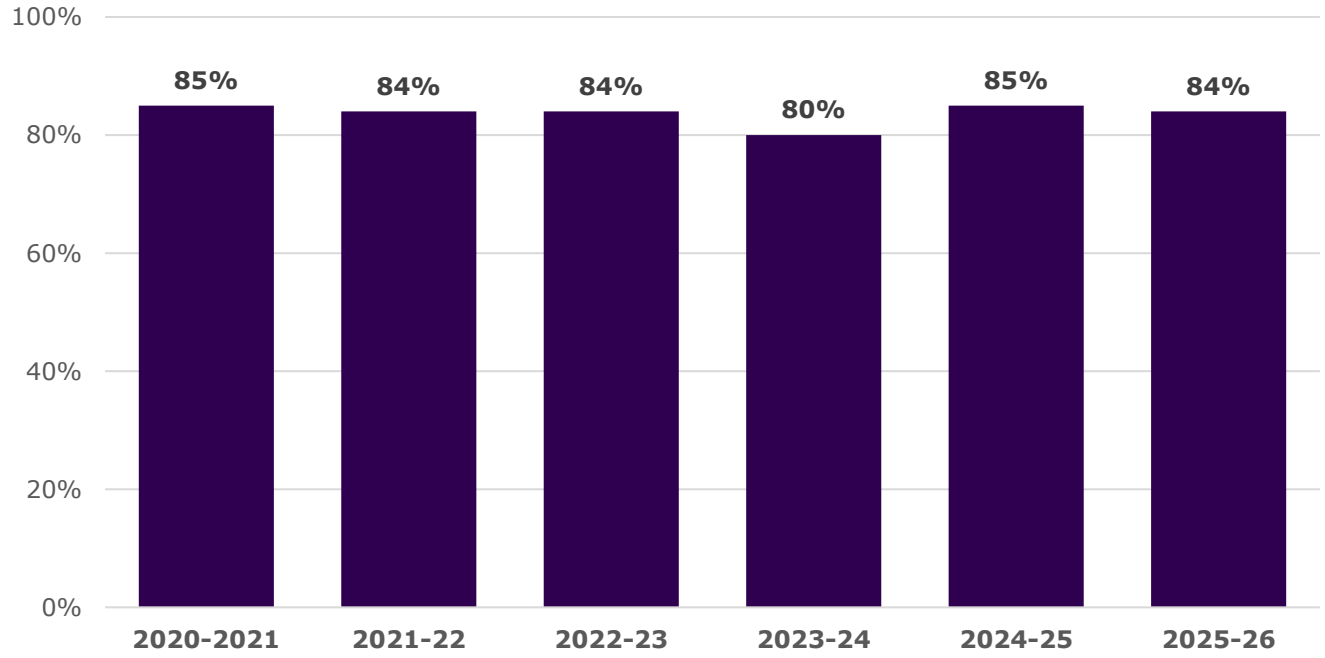
Austrade fosters a workplace culture that values and celebrates diversity in all its forms, where employees feel safe, respected and empowered to bring their full selves to work. As one of the most globally dispersed and diverse agencies in the APS, we recognise diversity as a core strength that drives innovation, engagement and strong business outcomes. APS Employee Census results indicate that most employees experience a positive and inclusive culture. Austrade continues to strengthen this foundation by embedding inclusion in everyday operations and recognising this as a shared responsibility across the agency.

We take deliberate action to advance diversity and inclusion through initiatives such as recruiting and supporting First Nations staff and delivering our Reconciliation Action Plan, setting workforce targets across gender equality, disability and cultural diversity, and championing LGBTQIA+ and neurodiversity inclusion. Our network of diversity champions and employee-led networks, including Disability, CALD, Gender Equality, Pride, Mental Health, Neurodiversity and First Nations, create opportunities for connection, awareness and leadership. This helps to strengthen a culture of belonging and drive meaningful change across Austrade.

In the annual APS Employee Census, respondents rate their level of agreement with the statement: 'My agency supports and actively promotes an inclusive workplace culture'.

Figure 3.2 shows Austrade's census results for this statement over the past 6 years, reflecting a relatively stable and inclusive workplace result.

Figure 3.2: Responses to APS Employee Census statement, *'My agency supports and actively promotes an inclusive culture'*, 2020–21 to 2025–26



Reconciliation Action Plan

Austrade commenced implementation of its fifth Reconciliation Action Plan (RAP) in 2025–26, following the successful completion of the Innovate Reconciliation Action Plan 2023–2025. The new RAP builds on previous achievements and strengthens governance arrangements to focus effort where Austrade can have the greatest impact. Austrade will continue to support the attraction, retention and career development of First Nations employees. It will also deliver targeted initiatives to improve First Nations outcomes across trade, investment and the visitor economy.

Wellbeing

Austrade's 2024–2027 Wellbeing Strategy (the Wellbeing Strategy) aims to improve the health, safety and wellbeing of all Austrade employees. This will enable us to consistently deliver quality trade and investment services to businesses and policy advice to government, which will grow Australia's prosperity and effectively promote national tourism.

The Wellbeing Strategy focuses on 3 key pillars:

- Mitigate illness: early intervention to identify stress, burnout and psychological risk, and training for leaders on mental health and wellbeing
- Prevent harm: support resilience through appropriate work design and leader engagement
- Promote thriving: connection and personal pathways to wellbeing, acknowledging that wellbeing is everyone's responsibility.

The Wellbeing Strategy is supported by 3 key principles:

- MyWellbeing: Each employee will embed a proactive approach into their ways of working to ensure positive wellbeing practices
- TeamWellbeing: Each team will embed a wellbeing-first approach to how work is organised and undertaken
- LeaderWellbeing: Each leader will be committed to positive mental health and wellbeing.

The Wellbeing Strategy continues to support employee health and wellbeing initiatives. Our vision for the strategy is that Austrade fosters a thriving workforce where all employees experience positive mental health and wellbeing. Austrade's APS Employee Census 'wellbeing index score' was 72% in 2025, one percentage point higher than the APS average.

Work health and safety

Austrade takes a risk management approach to work health and safety by eliminating or minimising risks associated with the workplace and the work undertaken by staff. Austrade provides all employees and their immediate family with access to confidential support and counselling through a dedicated Employee Assistance Program. We also support employee wellbeing through tailored workshops, presentations and information on specific topics. Appendix B contains details of Austrade's work health and safety activities, and statistics for 2025–26.

Performance management

Performance management is integral to delivering our strategic priorities and strengthening organisational and individual capability. Austrade's approach to performance management is based on regular performance discussions covering the outcomes to be achieved, the values-based behaviours to be demonstrated, and the continuous enhancement of the capabilities required to succeed in the role.

Austrade performance agreements are developed annually in July and August, with a mid-cycle review occurring in December and January, and an end-of-cycle review in June and July. Managers and employees are expected to engage in regular, ongoing conversations to discuss all aspects of performance and development, and to update their agreement to reflect any changes.

Following feedback and insights from across the business, we have continued to simplify and streamline the Performance Development Plans to enable more meaningful conversations and enhance user experience. Changes include updated guidance on writing objectives, clearer instructions in the forms, technical enhancements, and updated support resources for employees and people managers.

Developing our workforce and people

Austrade aims to embed a learning culture where staff engage in continuous learning through their work and interaction with others, alongside targeted formal learning programs and resources. Employees, supported by their managers, have access to development opportunities that align with individual and organisational capability needs and the strategic objectives of the organisation.

In 2025–26, Austrade:

- Embedded our new Learning Management System (LMS), working with the business to train, design and implement new programs, courses, events and resources.
- Continued to update our trade and investment capability programs and frameworks to support our teams in adapting and enhancing their skillsets. This included moving to an on-demand model for the trade advisory program, allowing round-the-clock completions asynchronously throughout the year. More than 260 learners completed our trade and investment programs.
- Consolidated all elements of the pre-posting program to simplify processes for A-based staff going on long-term postings. This will lead to efficiency in preparations for posting and enhanced embedding of Austrade policies and procedures.
- Launched an enhanced onboarding program at Austrade, including a training curriculum, live onboarding webinars and support resources for new starters and their managers.
- Supported high-performing Austraders to deepen their expertise in specialist areas, through the Asialink Leaders Program and the Craig Senger Scholarship Program.
- Supported 25 leaders at Austrade to participate in the APS Leadership Edge Program and 31 emerging leaders to participate in the APS Management Edge Program.

Part 4

Financial statements

Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Trade and Tourism

Opinion

In my opinion, the financial statements of the Australian Trade and Investment Commission (the Entity) for the year ended 30 June 2026:

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

(b) present fairly the financial position of the Entity as at 30 June 2026 and its financial performance and cash flows for the year then ended.

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

- Statement by the Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive Officer 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 Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer 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 Chief Executive Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for

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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.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Lorena Skipper

Executive Director

Delegate of the Auditor-General

Canberra

10 September 2026

Statement by the Chief Executive Officer and Chief Financial Officer

In our opinion the following 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 Trade and Investment Commission (Austrade) will be able to pay its debts as and when they fall due.

Paul Grimes
Chief Executive Officer

10 September 2026

Jennifer Lynch
Chief Financial Officer

10 September 2026

Australian Trade and Investment Commission
Statement of Comprehensive Income
For the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000
NET COST OF SERVICES				
Expenses				
Employee benefits	2.1	**191,661**	179,443	176,238
Supplier expenses	2.2	**91,545**	81,746	90,322
Depreciation and amortisation[a]	5.1	**25,605**	28,876	25,593
Finance costs - interest on lease liabilities		**877**	1,168	875
Impairment of financial and non-financial assets	2.3	**607**	-	-
Foreign exchange losses		**-**	1,681	-
Total expenses		**310,295**	292,914	293,028
Own-source income				
Revenue from contracts with customers	3.1	**28,869**	31,617	24,922
Rental income	3.2	**2,064**	373	500
Resources received free of charge				
Auditor remuneration		**160**	160	-
Comcover insurance premium offset		**34**	-	-
Other income		**250**	322	1,000
Total own-source revenue		**31,377**	32,472	26,422
Gains				
Foreign exchange gains		**2,097**	-	-
Gains on asset sales		**91**	-	-
Reversal of impairment		**-**	22	-
Total gains		**2,188**	22	-
Total own-source income		**33,565**	32,494	26,422
NET COST OF SERVICES		**276,730**	260,420	266,606
Revenue from Government				
Ordinary Annual Appropriation		**283,515**	267,866	257,824
Surplus/(Deficit)		**6,785**	7,446	(8,782)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		**(157)**	(1,454)	-
Total other comprehensive income		**(157)**	(1,454)	-
TOTAL COMPREHENSIVE INCOME/(LOSS)		**6,628**	5,992	(8,782)

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

a. Right-of-use assets (ROU) are included in depreciation and amortisation.

Australian Trade and Investment Commission
Statement of Financial Position
As at 30 June 2026

	Notes	**2026 $'000**	2025 $'000	Original Budget $'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1	**15,434**	9,856	7,728
Trade and other receivables	4.2	**67,147**	56,131	48,651
Total financial assets		**82,581**	65,987	56,379
Non-financial assets				
Right of use asset	5.1	**41,017**	43,918	60,632
Property, plant and equipment	5.1	**30,396**	28,723	7,435
Intangibles	5.1	**18,353**	17,602	25,495
Prepayments		**5,583**	6,094	4,548
Total non-financial assets		**95,349**	96,337	98,110
Total assets		**177,930**	162,324	154,489
LIABILITIES				
Payables				
Trade creditors	6.1	**11,262**	10,432	17,959
Employee payables		**4,768**	5,321	-
Unearned revenue		**3,853**	3,496	-
Other payables		**710**	526	9,906
Total payables		**20,593**	19,775	27,865
Interest bearing liabilities				
Leases	7.1	**46,698**	52,117	47,537
Total interest bearing liabilities		**46,698**	52,117	47,537
Provisions				
Employee provisions	8.1	**44,019**	39,236	42,220
Restoration provision		**6,885**	6,499	3,812
Total provisions		**50,904**	45,735	46,032
Total liabilities		**118,195**	117,627	121,434
Net assets		**59,735**	44,697	33,055
EQUITY				
Contributed equity		**233,517**	225,107	238,021
Retained earnings		**(217,295)**	(224,080)	(250,090)
Asset revaluation reserve		**43,513**	43,670	45,124
Total equity		**59,735**	44,697	33,055

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

Australian Trade and Investment Commission
Statement of Changes in Equity
For the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000
CONTRIBUTED EQUITY				
Opening balance as at 1 July		**225,107**	205,670	225,107
Transactions with owners				
Distribution to owners				
Return of Capital		**(4,504)**	-	-
Contribution by owners				
Equity injection	9.1	**2,734**	13,733	2,734
Departmental capital budget	9.1	**10,180**	5,704	10,180
Closing balance as at 30 June		**233,517**	225,107	238,021
RETAINED EARNINGS				
Opening balance as at 1 July		**(224,080)**	(231,526)	(241,308)
Surplus/(deficit) for the period		**6,785**	7,446	(8,782)
Closing balance as at 30 June		**(217,295)**	(224,080)	(250,090)
ASSET REVALUATION RESERVE				
Opening balance as at 1 July		**43,670**	45,124	45,124
Movement in reserve		**(157)**	(1,454)	-
Closing balance as at 30 June		**43,513**	43,670	45,124
TOTAL EQUITY		**59,735**	44,697	33,055

