

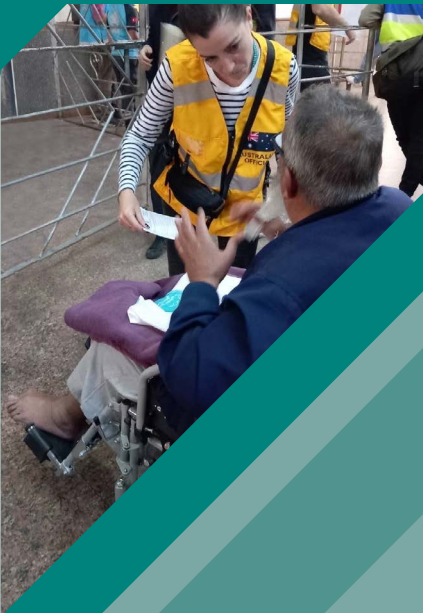


Australian Government

Department of Foreign Affairs and Trade

Annual report

2024–25



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About this report

This report outlines the operations, capability and performance of the Department Foreign Affairs and Trade for the financial year 2024–25.

It has been prepared in accordance with the provisions of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) and the Department of Finance Resource Management Guide No. 135: *Annual reports for non-corporate Commonwealth entities*.

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Accessing this report online

Further information about the Department of Foreign Affairs and Trade (DFAT) and an online version of this report are available on the DFAT website at dfat.gov.au/publications.

The annual report can also be found at transparency.gov.au.

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Images on front cover

1. Rafah Border Crossing, Egypt: Australians were met by DFAT officials at the Rafah border crossing, Egypt, and in Ismaili Egypt. DFAT officials assisted Australians and families to travel to Cairo after leaving Gaza, on 21 November 2023. Credit: DFAT.
2. Photo of flags including Papua New Guinea, Nepal, Myanmar, Saudi Arabia, Estonia, Uruguay, Norway, China, Mongolia, Kosovo, Finland, Sweden and Australia. Credit: DFAT.
3. Humanitarian supplies are off-loaded from Royal Australian Aircraft as part of the Australian Government's assistance to Papua New Guinea on 28 May 2024, led by the Department of Foreign Affairs and Trade. Credit: Nicholas Kittel.

The Department of Foreign Affairs and Trade acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.

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Our locations in Australia and overseas

as at 30 June 2025



Key

- DFAT posts
- State and territory offices
- Torres Strait Treaty Liaison Office
- Austrade-managed posts led by consuls general providing consular assistance

Note: DFAT manages 4 posts dedicated to multilateral institutions – in Geneva (UN), Jakarta (ASEAN), Paris (OECD) and New York (UN).

See Appendix M for a full list of overseas posts.



Letter of transmittal



Australian Government
Department of Foreign Affairs and Trade

Jan Adams AO PSM
Secretary

Ref: EC25-001213

Senator the Hon Penny Wong
Minister for Foreign Affairs
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to present the annual report of the Department of Foreign Affairs and Trade for the financial year 2024–25.

This report has been prepared in accordance section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) which requires that you table the report in Parliament. The report reflects the matters dealt with and legislation administered by the department as at 30 June 2025.

The report includes the department's audited performance statements and financial statements, as required by subsection 39(1)(b) and 43(4) of the PGPA Act.

As required by sections 10 and 17AG(2)(b) of the Public Governance, Performance and Accountability Rule 2014, I certify that:

- the department has prepared fraud and corruption risk assessments and fraud and corruption control plans
- the department had in place appropriate fraud and corruption prevention, detection, investigation and reporting mechanisms that met its specific needs
- I have taken all reasonable measures to appropriately deal with fraud and corruption relating to the department.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jan Adams'.

13 October 2025

Chapter 1

Overview



Secretary's review

DFAT's Annual Report 2024–25 demonstrates DFAT has delivered on our purpose to make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.

In 2024–25, we have focused on our region, deepening our engagement and boosting economic growth. We have strengthened partnerships with established and non-traditional partners. We have fortified the international rules and institutions that have long benefited Australia and Australians, protecting our sovereignty and prosperity. Through our development program, we worked alongside partners to advance inclusive growth, respond to humanitarian crises and tackle climate change – helping to keep our region, and Australians, more secure.



DFAT Secretary Jan Adams AO PSM at an event in Canberra on 11 March 2025 to outline Australia's priorities during its year as chair of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership. Credit: Addison Orme/DFAT.

Building and maintaining relationships

In the most challenging strategic environment since World War II, Australia's strength lies in its global partnerships. As a significant country, but not a superpower, we rely on deep, agile relationships to shape global outcomes and tackle shared challenges. In 2024–25, DFAT was at the forefront building, sustaining and leveraging these connections to reinforce Australia's influence and resilience.

The United States is Australia's closest ally and principal strategic partner. Our longstanding, bipartisan alliance is deep and essential to the security and prosperity of both our nations. The United States' presence in our region remains critical to the Indo-Pacific's strategic stability.

Strong connections and active diplomacy enabled positive early engagement with the new administration in Washington. This included the unprecedented attendance by the Minister for Foreign Affairs, Senator the Hon Penny Wong, at the presidential inauguration, and her participation in 2 Quad foreign minister meetings hosted by Secretary of State, Marco Rubio, in Washington in 2025. DFAT has continued to advance our vital partnership with the United States across many areas. For example, Australia's participation in the Global Entry program, announced in August 2024, will support people-to-people links.

The United States is by far the largest investor in Australia. Our embassy in Washington and consulate-general in New York hosted the Australian Super Summit on 24–27 February 2025, which further promoted capital flows, including from Australia's superannuation sector – the fourth-biggest pool of pension funds in the world. Attended by the Treasurer, the Hon Dr Jim Chalmers MP, and US Treasury Secretary, Scott Bessent, the summit was a powerful demonstration of the strategic and economic alignment between our 2 countries. Australia has made clear that we consider the US 'reciprocal' tariff on Australia as unjustified, despite this being the lowest such tariff on any US trading partner.

Continuing to stabilise Australia's relationship with China, our largest trading partner – with two-way trade worth \$312 billion in 2024 – remained a priority in 2024–25. The department's sustained advocacy helped secure the resumption of \$19.5 billion of impeded Australian exports to China. DFAT also supported high-level talks with China to discuss a range of bilateral, regional and global issues, and welcomed the continued expansion in our people-to-people, cultural and other ties. At the same time, we continue to make clear to China – in public and private – where we have concerns, reflecting Australia's approach to cooperate where we can and disagree where we must, as we advance Australia's national interest.

Throughout the year, Australia deepened strategic alignment with Japan, India, the Republic of Korea, the United Kingdom, Canada and European partners through a series of ministerial engagements designed to advance shared interests in Indo-Pacific stability, economic resilience and a rules-based international order. With these partners, DFAT has led Australia's efforts for peace and humanitarian relief in conflicts in Ukraine and the Middle East.

Our trilateral AUKUS defence partnership with the United Kingdom and United States promotes a stable Indo-Pacific and deters potential threats to Australia and the region. DFAT is providing critical diplomatic, legal and policy support to enable Australia's acquisition of a nuclear-powered submarine capability in a way that sets the highest nuclear non-proliferation standard. The Australian Safeguards and Non-Proliferation Office (ASNO) is developing a first-of-its-kind nuclear safeguards approach with the International Atomic Energy Agency for Australia's nuclear-powered submarine program. In July 2024,

ASNO marked 50 years since its landmark establishment. ASNO was one of the first agencies of its kind dedicated to preventing nuclear war and stopping the spread of nuclear weapons.

As geostrategic competition continues to intensify throughout the Indo-Pacific, it is vital that Australia works to safeguard peace and stability that underpins our and the region's prosperity. DFAT is working closely with other government agencies and international counterparts to reduce the risk of miscalculation or misunderstanding escalating into crisis or conflict through the deployment of all tools of statecraft. Over the past year, we have forged new conflict prevention partnerships with regional partners, providing important new platforms for strategic dialogue and addressing shared regional challenges.

DFAT has reinforced Australia's influence in the region by actively promoting Indo-Pacific diplomatic partnerships that underpin regional stability and development. The Quad addressed regional challenges through cooperation on maritime security, technology disaster relief and infrastructure. For example, together with our Quad partners, the United States, India and Japan, we launched the Cable Connectivity and Resilience Centre to enhance secure and reliable undersea telecommunications infrastructure. We worked with Tuvalu, Nauru and other partners to promote cable protection and management. This initiative builds on Australia's longstanding investment in Pacific cable infrastructure and strengthens regional resilience.

Protecting prosperity and peace in the Pacific

Australia values our partnerships with Pacific island nations, reflecting our deep historical ties and shared regional interests. Along with our immediate neighbours and joint custodians of the Blue Pacific Continent, Australia's future relies on a peaceful, prosperous and stable Pacific. As the Pacific's largest and most comprehensive development partner, Australia's engagement is focused on inclusive economic growth, sustainable infrastructure, jobs, skills and connectivity.

We continued to advance our bilateral partnerships and Pacific regionalism by supporting our ministers to participate in regional meetings. In August 2024, the Foreign Minister and Australia's Ambassador for First Nations People attended the Pacific Islands Forum (PIF) Foreign Ministers Meeting, elevating First Nations' perspectives in our engagement. In August 2024, the Prime Minister, the Hon Anthony Albanese MP, accompanied by the then Minister for International Development and the Pacific, the Hon Pat Conroy MP, joined with other Pacific leaders at the PIF Leaders' Meeting to endorse the Pacific Policing Initiative, aimed at strengthening collective peace and security in the region. In December 2024, the Prime Minister announced a new partnership to grow the size and capability of the Royal Solomon Islands Police Force. In June 2025, Mr Conroy, as Minister for Pacific Island Affairs, became the first Australian minister to attend the Melanesian Spearhead Group Leaders' Summit.

The signing of the Nauru–Australia Treaty in December 2024 marked a major elevation to an integrated economic, social and security partnership. DFAT also played a critical role in ensuring banking services remained in Nauru, essential for economic activity. DFAT led whole-of-government efforts to deliver the Pacific Banking Forum, hosted by the Australian and US governments. The forum brought together over 300 Pacific leaders, ministers, and banking sector leaders to address the challenge of banking services withdrawing from the region. DFAT further deepened connections with the Pacific and Timor-Leste by establishing the Pacific Engagement Visa, which will bring up to 3,000 people to Australia each year with access to Australian education, health care and jobs.

Climate change is a risk to the security and prosperity of our region. Australia is backing Pacific-led climate action through \$1.3 billion in finance to help communities adapt, build resilience and shift to clean energy. In 2024–25, DFAT delivered major programs, including the \$350 million Pacific Climate Infrastructure Financing Partnership and the \$221.9 million Climate Resilient Communities program, supporting partners' priorities in resilience, mitigation and adaptation.

At the UN Framework Convention on Climate Change 29th Conference of the Parties (COP 29), Australia announced the \$75 million REnew Pacific initiative bringing off-grid and community-scale renewable energy to rural and remote areas across the Pacific and Timor-Leste, with projects already underway in Solomon Islands and Vanuatu. In Tuvalu, construction began on the second phase of the Coastal Adaptation Project, protecting vulnerable shorelines and reclaiming new land for communities threatened by rising seas. DFAT also led implementation of the Australia–Tuvalu Falepili Union treaty, including establishing a unique pathway for mobility with dignity.

Through the \$620 million Partnerships for a Healthy Region initiative, we supported stronger Pacific health systems. From routine immunisation and sexual and reproductive health services, tackling HIV and tuberculosis, and building capacity to manage non-communicable disease, to expanding essential care – investing in our region's health protects our own.

Australia's bilateral partnership with Papua New Guinea (PNG) is one of our most comprehensive and enduring. In December 2024, Prime Minister Albanese announced Australia's support, led by DFAT, for PNG's historic entry into the National Rugby League (NRL). The PNG NRL team will catalyse economic growth for both countries, creating jobs and boosting tourism. The DFAT-administered package will provide elite pathways in PNG, Fiji, Samoa and Tonga, as well as funding grassroots school competitions. Building on the Australia–PNG Bilateral Security Agreement signed by leaders in 2023, Australia and PNG announced in February 2025 their shared intention to enter into a bilateral defence treaty which would modernise the defence relationship and facilitate deeper integration.

In 2025, DFAT proudly marks the milestone of 50 years of PNG independence, including through our flagship public diplomacy program with a PNG edition of *Australia now*. This cultural collaboration stands as a tribute to the resilience and vitality of the Papua New Guinean people and the deep bonds between our nations.

Advancing shared interests across Southeast Asia and South Asia

Southeast Asia is critical to Australia’s security and prosperity and is an enduring focus of our foreign and trade policy goals. In 2024–25, DFAT reinforced our role as a trusted regional partner and steadfast supporter of ASEAN centrality and the ASEAN-led architecture. DFAT supported the participation of Foreign Minister Wong and the Minister for Trade and Tourism, Senator the Hon Don Farrell, in key ASEAN ministerial meetings and continued to implement initiatives under the ASEAN–Australia Comprehensive Strategic Partnership, advancing priorities on regional economic integration, energy transition, education and skills, and transnational crime.

DFAT continued implementation of over \$500 million in initiatives announced at the 2024 ASEAN–Australia Special Summit, including launching the ASEAN–Australia Centre in November 2024. The centre will build Southeast Asia literacy in Australia, forge economic linkages, and increase education, business, community and cultural connections. We expanded cooperation under recently upgraded bilateral partnerships with Vietnam, the Philippines, Brunei and Laos, including on defence and security, cyber, climate change, maritime, and trade and investment.

We worked with ASEAN, Indonesia, Malaysia and Singapore on conflict prevention, developing tools needed to de-escalate tensions and crises and ensure differences are managed through dialogue and in accordance with international law. We supported the region’s maritime security, including facilitating the Australian National Centre for Ocean Resources and Security to open a new Southeast Asia Maritime Institute in Malaysia. Australia has deepened its engagement with ASEAN on the Women, Peace and Security agenda, reflecting a shared commitment to peacebuilding, regional stability and gender equality.

In Timor-Leste, we stepped up development cooperation in response to global uncertainty, deepened our engagement on labour mobility and border security, and continued to support Timor-Leste’s accession to ASEAN. Our commitment to a development program that meets our partners’ needs recognises our responsibility to contribute to a more equitable future for our region.

Prime Minister Albanese chose Jakarta for the first overseas visit of his second term for the Annual Leaders’ Meeting with President Prabowo Subianto. The visit built on the strong momentum in the relationship, including through the signing of the Defence Cooperation Agreement in August 2024.

India is on track to become the world's third-largest economy by the end of the decade. In the fifth year of the Australia–India Comprehensive Strategic Partnership, DFAT concluded a whole-of-government strategy, *A New Roadmap for Australia's Economic Engagement with India* (the roadmap), to seize new opportunities to benefit from India's economic rise. Launched by the Prime Minister, Foreign Minister and Trade and Tourism Minister, the roadmap underscored the government's commitment to strengthening ties with one of our most important security and economic partners. The roadmap continues the government's efforts to form a Comprehensive Economic Cooperation Agreement with India. The department also expanded our engagement with Bangladesh, Sri Lanka and Maldives, all located on key Indian Ocean maritime trade routes and essential to Australia's security and prosperity.

Building Australia's security and prosperity through trade

National security and economic prosperity are mutually dependent. Security makes prosperity possible while prosperity provides the precondition for investments in national security. In 2024–25, DFAT's economic diplomacy aligned with Australia's domestic priorities, focusing on building resilience and diversifying trade in the face of global trade disruptions, rising protectionism and shifting geopolitical dynamics. The department worked across government and industry, including through Austrade and our state and territory offices, to expand market access, attract investment and strengthen the competitiveness of Australian exporters.

In March 2025, Australia launched its year as chair of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, reinforcing its commitment to high-standard trade agreements. This leadership role aligns with Australia's broader trade strategy, exemplified by the swift conclusion of the Australia – United Arab Emirates (UAE) Comprehensive Economic Partnership Agreement (CEPA) in September 2024, our first in the Middle East. The UAE is Australia's largest trade and investment partner in the Middle East. Two-way trade was worth \$12.3 billion in 2024. This agreement enables Australian exporters to diversify into the Middle East, a market of around 58 million consumers and with a combined GDP of \$1.4 trillion.

As one of the fastest-growing regions in the world, Southeast Asia is central to Australia's economic future. In 2024–25, we worked to implement *Invested: Australia's Southeast Asia Economic Strategy to 2040*. The \$2 billion Southeast Asia Investment Financing Facility made its first investment in December 2024, a \$75 million commitment into Singapore's Financing Asia's Transition Partnership (FAST-P) initiative to support the region's clean energy ambitions.

We upgraded the ASEAN – Australia – New Zealand Free Trade Area agreement, which entered into force in April 2025. The upgrade includes new commitments in services and investment, simplifies trade processes and introduces a new chapter on trade and sustainable development.

Australia is using its Expo 2025 Osaka participation to deepen our relationship with Japan, one of Australia’s most important partners. Fully capitalising on the platform, at the halfway point on 13 June 2025, we had surpassed 1 million visitors to the Australia Pavilion, just under 16% of total Expo visitors. We held more than 65 events to demonstrate modern Australia’s capabilities and create new trade and investment opportunities.

The department contributed to the *First Nations Businesses Succeeding Internationally* report, launched by the Minister for Trade and Tourism in the Northern Territory in August 2024. This report highlights the contribution that Australia’s First Nations exporters, importers and tourism businesses make to the community, creating jobs and driving our nation’s growth. The Australia–UAE CEPA contained Australia’s inaugural Indigenous chapter in a free trade agreement. In November 2024, the department released the *Trading Nation* report, providing a body of evidence to demonstrate how international trade and investment are critical to the Australian economy and our prosperity. Trade and investment contribute to higher productivity, more economic growth, a stronger labour market and increased government revenue.

DFAT is working to maximise the contribution of trade and investment to the government’s domestic economic priorities, particularly the net zero and economic security objectives of the Future Made in Australia agenda. We are negotiating innovative new instruments that open markets and strengthen energy security in the rapidly evolving global context. We have delivered a first-of-its-kind cross-border electricity trade framework and the negotiation of bilateral instruments to facilitate the movement of captured carbon dioxide between Australia and partner countries.

Advocating within multilateral institutions

At a time of unprecedented challenge to the international order, Australia’s engagement with multilateral institutions remains vital to advancing our national interests. These institutions play a critical role in defending the global system that safeguards sovereignty, peace and prosperity. Australia’s candidature for a non-permanent seat on the United Nations Security Council for 2029–2030 reflects our commitment to the United Nations.

In 2024–25, Australia championed international law, promoting regional stability and advancing sustainable development. We led a year-long diplomatic effort to drive global action to protect humanitarian workers in conflict zones, progressing towards the launch of the Declaration on the Protection of Humanitarian Personnel. We were successful in our joint case with the Netherlands before the International Civil Aviation Organization, where Russia was found responsible for the downing of Malaysia Airlines Flight MH17. We will continue our pursuit of truth, justice and accountability by resisting Russia’s attempts to impugn this decision through the International Court of Justice.

Australia, together with Canada, Germany and the Netherlands, is holding the Taliban accountable for denying Afghan women and girls their human rights through its joint legal action against Afghanistan for breaches of the Convention on the Elimination of All Forms of Discrimination against Women. We worked with partners in the multilateral system to hold Russia accountable for its illegal and immoral invasion of Ukraine, including in support of Ukraine in its case against Russia at the International Court of Justice.

In 2024–25, we also stepped up our use of sanctions to address Russia's invasion of Ukraine and its circumvention of sanctions through its use of shadow fleet vessels. We also used sanctions to address other situations of international concern, including cyber threats, human rights violations in Iran, abuses against Palestinians in the West Bank, and counter-terrorism financing. We joined international partners to strengthen efforts to hold North Korea to account for its violation and evasion of UN Security Council sanctions.

On sustainable development, the Minister for International Development, the Hon Dr Anne Aly MP, attended the 4th International Conference on Financing for Development in June 2025, reinforcing Australia's commitment to ensuring developing countries, especially in the Indo-Pacific, can access the financing needed to achieve the Sustainable Development Goals.

DFAT supported Minister Farrell's leadership as vice-chair of the Organisation for Economic Co-operation and Development (OECD) Ministerial Council Meeting and host of World Trade Organization (WTO) and Cairns Group meetings, ensuring Australia helped shape global trade outcomes. Collectively, these meetings made a strong contribution to Australia's top trade policy interests.

In the WTO, our efforts have resulted in the first global digital trade rules. These rules help protect Australians online and support Australian businesses to access new markets more easily and affordably. DFAT also led the government's engagement in the WTO's Trade Policy Review of Australia, our first in 5 years. WTO members from all regions commended Australia's longstanding commitment to open, rules-based trade and our successful market diversification during a challenging period for global trade.

Delivering international development and humanitarian assistance

Guided by values of partnership, respect and shared responsibility, DFAT works with countries across the Indo-Pacific to build resilience, promote growth and respond to crises with compassion and expertise. In a time of global aid cuts and disruption, Australia has remained a responsive, reliable partner. We have reprioritised our development and humanitarian investments to meet immediate and emerging needs, helping to build a region that is safer, more secure and more prosperous. In March 2025, the Government announced that in 2025–26 Australia will deliver a record \$5.1 billion in official development assistance, with 75% dedicated to the Indo-Pacific, the highest proportion in four decades.

Country and regional development partnership plans translate Australia’s International Development Policy into action. Sixteen plans were finalised in 2024–25. Each one is a long-term commitment shaped by local context and partner priorities.

In the Pacific, the Australia–Pacific Regional Development Partnership Plan (2025–2029) and country partnership plans are translating shared economic and development priorities into action. We are working with governments and communities across the Pacific to strengthen state capacity, enhance climate resilience and promote regional unity, consistent with the 2050 Strategy for the Blue Pacific Continent.

In November 2024, Australia also launched the International Disability Equity and Rights Strategy – the first in almost a decade. This landmark strategy puts people with disability at the centre of our development program, introduces ambitious and clear performance targets, and commits new investments in assistive technology to improve participation and opportunity across the Indo-Pacific.

In Southeast Asia, Australia launched one regional and 7 country development partnership plans, prioritising economic growth, climate action and quality infrastructure for the energy transition, as well as access to finance and human development. Australia is driving sustainable development that supports equitable economic transformation, human development and climate resilience. We launched the Australia–Indonesia Climate, Renewable Energy and Infrastructure Partnership and deployed significant blended finance investments through our \$250 million Australian Development Investments (ADI) fund. By the end of 2024, ADI was invested in 33 companies across Indonesia, Vietnam and the Philippines, supporting 18,795 jobs. ADI’s investments added 145.6 megawatts of new solar capacity in 2024, enough to power around 145,000 households annually across Southeast Asia. In the Philippines, Australia continues to support maritime security and development through the Australia–Philippines Development Partnership Plan (2024–2029).

In Timor-Leste, we responded to unexpected funding gaps to ensure vaccination, school food programs and gender equality initiatives can continue. DFAT also launched a \$1 billion economic resilience package that includes Timor-Leste.

Education is a cornerstone of Australia’s approach. More than 130 initiatives across the region – including major education investments such as Pacific Australia Skills, Australia Awards and Australia Awards Fellowships, the New Colombo Plan, and the Empowered and Equal Futures for Girls in Southeast Asia program – are expanding access and opportunities for inclusive education. The Australia for ASEAN scholarships, with 132 scholarships offered in 2025, further strengthen people-to-people ties and support growth.

Australia also plays a vital role in humanitarian responses, guided by our Humanitarian Policy launched in October 2024. We prioritise rapid action, and protection for those most in need. In 2024–25, DFAT delivered urgent assistance and diplomatic coordination in response to escalating conflict and displacement in the Middle East, including Gaza, Lebanon and Syria. We announced further funding to the Rohingya humanitarian crisis in Bangladesh and Myanmar and continued to provide humanitarian support to the Afghan people.

Following the catastrophic earthquake near Mandalay, Myanmar, in March 2025, which affected an estimated 17 million people, we worked with ASEAN, Quad partners and humanitarian organisations to deliver aid into a complex crisis shaped by civil conflict and regime instability. DFAT also deployed response teams to Vanuatu after a major earthquake in December 2024, supporting local authorities and ensuring the safety of Australians and local communities.

In December 2024, DFAT launched Australia's new online development transparency platform, AusDevPortal. The portal publishes investment data and demonstrates our strong commitment to accountability and openness.

Gender equality is essential to peace, prosperity and stability across the Indo-Pacific and beyond. It is central to Australia's foreign policy. In February 2025, Australia launched the DFAT-led International Gender Equality Strategy, reinforcing our longstanding global leadership and setting out practical actions to drive change. Through the strategy, Australia is focusing on ending sexual and gender-based violence, supporting women's leadership, ensuring climate and humanitarian action responds to women and girls, and promoting economic equality and gender-responsive peace and security.

Delivering consular services to Australians overseas

Responsive, high-quality consular services are a core function of DFAT's global presence and reflect Australia's commitment to the welfare of its citizens abroad. In addition to the dedicated staff providing consular services year-round, staff from across the department came together to provide crisis support to Australians and their families in times of great need.

In 2024–25, DFAT provided consular services and crisis support to more than 17,000 Australians and their families impacted by crises, whether that be conflict in the Middle East, the earthquake in Vanuatu or other events. DFAT officials also provided consular services to Australians and their families in Gaza at the Rafah border crossing with Egypt.

Outside of crises, DFAT managed more than 9,100 consular cases, a slight increase on 2023–24 levels. The growing complexity of cases resulted in increased time spent on cases – up by 10% overall and by 17% for our posts overseas compared to 2023–24. The 24/7 Consular Emergency Centre in Canberra responded to more than 61,500 calls for assistance – one call every 8.5 minutes, or 169 calls per day, on average. This is in addition to calls received by our overseas network.

DFAT facilitated the return of 5 Australian citizens in December 2024, after over 19 years in Indonesian prisons. The Australian Government consistently advocated for their release since the time of their detention. The repatriation followed negotiations between Prime Minister Albanese and Indonesian President Prabowo.

Our people, in service for Australia

DFAT's staff are committed to promoting Australia's national interests, even when it requires placing themselves in risky and volatile environments. This dedication was evident at commemorative events during the year.

In July 2024, we commemorated the 10th anniversary of the downing of Malaysia Airlines Flight MH17, in which 298 lives were lost, including 38 people who called Australia home. In September 2024, the department commemorated the 20th anniversary of the 2004 bombing of the Australian Embassy in Jakarta, which took the lives of 10 people and injured 200. In November 2024, the department commemorated the 20th anniversary of the Indian Ocean tsunami, one of the worst natural disasters in history. At the frontline of these tragic events, DFAT staff have been there. I recognise the sacrifice of our staff, including our locally engaged colleagues, in service to Australia.

The department's operating reality requires our people to navigate complex global environments where calculated risk-taking is essential to securing opportunities and addressing threats. DFAT's staff are empowered to act decisively within clear parameters, reinforcing their role as stewards of Australia's prosperity and security.

DFAT's commitment to integrity is foundational to how we operate. The department's Integrity Strategy 2024–2026, launched in November 2024, outlines the actions required to maintain public trust. We recognise this is something we don't always get right. Audits by the Australian National Audit Office (ANAO) highlighted areas for improvement, so the department can continue to meet the expectations of the Australian Parliament and public in how we deliver for Australia. We have responded to the ANAO's concerning findings on procurement. We are strengthening our internal measures and controls to ensure a safe, respectful and accountable professional environment.

With a focus on continual improvement, the department restructured its governance committees to ensure we meet expectations across all we do. We look to digital innovation to enhance our efforts. For example, in 2024–25, we developed a multilateral language tool to help our teams speed up delivery of negotiations by scanning documents for pre-identified 'problematic language' that challenges agreed rules, norms and standards or is contrary to Australia's interests.

Our focus on governance builds trust in the Australians we serve. In early 2025, the department ranked equal first in the national Survey of Trust in Australian public services. The Australian Passport Office provides some of the safest and most reliable passports in the world. In 2024–25, we issued around 9,000 passports per day and met 99% of requests for 2- and 5-day turnarounds.

The Washington DC Embassy project team's multiple architectural awards in 2024–25 highlight the department's ability to deliver world-class, secure infrastructure through collaboration and innovation. Demonstrating consistent excellence, our enterprise performance team received silver awards for performance reporting in 2 consecutive years. Our innovative approach to communicate the complexities of foreign policy and trade has been recognised as best practice within the Commonwealth.

DFAT's Stretch Reconciliation Action Plan 2024–2027 and the Inclusion, Equity and Diversity Strategy 2024–2027 reflect Australia's values and the department's role in promoting them globally. These initiatives ensure DFAT's workplace mirrors the fairness and respect it advocates abroad.

Whether responding to crises, supporting Australians abroad or advancing our national interests, DFAT continues to uphold Australia's values and deliver on its mission to keep Australians safe, secure and prosperous.

DFAT looks to the future with confidence, ready for the complex challenges ahead. We will act decisively and make the most of opportunities as they emerge. We will strengthen Australia's partnerships and uphold the rules and norms that safeguard our prosperity and security. By working with others, especially our regional partners, we can shape a peaceful, prosperous and resilient future for Australia, our region and generations to come.