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

Equity injection
Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

Australian Trade and Investment Commission
Cash Flow Statement
For the period ended 30 June 2026

	2026 $'000	2025 $'000	Original Budget $'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	**303,489**	292,859	257,824
Sale of goods and rendering of services	**31,546**	42,889	25,422
Net GST received	**5,994**	2,459	1,000
Total cash received	**341,029**	338,207	284,246
Cash used			
Employees	**187,431**	182,685	176,238
Suppliers	**94,733**	96,249	90,322
Section 74 receipts transferred to OPA	**36,799**	36,350	-
Interest payments lease liabilities	**877**	1,168	875
Total cash used	**319,840**	316,452	267,435
Net cash from operating activities	**21,189**	21,755	16,811
INVESTING ACTIVITIES			
Cash received			
Sale of property, plant and equipment	**69**	22	-
Total cash received	**69**	22	-
Cash used			
Purchase of property, plant and equipment	**6,466**	4,185	12,914
Purchase of intangibles	**3,602**	3,432	-
Total cash used	**10,068**	7,617	12,914
Net cash (used by) investing activities	**(9,999)**	(7,595)	(12,914)
FINANCING ACTIVITIES			
Cash received			
Appropriations - contributed capital	**9,834**	4,892	-
Appropriations - contributed equity	**2,882**	2,525	12,914
Total cash received	**12,716**	7,417	12,914
Cash used			
Lease principal payments	**18,328**	19,451	16,811
Total cash used	**18,328**	19,451	16,811
Net cash (used by) financing activities	**(5,612)**	(12,034)	(3,897)
Net increase in cash held	**5,578**	2,126	-
Cash at the beginning of the reporting period	**9,856**	7,730	7,728
Cash at the end of the reporting period	**15,434**	9,856	7,728

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

Australian Trade and Investment Commission
Administered Schedule of Comprehensive Income
For the period ended 30 June 2026

	Notes	**2026 $'000**	2025 $'000	Original Budget $'000
NET COST OF SERVICES				
Expenses				
Grants	2.4	**107,833**	135,469	108,350
Administration costs		**5,520**	6,543	5,500
Impairment of financial assets		**824**	2,088	-
Total expenses		**114,177**	144,100	113,850
OWN-SOURCE INCOME				
Grant recoveries		**1,254**	564	-
Other revenue		**-**	2	-
Total own-source revenue		**1,254**	566	-
NET COST OF SERVICES		**(112,923)**	(143,534)	(113,850)
Deficit		**(112,923)**	(143,534)	(113,850)
TOTAL COMPREHENSIVE LOSS		**(112,923)**	(143,534)	(113,850)

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

Australian Trade and Investment Commission
Administered Schedule of Assets and Liabilities
As at 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000
ASSETS				
Financial assets				
Cash and cash equivalents		**508**	-	-
Administered receivables	4.3	**442**	896	4,204
Total financial assets		**950**	896	4,204
LIABILITIES				
Payables				
Grants payable	6.2	**1,495**	275	5,844
Suppliers payable		**1,352**	-	8,582
Total payables		**2,847**	275	14,426
Provisions				
Grants provision	6.3	**67,342**	15,615	-
Total provisions		**67,342**	15,615	-
Total liabilities		**70,189**	15,890	14,426
Net assets/(liabilities)		**(69,239)**	(14,994)	(10,222)

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

Australian Trade and Investment Commission
Administered Reconciliation Schedule
For the period ended 30 June 2026

	2026	2025
	$'000	$'000
Net assets/(liabilities)		
Opening balance as at 1 July	**(14,994)**	(10,222)
Net cost of services		
Income	**1,254**	566
Expenses	**(114,177)**	(144,100)
Transfers from the Official Public Account		
Annual appropriations	**61,546**	142,890
Transfers to the Official Public Account	**(2,868)**	(4,128)
Closing balance as at 30 June	**(69,239)**	(14,994)

Administered Cash Transfers from and to the Official Public Account

Revenue collected by Austrade on behalf of the Government is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers from and to the OPA are adjustments to the administered cash held by Austrade on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

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

Australian Trade and Investment Commission
Administered Cash Flow Statement
For the period ended 30 June 2026

	2026 $'000	2025 $'000	Original Budget $'000
OPERATING ACTIVITIES			
Cash received			
Net GST received	**-**	352	-
Grant recoveries	**884**	1,434	-
Total cash received	**884**	1,786	-
Cash used			
Grants	**54,886**	125,423	108,350
Administration costs	**4,168**	15,125	5,500
Total cash used	**59,054**	140,548	113,850
Net cash (used by) operating activities	**(58,170)**	(138,762)	(113,850)
Net increase/(decrease) in cash held			
Cash at the beginning of the reporting period	**-**	-	-
Cash from the Official Public Account - Appropriations	**61,546**	142,890	113,850
Cash to the Official Public Account	**(2,868)**	(4,128)	-
Cash at the end of the reporting period	**508**	-	-

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

1. Overview

The Australian Trade and Investment Commission (Austrade), an Australian Government controlled not-for-profit entity, is the Australian Government's international trade and investment promotion agency. Austrade also has responsibility for domestic tourism policy and program delivery, including the publication of official tourism statistics. In some overseas locations, Austrade delivers consular and passport services on behalf of the Australian Government. Austrade operates as a statutory agency within the Foreign Affairs and Trade portfolio. Austrade's purpose is to deliver quality trade and investment services to businesses and policy advice to government to grow Australia's prosperity, including leading on national tourism policy. Austrade's outcomes are:

1. To contribute to Australia's economic prosperity by supporting Australian exporters to expand internationally, attracting productive international investment, and growing the visitor economy; and
2. The protection and welfare of Australians abroad through timely and responsive consular and passport services in specific locations overseas.

Austrade delivers administered activities on behalf of the Australian Government which are detailed at Note 2.4 Grant programs.

1.1. Basis of preparation

Austrade's general-purpose financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013.*

The financial statements have been prepared in accordance with:

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

b) Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

The continued existence of the entity in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the entity's administration and programs.

1.2. Reporting of Administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes. Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards. Administered disclosures are identified by shading.

1.3. Significant accounting judgements and estimates

In the process of applying its accounting policies, Austrade has made the following judgements that have a significant impact on the amounts recorded in the financial statements. Judgements and estimates that are material to the financial statements are found in the following notes:

- Non financial asset (5.1)
- Grant provisions (6.3)
- Leases (7.1)
- Employee provisions (8.1)

1.4. Events after the reporting period

There were no significant events after the reporting period that impact Austrade's financial statements.

2. Expenditure

2.1. Employees

	2026 $'000	2025 $'000
Employee benefits		
Wages and salaries	**137,092**	126,300
Superannuation		
Defined contribution plans	**8,964**	8,518
Defined benefit plans	**5,866**	4,857
Leave and other entitlements	**29,436**	27,113
Fringe benefits tax	**9,466**	8,685
Separation and redundancies[(a)]	**837**	3,970
Total employee benefits	**191,661**	179,443

(a) Austrade has offered a small number of targeted voluntary redundancies in certain parts of the business where structural change was required or measures were terminating

The accounting policies for employee benefits are described in note 8.1.

2.2. Supplier expenses

	2026 $'000	2025 $'000
Supplier expenses		
Goods and Services		
Consultants and contractors	**21,385**	20,078
Publicity and promotions	**21,562**	17,488
Communications and information technology	**10,583**	10,040
Office costs	**8,761**	8,018
Non-lease property related	**6,374**	7,008
Travel	**8,172**	7,881
TradeStart services	**2,785**	2,580
Training	**834**	962
Seminars and workshops	**1,196**	1,304
Short-term and low value leases[1]	**8,132**	5,408
Workers compensation expenses	**780**	318
Other	**981**	661
Total supplier expenses	**91,545**	81,746

[1] Austrade has short-term lease commitments of $0.327 million as at 30 June 2026 (2025: $0.092 million). Lease disclosures should be read in conjunction with the accompanying notes 5.1 and note 7.1.

Short-term leases and leases of low-value assets

Austrade has elected not to recognise right-of-use assets and lease liabilities for leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than $10,000 per asset). Austrade recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

2.3. Write-down and impairment of assets

	2026 $'000	2025 $'000
Write-down and impairment of assets		
Impairment of financial assets	**347**	-
Write-down and impairment of non-financial assets	**260**	-
Total write-down and impairment	**607**	-

2.4. Grant programs

	2026 $'000	2025 $'000
Grants expense		
Export Market Development Grant	**98,853**	123,429
Supporting Australian Tourism and Travel	**1,450**	4,908
Recovery of Regional Tourism	**-**	182
Tourism Tropical North Queensland	**-**	6,200
Sculptures by the Sea	**300**	750
Central Australia Package	**4,750**	-
REEF Educational Experience Fund	**2,480**	-
Total grants expense	**107,833**	135,469

Export Market Development Grants program

The *Export Market Development Grants Act 1997* (EMDG Act) provides for the Export Market Development Grants (EMDG) scheme. Austrade administers the scheme which provides financial assistance to Australian businesses who are looking to establish themselves in global markets.

For the 2025-2026 financial year, grants were issued to eligible recipients and milestone payments are made upon receipt and assessment of milestone reports over the year. Payments are based on eligible expenditure, maximum grant amount and distribution of available funding.

The milestone reporting timeframes on recent grant rounds has resulted in fewer milestone reports being assessed by Austrade as at the reporting date, with a larger volume of reports pending assessment at the end of the financial year. This has necessitated the recognition of a provision.

Supporting Australian Tourism and Travel

Supporting Australian Tourism and Travel (SATT) aims to support hospitality, tourism and travel sector recovery, upskill workers, ensure quality tourism products and to deliver infrastructure upgrades.

Sculptures by the Sea

This program provides funding to support the Sculpture by the Sea exhibitions in Perth, Western Australia. The funding enabled the globally recognised event to proceed in 2025 and 2026 and attract both domestic and international tourists to the region.

The Reef Education Experience Fund

The Reef Education Experience Fund (REEF) aims to promote visits to the Great Barrier Reef and support tourism operators. The program offers rebates for schools across the country to

take eligible Year 4 to Year 12 students on educational trips to the Great Barrier Reef. Funding support is available to tourism operators to develop training programs to deliver curriculum-linked content to school groups. The package also includes Round 2 of the Tropical North Queensland International Tourism Recovery Grant Program to support and drive sustainable international visitation to the Great Barrier Reef.

Central Australia Package

The Central Australia package aims to attract visitors and assist tourism operators in and around Alice Springs. The package includes grants to small tourism operators enabling them to remain open and operational while the region continues to recover and a Red Centre Development Fund to support tourism operators with projects in the Alice Springs, MacDonnell, Barkly and Lasseter tourism regions. The package also includes funding to Tourism Central Australia to attract more domestic and international visitors to the Red Centre over 2 years via targeted awareness and conversion marketing campaigns.

3. Own source income

3.1. Revenue from contracts with customers

	2026	2025
Rendering of services	**$'000**	$'000
By timing of services provided		
Point in time	**23,191**	26,789
Over time	**5,678**	4,828
Total revenue from rendering services	**28,869**	31,617

Service revenue from Australian Government entities and states and territories reflects services provided at overseas posts which are based on cost recovery principles as directed by the Department of Finance. Revenue in connection with services is recognised as Austrade fulfils its obligations and the cost of providing services is incurred. Service delivery revenue from non-government entities includes fee for services, sponsorships and cost recovery of Austrade delivered events.

Revenue and receivables are recognised to the extent that Austrade has fulfilled its obligation in connection with services provided and payment is yet to be received. A contract liability is recognised where customer payments are made in advance of Austrade providing services. A contract liability is derecognised as services are provided.

3.2. Rental income

Rental income		
Property rentals	**2,064**	373
Total rental income	**2,064**	373

Property rental income is recognised for premises subleased to Australian and other government entities based on cost recovery principles as directed by the Department of Finance.

4. Financial assets

4.1. Cash and cash equivalents

	2026 $'000	2025 $'000
Cash and cash equivalents		
Cash at bank	**15,434**	9,856
Total cash and cash equivalents	**15,434**	9,856

Cash is recognised at its nominal amount. Cash and cash equivalents includes cash on hand, demand deposits in bank accounts with an original maturity of 3 months or less and cash in special accounts.

Transaction Negotiation Authority

As at 30 June 2025, Austrade had terminated the Transaction Negotiation Authority (TNA) credit limit that applied to Direct Entry banking facilities.

4.2. Trade and other receivables

Trade and other receivable		
Goods and services receivable	**6,090**	7,365
Appropriation receivable	**58,791**	46,272
Other receivable	**2,742**	2,630
Total trade and other receivables	**67,623**	56,267
Less expected credit loss allowance	**(476)**	(136)
Total trade and other receivables (net)	**67,147**	56,131

Credit terms for goods and services were within 30 days (2025: 30 days). Trade receivables, and other receivables are held for the purpose of collecting the contractual cash flows measured at amortised cost using the effective interest method adjusted for any loss allowance.