Jan Adams AO PSM
Secretary

Departmental overview

The department's structure facilitates delivery of core business functions and achievement of our purpose. The Secretary leads 7 strategic groups, each headed by a deputy secretary (Figure 1.3), including the Office of the Pacific and the Office of Southeast Asia. Our people and the global network we lead on behalf of government are our core assets. Staff based in our offices in Australia, and throughout our overseas network of 115 posts, work to implement the department's objectives.

The structure of the Foreign Affairs and Trade portfolio as at 30 June 2025 is shown in Figure 1.1. Each entity has its own purpose and reports on performance in its own annual report.

DFAT's Corporate Plan 2024–25 outlined how the department would achieve its purpose while navigating a complex and dynamic international operating environment. The plan set out our capabilities and how we engage with risk to achieve our outcomes. The department's outcomes are presented in the DFAT Portfolio Budget Statements 2024–25, each with related programs.

The 2024–25 corporate plan and the portfolio budget statements set out the 12 performance measures that we have used to assess how well we delivered our purpose and achieved our outcomes during the reporting period. Our annual performance statements, presented in Chapter 2, provide an assessment of our performance in 2024–25.

Figure 1.2 shows the department's performance framework – consisting of our purpose, outcomes, key activities and performance measures – and values, capabilities and risks.

Ms Jan Adams AO PSM, as Secretary of the department, was the accountable authority throughout the reporting period.

Portfolio ministers

In the first Albanese government to 13 May 2025, Foreign Affairs and Trade portfolio ministers were:

- Senator the Hon Penny Wong, Minister for Foreign Affairs
- Senator the Hon Don Farrell, Minister for Trade and Tourism
- The Hon Pat Conroy MP, Minister for International Development and the Pacific
- Senator the Hon Tim Ayres, Assistant Minister for Trade
- The Hon Tim Watts MP, Assistant Minister for Foreign Affairs.

From 13 May 2025 and for the remainder of the financial year to 30 June 2025, the Foreign Affairs and Trade portfolio ministers were:

- Senator the Hon Penny Wong, Minister for Foreign Affairs
- Senator the Hon Don Farrell, Minister for Trade and Tourism
- The Hon Pat Conroy MP, Minister for Pacific Island Affairs

- The Hon Dr Anne Aly MP, Minister for International Development
- The Hon Matt Thistlethwaite MP, Assistant Minister for Foreign Affairs and Trade
- Senator the Hon Nita Green, Assistant Minister for Pacific Island Affairs and Tourism

The portfolio also worked with and supported the Hon Tim Watts MP in his role as Special Envoy for Indian Ocean Affairs (from 13 May 2025).

Acting arrangements during 2024–25 for portfolio ministers are shown in Appendix F.

Figure 1.1: Foreign Affairs and Trade portfolio structure, at 30 June 2025



¹ Dr Grimes commenced in his position on 3 March 2025. He was preceded in the role by Mr Xavier Simonet, who completed his term as CEO on 1 November 2024.

² Ms Fowler commenced her term on 20 November 2024. She was preceded in the role by Mr Michael Issenberg, who completed his term in November 2024.



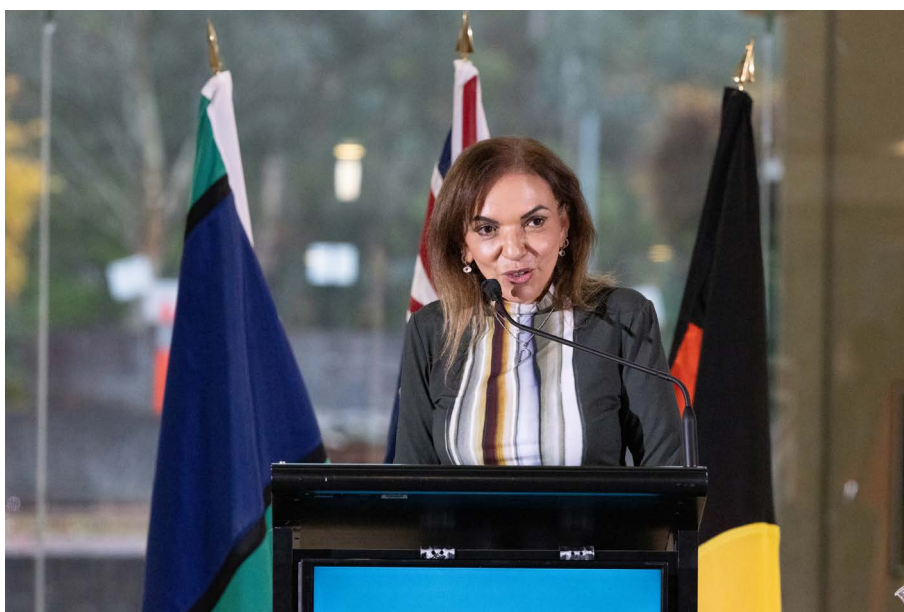
Senator the Hon Penny Wong, Minister for Foreign Affairs, meets the Hon Dato' Seri Utama Haji Mohamad bin Haji Hasan, Minister of Foreign Affairs of Malaysia. Minister Wong attended the annual ASEAN–Australia Foreign Ministers' Meeting, the East Asia Summit Foreign Ministers' Meeting and the ASEAN Regional Forum in Kuala Lumpur, Malaysia, on 10–11 July 2025. Credit: Daniel Walding/DFAT.



Senator the Hon Don Farrell, Minister for Trade and Tourism, meets India's Minister of Commerce and Industry, Shri Piyush Goyal, for the 19th Australia–India Joint Ministerial Commission in Adelaide on 25 September 2024. Credit: DFAT.



The Hon Pat Conroy MP, Minister for Pacific Island Affairs, meets Papua New Guinea Prime Minister James Marape in Suva, Fiji, during the Melanesian Spearhead Group Leaders' Summit at the Heritage Park Hotel on 23 June 2025. Credit: Miguel Gallagher/DFAT.



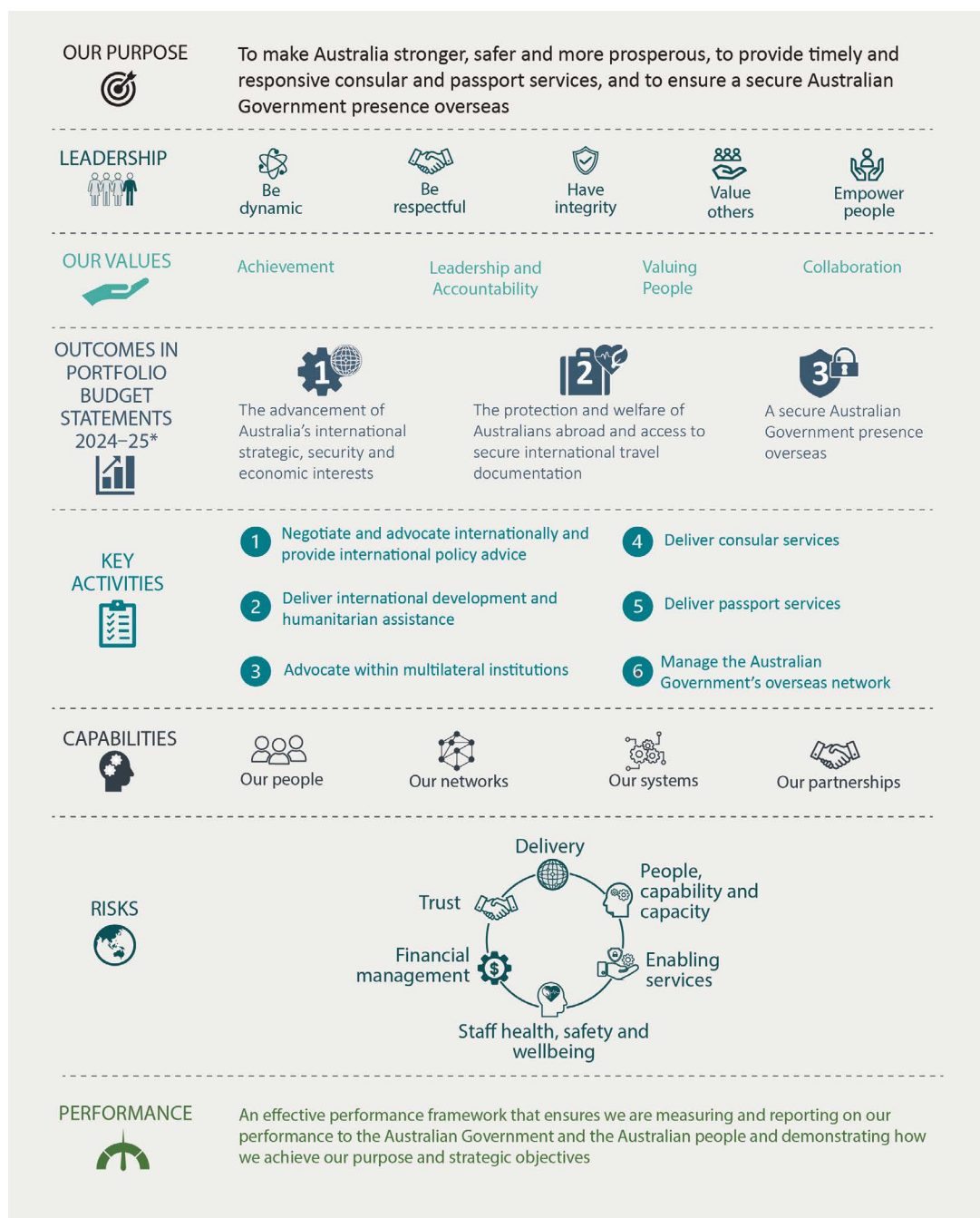
The Hon Dr Anne Aly MP, Minister for International Development, speaking in Canberra on 26 May 2025. Credit: DFAT.



The Hon Matt Thistlethwaite MP, Assistant Minister for Foreign Affairs and Trade, at the Pacific Islands Forum in Suva, Fiji, on 20 May 2025. Credit: Daniel Walding/DFAT.



Senator the Hon Nita Green, Assistant Minister for Pacific Island Affairs, with Governor Gretchen Whitmer (Governor of Michigan) on 24 June 2025 in northern Queensland. Credit: Office of the Assistant Minister for Pacific Island Affairs.

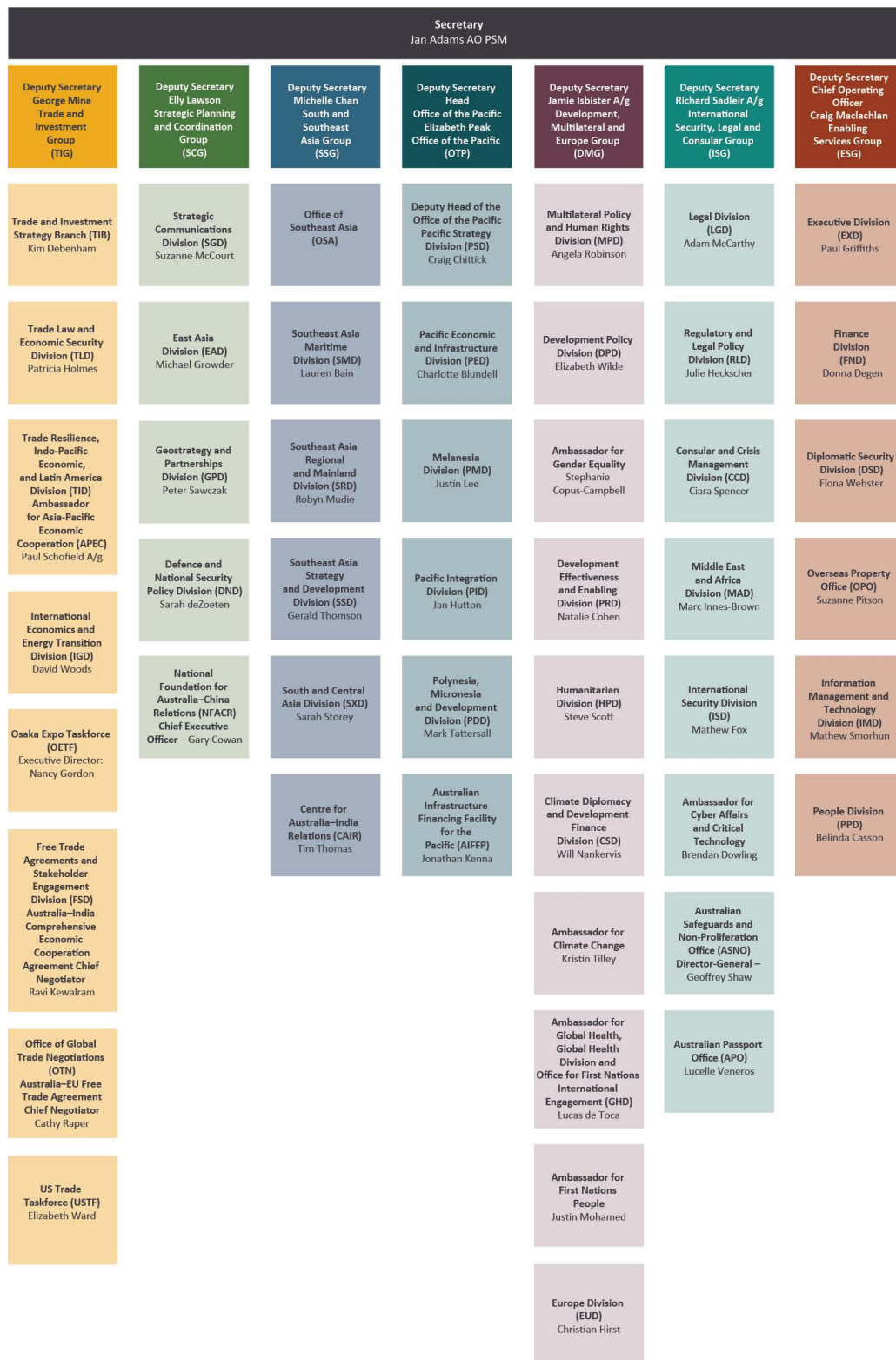
Figure 1.2: DFAT on a page, 2024–25

* The 2024–25 programs for which DFAT has responsibility, by outcome, are as follows:

Outcome 1 – 1.1 Foreign affairs and trade operations; 1.2 Official development assistance; 1.3 Official development assistance – multilateral replenishments; 1.4 Payments to international organisations; 1.5 New Colombo Plan – transforming regional relationships; 1.6 Public information services and public diplomacy; 1.8 Nuclear-powered submarine program

Outcome 2 – 2.1 Consular services; 2.2 Passport services

Outcome 3 – 3.1 Foreign affairs and trade security and IT; 3.2 Overseas property.

Figure 1.3: Department of Foreign Affairs and Trade organisational chart, at 30 June 2025

Chapter 2

Report on performance



Our purpose, outcomes and key activities

The purpose of the Department of Foreign Affairs and Trade (DFAT) is to make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.

As set out in the DFAT Corporate Plan 2024–25, we achieve our purpose by delivering our 3 outcomes and 6 key activities (Figure 2.1).

Figure 2.1: DFAT’s outcomes and key activities, 2024–25

Outcome 1 	Portfolio Budget Statements 2024–25 The advancement of Australia’s international strategic, security and economic interests, including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities
Key activity 1	Negotiate and advocate internationally and provide international policy advice
Key activity 2	Deliver international development and humanitarian assistance
Key activity 3	Advocate within multilateral institutions
Outcome 2 	Portfolio Budget Statements 2024–25 The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas
Key activity 4	Deliver consular services
Key activity 5	Deliver passport services
Outcome 3 	Portfolio Budget Statements 2024–25 A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth’s overseas property estate
Key activity 6	Manage the Australian Government’s overseas network

Annual performance statements

Statement of preparation

As the accountable authority of the Department of Foreign Affairs and Trade, I present the department's 2024–25 annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, these annual performance statements accurately present the department's performance and comply with subsection 39(2) of the PGPA Act.

In accordance with section 16F of the Public Governance, Performance and Accountability Rule 2014, these statements report on our performance in the year ended 30 June 2025, assessed against the purpose, key activities and performance measures published in our Corporate Plan 2024–25 and the relevant part of the Foreign Affairs and Trade Portfolio Budget Statements 2024–25.

A handwritten signature in black ink, appearing to read 'Jan Adams', with a stylized, cursive script.

Jan Adams AO PSM
Secretary
11 September 2025

Overview of results

DFAT’s annual performance statements report on performance against the performance measures and targets as set in the Corporate Plan 2024–25 and Foreign Affairs and Trade Portfolio Budget Statements 2024–25. Overall, DFAT performed well, achieving 9 of 12 performance measures and substantially achieving 3 measures. Table 2.1 provides an overview of results against our 6 key activities, while Table 2.2 provides a summary across all outcomes, key activities and measures. A detailed analysis against each performance measure is on pages 30–87.

Table 2.1: Overview of performance results across 6 key activities, 2024–25

Result	Key activity 1	Key activity 2	Key activity 3	Key activity 4	Key activity 5	Key activity 6	Total
Achieved	2	1	1	1	2	2	9
Substantially achieved	2	–	1	–	–	–	3
Partially achieved	–	–	–	–	–	–	–
Not achieved	–	–	–	–	–	–	–

Key activities

Key activity 1: Negotiate and advocate internationally and provide international policy advice

Key activity 2: Deliver international development and humanitarian assistance

Key activity 3: Advocate within multilateral institutions

Key activity 4: Deliver consular services

Key activity 5: Deliver passport services

Key activity 6: Manage the Australian Government’s overseas network

Performance ratings

In 2024–25, we assessed our performance using 4 ratings, outlined below. Each measure includes specific definitions, provided in the analysis on pages 30–87.

- Achieved
- Substantially achieved
- Partially achieved
- Not achieved

Table 2.2: Performance results summary across 3 outcomes, 6 key activities and 12 measures, 2024–25

Outcome 1 The advancement of Australia’s international strategic, security and economic interests, including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities	
Key activity 1: Negotiate and advocate internationally and provide international policy advice	
Measure 1: DFAT’s diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia	Substantially achieved
• Target: Six case studies demonstrate performance:*	
- Upgraded relationship with Vietnam	Substantially achieved
- Upgraded relationship with the Philippines	Substantially achieved
- Resolution of the trade impediments with China on Australian live rock lobster exports and red meat	Achieved
- Deliver a New Roadmap for Economic Engagement with India	Substantially achieved
- Advocate for an enduring Australian banking presence in the Pacific, and support the World Bank to develop a regional banking solution	Substantially achieved
- Implement 2024–25 Australia–France Roadmap deliverables	Partially achieved
Measure 2: Increased number and diversity of Australian university undergraduates with Indo-Pacific capability	Substantially achieved
• Target: 8,000 Australian university undergraduates complete a New Colombo Plan program to the Indo-Pacific region in 2024–25	
Substantially achieved	
• Target: Diversity measures for First Nations, disability and regional/remote students are equal to or greater than the broader Australian university undergraduate cohort. First Nations: 2.2%, disability: 12.4%, and regional/remote: 17.9%*	
Achieved	
Measure 3: Australia’s standing in the region is enhanced through DFAT’s public diplomacy	Achieved
• Target: Case study on implementation of planned first-year activities of the ASEAN–Australia Centre demonstrates performance*	
Achieved	
Measure 4: Australia’s treaty obligations are met under Australia’s Comprehensive Safeguards Agreement and Additional Protocol to the satisfaction of the International Atomic Energy Agency	Achieved
• Target: The International Atomic Energy Agency (IAEA) grants a ‘broader conclusion’ for Australia confirming Australia’s compliance with its Comprehensive Safeguards Agreement and Additional Protocol treaty obligations	
Achieved	

(continued)

Table 2.2 (continued): Performance results summary across 3 outcomes, 6 key activities and 12 measures, 2024–25

Key activity 2: Deliver international development and humanitarian assistance	
Measure 5: The development program is effective, efficient and responsive	Achieved
• Target: At least 85% of investments are assessed as satisfactory on both effectiveness and efficiency criteria in the investment monitoring reports process	Achieved
Key activity 3: Advocate within multilateral institutions	
Measure 6: Australia’s payments to multilateral development organisations generate collective action on issues impacting Australia	Achieved
• Target: Mandatory payments to multilateral development institutions are paid on time	Achieved
Measure 7: International organisations reflect Australian interests and values when addressing global challenges	Substantially achieved
• Target: Three focus areas demonstrate Australia’s influence and engagement in international institutions, including delivery of planned strategic objectives for the United Nations General Assembly High-Level Week; election of Australian multilateral candidatures; and delivery of the UN Junior Professional Officer Program	Substantially achieved
Outcome 2	
The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas	
Key activity 4: Deliver consular services	
Measure 8: Australians have access to consular information and services, including in times of crisis	Achieved
• Target: 100% of travel advisories reviewed biannually for posts in a volatile risk environment and where there are elevated Australian interests; 100% of travel advisories reviewed annually for all other posts	Achieved
• Target: A maximum of 2 unplanned Consular Emergency Centre telephony outages greater than 5 minutes per financial year	Achieved

(continued)

Table 2.2 (continued): Performance results summary across 3 outcomes, 6 key activities and 12 measures, 2024–25

Key activity 5: Deliver passport services	
Measure 9: Australian passports are processed efficiently	Achieved
• Target: 95% of travel documents are available within 6 weeks of lodgement* • Target: 98% of priority passports are processed within 2 business days • Target: 98% of fast-track passports are processed within 5 business days* • Target: Travel document processing efficiency is greater than or equal to 90% of the agreed benchmark*	Achieved Achieved Achieved Achieved
Measure 10: Customers are satisfied with passport services	Achieved
• Target: 85% satisfaction rate overall from customer surveys	Achieved
Outcome 3 A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate	
Key activity 6: Manage the Australian Government's overseas network	
Measure 11: Australian Government staff, information and assets overseas are protected through appropriate risk-focused security measures	Achieved
• Target: DFAT achieves the set security performance standards across a majority of its posts in the areas of compliance, culture and responsiveness to incidents*	Achieved
Measure 12: The overseas property estate is effectively maintained and fit for purpose	Achieved
• Target: At least 80% satisfaction rating with the performance of the outsourced property service provider and the Overseas Property Office • Target: Annual reinvestment in the DFAT portfolio of a minimum of 2% of the building asset value • Target: At least 90% of the owned property estate 'planned and preventative maintenance program' is completed as per the agreed schedule	Achieved Achieved Achieved

* Targets were revised during the reporting period. See Table 2.3 (pages 28–29) for details.

Revised performance measures

During 2024–25, we revised performance information published in the DFAT Corporate Plan 2024–25 for performance measures 1, 2, 3 and 9. Details of these revisions are provided in Table 2.3.

Table 2.3: Summary of revisions to DFAT’s performance measures during 2024–25

Measure 1: DFAT’s diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia	
Reason for change: We refined the wording of case study titles to improve clarity of intent and split a case study into 2 parts, allowing for individual examination of the respective intended favourable outcomes. The case study on resolving trade impediments now excludes oaten hay, as only live rock lobster and red meat impediments remained at the start of the reporting period. The description of the methodology was amended for clarity (see page 30) and the measure type was updated to correct a typographical error.	
Published target and measure type	• Target: Five case studies demonstrate performance. - Upgraded relationships with Vietnam and the Philippines - Resolution of the trade impediments with China on Australian live rock lobster exports, red meat and oaten hay - Deliver a Comprehensive Roadmap for Economic Engagement with India - Advocate for an enduring Australian banking presence in the Pacific, and support the World Bank to develop a regional banking solution - Implement Year 1 of the France–Australia Roadmap deliverables • Measure type: Qualitative, outcome.
Revised target and measure type	• Target: Six case studies demonstrate performance. - Upgraded relationship with Vietnam - Upgraded relationship with the Philippines - Resolution of the trade impediments with China on Australian live rock lobster exports and red meat - Deliver a New Roadmap for Economic Engagement with India - Advocate for an enduring Australian banking presence in the Pacific, and support the World Bank to develop a regional banking solution - Implement 2024–25 Australia–France Roadmap deliverables • Measure type: Qualitative; effectiveness.
Measure 2: Increased number and diversity of Australian university undergraduates with Indo-Pacific capability	
Reason for change: Results for 2023–24 were published in the DFAT Annual Report 2023–24, and diversity targets were aligned with the 2023 data published by the Department of Education in November 2024.	

(continued)

Published targets	• Target 1: 8,000 Australian university undergraduates complete a New Colombo Plan program to the Indo-Pacific region in 2023–24 and 2024–25. • Target 2: Diversity measures for First Nations, disability and regional/remote students are equal to or greater than the broader Australian university undergraduate cohort. - Diversity measure targets: First Nations: 2.1%, disability: 11.4%, and regional/remote: 18.0%. This is the most recent comparable national data, dated 2022.
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Revised targets	• Target 1: 8,000 Australian university undergraduates complete a New Colombo Plan program to the Indo-Pacific region in 2024–25. • Target 2: Diversity measures for First Nations, disability and regional/remote students are equal to or greater than the broader Australian university undergraduate cohort. - Diversity measure targets: First Nations: 2.2%, disability: 12.4% and regional/remote: 17.9%. This is the most recent comparable national data, dated 2023.*
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Measure 3: Australia's standing in the region is enhanced through DFAT's public diplomacy

Reason for change: We refined the target wording to improve clarity of intent. The description of the methodology was amended for clarity (see page 54) and the measure type was updated to correct a typographical error.

Published target and measure type	• Target: Case study on implementation of planned first-year activities of the Australia–ASEAN Centre demonstrate performance. • Measure type: Qualitative, outcome.
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Revised target and measure type	• Target: Case study on implementation of planned first-year activities of the ASEAN–Australia Centre demonstrates performance. • Measure type: Qualitative; effectiveness.
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Measure 9: Australian passports are processed efficiently

Reason for change: DFAT undertook a review of this measure with the intent to provide more meaningful information reflective of user experience, as well as to capture the new fast-track (5-day processing) service.

Published targets	• Target 1: 95% of passports processed within 10 business days. • Target 2: 98% of priority passports processed within 2 business days.
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Revised targets	• Target 1: 95% of travel documents are available within 6 weeks of lodgement. • Target 2: 98% of priority passports are processed within 2 business days. • Target 3: 98% of fast-track passports are processed within 5 business days. • Target 4: Travel document processing efficiency is greater than or equal to 90% of the agreed benchmark.
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* Department of Education, 2023 *Section 11 – Equity groups*, Higher Education Statistics, Department of Education website, accessed 5 September 2025.

Performance results for Outcome 1

Outcome 1: The advancement of Australia’s international strategic, security and economic interests, including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities

Key activity 1: Negotiate and advocate internationally and provide international policy advice

Measure 1: DFAT’s diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia	
Overall performance	Substantially achieved
Targets and results	Six case studies demonstrate performance: - Upgraded relationship with Vietnam Substantially achieved - Upgraded relationship with the Philippines Substantially achieved - Resolution of the trade impediments with China on Australian live rock lobster exports and red meat Achieved - Deliver a New Roadmap for Economic Engagement with India Substantially achieved - Advocate for an enduring Australian banking presence in the Pacific, and support the World Bank to develop a regional banking solution Substantially achieved - Implement 2024–25 Australia–France Roadmap deliverables Partially achieved
Methodology	We used an evaluative approach to understand how effectively the department delivered on intended outcomes and responded to changes in the operating environment. We examined each case study to identify patterns and lessons across a range of activities as part of continuous improvement in our diplomatic efforts.
Data sources	A range of primary and secondary sources, including internal reporting cables, briefings and speeches.
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 31 Corporate Plan 2024–25, p 22
Measure type	Qualitative; effectiveness
Result explained	While case studies demonstrate that diplomatic efforts have supported favourable foreign affairs and trade policy outcomes, not all targets have been achieved. We therefore rate this measure as ‘substantially achieved’.

Overall analysis

We rate our overall performance against this measure as **‘substantially achieved’**. We fully achieved the intended favourable outcomes in one of the 6 case studies. The remaining 5 case studies demonstrate meaningful progress and had either substantially or partially achieved the intended favourable outcomes. In 3 cases, outcomes were either delivered immediately after the reporting period or are expected to be delivered within the 2025–26 financial year.

Foreign policy and trade outcomes are inherently unpredictable, shaped by global economic shifts, geopolitical tensions, technological transformation, and the actions of other countries and international organisations. These factors can rapidly alter the strategic landscape in which we operate.

Despite uncertainty, the department must continue to advance Australia’s international interests and safeguard our national security and prosperity. Delivering favourable outcomes in foreign and trade policy requires the careful balancing of long-term strategy with short-term tactical delivery. It requires informed judgements about which entry points to pursue in a dynamic and often unpredictable context. Those opportunities must then be leveraged through influential and impactful work. This work is multifaceted, summarised under the term ‘diplomatic efforts’.

‘Diplomatic efforts’ are defined broadly and include:

- geopolitical and economic analysis
- relationship management and representation with foreign governments and stakeholders
- management of events, meetings and dignitary visits that enable representation of Australian interests
- whole-of-government coordination and domestic stakeholder engagement to ensure Australia’s interests are represented consistently and holistically across government
- engagement in international and multilateral forums such as the United Nations, the International Court of Justice and the World Trade Organization
- protocol services for foreign dignitaries
- reputational risk management
- soft power activities such as public diplomacy and media engagement
- financial management of programs and partnerships
- core business of the public service – such as ministerial briefing and ministerial correspondence.

In an increasingly uncertain geostrategic environment, our diplomatic efforts are critical in navigating emerging challenges and identifying new opportunities to shape a peaceful, stable and prosperous region.

A core part of the department’s work is responding to international crises that impact Australians or Australia’s interests. Staff from across the department are drawn from their day-to-day work to provide surge support on crisis response. During 2024–25, DFAT’s crisis centre was stood up 3 times for a total of 33 days. Over 800 staff were activated across the department to respond to crises. This includes the 2025 India–Pakistan conflict and the Myanmar earthquake, which involved the initiation of the Inter-Departmental Emergency Task Force and deployment of the Crisis Response Team. This work includes policy, logistical, coordination, humanitarian and consular work – requiring contributions in skills from across the department, including in policy specialist areas. The scale of consular and humanitarian responses is impossible to predict with certainty.

Consequently, resourcing across all areas of the department may be affected each year, including those responsible for delivering outcomes under the case studies for this performance measure. In some instances, foreign affairs and trade policy outcomes must be reoriented in response – whether by shifting priorities, reallocating resources, or adapting strategies to better align with evolving situations. All case studies should be read with this context in mind.

Case studies

The following 6 case studies demonstrate our performance in supporting favourable foreign affairs and trade policy outcomes for Australia during 2024–25.

Case study 1: Upgraded relationship with Vietnam

Vietnam is one of our most important partners in the Indo-Pacific and our relationship has never been stronger. We are working together to realise a region that is peaceful, stable and prosperous. Vietnam is important to Australia’s economic future, and there is great potential for trade and investment to grow further.

In March 2024, during the visit to Australia of Vietnam’s Prime Minister, H.E. Phạm Minh Chính, leaders announced the elevation of the bilateral relationship to a Comprehensive Strategic Partnership (CSP). The CSP reflects the depth of our ties and shared ambition for the future of the relationship. The CSP upgrades whole-of-government cooperation in established areas, and commits both sides to foster cooperation on new priorities, including climate change, energy and minerals, and digital transformation. This case study focuses on DFAT’s objectives in 2024–25 to advance our bilateral relationship through implementation of the shared priorities in the CSP.

Intended favourable outcome

During 2024–25, DFAT aimed to achieve the favourable outcome of **delivering on shared priorities in the Comprehensive Strategic Partnership with Vietnam** through finalising a plan of action for the CSP and commencing implementation, including through holding senior officials' talks and finalising an Australia–Vietnam Development Partnership Plan.

Result

We consider the favourable outcome to be **substantially achieved**. On 18 October 2024, the Minister for Foreign Affairs, Senator the Hon Penny Wong, and Vietnam's Deputy Prime Minister and Minister of Foreign Affairs, Bùi Thanh Sơn, signed the Plan of Action to Implement the Comprehensive Strategic Partnership between the Government of Australia and the Government of the Socialist Republic of Vietnam 2024–2027.

On 9 December 2024, the Australia–Vietnam Development Partnership Plan (DPP) 2025–2030 was launched. The DPP translates into action the development priorities Australia shares with Vietnam. It builds on over 50 years of development cooperation between our 2 countries and delivers on the shared ambitions and commitments in our CSP. The DPP continues our focus on inclusive economic growth, skills and equality, and introduces a new focus on climate change and digital transformation. These areas align with Vietnam's priorities and its goal of becoming a high-income country by 2045.

Australia and Vietnam agreed to establish senior officials' talks between DFAT and Vietnam's Ministry of Foreign Affairs. These are held annually alongside the existing annual 2+2 Strategic Dialogue, which also includes senior officials from the Department of Defence and Vietnam's Ministry of Defence and was last held in August 2024. While not within the 2024–25 financial year, the inaugural Australia–Vietnam Senior Officials' Talks were held on 5 August 2025 in Canberra. The talks discussed developments in the bilateral relationship, progress on the plan of action, and strengthening cooperation on regional issues.



DFAT Deputy Secretary Michelle Chan and Vietnam Vice Foreign Minister Nguyễn Mạnh Cường at the inaugural Australia–Vietnam Senior Officials’ Talks, held together with the 10th Australia–Vietnam Strategic Dialogue at the RG Casey Building, Canberra, on 5 August 2025. Credit: Mel Adams/DFAT.

Analysis

The finalisation of the plan of action, establishment of senior officials’ talks, and the launch of the Development Partnership Plan have collectively advanced our Comprehensive Strategic Partnership with Vietnam – a key foreign policy initiative for Australia. DFAT undertook a range of tasks to achieve each of the objectives. This comprised engagement with Australian and Vietnamese stakeholders, collaboration with partner agencies, provision of briefing, drafting and coordination of the plan of action and DPP, and the delivery of ministerial visits.

DFAT coordinated across the Australian Government to compile inputs for the plan of action. DFAT also conducted several rounds of negotiations with the Government of Vietnam on the text for the plan of action. Throughout the process, DFAT utilised engagements of portfolio ministers and senior officials with their Vietnamese counterparts to advocate for Australia’s interests. In particular, DFAT staff delivered the annual Foreign Ministers’ Meeting in Adelaide in October 2024, providing briefing to inform the successful finalisation of the plan of action and signature by ministers.

To prepare the DPP, DFAT held consultations with Australian Government partners, multilateral development partners, non-government organisations, and managing contractors. In Vietnam, consultations were held with Government of Vietnam agencies, the Communist Party of Vietnam and Vietnam's National Assembly. Using these inputs, DFAT managed drafting, editing and finalisation of the document and obtained ministerial approval for the DPP, which will shape our bilateral development priorities for the next 5 years.

The inaugural Australia–Vietnam Senior Officials' Talks were held on 5 August 2025 in Canberra. This was the earliest available time for both Australia and Vietnam's Foreign Affairs and Defence senior officials to hold the senior officials' talks and 2+2 Strategic Dialogue in 2025. Following signature of the plan of action in October 2024, DFAT engaged with Vietnamese officials to establish the senior officials' talks and agree on a meeting agenda. DFAT briefed Australia's senior officials and organised the meeting. The senior officials' talks will be held annually, providing an additional forum to discuss ways to further advance the bilateral relationship.

Case study 2: Upgraded relationship with the Philippines

The upgrade to a Strategic Partnership in September 2023 reflects the strength and dynamism of Australia–Philippines ties and a shared interest in a peaceful, stable and prosperous Indo-Pacific region. The Philippines–Australia Plan of Action (2023–2026) is the roadmap to implement the Strategic Partnership – it consolidates pre-existing efforts and outlines new commitments to deepen political and strategic cooperation. Two separate memorandums of understanding on cyber and critical technology cooperation and enhanced maritime cooperation – both signed during President Ferdinand R. Marcos Jr's historic visit to Australia in February 2024 – expand on relevant commitments in the plan of action, and underscore the centrality of deepened cyber and maritime cooperation to our joint prosperity and security.



Roundtable participants during the Philippines maritime study visit to Australia, at the RG Casey Building in Canberra on 29 April 2025. Credit: Addison Orme/DFAT.

Intended favourable outcome

During 2024–25, DFAT aimed to achieve the intended favourable outcome of **deepened political and strategic cooperation with the Philippines**, pursuant to commitments in the plan of action to implement the Strategic Partnership and memorandums of understanding on enhanced maritime cooperation and cyber and critical technology cooperation.

Building on existing ministerial and senior officials dialogues, DFAT intended to hold additional thematic and expert-level dialogues and implement additional activities to strengthen the Philippines' cyber and maritime security. Specifically, DFAT intended to deliver:

- inaugural Senior Officials' Talks on Consular and Crisis Management and the inaugural High-Level Consultations on Development Cooperation
- senior officials engagements on cybersecurity and preliminary activities to establish the new Southeast Asia and Pacific Cyber Program (SEA-PAC Cyber)
- maritime institutional capacity building via new scholarships, study visits and equipment.

Result

We consider the intended favourable outcome to be **substantially achieved**. DFAT delivered the inaugural Senior Officials' Talks on Consular and Crisis Management and High-Level Consultations on Development Cooperation, as per the plan of action. DFAT delivered 3 engagements of senior officials on cybersecurity and established SEA-PAC Cyber. DFAT also delivered a substantial maritime support package, including 2 new masters scholarships for Philippine Coast Guard (PCG) officers; 2 Australian study visits for Philippine maritime policy leaders, scientists and practitioners; and the gifting of drones, radios and training to support PCG operations. A procurement of supporting radio infrastructure was delayed, which meant the overall outcome was not fully achieved.

Analysis

The inaugural Senior Officials' Talks on Consular and Crisis Management (July 2024, Manila) coincided with the arrival of Typhoon Gaemi. While many delegates were unable to reach the meeting venue due to flooding, the talks proceeded online with open and frank exchanges on our respective consular and crisis management experiences. Follow-up activities have included information exchanges and briefings, including on kidnap response protocols, e-apostille systems, e-visas, student visas, crisis management systems, and ISIS brides. The inaugural High-Level Consultations on Development Cooperation (February 2025, Manila) focused on implementation of the Australia–Philippines Development Partnership Plan 2024–2029 (launched in Manila in 2024). Senior officials also exchanged policy and program updates, and committed to annual consultations going forward.

For Australia, cyber and critical technology are foreign policy priorities. The first visit to the Philippines of Australia's Ambassador for Cyber Affairs and Critical Technology (August 2024) engaged a range of Philippine agencies on opportunities to progress the Memorandum of Understanding on Cyber and Critical Technology Cooperation (February 2024). This visit led to agreement to establish a bilateral cyber dialogue, and to conduct 2 additional cyber engagements in the Philippines in 2025, including the Southeast Asia Business Exchange Mission (February 2025). The mission, comprising 23 technology companies from Australia, highlighted our strengths in critical technologies (cybersecurity, artificial intelligence, fintech and blockchain). The second engagement (March 2025), led by DFAT, advanced planning for capacity-building activities with the Philippines under SEA-PAC Cyber. All preliminary activities to establish the program, including endorsement of the Philippines as a priority country, have been completed. DFAT has commenced program implementation by delivering 4 cyber incident preparedness and response exercises with the Philippine Coast Guard (PCG), Department of Energy, Philippine National Police and Department of Transportation, aimed at enhancing agencies' cyber preparedness and threat response.

Strengthening maritime cooperation is also a focus for Australia and the Philippines. Australia gifted over \$1 million in drones, operator training and radios (between October 2024 and April 2025) through Australia’s Southeast Asia Maritime Partnerships to enhance PCG maritime domain awareness capabilities, fulfilling a 2023 commitment by the Minister for Foreign Affairs. DFAT worked closely with the PCG to ensure the equipment met operational needs, and engaged like-minded donor missions to manage duplication risks. A planned procurement of supporting communications infrastructure (to extend the effective range of the radios) was temporarily paused while the PCG conducted an internal capability review. This pause ensured our support remained aligned with the PCG’s priorities and operational requirements. The procurement will be completed in 2025. In line with the Memorandum of Understanding on Enhanced Maritime Cooperation, DFAT has worked to enhance Philippine capacity through 2 new scholarships for PCG candidates studying the Master of Maritime Policy at the University of Wollongong. DFAT also delivered 2 Australian study visits (April and May 2025) for separate cohorts of 25 Philippine maritime policy leaders and 21 marine scientists and practitioners. Through implementing partners, DFAT has received high-level requests for additional visits in the future.

Case study 3: Resolution of the trade impediments with China on Australian live rock lobster exports and red meat

China is Australia’s largest trading partner.¹ Total goods and services trade with China in 2024 was valued at \$312 billion, larger than our next 3 largest trading partners combined (United States, Japan and Republic of Korea).² A stable commercial relationship serves the interests of both Australia and China.

In 2020, China began imposing trade impediments targeting a wide range of Australian exports to China. This case study is a continuation of an earlier one from the DFAT Annual Report 2023–24, which described the department’s success in resolving some – but not all – of China’s trade impediments.

This case study focuses on the trade impediments that remained in place at the beginning of 2024–25: suspensions of 2 meat establishments for the alleged detection of the banned substance chloramphenicol (one in 2020 and one in 2021), and China not issuing import permits for Australian live rock lobster producers from late 2020 onwards.

Intended favourable outcome

During 2024–25, DFAT aimed to **resolve the remaining trade impediments imposed by China on Australian exports from 2020.**

¹ DFAT, *Australia’s trade in goods and services 2024*, DFAT website, June 2025.

² DFAT, *Trade statistical pivot tables*, DFAT website, accessed 28 May 2025.

Result

We consider the favourable outcome to be **achieved**. On 3 December 2024, China lifted the 2 remaining suspensions on Australian red meat establishments. On 20 December 2024, China notified Australia that live rock lobster trade could resume immediately and recommenced issuing import permits. This means all trade impediments affecting Australian exports to China imposed from 2020 to 2022 have been removed, without our compromising any of Australia's national interests or values.

Following the lifting of suspensions on the 2 remaining red meat establishments on 3 December 2024, Australia exported \$1.5 billion of red meat to China in the period December 2024 to May 2025. During the same period in the previous financial year, the value of Australia's exports of red meat to China was \$1.1 billion. Following the lifting of live rock lobster trade impediments on 20 December 2024, Australia exported \$343 million of live rock lobster to China in the period December 2024 to May 2025. During the same period in the previous financial year, Australia exported no live rock lobster to China.



China-based Australian chef Heidi Dugan gave a lobster and beef cooking demonstration during the China International Import Expo in Shanghai, China, in November 2024. Senator the Hon Don Farrell, Minister for Trade and Tourism, who led Australia's delegation to the expo, signed a memorandum of understanding on beef exports on 4 November 2024. Credit: Daniel Walding/DFAT.

Overall, in 2024 Australia exported \$19.5 billion of previously impeded products to China (barley, bottled wine, coal, copper ores and concentrates, cotton, live rock lobster, oaten hay, red meat, and timber logs). This was more than the \$14 billion exported in 2023 and more than the \$2.4 billion exported in 2022, when all impediments were in place.

Analysis

The resolution of the remaining 2 impediments in 2024–25 was the result of a coordinated, multi-pronged strategy. This involved the deployment of senior Australian ministers and consistent and organised advocacy from Australian Government departments with key Chinese interlocutors. For all bilateral engagements, DFAT prepared briefing tailored to each engagement, providing the best messaging to prosecute our case.

DFAT worked closely with partner agencies, especially the Department of Agriculture, Fisheries and Forestry (DAFF). DAFF managed technical aspects of the remaining sanitary and phytosanitary impediments, negotiating with Chinese counterpart agencies on removing technical impediments to trade, while DFAT played a significant role in coordinating across government to support coherent public messages and policy outcomes.

Throughout 2024–25, DFAT undertook regular assessments of bilateral diplomatic, trade and economic relations to inform actions consistent with the above approach. DFAT also provided ongoing monitoring of trade data to track the effect of the trade impediments. The resumption of exports of red meat and live rock lobster demonstrates DFAT's success in influencing the removal of the impediments.

Case study 4: Deliver a New Roadmap for Economic Engagement with India

India is the world's most populous economy – and is central to Australia's diversification efforts. On track to become the world's third-largest economy by the end of the decade, India is the fastest-growing G20 country. Our strategic settings are strong for us to pursue the full potential of our economic relationship with India and seize new opportunities to benefit from India's economic rise. How we engage will shape our long-term prosperity for the benefit of Australian businesses and consumers.

In 2024, DFAT led a whole-of-government approach to develop *A New Roadmap for Australia's Economic Engagement with India* (the roadmap), building on the India Economic Strategy to 2035 and the 2022 update to that strategy. The roadmap highlights how Australia can focus and accelerate efforts to grow our economic ties, by identifying 4 sectors that show the most potential. The roadmap is also a signal to investors and businesses that the Australian Government is committed to maximising economic opportunities with India.

Intended favourable outcome

During 2024–25, DFAT aimed to achieve the favourable outcome of demonstrating commitment to the Australia–India partnership through the **development and launch of the roadmap**.

Result

We consider the favourable outcome to be **substantially achieved**. The department led a comprehensive consultation process to inform the development of the roadmap publication and delivered a successful launch event on 26 February 2025, attended by the Prime Minister, the Hon Anthony Albanese MP, the Minister for Foreign Affairs, Senator the Hon Penny Wong, and the Minister for Trade and Tourism, Senator the Hon Don Farrell. The launch event occurred later than initially scheduled owing to factors outside of DFAT's control.



A New Roadmap for Australia's Economic Engagement with India, launched by Prime Minister Anthony Albanese at Deakin University's Burwood Corporate Centre, Melbourne, on 26 February 2025. Credit: DFAT.

Through the development of the roadmap, DFAT consulted extensively across all Australian states and territories and India. As a result, the roadmap taskforce identified 4 high-priority sectors that show the most potential for growth, with 7 other second-tier priority sectors. Consultations drew out numerous suggestions to take forward these opportunities. The roadmap document includes 47 clear action points to fill gaps in current efforts and enhance our efforts in areas of emerging opportunity.

The roadmap signals commitment to the economic relationship to key stakeholders in the business, government and community sectors. Over 100 people attended the launch event at Deakin University in Melbourne, including community and diaspora leaders and senior business representatives. At the launch, the Prime Minister announced a \$16 million Australia–India Trade and Investment Accelerator Fund and \$4 million extending the Centre for Australia–India Relations Maitri Grant Program to support roadmap implementation.

Analysis

In 2024–25, DFAT played a lead role in developing and launching the roadmap. DFAT’s assessment is that the development of the roadmap was valued by industry, state and territory governments and members of the Indian Australian diaspora. The consultation process was well received and signalled commitment to growing the economic relationship with India. The roadmap also drew the attention of state and territory governments, the Indian diaspora and the business community to the opportunities created by India’s growth and our natural economic complementarities.

The department established a small roadmap taskforce to coordinate and lead this work. The taskforce met over 400 businesses and stakeholders, and hosted more than 20 roundtable discussions and over 25 individual meetings. In addition, the department received and assessed 72 written public submissions. The Minister for Trade and Tourism and the then Assistant Minister for Foreign Affairs, the Hon Tim Watts MP, each chaired roadmap-related roundtables on priority sectors, demonstrating a high level of government engagement. Key stakeholders such as the Australia India Institute and the Business Council of Australia also hosted consultation events. Anecdotal feedback indicated significant support for the roadmap.

In addition to public consultations, DFAT coordinated whole-of-government efforts to collect and collate policy input from across government to support development of the roadmap. This consisted of regular interdepartmental meetings, chaired by a DFAT senior executive officer.

The assessment indicates that the work delivered by the department – standing up a taskforce, leading a comprehensive consultation process, developing the roadmap publication, delivering a launch event and providing ministerial (including prime ministerial) briefing support – contributed to supporting favourable trade policy outcomes, including demonstrating commitment to the Australia–India relationship. Implementation of the roadmap will be reported in a separate case study for the 2025–26 annual report.

Case study 5: Advocate for an enduring Australian banking presence in the Pacific, and support the World Bank to develop a regional banking solution

The Pacific region continues to face significant challenges due to the withdrawal of banking services, particularly US dollar correspondent banking relationships. This withdrawal, which is part of a global trend of financial de-risking, threatens financial inclusion, economic development and regional stability. It also opens gaps for malign actors to fill. In response, DFAT pursued a multi-pronged strategy, in close concert with other Australian Government agencies, to maintain an enduring Australian banking presence in the Pacific and undertake regional banking reforms to strengthen the economic security and prosperity of our region.

Intended favourable outcomes

In 2024–25, DFAT aimed to achieve the favourable outcomes of an **enduring Australian banking presence in the Pacific and reducing the broader decline of banking services in the region** by:

- delivering the Pacific Banking Forum 2024 for endorsement of a regional banking solution
- securing an Australian bank for Nauru
- securing ANZ Bank’s long-term presence in the region.

Result

We consider the favourable outcomes to be **substantially achieved**. The Pacific Banking Forum 2024 facilitated engagement on the World Bank’s Pacific Strengthening Correspondent Banking Relationships project – a regional banking solution to address Pacific banking challenges. The project was endorsed by the World Bank’s board. As announced in December 2024, the Commonwealth Bank of Australia will commence banking operations on Nauru in August 2025. In March 2025, ANZ announced its long-term commitment to the region by maintaining its existing service offering to Pacific island operations without reduced footprint or levels of service. However, this commitment was contingent on the passage of the Pacific Banking Guarantee Bill 2025, which passed both houses of parliament in September 2025.

Analysis

It is in Australia’s national interest that Pacific island countries maintain strong connections to the global financial system. These connections have been deteriorating because of low profitability and high regulatory compliance complexity for banks. Together with the US and Australian treasuries, DFAT hosted the Pacific Banking Forum on 8–9 July 2024. The forum brought together US banks and regulators with Pacific counterparts for the first time. A forum outcomes statement was drafted to distil commitments from regulators, governments and the multilateral development banks. The forum provided a platform for the World Bank to present and consult on the concept for its new Pacific Strengthening Correspondent Banking Relationships project, which was subsequently endorsed by the World Bank’s board in August 2024.

Nauru, which was facing the loss of all banking services with the departure of Bendigo and Adelaide Bank, was the extreme case of de-risking. The economic, social and gender inclusion consequences of this could have been severe. Through the Asian Development Bank–delivered Pacific Private Sector Development Initiative, and subsequently in partnership with the Department of the Treasury, DFAT facilitated industry consultation and representation to find candidate banks to replace Bendigo and Adelaide Bank. Australia then committed, through Article 3 of the Nauru–Australia Treaty, to secure a banking solution for Nauru. Following the treaty announcement, the Commonwealth Bank of Australia announced that it would establish banking operations in the second half of 2025.



DFAT staff and other project team members at the Pacific Banking Forum, held on 8–9 July 2024 at the Brisbane Convention Centre. Credit: Richard O’Leary/Eventphotography.com.

Maintaining the presence of Australian banks is vital for maintaining the Pacific’s financial connection to the world and is a significant soft power asset for Australia. Australian banks in the Pacific are recognised for their high standards of anti–money laundering compliance, uplifting the reputation and capability of the wider financial sector. They also facilitate trade, investment and remittance flows between Australia and the region. DFAT worked closely with the Treasury-led whole-of-government negotiations with ANZ to secure the bank’s long-term presence in the region. We also coordinated consultation through our network of posts on ANZ’s Pacific commitments, and the department continues to engage on this through the whole-of-government Pacific Banking Steering Committee.

On 14 March 2025, ANZ announced its long-term commitment to banking services in the region. For the Pacific Commitments Deed to take effect, the Pacific Banking Guarantee Bill 2025 first needed to be passed by the Australian Parliament. Following both government (including by the Minister for International Development) and opposition speeches in support of the bill, it lapsed with the calling of the May 2025 federal election. The bill was reintroduced to the 48th Parliament, and with the parliament’s support through the passage of the bill in September 2025, ANZ’s long-term presence in the Pacific will be fully secured in the 2025–26 financial year.

Case study 6: Implement 2024–25 Australia–France Roadmap deliverables

France is an influential global and regional partner for Australia. The partnership recognises the strategic challenges in the Indo-Pacific region, advances regional peace, stability and prosperity, and promotes international rules and norms. Prime Minister Albanese and French President Emmanuel Macron issued a joint statement in Paris on 1 July 2022 reaffirming their ‘commitment to building a closer and stronger bilateral relationship based on mutual trust and respect’.³ The leaders agreed to ‘establish a new agenda for cooperation based on three pillars: defence and security; resilience and climate action; and education and culture’.

The Australia–France Roadmap was officially launched in Canberra by the Minister for Foreign Affairs, Senator the Hon Penny Wong, and France’s Minister for Europe and Foreign Affairs, Catherine Colonna, on 4 December 2023 as a package of 21 initiatives structured around the 3 pillars, to be implemented by 9 Australian Government departments and agencies. Initiatives were identified based on their potential to deepen collaboration.

DFAT is responsible for delivering 9 roadmap initiatives – 7 with new funding of \$14.2 million over 4 years from 2023–24, and 2 initiatives that were already in train.

This case study focuses on DFAT’s delivery of 8 roadmap initiatives in 2024–25, consisting of 15 planned activities (DFAT’s ninth initiative – sports diplomacy – commences in 2025–26). Many of these initiatives are foundational for building a closer and stronger bilateral relationship between Australia and France.

Intended favourable outcome

During 2024–25, DFAT aimed to achieve the favourable outcome of demonstrating commitment to strengthening the bilateral relationship, through delivery of activities under 8 DFAT-led initiatives:

- the **Australia-France Indo-Pacific Studies Program** to strengthen institutional linkages and enable joint projects on priority strategic challenges
- the **Australia–France Energy Transition Program** to bring together leading Australian and French institutions, researchers and companies on energy transition
- the **Australia–France Pacific Shared Knowledge Initiative** to enhance Australian and French academic and research cooperation to promote understanding of Pacific issues and key regional challenges
- the **Initiative for Climate, Nature and Forests in Papua New Guinea (PNG)** to deepen Australia and France’s engagement with PNG’s forests sector and relevant climate and environmental agencies

³ The Hon Anthony Albanese MP, *Joint Statement by France and Australia*, Prime Minister’s website, 1 July 2022.

- **development coordination in the Pacific** under a letter of intent between DFAT and the French Development Agency
- the **Food Security Program** to leverage Australian and French resources to promote healthy, climate-resilient and sustainable agriculture and food systems
- the **Australian Cultural Initiative** in France to strengthen two-way people-to-people links and enhance ties between arts and cultural institutions
- the **Collaboration for the Protection of the Antarctic Environment** to identify opportunities to work together on Antarctic matters.

Result

We consider the favourable outcome to be **partially achieved**. DFAT has delivered all planned activities for 6 out of 8 roadmap initiatives and most activities under the remaining 2 initiatives – a total of 13 out of 15 planned activities. Under the Australia–France Indo-Pacific Studies Program, DFAT was unable to ensure delivery of a Track 2 Strategic Dialogue. Under the Collaboration for the Protection of the Antarctic Environment, DFAT was also unable to establish the Hawke–Rocard Medal.



Promotion of Australian Indigenous art *Badu Gili: Healing Spirit* at the Australian Embassy in Paris, France.
Credit: Photo by Daniel Boud. Poster artwork by Esme Timberly, Marilyn Russell and Steven Russell.

Analysis

DFAT demonstrated its commitment to strengthening the Australia–France bilateral relationship by delivering activities under the 8 initiatives. DFAT supported the government to progress a legislative amendment in 2023–24 to underpin the roadmap grant and fellowship programs in 2024–25 – an unforeseen challenge that delayed commencement of the activities.

DFAT entered into a grant arrangement with the Academy of the Social Sciences in Australia (ASSA) to deliver activities under the **Australia–France Indo-Pacific Studies Program**. Under the arrangement, a Track 1.5 Strategic Dialogue brought together experts from government (including from DFAT), academia and think tanks to share Indo-Pacific assessments, and 2 academic research grant programs were established.

DFAT used a grant arrangement with Swinburne University of Technology to harness Australian and French expertise through the **Australia–France Energy Transition Program**. The grant arrangement created the Franco-Australian Centre for Energy Transition (FACET), a partnership between Swinburne, the French Alternative Energies and Atomic Energy Commission and the Université Grenoble Alpes. DFAT contributed to FACET’s mission by participating at a senior level in its annual conference (28–29 October 2024) and by supporting its program of scientific research grants as a member of the FACET Steering Committee.

Through the **Australia–France Pacific Shared Knowledge Initiative**, DFAT offered 10 Australia Awards scholarships (5 more than originally planned, due to no scholarships offered in 2023–24) to students from New Caledonia and French Polynesia as part of the 2025 cohort, with 7 currently studying in Australia. The awards were established to promote understanding of Pacific issues and key regional challenges.

To promote **development coordination in the Pacific**, DFAT held discussions under the letter of intent on development coordination in the Pacific, a Pacific Policy Dialogue and other official discussions with French counterparts on further collaboration in the Pacific, including potential infrastructure cooperation. Under the **Australian Cultural Initiative in France**, DFAT raised the profile of Australian cultural strengths in France by delivering art exhibitions, dance partnerships, networking events and the establishment of 2 awards programs (Young Journalist Prize and Eloquence Art Prize).

A new climate change–focused position at the Australian High Commission in Port Moresby – created under the roadmap in 2023–24 – helped DFAT drive policy discussions with PNG and France in 2024–25 under the **Initiative for Climate, Nature and Forests in PNG**. This included facilitating French participation in the Green Finance Summit and the

Green Climate Fund Board Meeting. The **Food Security Program** supported Australia and France’s work to ensure Pacific communities have access to diverse and nutritious domestic food and sustainable livelihoods, through DFAT’s provision of an additional \$2.6 million of official development assistance funding to the Centre for Pacific Crops and Trees – a body ensuring the long-term conservation of key crops and tree species of the Pacific region.



La Terre est bleue: the art of Dhambit Mununggurr exhibition at the Australian Embassy in Paris, held in conjunction with the National Gallery of Victoria. Credit: Andrew McLeish.

Under the **Collaboration for the Protection of the Antarctic Environment**, DFAT strengthened Australia and France’s cooperation on Antarctica across environmental, cultural and scientific domains. As part of this effort, DFAT organised an Australia–France Senior Officials’ Strategic Polar Dialogue, held on the margins of the 47th Antarctic Treaty Consultative Meeting in Italy (23 June – 3 July 2025). Australia and France agreed to seek to establish a Hawke–Rocard Medal in early 2026. An Antarctic research grant has been established through collaboration between Monash University and the French Government.