4.3. Administered receivables

Administered receivables		
Goods and services receivables	**3,948**	3,578
Total administered receivables	**3,948**	3,578
Less expected credit loss allowance	**(3,506)**	(2,682)
Total administered receivables (net)	**442**	896

5. Non-financial assets

5.1. Property, plant, equipment and intangibles

5.1: Reconciliation of Property, plant and equipment

	Right of use (ROU) asset $'000	Leasehold Improvements $'000	Plant and equipment $'000	Computer Software $'000	Total $'000
As at 1 July 2025					
Gross book value	**119,529**	**29,776**	**12,259**	**50,280**	**211,844**
Accumulated depreciation and impairment	**(75,611)**	**(8,874)**	**(4,438)**	**(32,678)**	**(121,601)**
Total as at 1 July 2025	**43,918**	**20,902**	**7,821**	**17,602**	**90,243**
Additions					
Purchases	**-**	**888**	**5,578**	**3,602**	**10,068**
Right-of-use	**19,472**	**-**	**-**	**-**	**19,472**
Transfers	**-**	**1,963**	**-**	**-**	**1,963**
Revaluations and impairments recognised in other comprehensive income	**-**	**(659)**	**905**	**-**	**246**
Disposals	**(275)**	**-**	**(58)**	**-**	**(333)**
Depreciation and amortisation expense	**(15,810)**	**(4,534)**	**(2,410)**	**(2,851)**	**(25,605)**
Other movements	**(6,288)**	**-**	**-**	**-**	**(6,288)**
Total as at 30 June 2026	**41,017**	**18,560**	**11,836**	**18,353**	**89,766**
Total as at 30 June 2026 represented by					
Gross book value	**118,388**	**19,668**	**12,362**	**43,360**	**193,778**
Accumulated depreciation and impairment	**(77,371)**	**(1,108)**	**(526)**	**(25,007)**	**(104,012)**
Total as at 30 June 2026	**41,017**	**18,560**	**11,836**	**18,353**	**89,766**

A recognition threshold of $10,000 is applied across all property, plant and equipment and intangible asset classes. Austrade's computer software includes internally developed systems.

Depreciation and amortisation

Property, plant and equipment and intangible assets are depreciated/amortised over their estimated useful lives or lease term for leasehold improvements. In all cases, the straight-line method of depreciation is applied. Depreciation rates reflect the useful lives of plant and equipment which are between 3 to 10 years. The useful life of intangible assets are between 1 and 10 years.

Lease Right of use (ROU) Asset

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.

The right of use asset reflects the benefit to Austrade in entering lease agreements. Where the asset reflects an overseas lease arrangement, the benefit is translated at the date of commencement and not remeasured.

Measurement

Fair value

All property, plant and equipment are measured at fair value using either the market or cost approach (depreciated replacement cost). Level 2 fair value hierarchy inputs used to determine the fair value include observable quoted prices for similar assets. The unobservable inputs (Level 3 fair value hierarchy) used to determine the fair value, include historical actual cost information and costing guides to estimate the current replacement cost. Appropriate useful life profiles have been adopted to depreciate the replacement cost to reflect the expended life.

Cost

Intangible assets comprise acquired and internally developed software for internal use. These assets are initially measured at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and impairment losses.

Revaluations

Valuations are conducted every three years for all asset classes (excluding ROU assets and intangibles) to ensure the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. Assets were revalued at 30 June 2026 by independent valuers CBRE. The valuation of assets located overseas was undertaken as a desktop review with the domestically domiciled assets inspected on a sample basis with the resultant revaluation decrement disclosed in the Statement of Changes in Equity.

Impairment

All non-financial assets including ROU assets are assessed for impairment at the end of the reporting period where indicators of impairment exist. An impairment adjustment is made if the asset's estimated recoverable amount is less than its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset.

Restoration provision

Where agreements require Austrade to restore leasehold premises to their original condition or makegood leasehold improvements at the conclusion of the lease, a provision is estimated for this restoration (makegood). The value of the provision is estimated as the discounted present value of expected future payments required to makegood leased premises. The value of the provision is initially capitalised within the ROU asset or the acquisition cost of leasehold improvements and subjected to depreciation and revaluations.

Derecognition

Non-financial assets are derecognised upon disposal or when no further future economic benefit is expected from its use or disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised as a gain or loss in the period of derecognition.

5.2. Contractual commitments for acquisitions

Austrade has contractual commitments of $0.351 million (2025: $1.391 million) for the acquisition of leasehold improvements, property, plant and equipment, computer software and other intangibles.

6. Payables

6.1. Trade Creditors

	2026 $'000	2025 $'000
Trade creditors		
Trade creditors and accruals	**11,262**	10,432
Total suppliers	**11,262**	10,432

Trade creditors and accruals are recognised at cost to the extent that the goods or services have been received (and irrespective of having been invoiced). Settlement is usually made net 20 days (2025: net 20 days).

6.2. Grants payable

Grants payable		
Export Market Development Grant	**28**	275
Supporting Australian Tourism and Travel	**350**	-
REEF Educational Experience Fund	**1,000**	-
Central Australia Package	**117**	-
Total grants payable	**1,495**	275

A grants payable is recognised when grant conditions (such as services are performed, or eligibility criteria) are met by the grantee. As at 30 June 2026, limited milestone reports had been received and assessed by Austrade due to timing of milestone report deadlines.

6.3. Grants provision

Grants provision		
Export Market Development Grant	**67,342**	12,965
Supporting Australian Tourism and Travel	**-**	2,300
Sculptures by the Sea	**-**	350
Total grants provision	**67,342**	15,615

A grants provision is recognised when a milestone report has been received but not yet assessed. It must also be probable that the assessment will result in a valid payment and the amount can be reliably measured. For the 2025-26 financial year, milestone reports were due on 15 June 2026. In contrast, milestone reports for previous grant rounds were due in May and August 2025. Consequently, a higher number of milestone reports were received but not assessed as at 30 June 2026.

6.4. Contingent liability

Export Market Development Grants program

A contingent liability is disclosed when a grantee has not submitted their milestone report by 30 June, however a possible obligation exists. A contingent liability was not disclosed for the 2025-26 Export Market Development Grants program as milestone reports had been received by 30 June 2026. In contrast, a contingent liability of $33.4 million was disclosed as at 30 June 2025 in relation to the 2024-25 Export Market Development Grants program as milestone reports were due in August 2025 so had not been received by 30 June 2025 and therefore were treated as a contingent liability rather than a provision.

7. Interest bearing liabilities

Austrade reviews, prioritises and aligns its global footprint according to its core functions and government priorities. Austrade enters lease arrangements in foreign currencies at overseas locations to support clients in these priority markets. These leases are translated to Australian dollars for reporting purposes and the future cash payments of all overseas and domestic leases are estimated below.

7.1. Lease liability

	2026 **$'000**	2025 $'000
Total lease liability – discounted	**46,698**	52,117

Austrade manages domestic and overseas leases, which include, office, residential, car parking and storage space. Most of these leases are denominated in foreign currencies and are treated in accordance with the Government's foreign exchange no win no loss policy.

Maturity analysis – contractual undiscounted cashflows

Lease maturity		
Less than one year	**18,456**	18,806
Between one year and five years	**26,960**	33,565
More than five years	**4,351**	1,911
Total lease liabilities	**49,767**	54,282

The above lease disclosures should be read in conjunction with the accompanying notes 5.1.

Lease Liability

For all new contracts entered into, Austrade considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or Austrade's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification. Austrade exercises judgement in relation to the likelihood of extensions or variations to existing leases on a lease-by-lease basis.

Financial guarantee

Austrade has provided bank guarantees for a total of $0.215 million (2025: $0.232 million) in relation to property leases. Bank guarantees are denominated in euros and reported in Australian dollars.

8. People and relationships

8.1. Employee provisions

	2026 $'000	2025 $'000
Employee Provisions		
Long Service Leave	**20,190**	16,720
Annual Leave	**15,515**	14,147
Other	**8,314**	8,369
Total employee provisions	**44,019**	39,236

The Department of Finance shorthand method is used to estimate employee provisions for long service leave. This method calculates the provision by estimating the salary rates that will be applied at the time the leave is taken and discounted using the 10-year government bond rate. Additional costs are applied for superannuation and leave accrued while on leave, based on the percentage of leave taken while in service. In addition, the Department of Finance probability factor (based on length of service) is applied to the long service leave balances. Historical data is used to calculate the average additional cost for superannuation and to calculate the percentage of leave taken in service. The increase in the Long Service Leave provision in 2025-26 was driven by both an increase in eligible employees and an increase in the number of staff expected to take long service leave while in service rather than at retirement.

Liabilities for short-term 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 net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

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

Austrade's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme. The liability for defined benefits is reported by the Department of Finance. Austrade makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. Austrade accounts for the contributions as if they were contributions to defined contribution plans.

Employee expenses and liabilities for short-term benefits (as defined in AASB 119 Employee Benefits) expected within twelve months of the end of the reporting period are measured at their nominal amounts. Other long-term employee benefits are measured as the net total of the present value of the obligation at the end of the reporting period.

Austrade recognises separation and redundancies benefits and provisions when it has developed a detailed formal plan for the terminations and has informed employees affected that it will carry out the terminations.

8.2. Key management personnel

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of Austrade, directly or indirectly, including any director (whether executive or otherwise) of Austrade. Austrade has determined the KMP comprise the Minister of Trade and Tourism of Australia (Minister), Chief Executive Officer (CEO) and two (2025: three) senior executives who report directly to the CEO. While not paid by Austrade, the Minister is still considered KMP of Austrade. KMP remuneration paid by Austrade is reported in the table below.

	2026	2025
	$'000	$'000
KMP remuneration		
Short-term employee benefits	**1,836**	1,829
Post-employment benefits	**219**	258
Other long-term employee benefits[a] [b]	**40**	50
Total KMP remuneration expenses	**2,095**	2,137

The number of KMP positions included in the above table is four (2025: five). However, the number of KMP positions reduced from four to three in May 2026.

The total number of personnel included in the above table is four (2025: eight).

(a) in 2024-25 the KMP included personnel with acting arrangements (12 weeks or more), where it was determined the individual met the definition of a KMP.
(b) The above KMP remuneration excludes the remuneration and other benefits of the Minister whose remuneration and other benefits are set by the Remuneration Tribunal and paid by the Department of Finance.

8.3. Related party disclosures

Austrade is an Australian Government controlled entity. Austrade's related parties are key management personnel including the Minister of Trade and Tourism of Australia (Minister), Executive, and other Australian Government entities.

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens.

Considering Austrade's relationships with related entities, and transactions entered during the reporting period, it has been determined from obtaining disclosures of related parties from key management personnel and cross-checks for transactions within Austrade's financial systems that there were no related party transactions to be separately disclosed.

9. Appropriations

9.1. Annual appropriations

Departmental

	Annual appropriation[a] $'000	PGPA Act section 74 receipts [b] $'000	Adjustments to appropriation[c] $'000	Total appropriation $'000	Appropriation applied $'000	Variance[d] $'000
Year ended 30 June 2026						
Ordinary annual services	**283,370**	**36,799**	**969**	**321,138**	**(297,911)**	**23,227**
Capital budget[e]	**10,180**	**-**	**-**	**10,180**	**(9,834)**	**346**
Equity injections[f]	**2,734**	**-**	**-**	**2,734**	**(2,882)**	**(148)**
Total departmental	**296,284**	**36,799**	**969**	**334,052**	**(310,627)**	**23,425**
Year ended 30 June 2025						
Ordinary annual services	267,042	36,350	824	304,216	(290,700)	13,516
Capital budget[e]	5,704	-	-	5,704	(4,892)	812
Equity injections[f]	13,733	-	-	13,733	(2,525)	11,208
Total departmental	286,479	36,350	824	323,653	(298,117)	25,536

Administered

Year ended 30 June 2026						
Ordinary annual services	**121,400**	**-**	**-**	**121,400**	**(59,494)**	**61,906**
Total administered	**121,400**	**-**	**-**	**121,400**	**(59,494)**	**61,906**
Year ended 30 June 2025						
Ordinary annual services	164,050	-	-	164,050	(140,024)	24,026
Total administered	164,050	-	-	164,050	(140,024)	24,026

9.2. Unspent annual appropriations

	2026 $'000	2025 $'000
Departmental		
Supply Act (No.1) 2022-23[g]	**-**	7,176
Appropriation Act (No.1) 2023-24[h]	**5,847**	5,847
Appropriation Act (No.1) 2024-25	**-**	11,878
Appropriation Act (No.2) 2024-25[i]	**549**	843
Appropriation Act (No.3) 2024-25	**-**	21,526
Appropriation Act (No.4) 2024-25	**11,200**	11,200
Appropriation Act (No.1) 2025-26[j]	**21,682**	-
Appropriation Act (No.2) 2025-26	**146**	-
Appropriation Act (No.3) 2025-26	**28,749**	-
Cash	**15,400**	9,822
Total Departmental	**83,573**	68,292
Administered		
Appropriation Act (No.1) 2022-23[k]	**-**	2,481
Appropriation Act (No.1) 2023-24[l]	**37,345**	38,030
Appropriation Act (No.1) 2024-25[m]	**14,495**	39,121
Appropriation Act (No.3) 2024-25	**-**	350
Appropriation Act (No.1) 2025-26	**66,412**	-
Appropriation Act (No.3) 2025-26	**1,437**	-
Supply Act (No.1) 2025-26	**13,180**	-
Cash	**508**	-
Total Administered	**133,377**	79,982

(a) Annual appropriation includes amounts withheld per the Finance Minister's determination. Refer to (g) to (m) below for amounts withheld for each Appropriation and Supply Act included in annual appropriations.

(b) PGPA Act section 74 receipts include GST refunds from the Australian Taxation Office of $5.994 million (2025: $2.459 million).

(c) Includes no win no loss funding adjustments.

(d) Variances in appropriation may result from using prior year non-lapsed appropriations to fund operating, capital and equity expenditure incurred in the current financial year, making payments for benefits to be received in future years and where obligations in the current financial year are not settled by financial year end.

(e) Departmental capital budgets are appropriated through *Supply Acts (No.1)* and *Appropriation Act (No.1) and (No.3).* They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

(f) Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in contributed equity in that year.

(g) Includes nil quarantine amount (2025: $7.176 million).

(h) Includes quarantine amount of $5.847 million (2025: $5.847 million).

(i) Includes quarantine amount of $0.549 million (2025: nil).

(j) Includes quarantine amount of $3.955 million (2025: nil).

(k) Includes nil quarantine amount (2025: $2.481 million).

(l) Includes quarantine amount of $0.750 million (2025: $0.750 million).

(m) Includes quarantine amount of $5.280 million (2025: nil).

Amounts appropriated for departmental functions for the year are recognised at their nominal amount (recoverable GST exclusive) as revenue from Government when Austrade gains control of the appropriation. Adjustments for foreign exchange movements are appropriated in the following year in accordance with the *Australian Government Foreign Exchange Risk Management guidelines.*

For departmental items the amount of unspent appropriations is equal to the sum of the cash, appropriation receivable balances and quarantine amounts as at 30 June.

9.3. Special Account

The Services for Other Entities and Trust Moneys (SOETM) special account was operative from 8 August 2018 under *PGPA Act Determination (Austrade SOETM Special Account 2018)* for the purposes of crediting and disbursing amounts held on trust in connection with services performed on behalf of other entities and governments and repay amounts where required or permitted by court order, Act or law.

	2026	2025
	$'000	$'000
Special Account - Departmental		
Services for Other Entities and Trust Monies		
Opening balance	**34**	69
Increase	**-**	-
Decrease	**-**	(35)
Closing balance	**34**	34

For the year ended 30 June 2026, the balance and disbursements from the SOETM special account is for moneys received from state and territory governments to undertake jointly funded tourism initiatives.

9.4. Net cash appropriation arrangements

Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	**6,628**	5,992
Plus: depreciation/amortisation of assets funded through appropriations [(a)]	**9,795**	10,624
Plus: depreciation of right-of-use assets [(b)]	**15,810**	18,252
Less: lease principal repayments [(b)]	**(16,264)**	(19,078)
Net Cash Operating Surplus/(Deficit)	**15,969**	15,790

(a) From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

(b) The inclusion of depreciation/amortisation expenses related to right-of-use leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements. Austrade subleases property to Australian and other government entities based on cost recovery principles as directed by the Department of Finance, these are excluded from the above Net Cash Operating disclosure.

10. Budget variances

The following provides explanations for major variances between Austrade's original budget presented in the 2025-26 Portfolio Budget Statements and the outcome for 2025-26. The original budget is unaudited. Explanations are provided for major variances only.

Austrade provides explanations where variances are greater than 10% of the original budget and the actual total is greater than 2% of total net cost of services.

10.1. Departmental major variances

Employee expenses and payables
Austrade's employee benefits were higher than the original budget due primarily to higher than budgeted staffing numbers resulting from the implementation of the Accessing New Access Markets Initiative (ANMI) measure appropriated in the Mid-Year Economic Fiscal Outlook (MYEFO) 2025-26.

Own-source income including revenue from contracts with customers
Austrade's own source revenue was higher than the original budget due to higher-than-expected revenue from service level agreements with Commonwealth and State government agencies located at offshore and onshore posts.

Ordinary Annual Appropriation
Austrade's appropriation was higher than the original budget due to the ANMI funding received in MYEFO 2025-26 which was not fully expended due to activities commencing later in the year.

Cash and cash equivalents
Austrade draws on appropriations to maintain sufficient cash levels to meet immediate payment requirements. Cash and cash equivalents were higher than originally budgeted to ensure sufficient funds were available to meet these obligations.

Trade and other receivables
Appropriations receivable was the main driver for this variance. This was due to ANMI funding being appropriated in MYEFO 2025-26 and not being fully expended during the year.

Property, plant and equipment and right-of-use assets
The principal variance between property, plant and equipment and right-of-use assets reflects a difference in classification between the original budget and actual results. Leasehold improvements were included within right-of-use assets in the original budget but are presented within property, plant and equipment in the actual financial statements. Accordingly, the individual asset classes show significant variances, while the combined balance is much closer to the original budget.

Intangibles
Intangibles were lower than budgeted due to lower-than-expected investment in computer software. The value of intangibles is consistent with the prior year.

Payables
Austrade's total payables were lower than the original budget due to the timing of payments for property related expenditure.

10.2. Administered major variances

Grant provisions and administered payables
The grant provision was higher than the original budget due primarily to the timing of EMDG milestone reporting. A significant volume of milestone reports had been received by 30 June 2026 but had not yet been assessed. Where the recognition criteria were met, these amounts were recognised as a provision rather than a grant payable. This also resulted in grant payables being lower than originally budgeted.

Administered cash flows
Administered grant payments and cash drawn from the Official Public Account were lower than the original budget due primarily to the timing of EMDG milestone report assessments. While grant expense was broadly consistent with the original budget, a significant portion of the expenditure recognised at 30 June 2026 remained unpaid and was recognised as a grant provision. Consequently, cash payments and associated drawings from the Official Public Account were lower than originally budgeted.

Administered receivables
Administered receivables were lower than the original budget due to the recognition of an impairment allowance on aged receivables.

11.Aggregate assets and liabilities

11.1.Departmental items

	2026	2025
	$'000	$'000
Aggregate assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash	**15,434**	9,856
Receivables	**67,147**	56,131
Prepayments	**4,942**	5,359
Total no more than 12 months	**87,523**	71,346
More than 12 months		
Plant and equipment	**30,396**	28,723
Intangibles	**18,353**	17,602
Right of Use asset	**41,017**	43,918
Prepayments	**641**	735
Total more than 12 months	**90,407**	90,978
Total assets	**177,930**	162,324
Liabilities expected to be settled in:		
No more than 12 months		
Trade creditors	**11,262**	10,432
Employee payables	**4,768**	5,321
Unearned revenue	**3,853**	3,496
Other payables	**710**	526
Leases	**17,347**	17,840
Employee provisions	**13,754**	12,022
Total no more than 12 months	**51,694**	49,637
More than 12 months		
Leases	**29,351**	34,277
Employee provisions	**30,265**	27,214
Restoration provision	**6,885**	6,499
Total more than 12 months	**66,501**	67,990
Total liabilities	**118,195**	117,627

11.2. Categories of financial instruments

	2026 $'000	2025 $'000
Categories of financial instruments		
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	**15,434**	9,856
Trade and receivables	**5,614**	7,229
Total financial assets	**21,048**	17,085
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	**11,262**	10,432
Total financial liabilities	**11,262**	10,432
Net gains or losses on financial instruments		
Financial assets at amortised cost		
Reversal of impairment / (impairment of) financial assets	**(347)**	22
Foreign exchange gains / (losses)	**2,097**	(1,681)
Net gains / (losses) from financial assets at amortised cost	**1,750**	(1,659)
Net gains or losses on financial liabilities		
Financial liabilities at amortised cost		
Interest expense	**(877)**	(1,168)
Net loss financial liabilities measured at amortised cost	**(877)**	(1,168)

11.3. Administered items

Aggregate assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash	**508**	-
Receivables	**442**	896
Total no more than 12 months	**950**	896
Total assets	**950**	896
Liabilities expected to be settled in:		
No more than 12 months		
Grants payables	**1,495**	275
Other payables	**1,352**	-
Grant provision	**67,342**	15,615
Total no more than 12 months	**70,189**	15,890
Total liabilities	**70,189**	15,890

11.4. Categories of financial instruments

	2026	2025
	$'000	$'000
Categories of financial instruments		
Financial Assets		
Financial assets at amortised cost		
Cash	**508**	-
Goods and services receivables	**442**	896
Total financial assets	**950**	896
Financial Liabilities		
Financial liabilities measured at amortised cost		
Grants payable	**1,495**	275
Supplier payables	**1,352**	-
Total financial liabilities	**2,847**	275

Part 5

Appendices

Appendix A

Austrade and TradeStart locations in Australia and TradeStart partners

Figure A1: Austrade's national network, including TradeStart locations, as at 30 June 2026

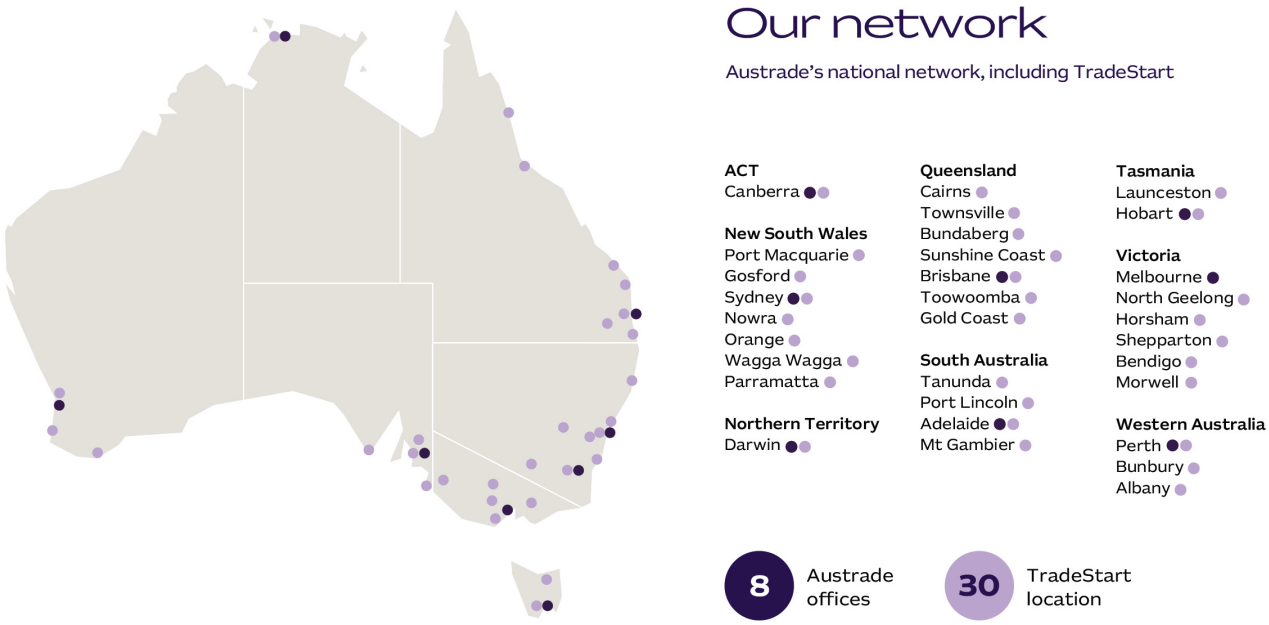

Table A1: TradeStart locations and partners, as at 30 June 2026

Office locations	Partner name
Australian Capital Territory	
Canberra	Office of International Engagement
New South Wales	
Gosford	Investment NSW
Nowra	Investment NSW
Orange	Investment NSW
Parramatta	Investment NSW
Port Macquarie	Investment NSW
Sydney (2 offices)	Investment NSW Tech Council of Australia
Wagga Wagga	Investment NSW
Victoria	
Geelong	Global Victoria

Horsham	Global Victoria
Shepparton	Global Victoria
Bendigo	Global Victoria
Morwell	Global Victoria
Queensland	
Brisbane (2 offices)	Trade and Investment Queensland AusBiotech
Bundaberg	Trade and Investment Queensland
Cairns	Trade and Investment Queensland
Gold Coast	Invest Gold Coast
Sunshine Coast	Trade and Investment Queensland
Toowoomba	Trade and Investment Queensland
Townsville	Trade and Investment Queensland
South Australia	
Adelaide	Department for State Development
Mount Gambier	Department for State Development
Port Lincoln	Department for State Development
Tanunda	Department for State Development
Tasmania	
Hobart	Department of State Growth
Launceston	Tasmanian Chamber of Commerce and Industry
Western Australia	
Albany	Great Southern Development Commission
Bunbury	South West Development Commission
Perth (2 offices)	Chamber of Commerce and Industry Western Australia Department of Primary Industries and Regional Development
Northern Territory	
Darwin	Department of Trade, Business and Asian Relations

Appendix B

Work health and safety

In accordance with Schedule 2, Part 4, of the *Work Health and Safety Act 2011* (WHS Act), Austrade is required to report on:

- initiatives taken during the year to ensure the health, safety and wellbeing of workers who carry out work for Austrade
- health and safety outcomes (including the impact on injury rates of workers) achieved as a result of the initiatives taken during the year or previous years
- statistics of any notifiable incidents of which Austrade becomes aware that derive from Austrade's business
- any investigations conducted during the year that relate to Austrade's business or undertakings, including details of all notices given to Austrade during the year under Part 10 of the WHS Act
- such other matters required by guidelines approved on behalf of Parliament by the Joint Committee of Public Accounts and Audit.