In addition to leading the 8 initiatives, DFAT convened regular whole-of-government Australia–France Roadmap interdepartmental committee meetings and reported on implementation to the French Government. DFAT’s diplomatic efforts to strengthen the Australia–France relationship were also evidenced through high-level bilateral meetings, including meetings led by the Governor-General, the Prime Minister, DFAT portfolio ministers and a range of other ministers and senior officials.

Measure 2: Increased number and diversity of Australian university undergraduates with Indo-Pacific capability

Overall performance	Substantially achieved
Targets and results	- Target 1: 8,000 Australian university undergraduates complete a New Colombo Plan (NCP) program to the Indo-Pacific region in 2024–25 Substantially achieved (7,348 completions) - Target 2: Diversity measures for First Nations, disability and regional/remote students are equal to or greater than the broader Australian university undergraduate cohort Achieved - First Nations: 7.2% against a 2.2% target (achieved) - Disability: 15.4% against a 12.4% target (achieved) - Regional/remote: 38.0% against a 17.9% target (achieved)
Methodology	Assessment of data submitted as part of the NCP application process and completion reports. For the diversity target, data was compared with source statistics published by the Department of Education. For the performance measure to be assessed as ‘achieved’, both targets need to be ‘achieved’. If one target is ‘achieved’ and one target is ‘substantially achieved’, the measure is assessed as ‘substantially achieved’. If one target is ‘not achieved’, the measure is assessed as ‘partially achieved’. If neither target is achieved, the measure is assessed as ‘not achieved’.
Data sources	Two IT platforms were used for the mobility and scholarship programs, respectively. The department works closely with a service provider on data extraction, processing, analysis and reporting. For completion data, the scholarship program collects data directly from students, while the mobility program relies on information reported by university officers. For diversity data, the scholarship program relies on students to self-report. The mobility program is excluded from the results due to limitations in data availability, as Australian universities are not required to supply this information and it occurs after project completion. Although there are known data gaps, this remains the only available source.
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 35 Corporate Plan 2024–25, p 23 Note: The diversity targets were revised during the reporting period – see Table 2.3 on pages 28–29.
Measure type	Quantitative; output

(continued)

Measure 2: Increased number and diversity of Australian university undergraduates with Indo-Pacific capability

Result explained

In 2024–25, the target of 8,000 Australian university undergraduates completing an NCP program was substantially achieved, with 7,348 undergraduates completing an NCP program, including 7,127 mobility project participants and 221 scholars.

In 2024–25, 16 of the 221 scholars (7.2%) were recorded as First Nations scholars, achieving the target of 2.2%; 84 scholars (38.0%) were recorded as coming from a regional/remote area, achieving the target of 17.9%; and 34 scholars (15.4%) were recorded as having disability, achieving the target of 12.4%. As all 3 diversity targets were achieved, the overall target was ‘achieved’.

The overall performance is ‘substantially achieved’, noting that one target was ‘substantially achieved’ and one was ‘achieved’.

Analysis

We rate our performance against this measure as **‘substantially achieved’**.

The New Colombo Plan (NCP) is an initiative of the Australian Government that aims to increase Indo-Pacific knowledge, capability and connections in Australia. The NCP provides scholarships and flexible mobility grants to support Australian undergraduates to undertake study, language training and internships in the Indo-Pacific. In 2024–25, scholarships ranged from 3 to 19 months. Student mobility grants were from 2 weeks to 2 semesters, with an increase of the minimum duration from 2 to 4 weeks for the 2025 round as a result of program reforms.

The NCP aims to deepen Australia’s relationships in the region, at the individual level and through expanding university, business and institutional links. Student participation plays an important role in achieving an influential network of Australians with experience and strong networks across the Indo-Pacific region.

In 2024–25, the NCP supported 41 Australian universities and over 1,000 Indo-Pacific organisations to implement NCP scholarship and mobility programs across 34 host locations.

The department substantially achieved the target of 8,000 Australian university undergraduates completing an NCP program in the Indo-Pacific region (91% of the target was met, with 7,348 Australian university undergraduates, comprising 7,127 mobility project participants and 221 scholars).

The department also achieved all 3 diversity targets (First Nations: 7.2% against a 2.2% target, disability: 15.4% against a 12.4% target, and regional/remote: 38.0% against a 17.9% target) across the NCP scholarship program.



New Colombo Plan scholars attend a cocktail event during their pre-departure training, with the Minister for Foreign Affairs, Senator the Hon Penny Wong, and the then Assistant Minister for Foreign Affairs, the Hon Tim Watts MP, in February 2025. Credit: Davey Barber/5 Foot Photography.

During 2024–25, the department continued to work closely with universities to encourage diversity in the nomination process for the NCP scholarship applications. The department delivered dedicated application and interview preparation workshops for First Nations nominees and lifted the visibility of disability support available throughout the program. Results for 2024–25 show an increase in diversity participation compared to 2023–24 (Table 2.4).

Table 2.4: New Colombo Plan scholar diversity results, 2023–24 and 2024–25

Diversity group	2023–24 result (%)	2024–25 result (%)
First Nations	2.7	7.2
Disability	8.9	15.4
Regional/remote	31.5	38.0

Diversity data for mobility students was excluded from the measure as students are not known at the project application stage. Providing this data is optional, and the program operates on a project-based model without direct engagement with students. Diversity information is submitted by university officers after project completion, often resulting in data gaps. To improve data collection, the department has completed the design phase of a new IT system, the ONE Education platform. Work is underway to support decision-making around the build and existing systems.

The department also works closely with universities to manage program implementation risks, such as travel restrictions, to support student participation. While the diversity target achieved greater results compared to 2023–24, the completion result was slightly lower than last year (7,348 compared to 7,904).

A number of factors continued to influence completion rates, such as:

- The 2023 round, with applications opening in late 2022, was impacted by post-COVID low rates of international travel and related COVID challenges. This resulted in fewer students participating in the mobility program for the 2023 round. Subsequently, fewer student completions were recorded in 2024–25, when the 2023 round of participants finalised their programs.
- In August 2024, the government announced reforms to the NCP program to ensure the program better supports Australia's interests, including creating deeper connections in the Indo-Pacific, with more immersive experiences for students, a focus on increasing language study, and ensuring deeper institutional links with the region and in Australian Government priority areas.
- As part of these reforms, the minimum duration for an NCP mobility program increased from 2 to 4 weeks for the 2025 round. While the increase led to fewer student completions, students will now undertake longer and more immersive experiences in the Indo-Pacific.

In 2025–26, DFAT will implement a new performance measure to capture the government's reforms, including the number of Australian university undergraduates awarded an NCP scholarship and the planned language learning component for the scholarship, semester (new in 2026 round) and mobility programs.

Measure 3: Australia’s standing in the region is enhanced through DFAT’s public diplomacy	
Overall performance	Achieved
Target and result	Case study on implementation of planned first-year activities of the ASEAN–Australia Centre demonstrates performance Achieved
Methodology	Similar to performance measure 1, DFAT used an evaluative approach to understand how effectively the department delivered on intended outcomes and responded to changes in the operating environment. We looked for patterns and lessons from the case study, with the aim of continuing to improve our performance and risk management across all diplomatic efforts during 2024–25.
Data sources	A range of primary and secondary sources, including internal reporting cables, briefings, and speeches.
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 36 Corporate Plan 2024–25, p 25
Measure type	Qualitative; effectiveness
Result explained	In 2024–25, DFAT successfully delivered planned activities for the ASEAN–Australia Centre’s first year of operation. We therefore rate this measure as ‘achieved’. Results are detailed in the case study below.

Overall analysis

DFAT’s public diplomacy – through arts, sport, education and other cultural initiatives – is a tool of influence that helps strengthen ties with other countries and raise Australia’s profile as an innovative, contemporary and creative nation. It builds people-to-people links and fosters mutual understanding, helping others understand more about Australia and our values. DFAT undertakes a range of activities intended to enhance Australia’s reputation to support the achievement of foreign, trade and development policy objectives. For the 2024–25 reporting period, we have assessed this performance measure through a case study on the ASEAN–Australia Centre. The centre delivers programs and initiatives that deepen Australia’s connections with Southeast Asia and ASEAN.

Case study: Implementation of planned first-year activities of the ASEAN–Australia Centre

Australia and the Association of Southeast Asian Nations (ASEAN) are deeply connected through our economies; our shared interest in a region that is peaceful, stable and prosperous; and our extensive ties. As a bloc, ASEAN is already Australia’s second-largest two-way trading partner. Australia is home to more than one million people who have an ancestral connection to Southeast Asia.

Establishing the ASEAN–Australia Centre in 2024 to mark 50 years since Australia became ASEAN’s first dialogue partner was an investment in Australia’s future. As a vehicle to deepen Australia’s engagement with Southeast Asia, the centre’s public diplomacy efforts and programs aim to increase Southeast Asia literacy among Australians, and strengthen economic linkages, education, and cultural connections with our region. The centre’s work demonstrates Australia’s commitment to the region and positions Australia as a trusted partner that Southeast Asia can rely on.

This case study focuses on the ASEAN–Australia Centre’s establishment and its first year of operations, including the implementation of corporate governance processes, strategic communication activities, and delivery of key programs that support Australian Government policies, including the ASEAN–Australia Comprehensive Strategic Partnership and *Invested: Australia’s Southeast Asia Economic Strategy to 2040*.

Intended favourable outcome

In 2024–25, DFAT aimed to achieve the favourable outcome of establishing **the ASEAN–Australia Centre to enhance Australia’s standing in the Southeast Asia region**.

In its first year of operation, the ASEAN–Australia Centre has delivered key programs and initiatives that support Southeast Asia literacy in Australia, economic linkages, education, and cultural connections between Australia, Southeast Asia and Timor-Leste.

Result

We consider the favourable outcome to be ‘**achieved**’. Twelve eminent Australians, including 2 ex-officio members, were appointed to the ASEAN–Australia Centre Advisory Board, which met twice. The ASEAN–Australia Centre was officially launched and moved to standalone premises. The centre finalised its brand, implemented a strategic communication plan, and launched a website and social media presence. It implemented several programs and initiatives, including an annual grants program to fund projects across business, education and culture, a program supporting 120 young women entrepreneurs over 4 years, an emerging leaders program, a schools partnership program, and short courses targeting the science, technology, engineering and mathematics (STEM) and resource sectors.

Analysis

The Minister for Foreign Affairs, Senator the Hon Penny Wong, announced the appointment of the ASEAN–Australia Centre Advisory Board on 5 November 2024. The advisory board consists of 12 eminent Australians, including business, higher education, youth, creative industries and First Nations representatives, and 2 ex-officio members. The advisory board has met twice, in February and May 2025, and 6 members of the advisory board travelled to Jakarta, Indonesia, in April 2025 to engage with ASEAN stakeholders, including the Committee of Permanent Representatives to ASEAN and the ASEAN Secretariat. The advisory board plays an important role, providing direction to the centre and supporting its engagement with Southeast Asia and ASEAN.

The ASEAN–Australia Centre was officially launched by the Minister for Foreign Affairs on 27 November 2024 at Parliament House, Canberra, in the presence of the Secretary-General of ASEAN, H.E. Dr Kao Kim Hourn. The event was attended by Southeast Asian heads of mission, members of parliament, senior university, cultural and First Nations representatives, the first cohort of the Emerging Leaders Program, and the boards of the ASEAN–Australia Centre and the National Museum of Australia. The importance of the centre’s establishment was recognised publicly by the Secretary-General of ASEAN, who said it ‘reflects Australia’s dedication to supporting ASEAN’s vision of a more integrated and resilient region’.⁴ Centre staff moved to a standalone office space on 17 February 2025, providing the centre with public-facing premises to host public diplomacy events and stakeholder outreach.

To raise awareness of the ASEAN–Australia Centre’s mission, build a community of supporters and amplify the impact of its programs, the centre has implemented a strategic communication plan and established dedicated channels to increase reach and influence. The centre’s website, aseanaustraliacentre.org.au, went live in November 2024 with a landing page showcasing the centre’s brand, and a more detailed version of the website was published on 23 June 2025. The centre’s LinkedIn and Instagram accounts launched on 28 April 2025 and a channel strategy and content calendar have been developed to support regular and engaging updates. The centre’s brand identity has been developed, drawing on elements from Australia’s Nation Brand and the ASEAN logo, demonstrating our investment in a genuine partnership with ASEAN.

The ASEAN–Australia Centre has implemented programs that support its 4 pillars: to increase **Southeast Asia literacy** in Australia, and strengthen **economic linkages, education, and cultural connections** between Australia and Southeast Asia. Greater Southeast Asia literacy and awareness among Australians is a key enabler for Australia to

⁴ H.E. Dr Kao Kim Hourn, *Remarks by H.E. Dr. Kao Kim Hourn, Secretary-General of ASEAN at the Launch of the ASEAN–Australia Centre*, ASEAN Secretariat, 27 November 2024, para 6.

make the most of the economic, educational and cultural opportunities Southeast Asia offers. The centre's programs build a stronger understanding of Southeast Asia and drive greater engagement in the region. Programs include:

- an **annual grants program** – the Minister for Foreign Affairs approved the grant guidelines on 24 October 2024 and the Minister for Finance approved their release on 29 October 2024. The grant round was launched on 22 November and closed on 10 January 2025, with 296 applications received. The Minister for Foreign Affairs announced grant recipients in a media release on 3 March 2025. The centre's grants program is an annual opportunity to fund programs and initiatives that directly strengthen business, education, cultural and community connections between Australia and Southeast Asia. Initiatives include visiting fellowships for business and community leaders, exchanges for music industry professionals, a football diplomacy program and a program enhancing the supply of premium Australian horticultural produce to Southeast Asia.
- a **young women entrepreneurs program** – the grant round for delivery of this program opened on 22 November 2024 and closed on 17 January 2025. On 25 February 2025, Hacker Exchange (HEX) was confirmed to deliver the 12-week program each year, over the next 4 years. The program will support 120 young women entrepreneurs who are ready to fuel their ambition, build cross-cultural connections and scale their business, social enterprise or startup on a global stage. It includes 11 weeks of online training, followed by a one-week trade mission exchange in Australia, each year. Participants for the 2025 program are confirmed and the program is underway, targeting businesses focused on climate tech, sustainability, the green economy and energy transition.
- the **ASEAN–Australia Emerging Leaders Program** – 3 cohorts of the Emerging Leaders Program were delivered in 2024–25, supporting 75 participants. The program supports young professionals from Australia and Southeast Asia to develop their leadership skills, expand their networks and engage in meaningful cross-cultural exchanges. Focus areas for the 3 cohorts were health (November 2024), digital economy (April 2025) and food and agriculture (May 2025).
- the **ASEAN–Australia BRIDGE School Partnerships Program** – the BRIDGE Program has been successfully expanded from Indonesia to other ASEAN member states and Timor-Leste. The program brings together teachers and students from across Australia and Southeast Asia to provide structured learning opportunities and build cultural understanding. On 3 March 2025, the Minister for Foreign Affairs announced that the expanded program had established 38 new school partnerships.

- **two-way tertiary scholarships** – 2 short courses were delivered during 2024–25, with a specific focus on the STEM and resource sectors, supporting 42 participants. The short courses support implementation of *Invested: Australia’s Southeast Asia Economic Strategy to 2040* by offering two-way tertiary scholarships to address skills shortages and enhance Southeast Asia’s technical capacity. Focus areas included Resources in the Energy Transition (February 2025) and Women in STEM (April–May 2025). The centre is also supporting 12 New Colombo Plan ASEAN–Australia Centre scholars, who were announced in February 2025. The centre will support its scholars to undertake professional and educational experiences, such as internships, or to participate in seminars, conferences and events in the region to further enrich their study experience.



The 2025 ASEAN–Australia Women in STEM short course participants outside Australian Parliament House, Canberra, on 7 May 2025. Credit: Annabel Deibe/DFAT.

Measure 4: Australia's treaty obligations are met under Australia's Comprehensive Safeguards Agreement and Additional Protocol to the satisfaction of the International Atomic Energy Agency

Overall performance	Achieved
Target and result	The International Atomic Energy Agency (IAEA) grants a 'broader conclusion' for Australia confirming Australia's compliance with its Comprehensive Safeguards Agreement and Additional Protocol treaty obligations. Achieved (IAEA drew the 'broader conclusion' for Australia)
Methodology	Compliance is independently verified by the IAEA. Complying with Australia's obligations on a routine and continuous basis is a prerequisite for achieving the 'broader conclusion' the following year.
Data sources	The IAEA Safeguards Statement and its conclusion. The Australian Safeguards and Non-Proliferation Office (ASNO) annual report includes the Safeguards Statement and lists IAEA inspections that occurred during the reporting period. The IAEA typically issues its annual Safeguards Statement in June for the prior calendar year, so the IAEA Safeguards Statement for 2024 only accounts for the first 6 months of the 2024–25 reporting period.
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 38 Corporate Plan 2024–25, p 26
Measure type	Qualitative; effectiveness
Result explained	In 2024–25, the IAEA continued to draw the 'broader conclusion' for Australia that 'all nuclear material remains in peaceful activities'. Therefore, the target and overall performance measure were 'achieved'.

Analysis

We rate our performance against this measure as **'achieved'**.

In July 1974, Australia ratified the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) – a multilateral treaty with commitments verified by the International Atomic Energy Agency (IAEA). That month, the Safeguards Office, now the Australian Safeguards and Non-Proliferation Office (ASNO), was established. ASNO, located within DFAT, is led by a statutory position of Director General, appointed by Australia's Governor-General. The Director General tables a separate annual report in parliament, pursuant to the *Nuclear Non-Proliferation (Safeguards) Act 1987*.

As a non-nuclear-weapon state under the NPT, Australia made a commitment to not acquire nuclear weapons. Australia also committed to the IAEA to accept nuclear safeguards – a range of technical measures applied by the IAEA on nuclear facilities and materials – and to implement a national system of accounting for and controlling Australian nuclear material, associated items and facilities.

Each non-nuclear-weapon state under the NPT is required to conclude its own safeguards agreement with the IAEA – called a Comprehensive Safeguards Agreement (CSA). Australia’s CSA details its responsibilities and the IAEA’s requirements to verify that Australia is meeting its NPT obligations. Most countries, including Australia, have signed an Additional Protocol. The Additional Protocol gives the IAEA greater access to locations and information to provide higher confidence to the international community that Australia is abiding by its non-proliferation commitments.

Once the IAEA is satisfied that a country has met its obligations under the CSA and Additional Protocol, the IAEA draws a ‘broader conclusion’ which states that ‘all nuclear materials remains in peaceful activities’.⁵ Of the 190 states with safeguards agreements in force with the IAEA, the IAEA drew the broader conclusion for only 75 states.

For 2024, the IAEA drew a ‘broader conclusion’ for Australia, the IAEA’s strongest-level safeguards conclusion. The IAEA has drawn this conclusion for Australia every year since 2000, a measure of Australia’s high non-proliferation credentials. As a result, the performance measure was achieved.

In 2024–25, ASNO submitted all reports, declarations and notifications to the IAEA on nuclear materials, facilities and activities, ensuring that Australia met its obligations under the CSA and Additional Protocol.



ASNO officials, led by the Director General of ASNO, Dr Geoffrey Shaw (second from right), visited the Kartini Research Reactor managed by the National Research and Innovation Agency (BRIN) in Yogyakarta, Indonesia, in February 2025. Credit: BRIN.

⁵ IAEA, *The Safeguards Implementation Report for 2024*, IAEA, Section B, para 15.

During 2024–25, ASNO officers facilitated all requests for IAEA inspections. The IAEA inspectors conducted 20 different inspection activities in 5 states and territories. This continues the sustained increase in the number of IAEA inspections since the AUKUS announcement.⁶

Australia’s planned acquisition of conventionally armed, nuclear-powered submarines is the most significant change in Australia’s nuclear landscape since the creation of ASNO. This change is leading to a significant increase in ASNO’s regulatory activities.

In 2024–25, ASNO continued to work with the Australian Submarine Agency (ASA) to protect sensitive information on naval nuclear propulsion. ASNO also worked with ASA to satisfy Australia’s international treaty obligations and associated domestic regulatory requirements. ASNO is leading Australia’s efforts to develop safeguards arrangements for naval nuclear propulsion.

Even though acquiring naval nuclear propulsion represents a significant step up for Australia’s nuclear footprint and regulatory complexity, Australia met the highest non-proliferation standard and received the ‘broader conclusion’ in the reporting period.

⁶ The Hon Scott Morrison MP, the Hon Peter Dutton MP and Senator the Hon Marise Payne, *Australia to pursue nuclear-powered submarines through new trilateral enhanced security partnership* [joint media release], 16 September 2021.

Key activity 2: Deliver international development and humanitarian assistance

Measure 5: The development program is effective, efficient and responsive	
Overall performance	Achieved
Target and result	At least 85% of investments are assessed as satisfactory on both effectiveness and efficiency criteria in the investment monitoring reports process Achieved (90%)
Methodology	Internal analysis of annual ratings in investment monitoring reports (IMRs), which consist of 3 types: standard IMRs, humanitarian investment monitoring reports (HIMRs) and final investment monitoring reports (FIMRs). A standard IMR covers performance over a 12-month period and applies to ongoing investments that are not specific humanitarian responses. An HIMR covers the performance of humanitarian investments over a 12-month period. An FIMR is completed in the final year of implementation of an investment and covers performance over the life of the investment. Only one type of report is completed for each eligible investment in each annual process.
Data sources	IMRs, HIMRs and FIMRs
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 32 Corporate Plan 2024–25, p 27
Measure type	Quantitative; effectiveness
Result explained	In 2024–25, IMRs were completed for 381 investments, with 90% assessed as satisfactory against both effectiveness and efficiency criteria. As the department met the 85% target, the overall performance measure was ‘achieved’.

Analysis

We rate our performance against this measure as ‘**achieved**’.

The objective of Australia’s development program is to advance an Indo-Pacific region that is peaceful, stable and prosperous. The development program supports our national interests by working with our partners globally – and with a particular focus in the Indo-Pacific region – to address shared challenges. To be successful, the development program must be effective (delivering the outcomes intended), efficient (in the use of time and resources) and responsive to partners’ priorities and needs.

Implementation of Australia’s development program is guided by Australia’s International Development Policy and its associated Performance and Delivery Framework.

The framework establishes a 3-tier indicator framework to assess the performance of the development program, comprising the Indo-Pacific development context (Tier 1), Australia’s contribution to development (Tier 2), and how we work (Tier 3). Performance measure 5 maps to the highest-level indicator in Tier 3 (see Table 2.5).

Table 2.5: Indicator from Tier 3 of Australia’s International Development Performance and Delivery Framework

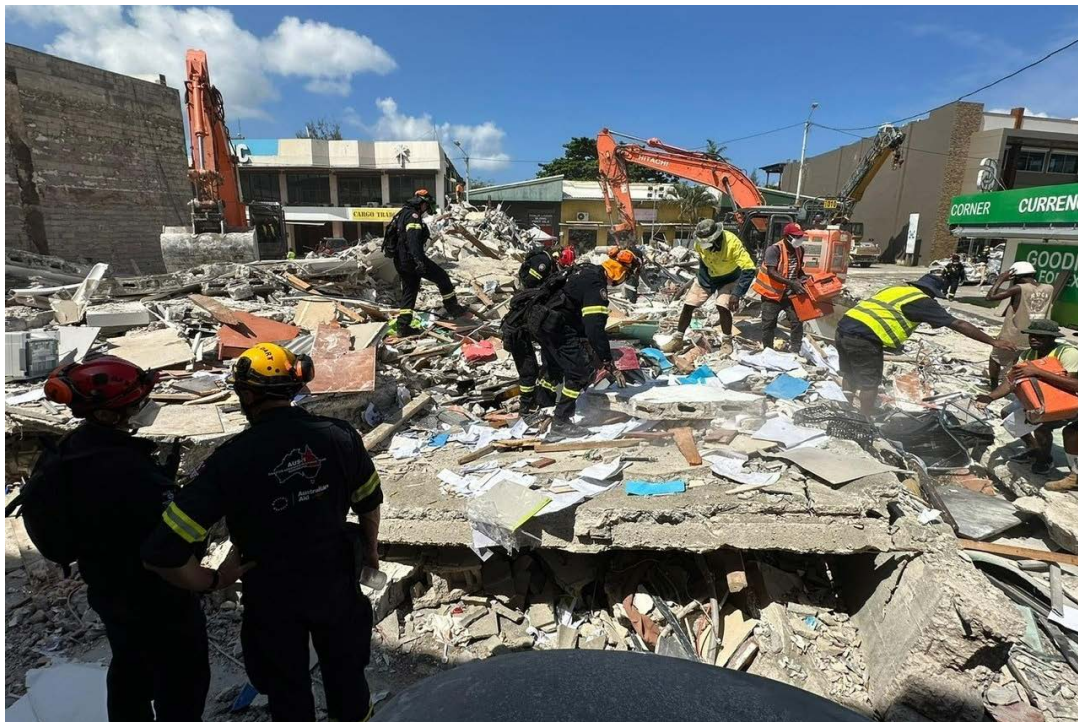
Indicator	Measure
Our development cooperation is effective	At least 85% of investments are assessed as satisfactory on both the effectiveness and efficiency criteria in the investment monitoring reporting (IMR) process

Source: DFAT, *Australia’s International Development Performance and Delivery Framework*, DFAT, August 2023, p 18.

IMRs are structured self-assessments completed by DFAT staff annually for bilateral, regional, global and multilateral investments of \$3 million and above. A proportion (62% in 2024–25) of all IMRs are subject to either internal or external review to strengthen the robustness of assessments. This includes all final investment monitoring reports (FIMRs) being assessed by a team of external, independent monitoring and evaluation specialists to validate results.

In 2024–25, the department met the target of at least 85% of the overall number of investments assessed being rated as satisfactory (a score of at least 4 – ‘adequate’) on both effectiveness and efficiency criteria in annual IMRs. Reports were completed for 381 investments, and 90% were assessed as satisfactory for both effectiveness and efficiency criteria. This is an improvement in performance of 5 percentage points compared with 2023–24 and is primarily due to an increase in efficiency scores, which increased from 87% rated as satisfactory in 2023–24 to 92% in 2024–25. Effectiveness scores decreased by 1 percentage point from 94% in 2023–24 to 93% in 2024–25.

The increase in efficiency scores reflects a higher percentage of both new and ongoing investments being rated satisfactory for efficiency due to factors such as investment outcomes being more clearly defined, improvements in operating environments, and suitability of delivery mechanisms. The adequacy of these and other factors may vary year on year throughout the implementation of an investment, leading to fluctuations in annual aggregate efficiency outcomes.

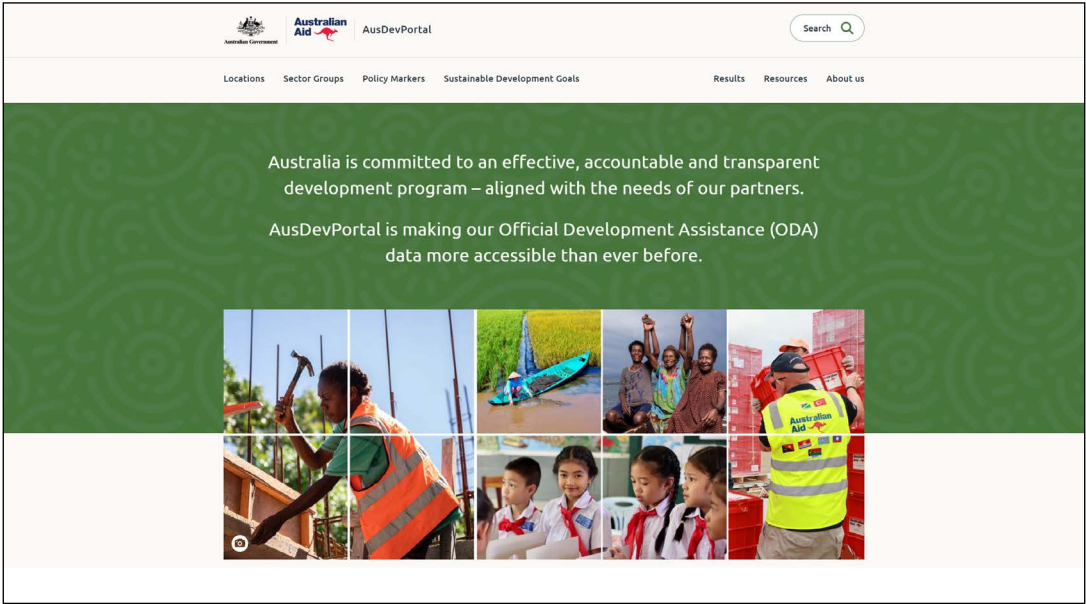


Members of the Australian Disaster Awork with local authorities to undertake search and rescue operations in Port Vila in support of the Government of Vanuatu's response to the earthquake in December 2024. Credit: Queensland Fire Department.

Of the 381 investments with IMRs, 17 were humanitarian responses and therefore a humanitarian investment monitoring report (HIMR) was completed. In 2024–25, all investments with HIMRs were assessed as satisfactory against both effectiveness and efficiency criteria, compared to 96% in 2023–24. Of the 381 investments with IMRs, 59 completed implementation during the reporting period and therefore final investment monitoring reports (FIMRs) were prepared. In 2024–25, 78% of investments with FIMRs were assessed as satisfactory against both effectiveness and efficiency criteria, a decrease of 2 percentage points compared with 2023–24. During 2024–25, 19 investments (5% of the 381 investments with IMRs) were identified as underperforming. Nine underperforming investments were completed or ending implementation during the reporting period (therefore, no remediation was undertaken in response to the IMR ratings), and remediation plans were developed for the 10 ongoing investments identified as underperforming.

Further analysis of progress against other development program measures and targets, including against specific policy priorities defined in Australia’s International Development Policy and the International Development Performance and Delivery Framework, is reported through the annual Performance of Australian Development Cooperation report.

In December 2024, DFAT launched a new online transparency portal, AusDevPortal (adp.dfat.gov.au), and recommenced reporting to the International Aid Transparency Initiative, delivering on 2 transparency commitments in the International Development Policy. IMR ratings for 2022–23 and 2023–24 for effectiveness, efficiency, gender equality and disability equity are published at the investment level on AusDevPortal. Ratings for 2024–25 will be uploaded to the portal in early 2026.



The homepage AusDevPortal, launched in December 2024. Credit: DFAT.

As Table 2.6 illustrates, investments over the past 4 years have shown high levels of effectiveness and efficiency – at an annual average of 87% being assessed as satisfactory for effectiveness and efficiency.

Table 2.6: Proportion of development investments rated as satisfactory, 2021–22 to 2024–25

Year	Investments rated satisfactory for effectiveness and efficiency (%)
2021–22	85
2022–23	86
2023–24	85
2024–25	90
Four-year average	87

Note: To be rated as satisfactory, an investment must achieve a score of at least 4 (‘adequate’) on both effectiveness and efficiency criteria in annual investment monitoring reports.

Key activity 3: Advocate within multilateral institutions**Measure 6: Australia's payments to multilateral development organisations generate collective action on issues impacting Australia**

Overall performance	Achieved
Target and result	Mandatory payments to multilateral development institutions are paid on time Achieved (9 out of 9 encashments)
Methodology	An internal review of mandatory payments made to multilateral development institutions
Data source	Instruments of commitments
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 33 Corporate Plan 2024–25, p 29
Measure type	Quantitative; output
Result explained	In 2024–25, 9 out of 9 encashments were made by the agreed encashment date, so the performance measure was 'achieved'.

Analysis

We rate our performance against this measure as '**achieved**'.

Multilateral development banks (MDBs) provide finance and technical assistance to support low-income countries to meet their development goals. Australia works closely with other donors and MDB managers to negotiate funding commitments in 3- or 4-year replenishment cycles, and through this process advocates for policy and resource settings that best respond to the priorities of countries in our region. Through our contributions, the department leverages the scale of MDB expertise and financial reach to support collective action, meet shared development goals and respond to crises. Providing a significant share of development support in the Indo-Pacific, the MDBs contribute to a stronger, prosperous and more resilient region.

Donors that make larger commitments during replenishment negotiations hold a larger burden share in mechanisms such as the World Bank's International Development Association and the Asian Development Bank's Asian Development Fund. While our membership of these institutions enables a seat at the table, our contributions give credibility to our policy and resourcing positions. Australia's financial contributions are complemented by productive relationships with other members that underpin the ability of donors to achieve collective agreement on the scale and strategic direction of these MDB mechanisms.

As an example, Australia’s priorities for the recent replenishment of the Asian Development Fund (known as ‘ADF 14’, spanning the calendar years 2025–2028) included robust, predictable funding allocations for vulnerable Pacific island countries to meet their development challenges; a greater focus on delivering high-quality infrastructure that is climate resilient and brings local economic benefits; and significant dedicated resourcing for action on gender equality and climate. Australia worked closely with other donors such as Japan, and Pacific island countries such as Cook Islands and Kiribati, to see these priorities agreed in the final ADF 14 replenishment framework in May 2024 as an expression of our intent for collective action.

Payments that donors agree to make (encashments) enable the MDBs to operationalise the intent for action agreed through replenishments. Donor contributions do not have to be paid up-front but are paid over the encashment cycle, which is negotiated as part of the replenishment process. The schedules are formalised through financially binding instruments of commitment (signed by Australia’s Minister for Foreign Affairs) and promissory notes (signed by Australia’s Treasurer). Ensuring payments are made on time, including during times of known domestic budgetary constraints, demonstrates Australia’s financial and political commitment to the multilateral bank system. It also provides the financial certainty that allows MDBs to finance the multi-year projects necessary to promote sustainable development in line with the expectations of Australia and other donors.

In 2024–25, DFAT was responsible for 9 encashments to MDBs totalling \$370,734,668. Four encashments were made to the Asian Development Bank’s Asian Development Fund; 4 to the World Bank’s International Development Association (IDA); and one encashment to IDA’s Multilateral Debt Relief Initiative. Of the 9 encashments, all were made on or before the agreed due date.

This result is an improvement on the previous year’s result of 8 out of 9 payments being made on time, which resulted from the late payment of one encashment in 2023–24.

Measure 7: International organisations reflect Australian interests and values when addressing global challenges

Overall performance	Substantially achieved
Target and result	Three focus areas demonstrate Australia's influence and engagement in international institutions, including delivery of planned strategic objectives for the United Nations General Assembly High-Level Week; election of Australian multilateral candidatures; and delivery of the UN Junior Professional Officer (JPO) Program. Substantially achieved
Methodology	The department identified 3 focus areas to assess our performance against the intended outcomes. The department then undertook a review of the 3 focus areas identified, ensuring coverage of all 3 focus areas, to assess our performance against the overall measure.
Data sources	The Foreign Minister's High-Level Week program as complete and internal records, including records of conversation; candidature outcomes and voting records; and results from JPO recruitment processes and surveys
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 34 Corporate Plan 2024–25, p 30 Note: The target was revised following publication of the PBS 2024–25. The revised target was published in the Corporate Plan 2024–25.
Measure type	Quantitative; qualitative; effectiveness
Result explained	In 2024–25, the department reviewed 3 focus areas demonstrating Australia's influence and engagement in international institutions, including delivery of planned strategic objectives for High-Level Week; election of Australian multilateral candidatures; and delivery of the UN JPO Program. Of the 3 focus areas, one objective was achieved, one objective was substantially achieved, and one objective was partially achieved. The overall performance rating against this measure is 'substantially achieved'. An analysis of DFAT's performance against each of the focus areas is provided below.

Analysis

We rate our performance against this measure as '**substantially achieved**'.

Overall performance

This measure reflects the importance of active and creative multilateral engagement to protect and promote Australia's interests and values. It is in our national interest to engage with the multilateral system to enhance security, contribute to stability, and foster prosperity for Australia, the Indo-Pacific and the world.

As one focus area was ‘substantially achieved’, one focus area was ‘partially achieved’, and one focus area was ‘achieved’, the overall performance for 2024–25 is ‘substantially achieved’. This reflects the challenges and unpredictability of working in the multilateral system. With 193 member states participating in the UN General Assembly, consensus decision-making can be slow and cumbersome, and can make it difficult to show where Australia has influenced outcomes.

This was the first year that DFAT reviewed these 3 specific focus areas to demonstrate performance against this measure. Given external factors, including ongoing disruption to the multilateral system, DFAT will consider how methodologies are applied for future reporting periods.

Global security, stability and prosperity depend on an effective multilateral system, including international organisations. These organisations serve as platforms for dialogue, negotiation and cooperation between countries on global challenges that cannot be tackled by individual countries, or smaller groups of countries, alone.

Through Australia’s engagement with international organisations, we advocate for a world that is stable, peaceful and prosperous, and seek to ensure our national interests and our region’s priorities are reflected in the work of international institutions.

In 2024–25, the department assessed its performance by undertaking a review of 3 focus areas that illustrate the multifaceted approach to ensuring Australian interests and values are reflected in international institutions.

Focus area 1 – the United Nations General Assembly High-Level Week – measures the effectiveness of our engagement with UN member states and international organisations, and of our strengthening partnerships with influential countries.

Both focus area 2 (multilateral candidatures) and focus area 3 (the UN Junior Professional Officer Program) measure the effectiveness of our whole-of-government coordination and domestic stakeholder engagement, to ensure Australia is in leadership positions that allow us opportunities to influence international organisations and represent our interests consistently and coherently.

Delivery of strategic objectives for United Nations General Assembly High-Level Week

We rate our performance against this focus area as ‘**substantially achieved**’.

The United Nations General Assembly High-Level Week is the largest annual gathering of world leaders, convened at the UN Headquarters in New York in September each year. At High-Level Week, Australia advocates for Australian multilateral interests and values at meetings and events of UN member states, international organisations and non-government actors, focused on addressing global challenges.

In 2024, Australia's Minister for Foreign Affairs, Senator the Hon Penny Wong, was the head of Australia's delegation to High-Level Week. The UN General Assembly began with the Summit of the Future, where countries endorsed new commitments for a stronger United Nations and to enhance development, security and human rights. Australia used High-Level Week to press all countries to uphold international laws and norms, including the adherence to international humanitarian law and the protection of civilians and aid workers.

The department, in consultation with other Australian Government departments, develops strategic objectives for Australia's participation at High-Level Week each year to advance our priorities for multilateral engagement. In 2024, our strategic objectives related to building Australia's reputation and influence, and defending the UN system's foundational value.

Australia's engagement in High-Level Week can also be shaped by current global events and, given the presence of many world leaders in New York, meetings may also be used to prosecute Australia's broader foreign policy interests. In 2024, the Foreign Minister (as Australia's head of delegation) met with a range of partners on the priorities of Australia and our region, including on the conflict in the Middle East and Australia's initiative on the protection of aid workers.

To measure the department's performance, we analysed the outcomes of Australia's engagements at High-Level Week to determine alignment with the planned strategic objectives. The assessment aimed to determine the results of the department's actions – including in shaping and implementing the Foreign Minister's program and briefing – to achieve the intended outcomes.

Of the 46 events Australia's Foreign Minister attended at High-Level Week in 2024, 44 of these (96%) were assessed as aligning with at least one of Australia's 2 strategic objectives for High-Level Week. Against a target of 98%, this focus area is considered 'substantially achieved'. The remaining 2 events prosecuted Australia's broader foreign policy interests, beyond those specified for High-Level Week.

Election of Australian multilateral candidatures

We rate our performance against this focus area as '**partially achieved**'.

In 2024–25, DFAT, as the whole-of-government coordinator for multilateral candidacies, supported the Australian Federal Police (AFP) to campaign for election to the International Criminal Police Organization (INTERPOL) Executive Committee for the term 2024–2027. DFAT also supported the Department of Health and Aged Care to campaign for Australia's election to the Commission on Narcotic Drugs (CND) for the term 2026–2029. The support provided by the department included:

- advice on campaign planning and tactics, primarily with respect to crafting, targeting and delivering messages effectively, and promotional materials and events
- coordination of advocacy undertaken by Australia's overseas diplomatic posts, including formal written diplomatic communications and face-to-face meetings with representatives of other national governments

- negotiating reciprocal support arrangements – for example, agreeing to vote for a state’s candidacy in a multilateral election, in return for its agreement to vote for a specified Australian candidacy in the same or a different election
- provision of limited additional funding for campaign activities, such as event funding to support in-person advocacy with voting states. In 2024–25, the department only provided additional funding support to the CND campaign.

In 2024–25, Australia was successfully elected to the CND by a narrow margin, and was defeated in the INTERPOL Executive Committee election. The INTERPOL Executive Committee election saw 6 candidates in Australia’s regional group competing for only 2 seats – this increased the difficulty of attracting votes for Australia, as INTERPOL member states voting in the election were afforded a broad range of candidates from which to choose.

Factors outside of the department’s remit impacted on the candidacies. Australia’s INTERPOL candidacy benefited from the personal merit of the AFP’s nominated candidate, Assistant Commissioner David McLean. DFAT assesses that Assistant Commissioner McLean’s strong credentials in relevant professional capabilities assisted in attracting support from INTERPOL member states.

The department similarly assesses that Australia’s CND candidacy benefited from Australia’s reputation for constructive engagement as a member of the commission since 1973, including Australia’s consistent advocacy for evidence-based policy approaches.

The outcomes of both elections (in particular the narrow margin for the CND election) demonstrated that in the current multilateral environment, technical merit on its own is not enough to secure election – negotiating reciprocal support arrangements is an essential input. However, given the limited number of tradeable votes in multilateral elections, the majority of the support for a successful candidacy must be unconditional, relying on the effective delivery of compelling messages that promote Australia’s candidacies.

As Australia was successfully elected to the CND for the 2026–2029 term and not elected to INTERPOL’s Executive Committee for the 2024–2027 term, the target of both candidacies elected in 2024–25 was ‘partially achieved’.

Delivery of the UN Junior Professional Officer Program

We rate our performance against this focus area as **‘achieved’**.

The Junior Professional Officer (JPO) Program is a UN initiative that allows early-career professionals from participating countries (including Australia) to gain practical experience working in international organisations. Australia participates in the JPO Program to strengthen its engagement and multilateral influence with the United Nations and support global efforts on issues important to Australia’s foreign policy interests, such as peace and security, disarmament, gender equality and climate change. DFAT leads Australia’s participation in the program, including the implementation and management of Australia’s participation, working with the United Nations to establish JPO positions, undertaking JPO recruitment processes and supporting Australian JPOs through their placements.



Participants in the annual climate security consultation with Norway, including Australian JPO Sally Swinnen (fifth from left), Program Analyst, at UNDP Nigeria, in October 2024 in Abuja, Nigeria. Credit: UNDP Nigeria.

In 2024–25, the department measured its performance against 3 quantitative targets. An analysis of results against the 3 targets is outlined below.

Target 1: 100% of JPO positions established for an Australian JPO are filled within the first recruitment process.

DFAT recruits and shortlists competitive Australian JPO candidates who meet the United Nations academic and professional experience requirements. Our objectives include:

- ensuring that our shortlisted applicants are agreed upon by the United Nations
- supporting the UN-led interview process that results in the selection of a candidate to fill each role
- achieving full placement of advertised positions each year.

In 2024–25, 100% (10 positions) available were filled within the first recruitment round. The result indicates that the department was able to identify qualified and competitive candidates.

Target 2: At least 80% of JPOs indicate that they are gaining knowledge of the multilateral system and structure of the United Nations.

The department conducts a placement experience survey at 10 to 12 months into a JPO's deployment. The objective is to gain an understanding of the JPO's perceptions and asks respondents to rate their experience with the program. The question related to this target asks JPOs to rate their agreement with the following statement: 'You are gaining knowledge of the structure of the UN/multilateral system and how to work effectively in the United Nations system.'

The department achieved the performance result for this target, with 85.7% of JPOs indicating that they 'agree' or 'strongly agree' that they are gaining knowledge of the multilateral system and structure of the United Nations. This is based on aggregate results from surveys conducted by DFAT and completed by 14 JPOs in 2024–25. This result exceeded the target of 80%, highlighting that the program is achieving its objective of creating pathways for future leadership in international organisations.

Target 3: At least 50% of Australian JPOs indicate that they are considering a long-term career with the United Nations.

The department conducts a second placement experience survey 20 to 22 months into a JPO's deployment. The survey seeks to understand if the JPOs are considering a longer-term UN career. The question related to this target is: 'Please rate your level of interest and intention to seek to forge a career in the UN and secure a UN role at the end of your placement.'

The department achieved the performance result for this target, with 62.5% of Australian JPOs indicating that they are 'more likely to seek to stay at the UN' or 'strongly intend to stay at the UN'. This is based on aggregate results from surveys conducted by the department and completed by 8 JPOs in 2024–25. This result exceeded the target of 50%, highlighting that the program is achieving its objective of building our multilateral expertise while fostering long-term international partnerships and developing networks and influence.

Australia's JPO program commenced in 2021, with the first cohort of JPOs deployed in 2022. This is the first year the department has undertaken a monitoring and evaluation process, which includes the survey component. Early data indicates that we are achieving the program objectives. However, the multilateral system has witnessed significant disruption and funding losses in 2025. Whether JPOs continue to perceive the option of an ongoing UN career as achievable in this unfamiliar environment remains to be seen.

Performance results for Outcome 2

Outcome 2: The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas

Key activity 4: Deliver consular services

Measure 8: Australians have access to consular information and services, including in times of crisis	
Overall performance	Achieved
Targets and results	Target 1: 100% of travel advisories reviewed biannually for posts in a volatile risk environment and where there are elevated Australian interests. 100% of travel advisories reviewed annually for all other posts. Achieved Target 2: A maximum of 2 occurrences of unplanned Consular Emergency Centre (CEC) telephony outages greater than 5 minutes per financial year. Achieved
Methodology	The department undertakes a count of travel advisory reviews and CEC telephony outages. For the performance measure to be assessed as ‘achieved’, both targets need to be ‘achieved’.
Data sources	Travel advisory reviews and records of CEC telephony outages
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 42 Corporate Plan 2024–25, p 31
Measure type	Quantitative; output
Results explained	The department achieved the target of 100% of travel advisories reviewed biannually for posts in a volatile risk environment and where there are elevated Australian interests, and 100% of travel advisories reviewed annually for all other posts. No unplanned outages to the CEC telephone line were recorded during 2024–25, so the target of a maximum of 2 unplanned CEC telephony outages greater than 5 minutes per financial year was achieved. As both targets were achieved, we rate the overall performance measure as ‘achieved’.

Analysis

We rate our performance against this measure as **‘achieved’**.

The department delivers consular services globally through its network of embassies, high commissions and consulates. Australians in need can access emergency assistance 24 hours a day via the Consular Emergency Centre (CEC). Australians can also obtain up-to-date travel advice through the department’s Smartraveller website. This performance measure reflects our commitment to providing accurate, timely travel advice and ensuring Australians can access consular support at any time, including during crises.

Reviews of travel advisories

The department’s travel advisories, published on the Smartraveller website, are a primary resource Australians use to obtain information for safe overseas travel. In 2024–25, 100% of travel advisories were reviewed biannually for posts in a volatile risk environment and/or where there are high Australian interests. For all other posts, 100% of travel advisories were reviewed annually.

In 2024–25, some 1,148 travel advice updates were published on Smartraveller. For our performance measure outcome, this includes the required 205 scheduled reviews and 312 ad hoc updates. The Smartraveller website was visited over 30 million times. Travel advice for Indonesia attracted the most views among travel advice pages, followed by the United States, Thailand, Vietnam and the United Kingdom. ‘Visa and entry requirements in Europe’ remains the most visited thematic page, followed by ‘Travel advice explained’, ‘Notarial services in Australia’, ‘CHOICE travel insurance buying guide’ and ‘Travelling with medication and medical devices’.

DFAT’s consular services are delivered in an increasingly complex global environment, with rising traveller volumes and evolving risks. Smartraveller’s responsiveness remains critical – recent updates include new thematic content on issues such as ‘Water safety while travelling overseas’, and new advisory categories, such as methanol poisoning, updated across more than 170 country advisories. During crises, Smartraveller has issued up-to-the-minute tailored updates, including for civil unrest in Bangladesh, the Vanuatu earthquake in December 2024, and instability in the Middle East. These timely updates reflect DFAT’s commitment to keeping Australians informed and safe.

Unplanned Consular Emergency Centre telephony outages

The department provides emergency consular assistance 24 hours a day through the CEC, located in Canberra. After hours, Australians overseas can call the Australian embassy, high commission or consulate in the country they are visiting and follow the phone prompts for connection to the CEC. An unplanned telephony outage means that all phone systems and call diversion systems are not operational at any point in time, regardless of whether a call to the CEC is attempted during this period. In 2024–25, there were no unplanned outages to the CEC telephone line.

Key activity 5: Deliver passport services

Measure 9: Australian passports are processed efficiently	
Overall performance	Achieved
Targets and results	Target 1: 95% of travel documents* are available within 6 weeks from lodgement (Achieved – 99.3%) Target 2: 98% of priority passports are processed within 2 business days (Achieved – 99.8%) Target 3: 98% of fast-track passports are processed within 5 business days (Achieved – 99.9%) Target 4: Travel document processing efficiency is greater than or equal to 90% of the agreed benchmark (Achieved – 115.8%)
Methodology	The results for target 1 are calculated by determining the number of travel documents produced and available within the 6-week timeframe and dividing that by the total number of travel documents produced. The resulting percentage represents the proportion that were available within the 6-week timeframe. The results for targets 2 and 3 focus on passports processed under accelerated services – priority (2 days) and fast-track (5 days). For each target, the number of passports processed within the respective timeframe is divided by the total number of passports for which the corresponding expedited fee was paid. The results are a percentage of passports processed within the stipulated timeframes (2 days or 5 days). The results for target 4 are calculated by determining the number of travel documents produced and dividing that by the number of full-time equivalent days. The result is divided by the agreed benchmark (9.65). The resulting percentage represents how efficiently the passport office is processing passports against the agreed benchmark.
Data sources	Passport lodgement and processing data, Australia Post delivery data and human resources system data
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 43 Corporate Plan 2024–25, p 32 Note: The targets were revised following publication of the PBS 2024–25. The revised targets were published in the PBS 2025–26 (p 51) and the Corporate Plan 2025–26 (pp 25–26).
Measure type	Quantitative; efficiency

(continued)

Measure 9 (continued): Australian passports are processed efficiently

Results explained	In 2024–25, 99.3% of travel documents were available within 6 weeks of lodgement. Therefore, the target was ‘achieved’. For target 2, 99.8% of priority passports were processed within 2 business days. Therefore, the target was ‘achieved’. For target 3, 99.9% of fast-track passports were processed within 5 business days. Therefore, the target was ‘achieved’. For target 4, travel document processing efficiency achieved 115.8% of the agreed benchmark, exceeding the target. Therefore, the target was ‘achieved’. As all 4 targets were achieved, the overall performance measure is ‘achieved’.
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* ‘Travel documents’ refers to official documents that allow a person to travel internationally, including passports, certificates of identity, convention travel documents and documents of identity.

Analysis

We rate our performance against this measure as ‘**achieved**’.

During the reporting period, the department introduced 2 new targets and replaced one target. This followed recommendations made in the Australian National Audit Office’s report on the efficiency of the Australian Passport Office, the introduction of the fast-track service on 1 July 2024, and consistent application of the definition of a business day to processing timeframes. In 2024–25, all 4 targets were achieved, so the overall performance measure is achieved. An analysis of the results against each target is provided below.

Target 1: 95% of travel documents are available within 6 weeks from lodgement
Result: Achieved with a result of **99.3%**

This replaces the target of 95% of passports processed within 10 business days. The revised target measures customer experience and published advice to ‘allow a minimum of 6 weeks to receive a passport’.

There is no mandatory timeframe for processing routine passport applications; however, customers expect a timely service. The target calculates the time from application lodgement to the delivery or customer notification that the document is available for collection. The threshold accepts that a small number of travel documents processed may exceed stated timeframes due to case complexity, seeking additional information from customers, or periods of high demand.

In 2024–25, the department recorded a result of 99.3%, exceeding the threshold of 95%. Therefore, the target was achieved.

Target 2: 98% of priority passports are processed within 2 business days

Result: Achieved with a result of **99.8%**

In 2024–25, the department recorded a result of 99.8%, exceeding the threshold of 98%. Of 65,126 priority passport applications received in 2024–25, 131 were processed outside the 2-business-day timeframe. Therefore, the target was ‘achieved’. This result is consistent with the 2023–24 result (99.9%).

Target 3: 98% of fast-track passports are processed within 5 business days

Result: Achieved with a result of **99.9%**

A new target was introduced to capture performance against a fast-track passport processing service that was introduced on 1 July 2024. The 98% threshold accepts a small number of applications may exceed stated timeframes for reasons that may include case complexity, system outages or periods of high demand. In 2024–25, the department recorded a result of 99.9%, exceeding the threshold. Of the 261,944 fast-track applications received in 2024–25, 195 were processed outside the 5-business-day timeframe. Therefore, the target was ‘achieved’.

Target 4: Travel document processing efficiency is greater than or equal to 90% of the agreed benchmark

Result: Achieved with a result of **115.8%**

This new target captures how many travel documents staff process each business day. The department uses demand modelling to forecast how many passport applications will be lodged. This helps with operational planning. As a predicted estimate, we allow for a 10% margin of error in our forecasts.

Passport demand changes across the year. Demand also depends on when people renew their passports. During the pandemic, many Australians delayed renewing their passports. As an ordinary child passport is valid for 5 years and an ordinary adult passport is valid for 10 years, this has created big increases and decreases in demand every 5 and 10 years.

The department is resourced to manage these fluctuations, but scale is important, and when fewer people apply, processing may run less efficiently than during busy times.

In 2024–25, we performed above our threshold. In 2025–26, we expect fewer people to apply for a travel document and anticipate performing closer to the 90% threshold.

Measure 10: Customers are satisfied with passport services

Overall performance	Achieved
Target and result	85% satisfaction rate overall from customer surveys Achieved (91%)
Methodology	A customer satisfaction survey is conducted monthly by a service provider with expertise in designing and conducting customer surveys. The Australian Passport Office works closely with the independent provider on survey design, reporting and secure data management. Customers are surveyed monthly and are selected in accordance with a proportionate sampling approach.
Data sources	Survey data held by the service provider
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 43 Corporate Plan 2024–25, p 34
Measure type	Quantitative; effectiveness
Result explained	In 2024–25, the department achieved a 91% overall satisfaction rate in the passport customer surveys, exceeding the 85% target. Therefore, the overall performance measure was ‘achieved’.

Analysis

We rate our performance against this measure as **‘achieved’**.

The department places a high value on customer feedback, including the level of satisfaction with its passport services. The satisfaction survey is managed by a survey provider on behalf of the department. The survey design aligns with market survey methodology better practice.

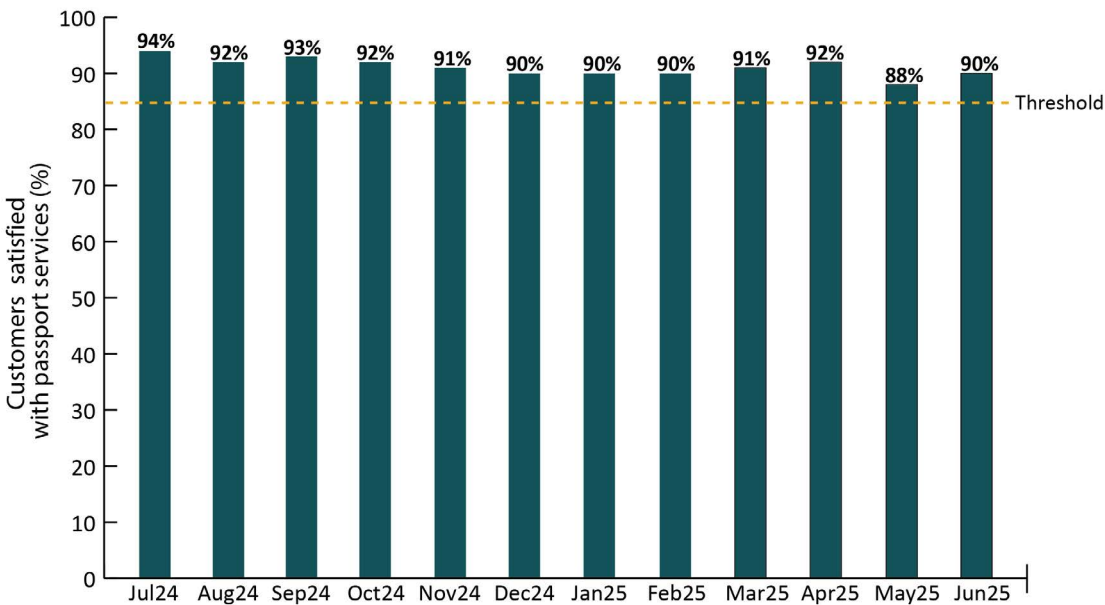
Customers are surveyed monthly and are selected in accordance with a proportionate sampling approach. The survey asks customers a range of questions to rate their overall satisfaction with their recent experience of applying for and receiving a passport. The question that is specifically relevant to this measure is, ‘Overall, how satisfied or dissatisfied were you with your recent experience of applying for and receiving a passport?’.

The department achieved the performance result for this measure, with 91% of survey responses rating the department’s passport services as satisfactory or very satisfactory, based on aggregate results from surveys conducted over the reporting period. Responses of 7 and above on a scale of 1 to 10 are considered ‘satisfied’ or ‘very satisfied’.

This result compares to 94% recorded in the 2023–24 reporting period. Dissatisfaction with the cost of a passport was a frequent comment provided among those who rated their experience as ‘dissatisfied’ (scores of 1 to 4), noting that fee increases were implemented in July 2024 and January 2025.

Figure 2.2 shows the monthly satisfaction results achieved across 2024–25. The survey is conducted monthly based on when passports are finalised.