Austrade seeks to provide and maintain a healthy and safe working environment. In 2025–26, work health and safety (WHS) information was available to employees through the Austrade intranet, the Workplace Relations and Wellbeing team and People Business Partners.

Initiatives and programs to promote the physical and mental wellbeing of staff in 2025–26 included:

- comprehensive employee wellbeing management, including guidance and training for managers on supporting team wellbeing, peer support and managing psychosocial risks for leaders
- delivery of a mandatory annual WHS online refresher, with approximately 89 per cent completion rate
- introduction of the WHS and Wellbeing Capability Centre within the learning management system, providing self-directed learning opportunities and practical tools beyond mandatory WHS training
- a wellbeing program through which 220 staff across Austrade's Australian offices accessed flu vaccinations
- delivery of a 'speak-up' culture campaign, providing practical actions and tools to support staff and promote a positive and safe workplace
- continued implementation of Austrade's Wellbeing Strategy 2024–27, with a focus on mitigating illness and preventing harm, including greater access to wellbeing resources through the launch of a new Wellbeing Portal and Wellbeing Calendar.

Incident reporting

During 2025–26, 28 incidents or hazards were reported in Australia and overseas. This is a decrease from the 37 incidents or hazards reported in the previous year (Figure B1). Austrade provided information and education to workers on health and safety and continued to implement corrective actions designed to eliminate or minimise risks and prevent incidents.

During 2025–26, Austrade notified 1 incident to Comcare under Part 3 of the WHS Act (Table B1). Comcare assessed the notifiable incident and determined that no further action from Austrade or Comcare was required.

Workers' compensation

During 2025–26, no workers' compensation claims were accepted by Comcare for Austrade employees.

Figure B1: Reported workplace incidents and hazards, 2021–22 to 2025–26

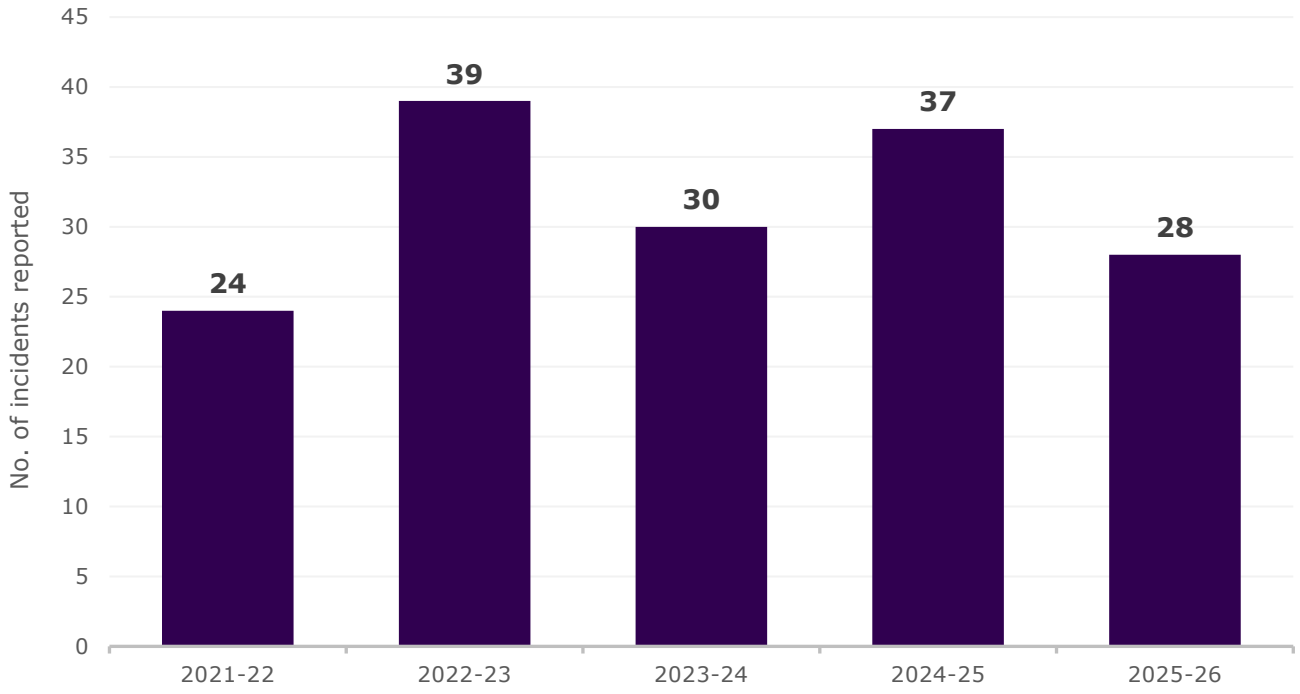

Table B1: Workplace incidents notified to Comcare, 2021–22 to 2025–26

Incident measure	2021–22	2022–23	2023–24	2024–25	2025–26
Notifications	-	5	1	1	1
Incidents investigated by Comcare	-	1	-	1	-

Appendix C

Financial resources

Table C1: Entity resource statement, 2025–26

	Actual available appropriations for 2025–26 $'000 (A)	Payments made in 2025–26 $'000 (B)	Balance remaining 2025–26 $'000 (C)
Departmental			
Annual appropriations – ordinary annual services(a)	370,569	307,744	62,825
Annual appropriations – other services – non-operating(b)	14,777	2,882	11,895
Total departmental annual appropriations	385,346	310,626	74,720
Special accounts(c)	34	-	34
Total special accounts	34	-	34
Total departmental resourcing	385,380	310,626	74,754
Administered			
Annual appropriations – ordinary annual services(d)	198,901	59,494	139,407
Total administered annual appropriations	198,901	59,494	139,407
Total administered resourcing	198,901	59,494	139,407
Total resourcing and payments for Austrade	584,281	370,120	214,161

(a) Appropriation Act (No. 1) 2025–2026 and Appropriation Act (No. 3) 2025–2026. This also includes prior-year departmental appropriation and external revenue under section 74 of the Public Governance, Performance and Accountability Act 2013.

(b) Appropriation Act (No. 2) 2025–2026 and Appropriation Act (No. 4) 2025–2026. This also includes prior-year departmental appropriation.

(c) PGPA Act Determination (Austrade SOETM Special Account 2018).

(d) Appropriation Act (No. 1) 2025–2026 and Appropriation Act (No. 3) 2025–2026. This also includes prior-year administered appropriations.

Table C2: Expenses for Outcome 1, 2025–26

Outcome 1: To contribute to Australia's economic prosperity by supporting Australian exporters to expand internationally, attracting productive international investment, and growing the visitor economy	Budget[a] 2025–26 $'000 (A)	Actual expenses 2025–26 $'000 (B)	Variation 2025–26 $'000 (A – B)
Program 1.1: Supporting Australian exporters to expand internationally, attracting productive international investment, and growing the visitor economy			
Departmental expenses			
Departmental appropriation	270,536	254,864	15,672
Section 74 external revenue[b]	25,422	35,336	(9,914)
Special accounts	-	-	-
Expenses not requiring appropriation in the budget year[c]	9,500	8,078	1,422
Total expenses for Program 1.1	**305,458**	**298,278**	**7,180**
Program 1.2: Programs to support Australian exporters to expand internationally, attract productive international investment, and growing the visitor economy			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	133,750	114,177	19,573
Total expenses for Program 1.2	133,750	114,177	19,573
Outcome 1 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	133,750	114,177	19,573
Departmental expenses			
Departmental appropriation	270,536	254,864	15,672
Section 74 external revenue[b]	25,422	35,336	(9,914)
Special accounts	-	-	-
Expenses not requiring appropriation in the budget year[c]	9,500	8,078	1,422
Total expenses for Outcome 1	439,208	412,455	26,753
	2025–26	**2024–25**	
Average staffing level (number)	**1,130**	**1,124**	

(a) Full-year budget, including any subsequent adjustment made to the 2025–26 Budget at Additional Estimates.

(b) Estimated expenses incurred in relation to receipts retained under section 74 of the Public Governance, Performance and Accountability Act 2013.

(c) Expenses not requiring appropriation in the budget year are made up of depreciation expenses, amortisation expenses, Comcover offset, audit fees and write-down and impairment of assets.

Table C3: Expenses for Outcome 2, 2025–26

Outcome 2: The protection and welfare of Australians abroad through timely and responsive consular and passport services in specific locations overseas	Budget[a] 2025–26 $'000 (A)	Actual expenses 2025–26 $'000 (B)	Variation 2025–26 $'000 (A – B)
Program 2.1: Consular services			
Departmental expenses			
Departmental appropriation	11,436	10,554	882
Section 74 external revenue[b]	1,000	1,463	(463)
Expenses not requiring appropriation in the budget year[c]	-	-	-
Total expenses for Program 2.1	12,436	12,017	419
Outcome 2 totals by appropriation type			
Departmental expenses			
Departmental appropriation	11,436	10,554	882
Section 74 external revenue[b]	1,000	1,463	(463)
Expenses not requiring appropriation in the budget year[c]	-	-	-
Total expenses for Outcome 2	12,436	12,017	419
	2025–26	**2024–25**	
Average staffing level (number)	**36**	**36**	

(a) Full-year budget, including any subsequent adjustment made to the 2025–26 Budget at Additional Estimates.

(b) Estimated expenses incurred in relation to receipts retained under section 74 of the Public Governance, Performance and Accountability Act 2013.

(c) Expenses not requiring appropriation in the budget year are made up of depreciation expenses, amortisation expenses, Comcover offset, audit fees and write-down and impairment of assets.

Appendix D

Remuneration and staffing

Table D1: Remuneration for Key Management Personnel, 2025–26

		Short-term benefits			Post-employment benefits ($)	Other long-term benefits ($)		Termination benefits ($)	Total remuneration ($)
Name	**Position title**	**Base salary[b]**	**Bonuses**	**Other benefits and allowances**	**Superannuation contributions**	**Long service leave benefits[c]**	**Other long-term benefits**		
Paul Grimes	Chief Executive Officer	654,919	-	-	31,039	18,437	-	-	704,395
Daniel Boyer	Deputy CEO Trade and Investment	376,870	-	38,126	71,101	11,919	-	-	498,016
Dara Williams [d]	Deputy CEO Policy and Programs	342,522	-	33,916	64,201	(993)	-	-	439,646
Melissa Woodburn	Chief Operating Officer	353,683	-	36,209	53,031	10,763	-	-	453,686
Total[a]		**1,727,994**	**-**	**108,251**	**219,372**	**40,126**	**-**	**-**	**2,095,743**

(a) In note 8.2 of the financial statements (page 129), remuneration expenses are rounded to the nearest million. Minor differences may arise between the totals in note 8.2 and Table D1 as a result of this rounding.
(b) Base salary includes wages and the net movement in the annual leave provision account. It excludes wages for long service leave.
(c) Long service leave includes any long service leave taken during the year and the net movement in the long service leave provision account. Changes to salary, entitlements and long service leave are included. Actuarial multipliers are used to calculate long service leave provisions.
(d) Dara Williams ceased as a KMP in May 2026.

Table D2: Remuneration for Senior Executives, 2025–26

Total remuneration band ($)	Number of SES staff paid	Average salary (incl. recreation leave)[a]	Average bonuses	Average allowances[b]	Average superannuation	Average long service leave[c]	Average termination pay	Average other benefits[b]	Average total remuneration
0–220,000	12	102,076	-	18,686	11,708	(11,719)	-	7,780	**128,531**
220,001–245,000	1	46,162	-	3,754	-	-	-	193,604	**243,520**
245,001–270,000	4	177,067	-	39,412	31,634	(482)	-	7,787	**255,418**
270,001–295,000	13	200,441	-	36,803	35,761	8,267	-	349	**281,621**
295,001–320,000	5	224,136	-	37,296	34,489	9,639	-	-	**305,560**
320,001–345,000	1	234,347	-	50,293	41,013	10,051	-	-	**335,704**
345,001–370,000	1	261,331	-	55,201	55,645	(11,090)	-	3,099	**364,186**
370,001–395,000	4	199,249	-	30,772	42,180	39,672	-	68,300	**380,173**
395,001–420,000	1	216,317	-	-	3,899	188,587	-	-	**408,803**
420,001–445,000	5	105,873	-	34,094	15,285	5,392	-	265,423	**426,067**
470,001–495,000	2	198,056	-	216,281	37,737	5,207	-	34,530	**491,811**
495,001–520,000	2	137,177	-	132,544	29,227	(13,663)	-	219,930	**505,215**
545,001–570,000	2	214,025	-	130,132	30,863	8,613	-	167,204	**550,837**
620,001–645,000	1	232,755	-	182,129	40,306	11,146	-	157,992	**624,328**
645,001–670,000	1	197,867	-	140,697	30,473	5,628	-	283,266	**657,931**
670,001–695,000	1	195,225	-	190,118	41,943	9,770	-	237,092	**674,148**
770,001–795,000	1	200,293	-	191,626	39,252	9,897	-	345,488	**786,556**
795,001–820,000	1	232,034	-	174,776	39,920	8,584	-	340,190	**795,504**
820,001–845,000	2	217,384	-	127,261	37,895	9,704	-	442,375	**834,619**
870,001–895,000	3	242,340	-	169,020	38,083	5,521	-	421,420	**876,384**

895,001–920,000	1	264,121	-	157,045	38,871	15,345	-	428,493	**903,875**
920,001–945,000	2	286,941	-	230,587	47,147	12,178	-	354,108	**930,961**
995,001–1,020,000	1	289,714	-	204,384	47,714	4,986	-	462,475	**1,009,273**

(a) Base salary includes wages and the net movement in the annual leave provision account. It excludes wages for long service leave.