Figure 2.2: Customer satisfaction with passport services, by month, 2024–25



Performance results for Outcome 3

Outcome 3: A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate

Key activity 6: Manage the Australian Government's overseas network

Measure 11: Australian Government staff, information and assets overseas are protected through appropriate risk-focused security measures

Overall performance	Achieved
Target and result	DFAT achieves the set security performance standards across a majority of its posts in the areas of compliance, culture and responsiveness to incidents Achieved (the department achieved the set security performance standards across a majority of its posts in all areas of compliance, culture and responsiveness to incidents)
Methodology	Ongoing assessments of compliance, culture and responsiveness to incidents for each of DFAT's overseas posts
Data sources	Data collected for each post on compliance with security, culture and responsiveness to incidents
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 45 Corporate Plan 2024–25, p 35
Measure type	Qualitative; effectiveness
Result explained	In 2024–25, DFAT achieved the set security performance standards across a majority of its posts in the areas of compliance, culture and responsiveness to incidents. Therefore, both the target and the overall performance measure were 'achieved'.

Analysis

We rate our performance against this measure as **‘achieved’**.

In 2024–25, a majority of posts achieved the standard of security performance in the areas of compliance, culture and responsiveness to incidents.

DFAT monitors security performance at overseas posts through an ongoing assessment of data used to calculate an aggregate score from 3 component areas – compliance, culture and responsiveness to incidents.

In 2024–25, we achieved increased scores across all 3 component areas. The largest increase in performance across all posts was in the area of compliance. Compared to 2023–24, the results suggest that, with increased performance being needed to meet the security standard, posts placed higher scrutiny on the measure’s most heavily weighted component – compliance. Additionally, the consistent upward trend likely reflects posts’ increased familiarity with and understanding of the scorecard in its second year of implementation.

Measure 12: The overseas property estate is effectively maintained and fit for purpose

Overall performance	Achieved
Targets and results	- At least 80% satisfaction rating with the performance of the outsourced property service provider and the Overseas Property Office Achieved (95%) - Annual reinvestment in the DFAT portfolio of a minimum of 2% of the building asset value Achieved (2.5%) - At least 90% of the owned property estate 'planned and preventative maintenance program' is completed as per the agreed schedule Achieved (99%)
Methodology	- An annual client satisfaction survey of 111 overseas posts conducted by a service provider with expertise in designing and conducting customer surveys - An annual independent valuation program of real owned property assets and the investment in maintenance and upgrade of these assets - An annual completion rate of the planned and preventative maintenance program
Data sources	Responses to the annual client satisfaction survey, independent property valuation reports, expenditure data, and records of maintenance work orders from a property services provider
PBS and corporate plan references	Portfolio Budget Statements 2024–25, p 46 Corporate Plan 2024–25, p 36
Measure type	Quantitative; output
Results explained	In 2024–25, the client satisfaction survey had a 99% response rate and resulted in an overall satisfaction rating of 95%, exceeding the 80% target, so the target was 'achieved'. The department achieved a 2.5% annual reinvestment in the owned property portfolio, exceeding the annual property reinvestment target of 2%, so the target was 'achieved'. The department completed 99% of the planned and preventative maintenance activities scheduled for 2024–25, exceeding the target of 90%, so the target was 'achieved'. Noting that all 3 targets were achieved, the overall performance measure is 'achieved'.

Analysis

We rate our performance against this measure as **‘achieved’**.

The department manages the Commonwealth’s overseas property portfolio for over 2,000 properties. To effectively maintain the overseas owned property estate and for leased chanceries and head-of-mission residences, the department contracts a property services provider. The provider’s services include planned and preventative maintenance, lease administration, property upgrades and construction works.

Performance of the property services provider and the Overseas Property Office

In April 2025, a service provider conducted an annual satisfaction survey of all overseas posts on their satisfaction with the property services provided by the department and the outsourced property services provider. The survey measured how well the department’s Overseas Property Office (OPO) and the property services provider delivered property services for the overseas owned property portfolio and for leased chanceries and head-of-mission residences.

In 2024–25, OPO and its property services provider achieved a combined client satisfaction rating of 95% for owned properties and leased chanceries and head-of-mission residences, up from 85.5% in 2023–24 and surpassing the 80% target. This improvement resulted from increased engagement with posts, clearer communication about services, and a targeted action plan addressing issues found in the previous year’s survey.

OPO and the property service provider achieved improved satisfaction ratings against the 2023–24 survey results for competency and skills to meet the property needs of posts (+8.5 percentage points), reliability of property management services (+9.5 percentage points), resourcing capacity to meet posts’ property services requests (+8 percentage points), and clients’ satisfaction with the speed of how quickly their urgent repairs or maintenance issues are dealt with (+15 percentage points).

The survey also identified some areas for improvement where posts were not satisfied with the property services provided, such as the resourcing capacity to meet all the clients’ needs (20% not satisfied) and completeness of briefings following annual property inspections (20% not satisfied). OPO will work to address these areas for improvement.

Annual reinvestment in the DFAT property portfolio

The department achieved a 2.5% (2.5% in 2023–24) annual reinvestment in the owned property portfolio, exceeding the 2024–25 annual property reinvestment target of 2.0%. The department prioritises budget allocation at the start of each financial year to targeted works to ensure that the overseas property estate is effectively maintained and fit for purpose.

Planned and preventative maintenance program

During 2024–25, the property services provider delivered 12,177 (11,941 in 2023–24) planned and preventative works across the portfolio to improve the functionality, efficiency and lifespan of owned properties.

Overall, 99% (99% in 2023–24) of the planned and preventative maintenance activities were delivered, exceeding the target of 90%. The preventative maintenance program covers essential services, such as fire safety, electrical, plumbing, and heating, ventilation and air conditioning systems.

Overall performance

Achieving all 3 planned performance results demonstrates the department's commitment to ensuring the overseas property estate is effectively maintained and fit for purpose.

Report on financial performance

The department’s financial statements are presented in Chapter 4 of this report, with the Australian National Audit Office issuing an unmodified audit opinion on 11 September 2025.

A summary of the department’s financial performance for departmental and administered activities is provided below.

See also ‘Managing our finances’ on pages 109–113 and the financial statements, starting on page 115.

Departmental finances

In 2024–25, the department recorded a deficit from continuing operations of \$147.5 million, which, when adjusted for depreciation and amortisation expenses, results in a net cash surplus of \$4.1 million. The 2024–25 financial statements continue to reflect the Australian Government’s expanding diplomatic footprint and activities in advancing Australia’s interests overseas. Other significant impacts on the accounts include repatriation costs associated with evacuating Australians impacted by conflict in the Middle East region; continued investments in information and communications technology; and an increase in employee expenses largely due to an increase in staffing numbers and salary growth under DFAT’s Enterprise Agreement 2024.

Table 2.7 shows trends in departmental finances in 2024–25 compared with the previous financial year.

Table 2.7: Trends in departmental finances, 2023–24 and 2024–25

		2024–25 \$ million	2023–24 \$ million	Change \$ million
Revenue from the Australian Government		2,275.5	2,026.8	248.7
Other revenue		204.0	218.9	–14.9
Total income		2,479.5	2,245.7	233.8
Employee benefits		1,234.5	1,115.8	118.7
Suppliers		969.5	855.6	113.9
Depreciation		173.6	191.8	–18.2
Depreciation on right-of-use lease assets		184.8	171.7	13.1
Other expenses		64.6	38.2	26.3
Total expenses		2,627.0	2,373.0	254.0
Deficit from continuing operations		–147.5	–127.3	–20.2
Financial assets	A	1,402.8	1,268.7	134.1
Non-financial assets	B	5,527.2	5,154.8	372.4
Assets held for sale	C	0.3	–	0.3
Liabilities	D	1,811.1	1,625.1	186.0
Net assets (A + B + C – D)		5,119.2	4,798.4	320.8

Note: Due to rounding, discrepancies may occur between sums of the component items and totals.

Revenue

The department reported \$2,479.5 million of revenue in the statement of comprehensive income, comprising:

- \$2,275.5 million of appropriation revenue from government
- \$201.0 million of own-source revenue
- \$3.0 million in gains.

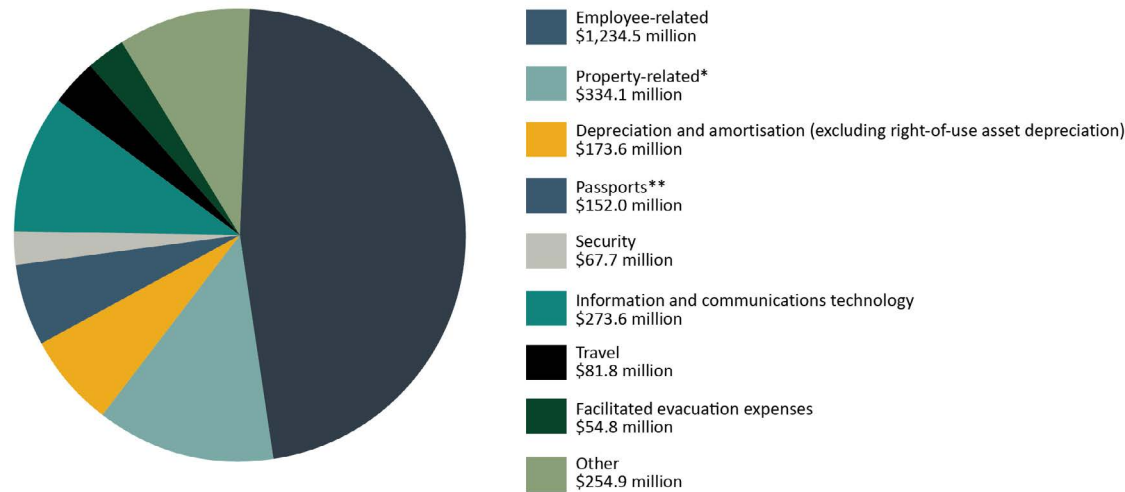
This represents an increase of \$233.8 million from 2023–24. The main factor contributing to this movement was an increase in appropriation revenue from government of \$248.7 million.

Expenses

The department reported \$2,627.0 million of expenses in the statement of comprehensive income. This represents an increase of \$254.0 million from 2023–24. There are 2 main contributing factors. There is an increase in employee expenses of \$118.7 million as a result of an increase in staffing numbers, and more dependants accompanying DFAT employees on overseas postings following the COVID-19 disruptions. Supplier expenses rose by \$113.9 million, mainly attributable to investments in information and communications technology and repatriation costs to evacuate Australians out of multiple conflicts in the Middle East.

A breakdown of departmental expenses is shown at Figure 2.3.

Figure 2.3: Summary of departmental expenses, 2024–25



*Property-related expenses include depreciation on right-of-use property assets under AASB 16 Leases

**Passport expenses only include the direct supplier costs for passport production

Assets and liabilities

The department reported a strong net asset position of \$5,119.2 million in the statement of financial position, with liabilities equating to 26% of the total asset base.

This is an increase in net assets of \$320.7 million from 2023–24, due to higher appropriations receivable and higher land and building values.

Administered finances

This section outlines income and expenses administered by the department in 2024–25.

Income

In 2024–25, income administered by the department on behalf of government was \$974.9 million, which is \$26.3 million less than in 2023–24 (Table 2.8), mainly attributable to the remeasurement of multilateral replenishments based on fair value.

Total other comprehensive income for 2024–25 is \$80.8 million, a reduction of \$452.2 million from 2023–24. Fair value movements in defined benefit plan liabilities and multilateral equity instruments as assessed by independent experts, and the movement in the net asset position of portfolio agencies, Export Finance Australia and Tourism Australia, are reflected in these figures.

Expenses

In 2024–25, expenses administered by the department on behalf of government were \$4,917.4 million, an increase of \$231.4 million from 2023–24 (Table 2.8). The movement is largely attributed to an increase in international development assistance spending of \$96.1 million and an increase in Export Finance Australia National Interest Account expenses, mainly driven by valuations and foreign currency movements of National Interest Account transactions.

Table 2.8: Trends in administered finances, 2023–24 and 2024–25

		2024–25 \$ million	2023–24 \$ million	Change \$ million
Fees and charges		836.7	832.4	4.3
Other income		138.2	168.8	–30.6
Total income		974.9	1,001.2	–26.3
International development assistance		3,866.9	3,770.8	96.1
Multilateral replenishments and other loans		90.1	91.6	–1.5
Other grants and contributions		554.3	542.6	11.7
Payments to corporate Commonwealth entities		153.6	148.3	5.3
Export Finance Australia National Interest Account expenses		240.8	121.9	118.9
Other expenses		11.7	10.8	1.0
Total expenses		4,917.4	4,686.0	231.4
Financial assets	A	3,597.8	3,307.4	290.4
Non-financial assets	B	0.1	0.2	–0.1
Liabilities	C	1,526.0	1,683.0	–157.0
Net assets (A + B – C)		2,071.8	1,624.5	447.3

Note: Due to rounding, discrepancies may occur between sums of the component items and totals.

Our performance as a regulator

Three areas within the department perform regulatory functions:

- The **Australian Safeguards and Non-Proliferation Office (ASNO)** supports the Director General of ASNO, an independent statutory officer appointed by the Governor General of Australia.⁷
- The **Australian Sanctions Office (ASO)** is the Australian Government’s sanctions regulator.
- The **Foreign Arrangements Branch** administers the Foreign Arrangements Scheme.⁸

During 2024–25, the 3 regulators applied the Department of Finance’s best-practice principles for regulators. DFAT’s implementation of the principles is illustrated in the examples set out below.

Continuous improvement and building trust – *regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia’s regulatory settings.*

- ASNO continued to improve its digital regulatory systems. This included progress towards moving its nuclear and chemical regulatory databases to the cloud, to ensure they are fit for purpose, are capable of meeting future demands, and minimise the regulatory burden on industry wherever possible.
- The ASO increased its public guidance with an additional 20 guidance and advisory notes published online following engagement with the regulated community. The ASO has implemented enhancements to its public-facing sanctions portal (PAX) to improve user experience and streamline the permit application process, increasing overall efficiency.
- An independent statutory review of the Foreign Arrangements Scheme concluded in February 2025. The review included extensive consultations with the regulated community. The resulting feedback informed the implementation of measures to reduce the compliance burden, and target the scheme more toward higher-risk arrangements. Ongoing improvements include providing clearer advice to the regulated community via updated guidance notes, reaching a wider audience via online webinars and an e-learning course, and providing an easier user experience via an enhanced public-facing notification portal. The Foreign Arrangements Branch engaged with international regulators to share experience and information to ensure best practice. In September 2025, the Minister for Foreign Affairs tabled the review report in parliament along with the government response. The Australian Government agreed or agreed in principle to all of the report’s recommendations.

⁷ ASNO also publishes regulatory reporting in the Director General’s annual report to the Australian Parliament.

⁸ The Foreign Arrangements Scheme commenced on 10 December 2020. Its purpose is to ensure that arrangements between state or territory governments (and their entities) and foreign entities do not adversely affect Australia’s foreign relations and are not inconsistent with Australia’s foreign policy.

Risk-based and data-driven regulation – *regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and technology to support those they regulate to comply and grow.*

- ASNO applied robust domestic regulations to ensure Australia’s international nuclear non-proliferation commitments continued to meet the highest standard. This was evidenced by the International Atomic Energy Agency (IAEA) recertifying its ‘broader conclusion’ safeguards assessment for Australia in the IAEA’s safeguards statement for 2024. ASNO, as Australia’s Chemical Weapons Convention (CWC) national authority, also implemented Australia’s CWC non-proliferation commitments to the highest standards, meeting all the declaration and inspection requirements of the Organisation for the Prohibition of Chemical Weapons.
- The ASO maintained a compliance policy outlining its risk-based approach, which is available on the DFAT website. This approach encouraged voluntary compliance through guidance materials and outreach activities. The ASO also used regulatory intelligence to prioritise responses to potential noncompliance and took regulatory actions that were proportionate and cost-effective. All sanctions compliance matters finalised in the reporting period applied a graduated risk-based approach.
- The Foreign Arrangements Branch maintains a streamlined, risk-based and data-informed approach to assessing foreign arrangements. The branch established a quarterly Foreign Arrangements Scheme interdepartmental committee to ensure continuous refinement of our risk assessment methodology and thresholds, and to increase consistency of risk assessment approaches across the Commonwealth.

Collaboration and engagement – *regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.*

- ASNO continues to enhance non-proliferation treaty implementation in our region through practical support and knowledge sharing with regional partners. This includes through bilateral engagement, supporting capacity-building activities on treaty implementation in our region, and through the Asia-Pacific Safeguards Network (APSN). As APSN chair for 2025 and 2026, ASNO is working with members to develop a good practices guide for domestic safeguards inspections. Domestically, ASNO is the current chair of the Australian Government Regulatory Science Network (RSN) and the Nuclear Security Community of Practice. For the RSN, ASNO has chosen the theme of ‘integrity in decision-making’ for 2025. Work under this theme is exploring how technological convergences, risk management, communication strategies, cybersecurity and artificial intelligence can impact the robustness of regulatory decision-making.

- The ASO offered a range of innovative and responsive mechanisms for regulated entities to engage with the office, including secure messaging through the PAX platform, a webform for inquiries and a dedicated email address for sanctions matters. The ASO also offers a public subscription service for immediate updates to subscribers when new sanction listings are made. During the reporting period, the ASO conducted 46 engagements with industry and the regulated community, including 16 dedicated consultations with financial institutions and 13 with state and territory governments.
- The Foreign Arrangements Branch runs an extensive stakeholder outreach program, including in-person visits to every state and territory, direct engagement with specific entities on request, and online webinars designed to reach a broader audience. This engagement has been successful in building awareness of foreign policy settings, along with the opportunities and risks associated with international engagement. Twice a year, the branch invites all Australian public universities to Canberra for targeted scheme and foreign policy briefings, including at the classified level. This forum has consistently received very positive feedback from participants.

Chapter 3

Management and accountability



Corporate governance

The department’s corporate governance facilitates the effective and efficient delivery of our strategic and operational priorities for government.

Governance committees

DFAT’s governance committees bring together the department’s senior leaders to ensure alignment of enterprise strategy, resourcing and capability. The committee structure has a critical role in supporting the Secretary to discharge her responsibilities under relevant legislation. These arrangements establish clear lines of authority for escalating and resolving issues and provide a framework to guide the direction of the enterprise.

During 2024–25, the department maintained the governance committee structure shown in Figure 3.1.

Figure 3.1: DFAT committee structure, at 30 June 2025



The **Executive Board**, chaired by the Secretary, guided the strategic direction of the department, oversaw financial and operational performance through the allocation of resources, resolved major issues, managed enterprise risks, and ensured accountability and regulatory requirements were met.

The **Development Program Committee** provided oversight and governance of the development cooperation program, ensuring consistency with government policy and alignment with the government’s foreign policy, trade and development objectives, the overarching development policy, and bilateral, regional and multilateral priorities.

The **Implementation and Enabling Committee** provided advice and support on the department’s major non-development program projects, including key government policies, budget measures, Cabinet decisions and significant departmental projects, to ensure the department is delivering.

The **Operations Committee** provided an enterprise-level coordination mechanism to inform the Executive Board’s prioritisation of significant investment decisions, with a focus on those that impact across enabling services.

The **People and Culture Committee** provided advice and recommendations to ensure the department's workforce is safe, effective and engaged, and the department has the workforce capacity, skills, capability, and inclusive and diverse culture required to deliver on its purpose.

The **Strategic Policy Committee** provided advice on policy governance in relation to current and emerging issues and risks that affect strategic foreign, security, trade, economic and development interests, and priorities and objectives that supported engagement with ministers and government.

The **Audit and Risk Committee** provides independent advice to the Secretary on the appropriateness of the department's financial and performance reporting, risk oversight and management, system of internal control, and associated compliance frameworks, to enable the department to meet its external accountability responsibilities. For further details, see Appendix G.

Countering fraud and corruption

DFAT has zero tolerance for inaction on fraud and corruption and takes reasonable steps to prevent, detect, and respond to incidents. The department has fraud and corruption control strategies in place that meet our mandatory obligations under the Commonwealth Fraud and Corruption Control Framework (2024) and contribute to the department's broader integrity strategy. These include:

- providing staff with mandatory training, tools and resources to support understanding and build a culture of integrity
- maintaining governance arrangements to oversee and manage risks of fraud and corruption
- assessing fraud and corruption risks routinely and when significant changes occur
- regularly reviewing and enhancing internal controls
- having detection mechanisms, including confidential reporting channels
- having mechanisms in place to respond to fraud and corrupt conduct, including investigation capability and procedures, and fund recovery.

The department values proactive reporting and has zero tolerance for reprisals against anyone who reports alleged wrongdoing.

Performance framework and planning

DFAT is committed to transparency of our management of public resources. The department is accountable to the Australian Parliament by providing high-quality, comprehensive and meaningful planning and reporting.

The Commonwealth Performance Framework is established by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and requires entities to demonstrate how public resources have been applied to achieve their purposes. It outlines the obligations of accountable authorities to prepare corporate plans, with section 16E of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) prescribing the requirements for corporate plans and performance information published by entities.

This framework is implemented in practice through defining performance measures with measurable targets and results. Details of the department's performance measures are listed in Chapter 2: Report on performance. The performance measures align to budget programs and the overall purpose of the department. Business plans, required of our 42 divisions, 6 state and territory offices and 115 posts, must align to the department's performance framework.

During 2024–25, we strengthened our systems and processes underpinning enterprise performance reporting and built upon a strong performance culture. We did this by:

- reviewing for completeness key activities and corresponding performance measures
- refining internal guidance for reporting and quality assurance
- using a range of methodologies to assess performance and explain the outcomes of our efforts
- ensuring reliable and verifiable information provides a complete and accurate account of our performance.

Engaging with risk

We operate in complex and dynamic environments. Effectively engaging with risk is essential to achieving our objectives. Risk management is not about avoiding risk, but rather understanding how it may impact our objectives and making informed, timely decisions to manage it. Risk is embedded in our decision-making as we advance Australia's national interests and meet our performance and legislative obligations.

We promote a proactive and integrated approach to risk management, closely aligned with strategic planning. Our guidance supports staff in applying sound risk practices, balancing risks and opportunities within defined tolerances, and enabling senior leaders to authorise and oversee risk-taking. This approach allows us to identify threats, manage uncertainty, and seize opportunities.

The Secretary, supported by the Chief Risk Officer, leads our risk culture, which reflects our enterprise risk profile. It is embedded in the everyday behaviours and decisions of our people. We foster a culture of accountability and informed risk-taking to ensure our programs and services are delivered responsibly, effectively, and in the national interest.

Senior leadership routinely engages with and manages risk through our governance structures. The Executive Board plays a central role in overseeing risks that are material to the enterprise, ensuring that risk considerations are integral to strategic and operational decisions. The governance structure is underpinned by an enterprise risk management system established in accordance with the requirements of the Commonwealth Risk Management Policy and the PGPA Act.

Values, conduct and ethics

The highest standards of integrity conduct and professionalism are fundamental to our work in Australia and overseas. The department's Ethics, Integrity and Professional Standards Policy Manual clearly sets out the standard of behaviour expected of our employees, contains our policies and procedures, and is available on our departmental website.

In 2024, the Secretary asked all staff to read and adhere to the DFAT Integrity Strategy 2024–2026. Progress on actions taken under the strategy are monitored regularly and reported to the Executive Board. In 2024–25, the department delivered 35 face-to-face integrity sessions to 7 overseas posts, with 387 staff attending from DFAT and attached agencies. The training covered several topics, including breaches of the Australian Public Service (APS) Code of Conduct and Locally Engaged Staff Code of Conduct, red flags for fraud, the department's obligations under the *National Anti-Corruption Commission Act 2022*, conflicts of interest, gifts and benefits, how to report suspected misconduct, and the misconduct process.

In 2024–25, 43 allegations of misconduct by Australia-based staff were reported, of which 34 have been assessed. Five investigations commenced during the reporting period; 2 were finalised and 3 remain ongoing. Four investigations relating to allegations received in 2023–24 were also finalised. Ten allegations of misconduct by locally engaged staff were also received.

We take allegations of sexual assault and harassment seriously and consider all allegations in line with positive duty requirements under the *Sex Discrimination Act 1984* as amended by the *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022*. Our procedures for dealing with these allegations are outlined in the Unacceptable Workplace Behaviour Policy, which was released in October 2024 and replaces the Anti-Bullying, Harassment and Discrimination Policy. The new policy sets out DFAT's position on what constitutes unacceptable workplace behaviour towards others and identifies relevant pathways for reporting and resolving instances of unacceptable workplace behaviour. The policy applies to all DFAT APS employees (ongoing and non-ongoing), locally engaged staff, and people providing contractual services for the department to the extent that the policy is consistent with local law and/or the terms of any contract.

The department's Preventing Sexual Exploitation, Abuse and Harassment Policy applies to all staff and everyone we partner with. We adhere to and promote this policy by choosing to partner with, and fund, only those organisations prepared to meet the standards we set. In 2024–25, we received 124 external notifications from our partners, and 7 internal notifications, of alleged sexual exploitation, abuse or harassment of adults. Consistent with best practice and our commitment to accountability and transparency, when the department receives a notification relating to a partner organisation, we oversee the response to the alleged incident to ensure the response meets our standards.

Notifications involving a possible extraterritorial offence are referred to our Transnational Crime Section for potential referral to the Australian Federal Police.

The department continues to support public officials who report wrongdoing under the *Public Interest Disclosure Act 2013* (PID Act) and acts on disclosures as appropriate. As prescribed by the PID Act, the department protects disclosers from reprisals, or threats of reprisals, as a result of making a public interest disclosure. DFAT's public interest disclosure team promotes the public interest disclosure scheme through mechanisms such as induction training for new staff and graduates. In 2024–25, DFAT updated its annual mandatory training to include information on public interest disclosers and specific information on the responsibilities and powers of supervisors.

The department updated policies and procedures relating to the receipt of gifts and benefits, including the introduction of the Gifts and Benefits Register. The revised practices provide assurance that gifts and benefits are managed in accordance with Australian Public Service Commission's standards, the PGPA Act and *Public Service Act 1999*. The Gifts and Benefits Register has streamlined the management of gifts and benefits, including by providing a centralised, online portal for reporting and approvals.

The department introduced the centralised Gifts and Benefits Register on 5 November 2024. Between introduction and 30 June 2025, 1,231 registrations were recorded. Prior to the implementation of the register, our overseas posts were responsible for locally recording gifts and benefits received by staff at their post.

Climate disclosure

This section reports on the department's actions to manage climate risks and opportunities during 2024–25.

Climate risk governance and accountability

DFAT is committed to continuing to act on climate change and improving the sustainability of our operations. This includes a commitment to the Australian Government's goal of achieving net zero emissions in government operations by 2030.

Climate-related risk is an important action area, particularly given DFAT's international network of posts operates in locations highly impacted by climate change. Reporting on climate-related risks and opportunities has been included in the department's enterprise risk management policy and processes, and in other key corporate documentation (such as the corporate plan and business planning processes).

Oversight of climate-related risk is maintained through the department's enterprise risk register in collaboration with key stakeholders. The Executive Board has biannual discussions on risk, which are supported by regular discussions at our 5 senior management committees and the Audit and Risk Committee. These governance mechanisms support the Secretary, as the accountable authority, to discharge her duties in relation to climate-related risks facing the department.

In 2025–26, we will review our existing governance mechanisms to ensure the department's approach is effective. This includes managing trade-offs between climate-related risks and other factors (cost, security implications, timing considerations, policy constraints, and resources) to ensure that we appropriately manage any constraints.

Climate risk and opportunity management

The department is committed to supporting the Australian Government to achieve net zero emissions in government operations by 2030 (see reporting on pages 241–244 in Appendix I) and ensuring that our climate obligations are transparent through the climate risk and opportunity assessment process.

In 2024–25, the department reassessed the outputs of our initial climate risk and opportunity assessment and undertook activities in accordance with our obligations under the Climate Risk and Opportunity Management Program. To maintain alignment with the Australian Government's climate policies and strengthen our approach to climate risk and opportunity management, we have:

- engaged with internal stakeholders to review our initial climate risk and opportunity assessment, which is focused on the department's domestic operations – validating risks within our 6 enterprise risk categories: trust; staff safety, health and wellbeing; delivery; financial management; enabling services; and people capability and capacity
- considered risks identified in the initial assessment as well as new risks identified in 2024–25, across the current, 2030 and 2050 timeframes, and used the existing enterprise risk matrix to assign a rating to all risks to inform our updated climate risk and opportunity assessment
- reviewed existing and identified new climate opportunities for potential action within the next 10 years, and documented actions to undertake in 2025–26 for prioritised opportunities to be realised

- assigned responsibility for risks and opportunities and considered inputs for detailed action plans to support the mitigation and ongoing management of risks and opportunities.

While the assessment remained limited to our domestic operations, we have begun developing mechanisms to uplift the capability of staff and support the ongoing maturation of the department’s climate risk and opportunity assessment process in 2025–26 and beyond. To achieve this, we are exploring:

- how climate risk and opportunity is governed within the department, in line with our management of enterprise risks and broader governance processes (see ‘Governance committees’ on pages 96–97)
- how we can best coordinate climate skills and competencies in the department to oversee and manage strategies to respond to climate-related risks and opportunities, including whether, and to what extent, these activities are centrally coordinated by a sustainability champion
- how we could refine mechanisms to incorporate physical climate risks into business continuity planning
- a review of business planning templates and incorporating climate risk considerations into a new template, potentially to be completed by all departmental divisions, and state and territory offices, with an opportunity to also leverage our overseas network, to support the maturity of our climate risk and opportunity assessments.

In 2025–26, we will continue to develop the department’s climate risk and opportunity management capabilities. In particular, we will consider data and methods to quantify potential impacts of climate risks and opportunities on our international operations. This will increase the knowledge base of staff and ensure the organisation is prepared for and able to respond to these impacts. This work will involve leveraging additional expertise across the foreign policy, trade, development and humanitarian disciplines to ensure we achieve appropriate outcomes.

External scrutiny

The section provides information on external scrutiny of the department during the reporting period, and our responses.

Courts and tribunals

We managed a range of legal matters before courts and tribunals during the reporting period. The department complied with discovery, subpoena and other document production obligations in a range of matters. This included matters brought against the Commonwealth as represented by other Australian Government agencies. In 2024–25, the department or the Minister for Foreign Affairs was a party to 1 matter in the High Court of Australia, 2 matters on appeal in the Full Court of the Federal Court of Australia, 5 matters in the Federal Court of Australia, 2 matters in the Federal Circuit and Family Court of Australia, and 1 matter in the Fair Work Commission.

The department continued to manage claims across various jurisdictions. In 2024–25, there were 29 matters before the Administrative Review Tribunal involving the department or Minister for Foreign Affairs.

The department facilitated, via diplomatic channels, the service of documents and taking of evidence in private litigation in matters brought overseas and in Australia. We also facilitated the delivery of documents on foreign states in a number of matters under the *Foreign States Immunities Act 1985*.

Privacy

The department undertook initiatives that strengthened privacy governance and promoted privacy compliance. In 2024–25, 116 non-notifiable data breaches, 1 notifiable data breach, and 5 privacy complaints were managed under the department's internal compliance framework.

Commonwealth Ombudsman

The Commonwealth Ombudsman commenced 6 investigations in 2024–25 with respect to the department's activities. At the end of the reporting period, 7 claims had been resolved (including 3 commenced in the previous financial year), with 2 claims remaining active.

Australian Human Rights Commission

The Australian Human Rights Commission notified the department of 3 claims with respect to the department's activities in 2024–25. Two claims were resolved (including one commenced in the previous financial year), and 2 remain ongoing at the end of the reporting period.

Compensation for detriment caused by defective administration

In 2024–25, 56 claims were commenced under the Scheme for Compensation for Detriment caused by Defective Administration with respect to the department’s activities, with 28 active claims remaining ongoing at the end of the reporting period.

Parliamentary committees of inquiry

Information on the department’s engagement with parliamentary committees of inquiry is in Appendix J.

Reports by the Auditor-General

During the reporting period, the Auditor-General tabled one report in parliament directly related to the department’s operations. Auditor-General Report No. 11 of 2024–25, *Procurement by the Department of Foreign Affairs and Trade through its Australian Passport Office*, assessed the effectiveness and ethics of DFAT’s Australian Passport Office procurement activity in the context of the Commonwealth Procurement Rules.

Details of this report, including the department’s response, are available on the Australian National Audit Office website, anao.gov.au.

Access to archives

In 2024–25, the department finalised 631 notices of advice to the National Archives of Australia on public access applications under the *Archives Act 1983*.

Freedom of information

In 2024–25, the department received 656 freedom of information (FOI) requests. This reflects a continued increase in the number of FOI requests received by the department in recent years. The department continues to maintain high levels of compliance, with 99% of matters finalised within the statutory timeframe. Consistent with the requirements of the *Freedom of Information Act 1982*, we continued to publish information under the Information Publication Scheme contained in Part II of the Act. The content is available at dfat.gov.au/about-us/corporate/freedom-of-information/information-publications-scheme.

Data availability and transparency

The department has a framework to facilitate lodgement of data-sharing applications and guide compliance with the *Data Availability and Transparency Act 2022*. DFAT did not receive any requests from accredited users to share data under the Act in 2024–25.

Managing our people

At 30 June 2025, 4,014 Australian Public Service (APS) staff worked in Australia and 1,072 APS employees worked at our overseas posts (see Appendix A).

At 30 June 2025, we employed 2,147 locally engaged staff in our overseas missions. These staff play a crucial role in promoting, protecting and advancing Australia's interests internationally, and contributing to economic growth and global stability. They provide essential in-country knowledge, networks and continuity at our overseas posts. Locally engaged staff are engaged under local labour law as it applies to diplomatic and consular missions.

Workforce planning and capability

An effective Australian foreign service depends on our ability to attract, develop, retain and harness the capabilities of diverse and highly skilled people.

In 2024–25, our workforce planning efforts continued to focus on identifying core capabilities, a key requirement under the APS Strategic Commissioning Framework, and identifying critical capabilities aligned to departmental priorities.

To achieve this, we commenced development of a consistent methodology to identify and forecast critical capability requirements, in line with our business planning process. This will allow the department to align recruitment, internal placement, and learning and development efforts according to critical capability gaps now and into the future.

Our centralised recruitment and placement processes continue to allow the department to recruit staff according to our identified capability gaps and quickly deploy our existing workforce to the highest-priority areas. The centralised recruitment process has led to a more efficient end-to-end recruitment service, which provides the department with a diversified pool of highly skilled people.

Learning and development

In 2024–25, the Diplomatic Academy continued to drive the department's capability uplift. We administered over 500 courses, with staff recording 71,200 course completions, of which 18,200 were face-to-face learning. We supported pre-posting training for over 820 DFAT staff and delivered direct language training to 107 students, as well as regular classes supporting staff to maintain their skills across 28 languages. We launched the Understanding Indigenous Australia online course on 13 February 2025, the anniversary of the National Apology to Australia's Indigenous peoples. The new course broadens access to First Nations cultural competency training across DFAT and underpins the achievement of our Reconciliation Action Plan priorities.

The Diplomatic Academy continued to work closely across the APS and state and territory governments to uplift international engagement capability. We administered 3 'massive open online courses' on foreign policy, multilateral diplomacy and international

development, an annual series of geoliteracy courses, language immersion, intercultural competency and diplomatic tradecraft training. In collaboration with the APS Academy, we also supported the second iteration of the Indo-Pacific Executive Development Program. Over 2,600 non-DFAT learners accessed DFAT courses in 2024–25, a 40% increase on the previous year.

Through the HV Evatt Library, the Diplomatic Academy provided tailored information products, research and briefing assistance. The implementation of the OpenAthens platform continues to see improved access to library holdings as well as access to audiobooks, podcasts and digital magazines.

Individual performance

The department promotes a high-performance culture by supporting employee growth and accountability through fair, transparent performance management. The department's performance management framework for non-Senior Executive Service (SES) staff sets out the behaviours, skills and knowledge that the department values and rewards. The department's SES Performance Leadership Framework, launched in 2024, achieved its first full performance cycle in 2024–25. In that cycle, the behaviour of SES was given equal weight to the achievement of outcomes, supporting the APS reform agenda's priority 1 – to uplift integrity in the APS.

The department continues to provide support to managers and employees in Australia and at overseas posts. Training and information sessions were offered during the year on topics including courageous conversations, performance development appraisals, managing performance and underperformance, and managing probation.

Diversity and inclusion

The department is building inclusive workplaces in Australia and across our global network. We aim to project modern Australia to the world, to fully reflect Australia's rich diversity in our workforce, and to attract and provide rewarding careers for people from diverse backgrounds.

Since its launch in March 2024, we have continued to implement actions under our Inclusion, Equity and Diversity Strategy 2024–2027 – *Embracing Diversity for Global Influence*.

In August 2024, we launched our 'Stretch' Reconciliation Action Plan (RAP) 2024–2027. Our fifth RAP builds on our previous RAP and outlines our goals, strategies and actions to support reconciliation and create opportunities for First Nations people.

We value the contributions that individuals, teams and our employee diversity networks made to building an inclusive culture across our workplaces in Australia and overseas in 2024–25. We marked key occasions to celebrate diversity and reconciliation in Australia and across our global network. Table 3.1 compares the representation of diversity groups in the department and the APS as a whole.

Further reporting on disability inclusion is available at disabilitygateway.gov.au/ads, in the Australian Public Service Commission's State of the Service reports, and in the APS Employment Data series.

Table 3.1: Representation of diversity groups, DFAT and APS, 2024–25

Diversity group	% of DFAT APS workforce	APS wide %	APS wide % target
Aboriginal and Torres Strait Islander	2.1% ¹	3.4% ²	5% by 2030
Culturally and linguistically diverse	23.0% ¹	26.1% ²	24% of SES
Disability	5.9% ¹	5.5% ²	7% by 2025
LGBTQIA+	10.5% ³	9.5% ³	—
Gender	Female SES: 51.5% ¹ Female non-SES: 59.0% ¹	—	—

1 At 30 June 2025. Data reflects voluntary self-reported information.

2 Australian Public Service Commission, *APS Employment Data 31 December 2024*, Table 77 ('All employees: diversity group').

3 Data reflects result from APS Employee Census 2025, excluding locally engaged staff and contractors. Result from APS Employee Census 2025 inclusive of all respondents is 9.2%.

Diversity highlights in 2024–25

During 2024–25, we continued to implement our renewed framework for inclusion, equity, diversity and reconciliation efforts across the department. Central to this was building on our first overarching Inclusion, Equity and Diversity Strategy 2024–2027 – *Embracing Diversity for Global Influence*, launched in March 2024, by developing a detailed implementation plan for the strategy. We expect to finalise the plan in the second half of 2025. In 2024–25, we finalised and launched our fifth Reconciliation Action Plan.

- Women represented 51.5% of SES roles at 30 June 2025, an increase from 49.9% at 30 June 2024.
- Women represented 43.5% of head of mission and head of post roles at 30 June 2025, a decrease from 49% at 30 June 2024.
- First Nations staff represented 2.2% of the employee workforce at 30 June 2025, down from 2.4% at 30 June 2024.
- 5.9% of staff identified as having disability at 30 June 2025, down from 6.1% at 30 June 2024.
- 10.5% of employees identified as LGBTQIA+ in the APS Employee Census 2025, up from 9% in the APS Employee Census 2024.
- The department increased staff from culturally and linguistically diverse backgrounds to 23% at 30 June 2025, up from 15.3% at 30 June 2024.

Employment arrangements and non-salary benefits

The department's Enterprise Agreement 2024 sets out the terms and conditions for non-SES APS employees.

SES staff are employed under the terms of a determination made by the Secretary under subsection 24(1) of the *Public Service Act 1999*. Key management personnel, SES and other highly paid staff remuneration is set out in note 6.2 of the financial statements (see page 168) and in Appendix B, starting at page 208.

The department provides a range of non-salary benefits, including influenza vaccinations and onsite gym facilities in Canberra and at some overseas posts. The department offers prioritised access to designated childcare centres in Canberra and has policies enabling flexible and remote work. The department also supports staff to donate blood, plasma or platelets during paid work hours.

Work health and safety

The health, safety and wellbeing of our people, or those affected by our work, is of vital importance. This is a complex undertaking in our global operating context, requiring work health and safety risk management processes and mitigations that are consistent with the nature of the workplace and significance of risks encountered. We are committed to a culture that actively promotes effective risk management and improved work practices, and fosters attitudes that sustain a respectful, safe and healthy environment.

For further information on work health and safety, see Appendix H.

Whole-of-government services

During 2024–25, 39 Australian Government partner agencies signed the whole-of-government head arrangement that provides the guiding principles under which the department provides services to support the conduct of partner agencies' business or interests overseas. The supporting material under the head arrangement aligns services delivered by the department – as the overseas provider hub under the shared services transformation initiative – to the objectives of the Prime Minister's Directive on the Guidelines for the Management of the Australian Government Presence Overseas.

During the reporting period, the department provided shared services to 3,381 Australia-based and locally engaged positions overseas, from 31 Australian Government partner agencies (includes portfolio agencies under the parent department) under the whole-of-government head arrangement. Services provided included financial, property, human resources, security, and information and communications technology (ICT) support. An additional 8 partner agencies received domestic ICT services only.

Managing our finances

This section outlines how we manage our finances, including our approach to asset management and purchasing, and provides details of the department's expenditure on reportable consultancy and non-consultancy contracts.

Asset management

The department manages 119 Commonwealth-owned properties located across 54 countries, including chanceries, residences, compounds and vacant land. The total value of the land and building assets was \$3.9 billion as at 30 June 2025. The department also manages fit-out, furniture, equipment and motor vehicle assets located in both owned and leased properties (domestic and overseas).

Internal allocations for capital investments are set by the department's executive following assessment of key work units' planned programs of work. The executive reviewed capital investment throughout the year and reallocated resources where necessary. The department implements capital management plans, prepared by responsible divisions, to support long-term strategic planning of our investment in key asset holdings. We conducted our annual review and impairment testing of asset classes to ensure asset values were correctly stated in the financial statements and used this information to inform forward planning.

Purchasing

The department undertakes purchasing activities in accordance with the PGPA Act and the Commonwealth Procurement Rules.

Information on significant procurements expected to be undertaken in 2025–26 is available in the department's annual procurement plan on the AusTender website, tenders.gov.au.

The department continues to support the government's Indigenous Procurement Policy, including through our Reconciliation Action Plan and Indigenous Diplomacy Agenda. In 2024–25, we continued to use Commonwealth procurement to promote reconciliation and contribute to implementation of the National Agreement on Closing the Gap.

The department encouraged best practice in Indigenous procurement, including by showcasing Indigenous businesses to posts and embedding Indigenous procurement in our policies and practices. The department has set the mandatory procurement threshold for Indigenous procurement at procurements valued between \$10,000 and \$200,000.

Details of a number of export-ready Indigenous businesses are available on our website at dfat.gov.au/about-us/publications/indigenous-business-suppliers.

The Foreign Affairs and Trade portfolio continues to exceed the Indigenous Procurement Policy volume and value targets set each year by the National Indigenous Australians Agency (NIAA). Further details are available on the NIAA website, niaa.gov.au.

Reportable consultancy and non-consultancy contracts

During 2024–25, 10 new reportable consultancy contracts were entered into involving total actual expenditure of \$0.6 million (inclusive of GST). In addition, 8 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$1.6 million (inclusive of GST) (Table 3.2). Table 3.3 shows the organisations that received the largest shares of the department’s total expenditure on reportable consultancy contracts during 2024–25, including organisations that received 5% or more of the department’s total expenditure on such contracts.

The department selects consultants through open approaches to the market, panel arrangements or limited tender when specialist expertise, independent research, review and assessment, or creative solutions are required to assist decision-making. Decisions to engage consultants are made in accordance with the PGPA Act and related regulations, including the Commonwealth Procurement Rules and relevant departmental policies.

This annual report contains information about the department’s actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 3.2: Expenditure on reportable consultancy contracts, 2024–25

	Number	Expenditure \$'000
New contracts entered into during the reporting period	10	553
Ongoing contracts entered into during a previous reporting period	8	1,612
Total	18	2,165

Note: Reportable consultancy contracts and expenditure for 2024–25 include overseas contracts entered into from 1 July 2021. Expenditure includes GST.

Table 3.3: Organisations receiving the largest shares of reportable consultancy contract expenditure, 2024–25

Name of organisation	ABN	Expenditure \$'000	Share of total expenditure (%)
The Boston Consulting Group Pty Ltd	70 007 347 131	786	36.3
ConceptSix Pty Ltd	54 641 263 238	595	27.5
Charterpoint Pty Ltd	17 160 453 994	322	14.9
Kaye Annette Bysouth	78 472 701 293	98	4.5
Allen and Clarke Consulting Pty Ltd	66 632 186 059	94	4.3
Total of the largest shares		1,895	87.5

Note: Expenditure includes GST.

During 2024–25, the department entered into 2,482 new reportable non-consultancy contracts, involving total actual expenditure of \$574.0 million (inclusive of GST). In addition, 2,407 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$1.8 billion (inclusive of GST) (Table 3.4). Table 3.5 shows the organisations that received the largest shares of the department’s total expenditure on reportable non-consultancy contracts during 2024–25, including organisations that received 5% or more of the department’s total expenditure on such contracts.

This annual report contains information about the department’s actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

Table 3.4: Expenditure on reportable non-consultancy contracts, 2024–25

	Number	Expenditure \$'000
New contracts entered into during the reporting period	2,482	574,013
Ongoing contracts entered into during a previous reporting period	2,407	1,845,260
Total	4,889	2,419,273

Note: Reportable non-consultancy contracts and expenditure for 2024–25 include overseas contracts entered into from 1 July 2021. Expenditure includes GST.

Table 3.5: Organisations receiving the largest shares of reportable non-consultancy contract expenditure, 2024–25

Name of organisation	ABN	Expenditure \$'000	Share of total expenditure (%)
DT Global Asia Pacific Pty Ltd	23 006 170 869	429,424	17.7
Abt Associates Pty Ltd	76 091 591 294	238,455	9.9
Tetra Tech International Development Pty Ltd	63 007 889 081	132,581	5.5
Palladium International Pty Ltd	23 010 020 201	121,059	5.0
The Trust Company (Australia) Limited	21 000 000 993	120,007	5.0
Total of the largest shares		1,041,526	43.1

Note: Expenditure includes GST.

Australian National Audit Office access clauses

The department's standard contract templates and the Commonwealth Contracting Suite include provisions allowing the Auditor-General and the Australian National Audit Office to have access to the contractor's premises and records.

Exempt contracts

In 2024–25, 15 contracts in excess of \$10,000 (inclusive of GST), with a value of \$2.3 million, were exempted from being published on AusTender on the basis that publication would disclose exempt matters under the *Freedom of Information Act 1982*.

Procurement initiatives to support small business

The department supports small business participation in the Commonwealth Government procurement market. Small and medium-sized enterprise (SME) and small enterprise participation statistics are available on the Department of Finance's website, finance.gov.au.

The department 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.

The department remains committed to enabling SMEs to engage in fair competition. During 2024–25, the department:

- applied exemption 17 in Appendix A of the Commonwealth Procurement Rules to directly engage SMEs for procurements valued up to \$500,000, when value for money could be demonstrated
- used the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- provided dedicated SME procurement guidance to maximise competition and enhance opportunities for SMEs to participate in larger-scale procurements
- implemented the Australian Government's Supplier Pay On-Time or Pay Interest Policy, including the use of credit cards for low-value procurements valued below \$10,000.

APS Strategic Commissioning Framework

During the reporting period, the department took steps to bring core work in-house in line with the APS Strategic Commissioning Framework.

Our targets for the reporting period aimed to bring \$6.1 million (GST excluded) of core work in-house. This target was partially achieved, with an actual reduction of \$3.9 million (GST excluded) in relevant supplier expenditure during the reporting period. The reductions were achieved progressively throughout the year, which resulted in lower savings than initially anticipated.

Grants

Information on grants awarded by the department during 2024–25 is available on the GrantConnect website, grants.gov.au.

Significant noncompliance with finance law

In 2024–25, one instance of significant noncompliance with finance law was notified to the Foreign Minister in accordance with the Department of Finance’s Resource Management Guide No. 214: *Notification of significant non-compliance with the finance law* (see Table 3.6).

Table 3.6: Noncompliance with finance law notified to the minister in 2024–25

Description of noncompliance	Remedial action
The Australian National Audit Office’s audit of procurements that DFAT conducted through the Australian Passport Office identified noncompliance with the Commonwealth Procurement Rules and DFAT’s procurement policies, and that the procurement did not demonstrate value for money.	DFAT has taken remedial action to address the noncompliance including through increased oversight of procurement activities, expanded second-line assurance, and training to address capability gaps.

Chapter 4

Financial statements





INDEPENDENT AUDITOR'S REPORT

To the Minister for Foreign Affairs

To the Minister for Trade and Tourism

Opinion

In my opinion, the financial statements of the Department of Foreign Affairs and Trade (the Department) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Department as at 30 June 2025 and its financial performance and cash flows for the year then ended.

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

- Statement by the Secretary 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 Department 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.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matter	How the audit addressed the matter
Valuation of overseas properties <i>Refer to Note 3.2A Land and Buildings and Note 7.2A Fair Value Measurement, Valuation Techniques and Inputs Used</i> As at 30 June 2025, the reported carrying value of land was \$2,179 million (which is carried at fair value except for \$0.85 million right-of-use assets which are carried at cost) and the carrying value of buildings was \$2,722 million (which is carried at fair value except for \$1,002 million right-of-use assets which are carried at cost). Overseas properties represent a significant proportion of these balances. The Department engaged an independent valuer to undertake the valuation of these properties. I focused on the fair value of overseas properties due to: • The significant value of the assets; • Large number of properties across a number of geographic locations; • Variety of valuation methodologies applied; and • The degree of subjectivity applied by the valuer in determining the fair value of the properties. The key assumptions and judgement include market comparison, incorporating economic conditions and local jurisdictional requirements, asset replacement costs and discount rates.	To address this key audit matter, I: • Evaluated the competence, capability and objectivity of the Department's valuer; • On a sample basis, assessed the appropriateness of methodologies used for compliance with accounting standards, the Department's accounting policies and generally accepted valuation techniques; • On a sample basis, tested the accuracy of key data utilised by the valuer; and • On a sample basis, evaluated and substantiated the appropriateness of key assumptions and judgements applied by the Department's valuer.
Key audit matter	How the audit addressed the matter
Accuracy of international development assistance <i>Refer to Note 2.1A International Development Assistance</i> The Department reported international development assistance of \$3,866 million for the year ended 30 June 2025. The international development assistance programs are focused on providing assistance to developing countries and improving living standards. I considered this to be a key audit matter due to: • The significant value of the expenses incurred through the Department's aid programs; and • Expenses being incurred across a broad range of agreements. These agreements cover a variety of geographical areas with many third parties including international	To address this key audit matter, I: • On a sample basis, assessed the design, implementation and operating effectiveness of the key controls supporting international development assistance relating to the recording, monitoring and approval of funding agreements and expenditure; • Assessed the design, implementation and operating effectiveness of the Department's international development assistance management systems' information technology general controls; and • Examined supporting documentation for a sample of international development assistance payments to assess the accuracy of expenditure amounts including compliance with funding agreements and applicable acquittal processes.

organisations, emergency and humanitarian programs, contributions to non-government organisations and volunteer programs.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Department, the Secretary 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 Secretary is also responsible for such internal control as the Secretary 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 Secretary is responsible for assessing the ability of the Department to continue as a going concern, taking into account whether the Department's operations will cease as a result of an administrative restructure or for any other reason. The Secretary is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

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 Department'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 Department'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 Department 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.

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters.

I describe these matters in my auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office



Lorena Skipper

Executive Director

Delegate of the Auditor-General

Canberra

11 September 2025

Department of Foreign Affairs and Trade

STATEMENT BY THE SECRETARY AND CHIEF FINANCIAL OFFICER

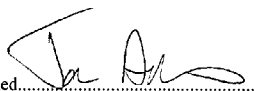
In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

Under the Prime Minister's Directive on the Guidelines for the Management of the Australian Government Presence Overseas, the Department of Foreign Affairs and Trade (DFAT) provides services to support the conduct of Commonwealth entities represented overseas. As such the following exemptions to the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR) are published on the Department of Finance website and have been applied to DFAT's financial statements:

- a) Subsections 37(a) and 43(2)(b) to require net recording of receipts on behalf of other entities as per section 74 of the PGPA Act.
- b) Subsection 43(3)(a) to require net recording of cash payments on behalf of other entities made from appropriations.
- c) Section 47 to not require separate disclosure of money paid on behalf of other entities.

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

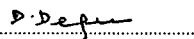
Signed.....



Jan Adams AO PSM
Secretary

11 September 2025

Signed.....



Donna Degen
Chief Financial Officer

11 September 2025

Department of Foreign Affairs and Trade
STATEMENT OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

		2025	2024	Original Budget ¹
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	1,234,510	1,115,767	1,159,788
Suppliers	1.1B	969,510	855,564	1,043,612
Depreciation and amortisation	3.2A	358,368	363,449	348,113
Impairment loss on financial instruments	1.1C	170	228	-
Write-down and impairment of other assets	1.1D	14,986	6,990	-
Grants and other contributions		10,944	13,015	-
Finance costs	1.1E	20,868	17,836	15,362
Foreign exchange losses		17,626	-	-
Other expenses	1.1F	-	168	-
Total expenses		2,626,982	2,373,017	2,566,875
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	124,329	125,879	107,838
Rental income	1.2B	59,554	58,428	53,114
Other revenue	1.2C	17,160	12,243	11,258
Total own-source revenue		201,043	196,550	172,210
Gains				
Gains from sale of assets		1,413	1,668	-
Foreign exchange gains		-	10,295	-
Other gains	1.2D	1,551	10,397	630
Total gains		2,964	22,360	630
Total own-source income		204,007	218,910	172,840
Net cost of services		(2,422,975)	(2,154,107)	(2,394,035)
Revenue from Government - departmental appropriations		2,275,471	2,026,804	2,242,453
(Deficit) from continuing operations		(147,504)	(127,303)	(151,582)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		241,247	(1,903)	-
Total comprehensive income/(loss)		93,743	(129,206)	(151,582)

1. Budget reported in the 2024-25 Portfolio Budget Statements published on 14 May 2024.

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

Department of Foreign Affairs and Trade
STATEMENT OF FINANCIAL POSITION
as at 30 June 2025

		2025	2024	Original Budget
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	619,627	597,537	379,299
Trade and other receivables	3.1B	783,142	671,188	623,999
Total financial assets		1,402,769	1,268,725	1,003,298
Non-financial assets¹				
Land	3.2A	2,178,915	2,018,714	1,966,902
Buildings	3.2A	2,721,802	2,567,361	2,830,421
Plant and equipment	3.2A	371,070	334,357	660,705
Intangibles	3.2A	134,534	137,012	106,029
Inventories	3.2B	57,431	51,997	19,058
Prepayments		63,412	45,327	46,000
Total non-financial assets		5,527,164	5,154,768	5,629,115
Assets held for sale		323	-	1,817
Total assets		6,930,256	6,423,493	6,634,230
LIABILITIES				
Payables				
Suppliers	3.3A	164,632	144,043	149,542
Other payables	3.3B	109,198	85,674	114,011
Total payables		273,830	229,717	263,553
Interest bearing liabilities				
Leases	3.4A	1,124,048	1,005,208	1,088,959
Total interest bearing liabilities		1,124,048	1,005,208	1,088,959
Provisions				
Employee provisions	6.1A	366,468	344,213	332,967
Provision for restoration	3.5A	46,737	45,914	47,000
Total provisions		413,205	390,127	379,967
Total liabilities		1,811,083	1,625,052	1,732,479
Net assets		5,119,173	4,798,441	4,901,751
EQUITY				
Contributed equity		3,736,377	3,509,388	3,823,836
Asset revaluation reserve		2,390,925	2,149,678	2,151,581
Accumulated deficit		(1,008,129)	(860,625)	(1,073,666)
Total equity		5,119,173	4,798,441	4,901,751

1. Right-of-use (ROU) assets are included in land, buildings and plant and equipment.

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

Department of Foreign Affairs and Trade
STATEMENT OF CHANGES IN EQUITY
for the period ended 30 June 2025

	ACCUMULATED DEFICIT			ASSET REVALUATION RESERVE			CONTRIBUTED EQUITY			TOTAL EQUITY		
	2025	2024	Original	2025	2024	Original	2025	2024	Original	2025	2024	Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance												
Balance carried forward from previous period	(860,625)	(732,738)	(922,084)	2,149,678	2,151,581	2,151,581	3,509,388	3,312,084	3,543,537	4,798,441	4,730,927	4,773,034
Opening balance	(860,625)	(732,738)	(922,084)	2,149,678	2,151,581	2,151,581	3,509,388	3,312,084	3,543,537	4,798,441	4,730,927	4,773,034
Comprehensive income												
Revaluation adjustment	-	-	-	244,034	158	-	-	-	-	244,034	158	-
Makegood revaluation adjustment (Deficit) for the period	(147,504)	(127,303)	(151,582)	(2,787)	(2,061)	-	-	-	-	(2,787)	(2,061)	-
Total comprehensive income	(147,504)	(127,303)	(151,582)	241,247	(1,903)	-	-	-	-	(147,504)	(127,303)	(151,582)
Transactions with owners												
Distribution to owners												
Returns on/of capital:												
Departmental equity return	-	-	-	-	-	-	(30,302)	(34,149)	-	(30,302)	(34,149)	-
Other agency transfer of assets	-	(584)	-	-	-	-	(36,857)	-	-	(36,857)	(584)	-
Contributions by owners												
Equity injection - Appropriations	-	-	-	-	-	-	177,265	147,723	163,416	177,265	147,723	163,416
Departmental capital budget	-	-	-	-	-	-	116,883	83,730	116,883	116,883	83,730	116,883
Total transactions with owners	-	(584)	-	-	-	-	226,989	197,304	280,299	226,989	196,720	280,299
Closing balance as at 30 June	(1,008,129)	(860,625)	(1,073,666)	2,390,925	2,149,678	2,151,581	3,736,377	3,509,388	3,823,836	5,119,173	4,798,441	4,901,751

Accounting Policy

Equity Injections

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

Departmental Equity Return

2024-25 includes \$32.438m (2024: \$nil) which has been withheld under administrative quarantine under section 51 approved on 27 June 2025 relating to a movement of funds decision.