(b) Austrade has Australian Public Service employees working in overseas locations who are paid allowances and benefits related to overseas postings. Allowances and benefits include residential rent for overseas accommodation, cost-of-living allowances, allowances and education expenses for children living abroad, car parking, motor vehicle, car hire, leave fares, medical costs and insurance, studies assistance and home assistance.

(c) Long service leave includes any long service leave taken during the year and the net movement in the long service leave provision account. Changes to salary, entitlements and long service leave actuarial multipliers may impact long service leave provisions.

Table D3: Remuneration for other highly paid staff, 2025–26

Total remuneration band ($)	Number of non-SES staff paid	Average salary (incl. recreation leave)[a]	Average bonuses	Average allowances[b]	Average superannuation	Average long service leave[c]	Average termination pay	Average other benefits[b]	Average total remuneration
270,001–295,000	1	175,322	-	26,734	25,242	9,231	-	57,802	**294,331**
295,001–320,000	1	102,464	-	87,407	12,484	15,080	-	80,122	**297,557**
320,001–345,000	1	57,918	-	155,418	32,852	9,388	-	67,716	**323,292**
345,001–370,000	4	139,537	-	103,856	23,405	2,058	-	91,869	**360,725**
395,001–420,000	1	116,966	-	163,553	24,677	5,127	-	92,437	**402,760**
420,001–445,000	4	145,211	-	134,629	23,514	4,879	-	126,155	**434,388**
445,001–470,000	3	131,331	-	126,919	20,008	5,054	-	178,526	**461,838**
470,001–495,000	5	154,131	-	121,510	28,591	6,581	-	179,306	**490,119**
495,001–520,000	1	157,617	-	221,754	24,894	6,280	-	102,785	**513,330**
520,001–545,000	3	164,994	-	166,059	29,779	13,722	-	157,517	**532,071**
545,001–570,000	3	144,657	-	166,242	23,728	4,513	-	226,800	**565,940**
570,001–595,000	2	153,043	-	153,764	23,879	5,032	-	246,911	**582,629**
595,001–620,000	2	151,267	-	161,792	22,836	5,380	-	269,990	**611,265**
620,001–645,000	1	137,873	-	133,953	21,101	4,953	-	327,061	**624,941**
645,001–670,000	2	142,144	-	101,494	22,689	6,376	-	384,017	**656,720**
670,001–695,000	1	148,788	-	198,477	26,117	7,235	-	290,084	**670,701**
695,001–720,000	2	136,163	-	154,766	24,161	9,267	-	392,114	**716,471**
720,001–745,000	3	147,568	-	186,909	23,454	6,137	-	368,366	**732,434**
745,001–770,000	1	110,211	-	75,095	25,413	4,247	-	537,539	**752,505**

795,001–820,000	1	155,516	-	197,277	23,059	4,164	-	431,770	**811,786**
820,001–845,000	1	139,339	-	182,452	21,075	5,470	-	481,515	**829,851**
870,001–895,000	1	166,519	-	181,412	25,028	8,463	-	494,828	**876,250**

(a) Base salary includes wages and the net movement in the annual leave provision account. It excludes wages for long service leave.

(b) Austrade has Australian Public Service employees working in overseas locations who are paid allowances and benefits related to overseas postings. Allowances and benefits include residential rent for overseas accommodation, cost-of-living allowances, allowances and education expenses for children living abroad, car parking, motor vehicle, car hire, leave fares, medical costs and insurance, studies assistance and home assistance.

(c) Long service leave includes any long service leave taken during the year and the net movement in the long service leave provision account. Changes to salary, entitlements and long service leave actuarial multipliers may impact long service leave provisions.

Table D4: All ongoing employees, by gender, location and work status, at 30 June 2025

Location	Male			Female			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	
Australia	**243**	**7**	**250**	**291**	**41**	**332**	**582**
ACT	89	4	93	100	14	114	207
NSW	54	1	55	72	12	84	139
NT	1	0	1	0	0	0	1
QLD	36	1	37	41	4	45	82
SA	9	0	9	19	2	21	30
Tas	2	0	2	0	0	0	2
Vic	47	1	48	54	7	61	109
WA	5	0	5	5	2	7	12
Overseas	**127**	**0**	**127**	**185**	**8**	**193**	**320**
Americas	29	0	29	35	3	38	67
Mainland China, Hong Kong and Taiwan	17	0	17	47	0	47	64
Middle East, Africa and Pakistan	4	0	4	1	0	1	5
New Zealand and Pacific	7	0	7	4	2	6	13
Northeast Asia	14	0	14	29	0	29	43
South Asia	18	0	18	6	0	6	24
Southeast Asia	19	0	19	39	1	40	59
UK, Europe and Israel	19	0	19	24	2	26	45
Total	**370**	**7**	**377**	**476**	**49**	**525**	**902**

Note: Includes all APS employees and overseas-engaged staff. Data is based on substantive employment arrangements. At 30 June 2025, Austrade had no ongoing employees in the gender categories 'non-binary', 'prefers not to answer' or 'uses a different term' in the human resources management system.

Table D5: All ongoing employees, by gender, location and work status, at 30 June 2026

Location	Male			Female			Non-Binary			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary	
Australia	**251**	**7**	**258**	**311**	**52**	**363**	**0**	**0**	**0**	**621**
ACT	91	2	93	114	20	134	0	0	0	227
NSW	55	1	56	78	17	95	0	0	0	151
NT	3	0	3	0	0	0	0	0	0	3
QLD	39	1	40	43	3	46	0	0	0	86
SA	8	0	8	18	3	21	0	0	0	29
Tas	2	0	2	0	0	0	0	0	0	2
Vic	49	2	51	53	8	61	0	0	0	112
WA	4	1	5	5	1	6	0	0	0	11
Overseas	**127**	**0**	**127**	**182**	**7**	**189**	**1**	**0**	**1**	**317**
Americas	35	0	35	33	1	34	0	0	0	69
Mainland China, Hong Kong and Taiwan	12	0	12	43	0	43	0	0	0	55
Middle East, Africa and Pakistan	2	0	2	2	0	2	0	0	0	4
New Zealand and Pacific	6	0	6	5	2	7	0	0	0	13
Northeast Asia	16	0	16	31	0	31	0	0	0	47
South Asia	16	0	16	6	0	6	0	0	0	22
Southeast Asia	18	0	18	39	0	39	0	0	0	57
UK, Europe and Israel	22	0	22	23	4	27	1	0	1	50
Total	**378**	**7**	**385**	**493**	**59**	**552**	**1**	**0**	**1**	**938**

Table D6: All non-ongoing employees, by gender, location and work status, at 30 June 2025

Location	Male			Female			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	
Australia	**11**	**1**	**12**	**20**	**6**	**26**	**38**
ACT	6	1	7	6	4	10	17
NSW	1	0	1	7	0	7	8
NT	0	0	0	0	0	0	0
QLD	1	0	1	4	0	4	5
SA	0	0	0	2	0	2	2
Tas	0	0	0	0	0	0	0
Vic	3	0	3	1	2	3	6
WA	0	0	0	0	0	0	0
Overseas	**80**	**1**	**81**	**103**	**2**	**105**	**186**
Americas	12	0	12	1	1	2	14
Mainland China, Hong Kong and Taiwan	5	0	5	12	0	12	17
Middle East, Africa and Pakistan	11	0	11	12	0	12	23
New Zealand and Pacific	4	0	4	2	0	2	6
Northeast Asia	3	1	4	11	0	11	15
South Asia	26	0	26	28	0	28	54
Southeast Asia	15	0	15	27	0	27	42
UK, Europe and Israel	4	0	4	10	1	11	15
Total	**91**	**2**	**93**	**123**	**8**	**131**	**224**

Note: Includes all APS employees and overseas-engaged staff. Data is based on actual employment arrangements. At 30 June 2025, Austrade had no non-ongoing employees in the gender categories 'non-binary', 'prefers not to answer' or 'uses a different term' in the human resources management system.

Table D7: All non-ongoing employees, by gender, location and work status, at 30 June 2026

Location	Male			Female			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	
Australia	**14**	**1**	**15**	**23**	**5**	**28**	**43**
ACT	7	0	7	11	4	15	22
NSW	0	0	0	5	0	5	5
NT	0	0	0	0	0	0	0
QLD	4	0	4	2	0	2	6
SA	1	0	1	2	1	3	4
Tas	0	0	0	0	0	0	0
Vic	2	1	3	3	0	3	6
WA	0	0	0	0	0	0	0
Overseas	**84**	**1**	**85**	**124**	**1**	**125**	**210**
Americas	10	0	10	2	0	2	12
Mainland China, Hong Kong and Taiwan	5	0	5	13	0	13	18
Middle East, Africa and Pakistan	14	0	14	16	0	16	30
New Zealand and Pacific	4	0	4	2	0	2	6
Northeast Asia	2	1	3	9	0	9	12
South Asia	24	0	24	25	0	25	49
Southeast Asia	18	0	18	41	0	41	59
UK, Europe and Israel	7	0	7	16	1	17	24
Total	**98**	**2**	**100**	**147**	**6**	**153**	**253**

Note: Includes all APS employees and overseas-engaged staff. Data is based on actual employment arrangements. At 30 June 2026, Austrade had no non-ongoing employees in the gender categories 'non-binary', 'prefers not to answer' or 'uses a different term' in the human resources management system.

Table D8: APS ongoing employees, by gender, classification and work status, at 30 June 2025

Classification	Male			Female			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total ongoing	
SES 3	1	0	1	1	0	1	2
SES 2	4	0	4	5	0	5	9
SES 1	17	0	17	14	0	14	31
EL 2	58	1	59	51	6	57	116
EL 1	94	2	96	104	19	123	219
APS 6	51	2	53	76	9	85	138
APS 5	15	0	15	34	1	35	50
APS 4	19	2	21	21	6	27	48
APS 3	6	0	6	5	0	5	11
APS 2	1	0	1	0	0	0	1
APS 1	3	0	3	3	0	3	6
Total	**269**	**7**	**276**	**314**	**41**	**355**	**631**

Note: Excludes CEO. Data is based on substantive employment arrangements. At 30 June 2025, Austrade had no ongoing APS employees in the gender categories 'non-binary', 'prefers not to answer' or 'uses a different term' in the human resources management system. Gender categories reported in the Census vary from gender categories reported to Austrade.

Table D9: APS ongoing employees, by gender, classification and work status, at 30 June 2026

Classification	Male			Female			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total ongoing	
SES 3	1	0	1	1	0	1	2
SES 2	5	0	5	4	0	4	9
SES 1	14	0	14	16	0	16	30
EL 2	56	2	58	50	8	58	116
EL 1	105	2	107	111	24	135	242
APS 6	58	2	60	88	12	100	160
APS 5	14	0	14	35	3	38	52
APS 4	18	0	18	18	6	24	42
APS 3	6	0	6	8	0	8	14
APS 2	3	1	4	2	0	2	6
APS 1	0	0	0	1	0	1	1
Total	**280**	**7**	**287**	**334**	**53**	**387**	**674**

Note: Excludes CEO. Data is based on substantive employment arrangements. At 30 June 2026, Austrade had no ongoing APS employees in the gender categories 'non-binary', 'prefers not to answer' or 'uses a different term' in the human resources management system. Gender categories reported in the Census vary from gender categories reported to Austrade.

Table D10: APS non-ongoing employees, by gender, classification and work status, at 30 June 2025

Classification	Male			Female			Total
	Full-time	Part-time	Total male non-ongoing	Full-time	Part-time	Total female non-ongoing	
SES 3	0	0	0	0	0	0	0
SES 2	2	0	2	3	0	3	5
SES 1	4	1	5	3	0	3	8
EL 2	5	0	5	3	1	4	9
EL 1	5	0	5	5	3	8	13
APS 6	3	0	3	6	1	7	10
APS 5	0	0	0	4	0	4	4
APS 4	1	0	1	2	0	2	3
APS 3	0	0	0	1	1	2	2
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Total	**20**	**1**	**21**	**27**	**6**	**33**	**54**

Note: Excludes CEO. Data is based on substantive employment arrangements. At 30 June 2025, Austrade had no non-ongoing APS employees in the gender categories 'non-binary', 'prefers not to answer' or 'uses a different term' in the human resources management system.

Table D11: APS non-ongoing employees, by gender, classification and work status, at 30 June 2026

Classification	Male			Female			Total
	Full-time	Part-time	Total male non-ongoing	Full-time	Part-time	Total female non-ongoing	
SES 3	0	0	0	0	0	0	0
SES 2	3	0	3	2	0	2	5
SES 1	4	0	4	2	0	2	6
EL 2	1	0	1	6	0	6	7
EL 1	7	0	7	8	0	8	15
APS 6	2	0	2	5	2	7	9
APS 5	2	1	3	2	0	2	5
APS 4	3	0	3	4	1	5	8
APS 3	0	0	0	0	2	2	2
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Total	**22**	**1**	**23**	**29**	**5**	**34**	**57**

Note: Excludes CEO. Data is based on substantive employment arrangements. At 30 June 2026, Austrade had no non-ongoing APS employees in the gender categories 'non-binary', 'prefers not to answer' or 'uses a different term' in the human resources management system.

Table D12: APS ongoing and non-ongoing employees, by classification and work status, at 30 June 2025

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total Non-ongoing	
SES 3	2	0	2	0	0	0	2
SES 2	9	0	9	5	0	5	14
SES 1	31	0	31	7	1	8	39
EL 2	109	7	116	8	1	9	125
EL 1	198	21	219	10	3	13	232
APS 6	127	11	138	9	1	10	148
APS 5	49	1	50	4	0	4	54
APS 4	40	8	48	3	0	3	51
APS 3	11	0	11	1	1	2	13
APS 2	1	0	1	0	0	0	1
APS 1	6	0	6	0	0	0	6
Total	**584**	**48**	**632**	**47**	**7**	**54**	**686**

Note: Excludes CEO. Data is based on substantive employment arrangements.

Table D13: APS ongoing and non-ongoing employees, by classification and work status, at 30 June 2026

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total Non-ongoing	
SES 3	2	0	2	0	0	0	2
SES 2	9	0	9	5	0	5	14
SES 1	30	0	30	6	0	6	36
EL 2	106	10	116	7	0	7	123
EL 1	216	26	242	15	0	15	257
APS 6	146	14	160	7	2	9	169
APS 5	49	3	52	4	1	5	57
APS 4	36	6	42	7	1	8	50
APS 3	14	0	14	0	2	2	16
APS 2	5	1	6	0	0	0	6
APS 1	1	0	1	0	0	0	1
Total	**614**	**60**	**674**	**51**	**6**	**57**	**731**

Note: Excludes CEO. Data is based on substantive employment arrangements.

Table D14: APS employees, by employment type and location, at 30 June 2025

Location	Ongoing	Non-ongoing	Total
Australia	**582**	**38**	**620**
ACT	207	17	224
NSW	139	8	147
NT	1	0	1
QLD	82	5	87
SA	30	2	32
Tas	2	0	2
Vic	109	6	115
WA	12	0	12
Overseas	**50**	**17**	**67**
Americas	5	4	9
Mainland China, Hong Kong and Taiwan	8	1	9
Middle East, Africa and Pakistan	4	2	6
New Zealand and Pacific	2	1	3
Northeast Asia	7	1	8
South Asia	5	2	7
Southeast Asia	14	5	19
UK, Europe and Israel	5	1	6
Total	**632**	**55**	**687**

Note: Includes CEO. Data is based on actual employment arrangements.

Table D15: APS employees, by employment type and location, at 30 June 2026

Location	Ongoing	Non-ongoing	Total
Australia	**621**	**43**	**664**
ACT	227	22	249
NSW	151	5	156
NT	3	0	3
QLD	86	6	92
SA	29	4	33
Tas	2	0	2
Vic	112	6	118
WA	11	0	11
Overseas	**53**	**15**	**68**
Americas	8	2	10
Mainland China, Hong Kong and Taiwan	8	1	9
Middle East, Africa and Pakistan	2	2	4
New Zealand and Pacific	2	1	3
Northeast Asia	8	0	8
South Asia	4	3	7
Southeast Asia	15	4	19
UK, Europe and Israel	6	2	8
Total	**674**	**58**	**732**

Note: Includes CEO. Data is based on actual employment arrangements.

Table D16: APS employees identifying as Indigenous Australian, by employment type, at 30 June 2025 and 30 June 2026

Employment type	Indigenous Australian	
	30 June 2025	30 June 2026
Ongoing	10	9
Non-ongoing	0	0
Total	**10**	**9**

Table D17: Employment arrangements for SES and non-SES employees, at 30 June 2026

Arrangement	CEO and SES	Non-SES	Total
Enterprise agreement	0	679	679
Common law arrangement	52	0	52
Individual flexibility arrangement	0	60	60
CEO arrangement	1	0	1
Other agreements [a]	0	459	459
Total [b]	**53**	**1,198**	**1,251**

(a) 'Other agreements' consist of employment agreements for overseas-engaged staff.

(b) Some employees are covered by more than one type of employment arrangement.

Table D18: Salary ranges of SES and non-SES employees, by classification level, at 30 June 2026

Classification	Minimum salary ($)	Maximum salary ($)
SES 3	386,385	386,385
SES 2	250,000	374,531
SES 1	196,213	293,434
EL 2[a]	141,714	191,814
EL 1	121,755	158,879
APS 6	104,767	123,328
APS 5	92,823	100,568
APS 4	82,136	89,255
APS 3	70,477	78,980
APS 2	64,912	68,425
APS 1	62,418	62,418

(a) Salaries designated as 'Specialist EL 2' in the Austrade Enterprise Agreement 2024 are only available to EL 2 employees who are deemed to have specialist experience, qualifications and/or skills. Access to these pay points must be approved by the CEO or their delegate.

Note: Salary ranges for non-SES staff are based on the pay scales outlined in the Austrade Enterprise Agreement 2024 which includes employees whose salary is maintained under clause 11(9). Salary ranges do not include any additional remuneration within individual flexibility arrangements.

Appendix E

Environmental Performance

This appendix summarises Austrade's energy consumption in its Australian operations. This appendix also discusses other aspects of Austrade's environmental performance in 2025–26, in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* and in line with the Australian Government's APS Net Zero 2030 policy.

Electricity consumption and greenhouse emissions

Austrade recorded a reduction in average monthly electricity consumption during 2025–26 compared to 2024–25. Electricity consumption figures are based on the information available at the date of reporting. Any incomplete data and resulting changes to emissions calculation will be addressed within the Net Zero amendments process. In some offices, Austrade's electricity consumption cannot be separately identified from that of other tenants.

Table E1 shows Austrade's known electricity consumption in Australia for the past 4 years.

Impact of digital technologies

Austrade is a digitally enabled organisation that uses contemporary technologies and work practices. The shift to hybrid working, enabling staff to work across different locations, has increased Austrade's use of cloud-hosted services, mobile technologies and videoconferencing systems. These technologies support flexible ways of working and have contributed to lower electricity consumption over recent years.

Waste

Austrade continues to manage and review approaches for minimising its environmental impact across offices in Australia and overseas. These practices included recycling systems for office supplies, consumables, and general workplace waste. During 2025–26, Austrade continued to work with landlords to improve waste measurement methods for its onshore offices.

Austrade's Sydney office is located in a building that has stringent waste management practices and procedures, with multiple waste streams in place to promote recycling and minimise landfill. In addition, waste management was a consideration in the selection of new office premises for Brisbane and Canberra.

Water

Water consumption cannot be comprehensively measured because most Austrade tenancies are not separately metered. Austrade's facility and office managers continue to work with building owners, where possible, to improve water efficiency and introduce water saving measures, such as waterless urinals, dual-flush toilets and flow restrictors on taps.

Table E1: Austrade's electricity consumption in Australia, 2022–23 to 2025–26

Indicator	2022–23[a] (base year)	2023–24[a]	2024–25[b]	2025–26[b]
Office tenant light and power (kilowatt hours)	655,796	653,878	541,480	322,954
Greenhouse emissions attributed to office tenant light and power energy use (tonnes CO_2 equivalent) [a) & c)]	227.55	208.26	172.15	143.19

a) This table presents emissions related to electricity usage using the market-based accounting method. Previous report used the location-based accounting method. CO2-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

b) The electricity data for 2025–26 is incomplete due to a portion of usage data being unavailable at the time of reporting. Adjustments to the data may be required in future reports.

c) Greenhouse gas emissions have been calculated in line with the APS Net Zero Emissions Reporting Framework, consistent with the whole-of-government approach as part of the APS Net Zero 2030 policy.
Note: Figures exclude offices where tenancy arrangements do not allow Austrade to isolate its energy consumption level.

Austrade's Climate Disclosure Report has been prepared in accordance with the Commonwealth Climate Disclosure Requirements - Year 1 Reporting Provisions and is available on the Transparency Portal and Austrade website.

Appendix F

Advertising and market research

As required under section 311A of the *Commonwealth Electoral Act 1918*, this appendix shows payments made by Austrade during 2025–26 of more than $15,200 (inclusive of GST) for advertising and market research.

In 2025–26, Austrade delivered 49 marketing and public relations campaigns, comprising 46 international campaigns delivered in 21 countries and 3 domestic campaigns. Further information on those advertising campaigns is available at austrade.gov.au and in the Australian Government advertising reports prepared by the Department of Finance.

Table F1: Total advertising and market research expenditure, 2025–26[16]

Category	Expenditure ($)
Advertising agencies	1,124,319.82
Market research organisations	5,226,316.36
Polling organisations	-
Direct mail organisations	-
Media advertising organisations	1,833,835.78
Total	**8,184,471.96**

Table F2: Individual payments of more than $15,200 to advertising agencies, 2025–26

Organisation	Description	Amount ($)
89 Degrees East Pty Ltd	2025 Australian Export Awards – Public relations	21,780.00
89 Degrees East Pty Ltd	2025 Australian Export Awards – Public relations	24,530.00
89 Degrees East Pty Ltd	2025 Australian Export Awards – Public relations	20,647.00
Dongwon Home Food	Live Sheep Phase Out (Northeast Asia) – Retail promotion	22,001.81
Feather and Bone Holdings Limited	South Australia Wine Retail & Hospitality Promotion Hong Kong	22,473.30
Horizon Communication Group	Creative Go Global Toolkit Expansion campaign	50,490.00

[16] Tables F2, F3 and F4 disclose only individual payments greater than $15,200 (inclusive of GST). Accordingly, the totals reported in these tables do not reconcile to the expenditure totals reported in Table F1, which include all relevant expenditure regardless of value.

Horizon Communication Group	Creative Go Global Toolkit Expansion campaign	50,490.00
Icon Agency (ICON) / Iconinc Holding	Pacific Infrastructure – Public relations	30,445.80
Icon Agency (ICON) / Iconinc Holding	Pacific Infrastructure – Public relations	49,517.60
PTCreative Advertising International	Live Sheep Phase Out (Southeast Asia) – Taste and Create with Australia promotion	15,319.85
Resonance Alliance Inc	Quantum Capability Report release – Media partnership	22,956.90
Resonance Alliance Inc	Quantum Capability Report release – Media partnership	22,956.90
Retail Media Solution	Live Sheep Phase Out (Northeast Asia) – Retail promotion	21,717.37
Smith & Western Studios Pty Ltd	Final sonic logo	20,000.00
Social Garden Pty Ltd	Study Australia Global Campus creative development	117,560.00
Social Garden Pty Ltd	Study Australia Global Campus creative development	117,560.00
Social Power Pty Ltd	Study Australia – China-Education social media management	16,439.50
SSG.COM	Live Sheep Phase Out (Northeast Asia) - Retail promotion	19,338.00
Think HQ Pty Ltd	Step ahead with Southeast Asia campaign – Phase 2 2025–26 creative and PR	19,077.91
Think HQ Pty Ltd	Step ahead with Southeast Asia campaign – Phase 2 2025–26 creative and PR	25,242.10
Think HQ Pty Ltd	Step ahead with Southeast Asia campaign – Phase 2 2025–26 creative and PR	30,172.87
Think HQ Pty Ltd	Step ahead with Southeast Asia campaign – Phase 2 2025–26 creative and PR	44,320.00
Think HQ Pty Ltd	Step ahead with Southeast Asia campaign – Phase 2 2025–26 creative and PR	24,039.27
Total		**809,076.17**

Table F3: Individual payments of more than $15,200 to market research organisations, 2025–26

Organisation	Description	Amount ($)
Fifty-Five Five Pty Ltd	Research and report on the Chinese traveller	16,500.00
Griffith University	Tourism data services – Tourism Research Australia	38,500.00
Hall & Partners Open Mind Pty Ltd	Campaign evaluation – Step ahead with Southeast Asia campaign	21,492.90
Hall & Partners Open Mind Pty Ltd	Step ahead with Southeast Asia campaign – Campaign evaluation	21,492.90
Kantar Public Australia Pty Ltd	Study Australia Partnership – Social licence research	34,540.00
QS Quacquarelli Symonds Ltd	International education – Student sentiment data	18,365.52
Roy Morgan Research Pty Ltd	Market research	29,351.68
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	69,824.70
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	190,588.94
Roy Morgan Research Pty Ltd	Tourism data services – LIVE and business events dashboards	30,525.00
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	163,482.00
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	190,588.94
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	35,211.00
Roy Morgan Research Pty Ltd	Austrade client experience survey	31,321.79
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	22,000.00
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	176,840.40
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	168,713.60
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	212,656.40
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	109,956.00
Roy Morgan Research Pty Ltd	Austrade client experience survey	24,706.72
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	163,482.00
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	190,588.94
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	163,482.00

Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	190,588.94
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	163,482.00
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	190,588.94
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	163,482.00
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	190,588.94
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	163,482.00
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	190,588.94
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	212,656.40
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	168,713.60
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	212,656.40
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	168,713.60
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	212,656.40
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	168,713.60
Roy Morgan Research Pty Ltd	Tourism data services – International tourism data	212,656.40
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	168,713.60
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	31,321.79
Roy Morgan Research Pty Ltd	Tourism data services – Domestic tourism statistics	24,706.72
Smith & Western Studios Pty Ltd	Nation Brand sonic logo market research and testing	32,037.50
Smith & Western Studios Pty Ltd	Nation Brand sonic logo market research and testing	32,037.50
Think HQ Pty Ltd	China Tourism and Approved Destination Status (ADS) Report	15,724.50
Total		**5,038,321.16**

Table F4: Individual payments of more than $15,200 to media advertising organisations, 2025–26

Organisation	Description	Amount ($)
303 Mullenlowe Australia Pty Ltd	Study Australia Skills in Demand campaign media buy	71,730.35
303 Mullenlowe Australia Pty Ltd	Study Australia Skills in Demand campaign media buy	60,404.51
Amplify Marketing Agency DMCC	Study Australia UAE, KSA and Africa campaign media buy	87,755.96
Bcbiz Comunicação Ltda	Study Australia Brazil campaign media buy	17,351.65
Bcbiz Comunicação Ltda	Study Australia Brazil campaign media buy	15,698.32
Chengdu Aohua Interactive Technology Co Ltd	China International Import Expo campaign media buy	25,605.95
CWH Pharmacy LLC	Health and Wellness United Arab Emirates campaign media buy	50,190.39
Dentsu One Private Limited	Always On Education India & Bangladesh campaign media buy	20,190.73
Dentsu One Private Limited	Always On Education India & Bangladesh campaign media buy	25,000.00
DFP Recruitment Service Pty Ltd	Austrade graduate recruitment campaign media buy	53,496.65
Good Foodie Media Sdn Bhd	Live Sheep Phase Out (Southeast Asia) campaign media buy	19,782.36
Hybrid ANZ Pty Ltd	Study Australia Partners Campaign Southeast Asia	22,000.00
My Team Fairs	Study Australia Education Fair Korea media buy	77,306.40
QS Quacquarelli Symonds Limited	Study Australia Digital Skills Roadshow (Thailand, Vietnam, Philippines, Indonesia) campaign media buy	45,108.39
Social Power Pty Ltd	Study Australia social media management	46,718.00
Social Power Pty Ltd	Study Australia – China-Education social media annual media management services	16,439.50
Social Power Pty Ltd	Study Australia – China-Education social media annual media management services	21,450.00
Social Power Pty Ltd	Study Australia – China-Education social media annual media management services SEV	21,450.00
TOPPAN Colorer Inc	Study Australia Education Fair Tokyo media buy	38,498.08
Universal McCann	Go Global Toolkit Expansion campaign media buy	31,914.39
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	30,174.84
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	39,810.99

Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	19,305.00
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	16,666.10
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	24,811.81
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	27,636.95
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	29,450.38
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	21,678.68
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	28,967.84
Universal McCann	Go Global Toolkit Expansion campaign media buy	29,141.77
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	16,962.10
Universal McCann	Step ahead with Southeast Asia campaign – Phase 2 2025–26 media buy	36,209.80
Universal McCann	Go Global Toolkit Expansion campaign media buy	15,910.05
Xinchen Marketing Co., Ltd	Study Australia Taipei campaign media buy	31,398.00
Total		**1,136,215.93**

Appendix G

List of Annual Report requirements

PGPA rule reference	Description	Requirement	Page
17AD(g)	**Letter of transmittal**	**Mandatory**	
17AI	A copy of the letter of transmittal signed and dated by the accountable authority on the date the final text is approved, with a statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory	II
17AD(h)	**Aids to access**		
17AJ(a)	Table of contents (print only)	Mandatory	III
17AJ(b)	Alphabetical index (print only)	Mandatory	187
17AJ(c)	Glossary of abbreviations and acronyms	Mandatory	183
17AJ(d)	List of requirements	Mandatory	173
17AJ(e)	Details of contact officer	Mandatory	I
17AJ(f)	Entity's website address	Mandatory	I
17AJ(g)	Electronic address of report	Mandatory	I
17AD(a)	**Review by the accountable authority**		
17AD(a)	A review by the accountable authority of the entity	Mandatory	IV–V
17AD(b)	**Overview of the entity**		
17AE(1)(a)(i)	A description of the role and functions of the entity	Mandatory	2–3
17AE(1)(a)(ii)	A description of the organisational structure of the entity	Mandatory	5
17AE(1)(a)(iii)	A description of the outcomes and programs administered by the entity	Mandatory	4
17AE(1)(a)(iv)	A description of the purposes of the entity as included in the Corporate Plan	Mandatory	IV, 2
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	83–84
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority	Mandatory	83–84

17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	83–84
17AE(1)(b)	An outline of the structure of the portfolio of the entity	Portfolio departments - mandatory	2
17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change	If applicable, mandatory	n/a
17AD(c)	**Report on the performance of the entity**		
	Annual performance statements		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	12–33
17AD(c)(ii)	***Report on Financial Performance***		
17AF(1)(a)	A discussion and analysis of the entity's financial performance.	Mandatory	2–3, 95–99, 109–143
17AF(1)(b)	A table summarising the total resources and total payments of the entity.	Mandatory	144
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, mandatory	2–3
17AD(d)	**Management and accountability**		
	Corporate governance		
17AG(2)(a)	Information on compliance with section 10 (fraud and corruption systems)	Mandatory	92
17AG(2)(b)(i)	A certification by the accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared	Mandatory	II, 92
17AG(2)(b)(ii)	A certification by the accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or	Mandatory	II, 92

	otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place		
17AG(2)(b)(iii)	A certification by the accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity	Mandatory	II, 92
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance	Mandatory	85–92
17AG(2)(d) – (e)	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relate to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory	95
	The Audit Committee		
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's Audit Committee	Mandatory	88
17AG(2A)(b)	The name of each member of the entity's Audit Committee	Mandatory	88–89
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's Audit Committee	Mandatory	89
17AG(2A)(d)	Information about the attendance of each member of the entity's Audit Committee at committee meetings	Mandatory	89
17AG(2A)(e)	The remuneration of each member of the entity's Audit Committee	Mandatory	89
	External scrutiny		
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	93–94
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity	If applicable, mandatory	93
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman	If applicable, mandatory	93
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period	If applicable, mandatory	n/a

	Management of human resources		
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory	100–105
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees (b) statistics on part-time employees (c) statistics on gender (d) statistics on staff location.	Mandatory	101, 156–168
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: Statistics on staffing classification level Statistics on full-time employees Statistics on part-time employees Statistics on gender Statistics on staff location Statistics on employees who identify as Indigenous.	Mandatory	160–167
17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the *Public Service Act 1999*	Mandatory	102, 168
17AG(4)(c)(i)	Information on the number of SES and non-SES employees covered by agreements etc. identified in paragraph 17AG(4)(c)	Mandatory	168
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level	Mandatory	168
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees	Mandatory	102
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay	If applicable, mandatory	n/a
17AG(4)(d)(ii)	Information on the aggregate amounts of performance pay at each classification level	If applicable, mandatory	n/a
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, mandatory	n/a
17AG(4)(d)(iv)	Information on aggregate amount of performance payments	If applicable, mandatory	n/a

	Asset management		
17AG(5)	An assessment of the effectiveness of asset management where asset management is a significant part of the entity's activities	If applicable, mandatory	96
	Purchasing		
17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules	Mandatory	96–99
	Reportable consultancy contracts		
17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	97–98
17AG(7)(b)	A statement that *"During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of $[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of $[specified million]."*	Mandatory	97
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories or purposes for which consultants were selected and engaged	Mandatory	97
17AG(7)(d)	A statement that *"Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website."*	Mandatory	97
	Reportable non-consultancy contracts		
17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	98–99
17AG(7A)(b)	A statement that "*Annual reports contain information about actual expenditure on reportable non-consultancy contracts.*	Mandatory	98

	Information on the value of reportable non-consultancy contracts is available on the AusTender website."		
17AD(daa)	***Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts***		
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory	98–99
	Australian National Audit Office access clauses		
17AG(8)	If an entity entered into a contract with a value of more than $100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, the purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory	97
	Exempt contracts		
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than $10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the Annual Report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory	97
	Small business		
17AG(10)(a)	A statement that *"[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and medium enterprises (SME) and small enterprise participation statistics are available on the Department of Finance's website."*	Mandatory	99
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises	Mandatory	99
17AG(10)(c)	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that *"[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The*	If applicable, mandatory	99

	results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."		
	Financial Statements		
17AD(e)	Inclusion of the Annual Financial Statements in accordance with subsection 43(4) of the Act	Mandatory	109–143
	Executive remuneration		
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule	Mandatory	152–155
17AD(f)	**Other mandatory information**		
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that *"During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website."*	If applicable, mandatory	180
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, mandatory	n/a
17AH(1)(b)	A statement that *"Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."*	If applicable, mandatory	93
17AH(1)(c)	Outline of the mechanisms for disability reporting, including reference to a website for further information	Mandatory	99
17AH(1)(d)	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found	Mandatory	94
17AH(1)(e)	Correction of material errors in the previous Annual Report	If applicable, mandatory	n/a
17AH(2)	Information required by other legislation	Mandatory	147–192

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Abbreviations and acronyms

Acronym	Meaning
AAAA	Australian Automotive Aftermarket Association
AAAE	Australian Auto Aftermarket Expo
ABF	Australian Border Force
ABN	Australian Business Number
ACRR	Austrade Climate Risk Register
ACTI	Australian Clinical Trials Initiative
ADS	Approved Destination Status
AI	Artificial Intelligence
ANAO	Australian National Audit Office
ANMI	Accessing New Markets Initiative
APEC	Asia-Pacific Economic Cooperation
A–EU FTA	Australia–European Union Free Trade Agreement
APS	Australian Public Service
ARC	Audit and Risk Committee
AR6	Sixth Assessment Report
ASEAN	Association of Southeast Asian Nations
ASCOT	Australian Standing Committee on Tourism
ASTI	Australian Sustainable Tourism Indicators
AWS	Amazon Web Services
CALD	Culturally and Linguistically Diverse
CCD	Commonwealth Climate Disclosure
CEI	Chief Executive Instructions
CEO	Chief Executive Officer

CEPA	Comprehensive Economic Partnership Agreement
CFO	Chief Financial Officer
COO	Chief Operating Officer
CoP	Community of Practice
COP31	31st Conference of the Parties
CRM	Client Relationship Management
CRO	Chief Risk Officer
DAFF	Department of Agriculture, Fisheries and Forestry
DFAT	Department of Foreign Affairs and Trade
DoTS	Domestic Tourism Statistics
EDI	Education Data and Insights
EFA	Export Finance Australia
EMD	Enhancing Market Demand
EMDG	Export Market Development Grants
ESG	Environmental, Social and Governance
EU	European Union
FCPA	Fellow of CPA Australia
FDI	Foreign Direct Investment
FOI	Freedom of Information
FTA	Free trade agreement
GDPR	General Data Protection Regulation
GST	Goods and Services Tax
IARG	Internal Audit, Risk and Governance
ICT	Information and Communications Technology
IDC	Interdepartmental Committee
IMARC	International Mining and Resources Conference

IPA	Investment Promotion Agency
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
ISSN	International Standard Serial Number
JRPP	Jurisdictional Renewable Power Percentage
LGC	Large-scale Generation Certificate
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual and other identities
LMS	Learning Management System
METS	Mining Equipment, Technology and Services
MLA	Meat & Livestock Australia
MoU	Memorandum of understanding
NASA	National Aeronautics and Space Administration
NCRA	National Climate Risk Assessment
NDC	Nationally Determined Contribution
NEMA	National Emergency Management Agency
NIF	National Investment Forum
NZEA	Net Zero Economy Authority
OLSC	Office of Legal Services Coordination
OTVE	Office of Tourism and the Visitor Economy
PBS	Portfolio Budget Statements
PGPA	Public Governance, Performance and Accountability
PSPF	Protective Security Policy Framework
QTF	Quality Tourism Framework
RAP	Reconciliation Action Plan
REEF	Reef Educational Experience Fund

RET	Renewable Energy Target
RPP	Renewable Power Percentage
SABX	South Asia Business Exchange
SEABX	Southeast Asia Business Exchange
SES	Senior Executive Service
SME	Small and Medium-sized Enterprise
STEM	Science, Technology, Engineering and Mathematics
STOs	State and Territory Tourism Offices
STS	Simplified Trade System
TCA	Tech Council of Australia
TDN	Trade Diversification Network
TMM	Tourism Ministers' Meeting
TNE	Transnational Education
TRA	Tourism Research Australia
TRC	Tourism Research Committee
TRS	Trade Resilience Service
UAE	United Arab Emirates
UAE–CEPA	Australia–United Arab Emirates Comprehensive Economic Partnership Agreement
UK	United Kingdom
US	United States
WHS	Work Health and Safety

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