2024-25 includes \$2.136m (2024: \$nil) receivable as a part of the no-win, no-loss funding agreement.

2023-24 includes \$34,149m which has been quarantined as part of the no-win, no-loss funding agreement.

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

Department of Foreign Affairs and Trade
CASH FLOW STATEMENT
for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		2,327,694	2,190,210	2,238,652
Sale of goods and rendering of services		238,152	173,750	159,910
GST received ¹		77,283	68,438	41,239
Other		15,115	11,064	11,227
Total cash received		2,658,244	2,443,462	2,451,028
Cash used				
Employees		1,184,959	1,112,451	1,156,332
Suppliers		1,065,651	924,540	1,082,803
Interest payments on lease liabilities		19,437	16,396	15,362
Section 74 receipts transferred to OPA ²		177,561	154,864	-
Other		10,944	13,183	-
Total cash used		2,458,552	2,221,434	2,254,497
Net cash from operating activities		199,692	222,028	196,531
INVESTING ACTIVITIES				
Cash received				
Proceeds from sales of property, plant and equipment		1,573	2,926	-
Total cash received		1,573	2,926	-
Cash used				
Purchase of land and buildings		77,843	70,758	422,418
Purchase of plant and equipment		90,345	108,661	-
Purchase and development of intangibles		32,532	27,706	-
Total cash used		200,720	207,125	422,418
Net cash (used by) investing activities		(199,147)	(204,199)	(422,418)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		219,417	159,934	280,299
Total cash received		219,417	159,934	280,299
Cash used				
Principal payments of lease liabilities		168,187	179,939	145,796
Other agency transfer of assets		36,000	-	-
Total cash used		204,187	179,939	145,796
Net cash from/(used by) financing activities		15,230	(20,005)	134,503
Net increase/(decrease) in cash held		15,775	(2,176)	(91,384)
Cash and cash equivalents at the beginning of the reporting period		597,537	594,166	470,683
Effect of exchange rate movements on cash and cash equivalents at the beginning of the reporting period		6,315	5,547	-
Cash and cash equivalents at the end of the reporting period	3.1A	619,627	597,537	379,299

1. Goods and Services Tax (GST)
2. Official Public Account (OPA)

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

Department of Foreign Affairs and Trade
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
International development assistance	2.1A	3,866,933	3,770,781	3,944,769
Multilateral replenishments and other loans	2.1B	90,074	91,637	988,148
Other grants and contributions	2.1C	554,276	542,611	662,689
Export Finance Australia (EFA) National Interest Account (NIA) expenses	2.1D	240,809	121,945	316,433
Impairment loss on financial instruments		-	596	-
Other expenses	2.1E	11,651	10,084	10,335
Payments to corporate Commonwealth entities - Tourism Australia		153,564	148,291	150,196
Depreciation and amortisation	4.2A	80	80	-
Total expenses		4,917,387	4,686,025	6,072,570
Income				
Fees and charges	2.2A	836,725	832,378	964,927
Loan interest		14,727	14,344	14,727
EFA NIA income	2.2B	32,121	30,520	-
EFA dividend and competitive neutrality	2.2C	29,318	19,392	17,307
Return of prior year administered expenses	2.2D	54,877	67,451	31,927
Other revenue and gains	2.2E	7,164	37,086	255
Total income		974,932	1,001,171	1,029,143
Net cost of services		(3,942,455)	(3,684,854)	(5,043,427)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Remeasurements of defined benefit plans		7,143	583	-
Items subject to subsequent reclassification to net cost of services				
Movement in the carrying amount of investments		73,659	532,477	-
Total other comprehensive gain		80,802	533,060	-
Total comprehensive (loss)		(3,861,653)	(3,151,794)	(5,043,427)

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

Department of Foreign Affairs and Trade
ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES
as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	16,927	92,878	90,604
Receivables and loans	4.1B	203,484	203,382	205,577
Investments	4.1C	3,377,361	3,011,133	2,760,606
Total financial assets		3,597,772	3,307,393	3,056,787
Non-financial assets				
Intangibles	4.2A	79	159	239
Total non-financial assets		79	159	239
Total assets administered on behalf of Government		3,597,851	3,307,552	3,057,026
LIABILITIES				
Payables				
Grants	4.3A	584,262	808,700	1,992,937
Other payables	4.3B	656,927	722,867	185,066
Total payables		1,241,189	1,531,567	2,178,003
Provisions				
NIA provisions	4.4A	218,765	77,327	114,247
Employee provisions	6.1B	66,084	74,141	76,248
Total provisions		284,849	151,468	190,495
Total liabilities administered on behalf of Government		1,526,038	1,683,035	2,368,498
Net assets		2,071,813	1,624,517	688,528

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

Department of Foreign Affairs and Trade
ADMINISTERED RECONCILIATION SCHEDULE
for the period ended 30 June 2025

	2025 \$'000	2024 \$'000
Opening assets less liabilities as at 1 July	1,624,517	729,686
Net (cost of) services		
Income	974,932	1,001,171
Expenses		
Payments to entities other than corporate Commonwealth entities	(4,763,823)	(4,537,734)
Payments to corporate Commonwealth entities - Tourism Australia	(153,564)	(148,291)
Other comprehensive income		
Movement in the carrying amount of investments	73,659	532,477
Actuarial gains on defined benefit plans	7,143	583
Transfers (to)/from the Australian Government		
Appropriation transfers from OPA		
Administered assets and liabilities appropriations	286,932	26,351
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	4,615,721	4,585,412
Payments to corporate Commonwealth entities - Tourism Australia	153,564	148,291
Special accounts		
Payments to entities other than corporate Commonwealth entities	63,085	15,223
Special appropriations (unlimited)		
Payments to entities other than corporate Commonwealth entities	412,011	374,413
Appropriation transfers to OPA		
Transfers to OPA	(1,222,364)	(1,103,065)
Closing assets less liabilities as at 30 June	2,071,813	1,624,517

Accounting Policy

Administered cash transfers to and from the Official Public Account (OPA)

Revenue collected by DFAT on behalf of the Government is administered revenue. Collections are transferred to the OPA maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of the Government. These transfers to and from the OPA are adjustments to the administered cash held by DFAT on behalf of the Government and reported as such in the Administered Cash Flow Statement and in the Administered Reconciliation Schedule.

Payments to corporate Commonwealth entities

Payments to corporate Commonwealth entities from amounts appropriated for that purpose are classified as administered expenses, equity injections or loans of the relevant portfolio department. The appropriation to DFAT is disclosed in Note 5.1A: Annual Appropriations ("Recoverable GST exclusive").

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

Department of Foreign Affairs and Trade
ADMINISTERED CASH FLOW STATEMENT
for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
OPERATING ACTIVITIES			
Cash received			
Fees and charges		839,053	830,069
GST received		149,608	138,140
Return of prior year administered expenses		54,877	67,451
EFA dividend and competitive neutrality		29,318	19,392
Other		6,217	9,666
Total cash received		1,079,073	1,064,718
Cash used			
International development assistance		3,974,632	4,159,582
Other contributions		555,452	542,388
Payments to corporate Commonwealth entities - Tourism Australia		153,564	148,291
EFA NIA		67,250	74,257
Other		7,361	6,429
Total cash used		4,758,259	4,930,947
Net cash (used by) operating activities		(3,679,186)	(3,866,229)
INVESTING ACTIVITIES			
Cash received			
Proceeds from concessional financial instruments		9,751	9,751
Total cash received		9,751	9,751
Cash used			
Purchase of concessional financial instruments (IDA ¹ and ADF ² subscriptions)		141,601	135,171
Investment in Australian Development Investments Fund (ADI)		101,500	26,351
Investment in EFA NIA		185,432	-
Total cash used		428,533	161,522
Net cash (used by) investing activities		(418,782)	(151,771)
Net (decrease) in cash held		(4,097,968)	(4,018,000)
Cash and cash equivalents at the beginning of the reporting period		92,878	90,604
Cash from Official Public Account			
Appropriations		5,181,296	5,108,116
Special accounts		63,085	15,223
Total cash from official public account		5,244,381	5,123,339
Cash to Official Public Account			
Appropriations		(1,222,364)	(1,103,065)
Total cash to official public account		(1,222,364)	(1,103,065)
Cash and cash equivalents at the end of the reporting period	4.1 A	16,927	92,878

1. International Development Association (IDA)
2. Asian Development Fund (ADF)

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

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

Objectives of the Department of Foreign Affairs and Trade

The Department of Foreign Affairs and Trade (DFAT) is an Australian Government controlled entity. It is a not-for-profit, non-corporate Commonwealth entity. The continued existence of DFAT in its present form and with its present outcomes and programs is dependent on Government policy and on continuing funding by Parliament for DFAT's administration and programs.

DFAT's role is to advance the interests of Australia and Australians internationally, providing foreign, trade and investment, development and international security policy advice to the Government. DFAT works with other Government agencies to ensure that Australia's pursuit of its global, regional and bilateral interests is coordinated effectively. DFAT's role involves working to strengthen Australia's security, enhancing Australia's prosperity, delivering an effective and high quality aid program and helping Australian travellers and Australians overseas. DFAT's Portfolio Budget Statements are structured to meet three outcomes:

- **Outcome 1:** The advancement of Australia's international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities;
- **Outcome 2:** The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas; and
- **Outcome 3:** A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate.

DFAT's activities that contribute towards these outcomes are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by DFAT in its own right. Administered activities involve the management or oversight by DFAT, on behalf of the Government, of items controlled or incurred by the Government.

DFAT conducts the following administered activities on behalf of the Government:

- Official Development Assistance;
- Consular and passport services;
- Public information services and public diplomacy;
- New Colombo Plan;
- Programs to promote Australia's international tourism interests;
- Payments to international organisations; and
- Nuclear Powered Submarine Program.

Official Development Assistance (ODA) administered by DFAT includes international development assistance and multilateral replenishments. Appropriation funding is allocated through country, regional and global programs, and includes payments to international organisations, emergency and humanitarian programs, contributions to non-government organisations (NGOs) and volunteer programs. The objective of Australia's development program is to advance an Indo-Pacific that is peaceful, stable, and prosperous; a region that is predictable where differences are resolved by international law and norms, and where we can cooperate, trade, and thrive. To achieve this requires sustainable development and lifting people out of poverty.

International organisations program includes payments made by the department from non-official development assistance appropriations to international organisations, international treaty secretariats and international peacekeeping operations.

The New Colombo Plan is a signature initiative of the Australian Government which aims to lift knowledge of the Indo-Pacific in Australia by supporting Australian undergraduates to undertake study, language training and internships in the region.

The Nuclear Powered Submarine Program supports Australia's acquisition of conventionally-armed nuclear powered submarines, while setting the highest non-proliferation standards.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

Basis of Preparation

The financial statements and notes are required by section 42 of the PGPA Act.

The financial statements and notes have been prepared in accordance with:

- the FRR; and
- 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.

DFAT has applied the Simplified Disclosure issued by the AASB with the exception of disclosures prepared under the following accounting standards, as required under subsections 18(2) and 18(4) of the FRR:

- AASB 7 *Financial Instruments: Disclosure* (administered only);
- AASB 12 *Disclosure of Interests in Other Entities* (administered only);
- AASB 13 *Fair Value Measurement* (administered and departmental);
- AASB 16 *Leases* (administered and departmental); and
- AASB 116 *Property, Plant and Equipment* (administered and departmental).

The financial statements have been prepared on an accrual basis and are 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 (AUD) and values are rounded to the nearest thousand dollars unless otherwise specified. Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency cash and cash equivalents, receivables, investments and payables are translated at the exchange rates current at the end of the reporting period. Exchange gains and losses are reported in the Statement of Comprehensive Income. DFAT does not enter into hedging arrangements for its foreign currency transactions and all foreign exchange gains or losses are considered non-speculative in nature.

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes. Except where otherwise stated below, 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.

Taxation

DFAT is exempt from all forms of Australian taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). Overseas, DFAT may be subject to Value Added Tax (VAT) or similar on the purchase of goods and services. Revenues, expenses, assets and liabilities are recognised net of GST/VAT except:

- where the amount of GST or VAT incurred is not recoverable from the Australian Taxation Office or overseas taxation authority respectively; and
- for receivables and payables.

Events After the Reporting Period

There have been no events after 30 June 2025 which will materially affect the financial position at the reporting date.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

New Accounting Standards

No accounting standard has been adopted earlier than the application date as stated in the standard. The following future accounting standards have been identified that may result in a material impact on DFAT’s financial statements in future reporting periods:

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 18 <i>Presentation and Disclosure in Financial Statements</i> (Appendix D)	AASB 18 will replace AASB 101 <i>Presentation of Financial Statements</i> . As a result, the requirements in AASB 101 will be: (a) replaced by new requirements in AASB 18; (b) transferred to AASB 18 with only limited wording changes; or (c) moved to AASB 108 <i>Basis of Preparation of Financial Statements</i> or AASB 7 <i>Financial Instruments</i> : Disclosures with only limited wording changes. AASB 18 has also introduced changes to AASB 107 <i>Statement of Cash Flows</i> . AASB 18 applies to annual reporting periods beginning on or after 1 January 2027. Earlier application is permitted. However, AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028.

Material Accounting Judgements and Estimates

In the process of applying the accounting policies detailed in these statements, DFAT has made the following estimates and judgements that have a material impact on the amounts recorded in the departmental financial statements:

- The fair value of land and buildings has been taken to be the market value of similar properties as determined by an independent valuer. In some instances, DFAT’s buildings are purpose built and may in fact realise more or less in the market. Refer to Note 7.2A for more detail.
- The process of calculating the lease liability requires informed assumptions in determining the term of the lease where there are one or more options to extend beyond the initial non-cancellable term of the lease. An option period is included in the measurement of the ROU asset and lease liability when DFAT makes the judgement that the option is reasonably certain to be exercised based on historical experience, the nature of the lease and the circumstances of a particular location. At the time an option is due under a lease, DFAT may choose not to exercise the option. If this occurs, the remaining lease liability and associated ROU asset are derecognised.

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

In the process of applying the accounting policies detailed in these statements, DFAT has made the following estimate and judgement that have a material impact on the amounts recorded in the Administered financial statements:

- The fair value of the administered financial instruments and other provisions in 2024-25 have been determined using an independent valuer where applicable. The fair value of the financial instruments and other provisions are affected by variables such as discount rates, exchange rates and possible impairment. Refer to Note 4.4A, 7.4, 7.5 and 7.6 for more detail.

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Changes in accounting policy

Certain comparative amounts have been revised for better clarity. These are reflected as minor changes in the comparative figures in Note 1.1B: Suppliers which relate to the disaggregation of the facilitated evacuation expenses into its own category and in Note 3.2A which relate to the disaggregation of additions into assets purchased and internally developed. These changes do not impact the final balances.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****1. Departmental Financial Performance****1.1 Expenses**

	2025 \$'000	2024 \$'000
<u>Note 1.1A: Employee benefits</u>		
Wages and salaries	837,688	773,527
Superannuation		
Defined contribution plans	71,342	65,993
Defined benefit plans	64,307	50,642
Leave and other entitlements	104,848	81,642
Fringe benefits expense	142,926	134,452
Separations and redundancies	7,587	5,452
Other employee expenses	5,812	4,059
Total employee benefits	1,234,510	1,115,767

Accounting policy

Accounting policies for employee related expenses are contained in section 6: People and Relationships.

Note 1.1B: Suppliers**Goods and services supplied or rendered**

Passport expenses	152,003	157,628
Property related expenses (excluding rent)	143,126	154,861
Security expenses	67,694	52,738
Information and communication technology	273,605	238,599
Travel expenses	81,820	72,378
Staff related expenses	53,472	55,866
Office expenses	29,783	27,711
Legal and other professional services	29,639	32,843
Contractors	31,271	24,266
Consultants	10,168	9,189
Remuneration of auditors	639	620
Facilitated evacuation expenses	54,755	2,354
Other expenses	30,988	20,247
Total goods and services supplied or rendered	958,963	849,300
Goods supplied	200,978	108,840
Services rendered	757,985	740,460
Total goods and services supplied or rendered	958,963	849,300
Other suppliers		
Short-term leases ¹	6,224	3,778
Workers compensation expenses	4,323	2,486
Total other suppliers	10,547	6,264
Total suppliers	969,510	855,564

1. DFAT has short-term lease commitments of \$2.994m as at 30 June 2025.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

	2025 \$'000	2024 \$'000
<u>Note 1.1C: Impairment loss on financial instruments</u>		
Write-down of financial assets	109	20
Movement in impairment loss allowance	61	208
Total impairment loss on financial instruments	170	228
 <u>Note 1.1D: Write-down and impairment of other assets</u>		
Write-down of buildings	3,526	215
Write-down of plant and equipment	1,522	4,555
Write-down of intangibles	-	1,455
Impairment of non-current assets held for sale or divested	32	151
Write-down of assets under construction	9,814	614
Write-off of inventories	92	-
Total write-down and impairment of other assets	14,986	6,990
 <u>Note 1.1E: Finance costs</u>		
Unwinding of discount	1,431	1,440
Interest on lease liabilities	19,437	16,396
Total finance costs	20,868	17,836
 <u>Note 1.1F: Other expenses</u>		
Act of grace payments	-	168
Total other expenses	-	168

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.2 Own-source revenue and gains

	2025 \$'000	2024 \$'000
Note 1.2A: Revenue from contracts with customers		
Sale of goods	551	190
Rendering of services	123,778	125,689
Total revenue from contracts with customers	124,329	125,879

Disaggregation of revenue from contracts with customers

DFAT generates revenue from agreements with customers. A significant portion of rendering of services revenue (\$121.201m [2024: \$123.367m]) is derived from DFAT providing services to other Commonwealth agencies overseas. The remaining revenue (\$2.577m [2024: \$2.322m]) is contributed by employees in relation to expenses that are incurred by DFAT.

DFAT categorises services provided overseas into accommodation and general support (\$71.974m [2024: \$70.944m]), security services (\$21.100m [2024: \$23.500m]) and information technology support (\$28.127m [2024: \$28.923m]). The risks and uncertainties in relation to timing of revenue and associated cash flows for services are the same. Per unit costs are determined at the beginning of the revenue period. Revenue is recognised from customers in arrears based on the agreed unit values. At the end of the revenue period the unit costs are reviewed to determine appropriateness in terms of cost that have been incurred. Revenue recognised for each customer is then adjusted in the following period to reflect the actual costs that have been incurred in determining the unit value.

Accounting policy

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

DFAT will classify a service based agreement as within the scope of AASB 15 *Revenue from Contracts with Customers* and recognise revenue in relation to services rendered from that agreement when all the following conditions are satisfied:

- DFAT has an agreement that has been approved by all parties to the agreement;
- the obligations of each party under the agreement can be identified;
- a pattern of transfer of services can be identified;
- the agreement has commercial substance; and
- it is highly probable that DFAT will collect the payments.

Service revenue is predominantly generated from providing services to other Commonwealth agencies overseas. The agreements with customers typically involve multiple services. All services relate to specific performance obligations, and as such the services are bundled for the purpose of revenue recognition. Revenue is recognised on a per unit basis and is not considered variable revenue.

The benefits to the customers under the agreements are provided and consumed simultaneously. The likelihood of re-performance of any aspects of the services are low and, as such, DFAT recognises the services revenue over time with proportionate recognition over the period of the agreement. The services are typically charged in arrears and as such, liabilities are not raised in relation to those obligations.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025 \$'000	2024 \$'000
Note 1.2B: Rental income		
Operating lease:		
Lease income	44,611	42,760
Subleasing ROU assets	14,943	15,668
Total rental income	59,554	58,428

DFAT has in place a number of lease arrangements for operating lease commitments for ROU assets and DFAT owned properties. Future expected lease revenue is \$255.799m (2024: \$195.782m), further details are in the table below.

Maturity analysis of operating lease income receivables:		
Within 1 year	60,632	43,825
One to two years	53,730	52,262
Two to three years	48,669	31,032
Three to four years	33,224	26,103
Four to five years	23,927	15,890
More than 5 years	35,617	26,670
Total undiscounted lease payments receivable	255,799	195,782

Note 1.2C: Other revenue		
Foreign tax refunds	8,494	8,326
Contributions revenue	4,100	-
Sponsorship revenue	2,008	2,773
Resources received free of charge (audit)	639	620
Resources received free of charge (other)	138	-
Other revenue	1,781	524
Total other revenue	17,160	12,243

Accounting policy

Foreign tax refunds are recognised as revenue at the fair value of the foreign tax refund when the probable economic benefits of the transaction will flow to DFAT.

Contributions revenue is recorded on receipt of funds from other Commonwealth agencies for contributions to expenditure.

Sponsorship revenue is recognised as revenue at the fair value of the sponsorship received or receivable when the probable economic benefits of the transaction will flow to DFAT.

Resources received free of charge (audit), which relates to the cost of conducting the audit, are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of these resources is recognised as an expense.

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

Contributions of assets at no cost of acquisition or nominal consideration, are recognised at their fair value when the asset qualifies for recognition.

Note 1.2D: Other gains		
Gain on restoration obligation	344	3,689
Assets previously expensed	1,207	6,089
Gains arising from derecognition of lease liabilities	-	619
Total other gains	1,551	10,397

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****2. Income and Expenses Administered on Behalf of Government****2.1 Administered - Expenses**

	2025 \$'000	2024 \$'000
Note 2.1A: International development assistance		
Delivery of Australian international development assistance		
International development assistance - suppliers	3,811,975	3,720,887
Total delivery of Australian international development assistance	3,811,975	3,720,887
Employee benefits supporting delivery	54,958	49,894
Total employee benefits supporting delivery	54,958	49,894
Total international development assistance	3,866,933	3,770,781

Accounting Policy

International development assistance - suppliers includes no Act of Grace payments in the current year (2024: \$0.356m).

Employee benefit expenses relate to both Australian Public Service (APS) and locally engaged staff working on the direct delivery of the aid program.

Note 2.1B: Multilateral replenishments and other loans

New multilateral replenishments	-	26,934
Loss from measuring multilateral financial liabilities - at fair value through profit or loss	34,258	-
Unwinding costs - multilateral grants and contributions	55,816	64,703
Total multilateral replenishments and other loans	90,074	91,637

Accounting Policy

Accounting policies for other loans and multilateral replenishments and other loans are included in Note 4.1: Administered - Financial Assets and Note 4.3: Administered - Payables.

Note 2.1C: Other grants and contributions

Payments to international organisations	361,244	378,049
New Colombo Plan	34,937	48,169
Nuclear Powered Submarine Program	15,942	10,803
Tourism Australia - Asia marketing fund	20,161	20,100
Tourism Australia - Tourism Marketing	-	5,000
Non-Aid discretionary grants ¹	121,057	78,972
Consular emergency services	95	751
Other	840	767
Total other grants and contributions	554,276	542,611

Accounting Policy

DFAT administers a number of agreements on behalf of the Australian Government with international organisations. Liabilities are recognised to the extent that:

- a) the services required to be performed by the recipient have been performed; or
- b) the eligibility criteria has been satisfied, but payments due have not been made.

1. Information on grants awarded by the department is available on the GrantConnect website, grants.gov.au.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

	2025 \$'000	2024 \$'000
<u>Note 2.1D: EFA NIA expenses</u>		
NIA administration fee	9,428	11,937
NIA disbursements	67,250	74,257
NIA financial guarantee	164,131	35,751
Total EFA NIA expenses	240,809	121,945

Accounting Policy

Accounting policies for EFA are included in Note 4.4A: EFA NIA provisions.

<u>Note 2.1E: Other expenses</u>		
Defined benefit pension schemes	8,769	8,847
Passport fee refunds	2,020	1,218
Consular fee refunds	78	19
Other foreign exchange losses	784	-
Total other expenses	11,651	10,084

Accounting Policy

Accounting policies for defined benefit pension schemes are included in Note 6.1B: Employee Provisions.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****2.2 Administered - Income**

Administered income relates to ordinary activities performed by DFAT on behalf of the Government. As such, administered appropriations are not revenues of the individual entity that oversees distribution or expenditure of the funds as directed.

	2025	2024
	\$'000	\$'000
<u>Note 2.2A: Fees and charges</u>		
Passport fees	816,227	813,573
Consular fees	19,753	18,108
Nuclear safeguard charges	745	697
Total fees and charges	836,725	832,378

Accounting Policy

Passport and consular income is based on a fee arrangement, collected both domestically and internationally, for the processing of new passport applications, registering lost or stolen passports, issuing emergency passports, and for other travel related documents and notarial endorsements. Passport fees are determined under the *Australian Passports (Application Fees) Act 2005* and the income is recognised on receipt of the fees and all income collected is returned to the Consolidated Revenue Fund (CRF).

The nuclear safeguard charges income is the Uranium Producers Charge, under the *Nuclear Safeguards (Producers of Uranium Ore Concentrates) Act 1993*, for each kilogram of uranium ore concentrate produced in Australia with the income recognised on receipt of the charge and all income is returned to the CRF.

Note 2.2B: EFA NIA income

NIA premiums	12,945	12,994
NIA repayments of interest subsidies and recoveries	19,176	17,526
Total EFA NIA income	32,121	30,520

Accounting Policy

Accounting policies for EFA are included in Note 4.4A: EFA NIA provisions.

Note 2.2C: EFA dividend and competitive neutrality

EFA dividend	13,698	8,515
Competitive neutrality	15,620	10,877
Total EFA dividend and competitive neutrality	29,318	19,392

Accounting Policy

Under section 61A of the *Export Finance and Insurance Corporation Act 1991* (the EFIC Act) the Minister may apply a debt neutrality charge to EFA in respect of short-term insurance contracts entered into by EFA. These arrangements ensure EFA does not have an unfair advantage over private sector financiers through its Australian Government ownership.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025 \$'000	2024 \$'000
Note 2.2D: Return of prior year administered expenses		
Return of prior year administered expenses	54,877	67,451
Total return of prior year administered expenses	54,877	67,451

Accounting Policy

Return of prior year administered expenses largely relates to international development assistance returned after finalisation or acquittal. These funds are treated as administered revenue in the year the funds are returned and are transferred back to the CRF.

Note 2.2E: Other revenue and gains

Gain from measuring multilateral financial liabilities - at fair value through profit or loss	-	26,675
Impairment gain on financial instruments	947	601
Defined benefit pension schemes - contributions	5,897	8,443
Other foreign exchange gains	-	144
Other interest	308	424
Other revenue	12	799
Total other revenue and gains	7,164	37,086

Accounting Policy

Accounting policies for the defined benefit pension schemes - contributions are included in Note 7.6: Administered - Defined Benefit Pension Schemes.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****3. Departmental Financial Position****3.1 Financial Assets**

	2025 \$'000	2024 \$'000
<u>Note 3.1A: Cash and cash equivalents</u>		
Cash on hand or on deposit	94,750	139,336
Overseas property special account cash held by the entity	6,479	4,310
Overseas property special account cash held in the OPA	518,398	453,891
Total cash and cash equivalents	619,627	597,537

Accounting policy

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

- a) cash on hand;
- b) demand deposits in bank accounts with an original maturity of three months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and
- c) cash in special accounts.

Note 3.1B: Trade and other receivables**Goods and services receivables**

Goods and services	48,871	106,376
Other	21,034	18,215
Total goods and services receivables	69,905	124,591

Goods and services are associated with providing services for other Commonwealth agencies and contributions by employees in relation to expenses that are incurred by the department.

Appropriations receivables

Departmental - operating	551,143	425,805
Departmental - equity and DCB	130,926	86,497
Total appropriations receivable	682,069	512,302

Other receivables

Advances	21,480	19,678
Statutory receivables	9,041	11,131
Cash held by outsiders	336	246
Other	681	3,549
Total other receivables	31,538	34,604
Total trade and other receivables (gross)	783,512	671,497

Less expected credit loss allowance

	(370)	(309)
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Total trade and other receivables (net)	783,142	671,188
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Accounting policy

Aside from cash, financial assets are all classified as receivables. Terms for receivables on goods and services are 30 days (2024: 30 days).

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 3.1B: Trade and other receivables (continued)

Receivables

Receivables have fixed or determinable payments and are not quoted in an active market. Receivables are initially measured at fair value and subsequently at amortised cost using the effective interest method less impairment.

Receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest that are not provided at below-market interest rates are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Under AASB 9 *Financial Instruments*, DFAT can classify its financial assets in the following categories:

- a) financial assets at fair value through profit or loss;
- b) financial assets at fair value through other comprehensive income; and
- c) financial assets measured at amortised cost.

The classification depends on both DFAT's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when DFAT becomes a party to the contract and has a legal right to receive cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date. Therefore, DFAT's trade and other receivable financial assets are measured, and carried, at amortised cost.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance amount. Collectability of debts are reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

- 1. the financial asset is held in order to collect the contractual cash flows; and
- 2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Appropriations

Departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when DFAT gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

Impairment

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses (ECL).

The simplified approach has been adopted in measuring the impairment loss allowance for trade and other receivables at an amount equal to lifetime ECL.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.2 Non-Financial Assets

Note 3.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

Reconciliation of the opening and closing balances for 2025

	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Intangibles ¹ \$'000	Total \$'000
As at 1 July 2024					
Gross book value	2,018,976	3,173,779	407,876	396,436	5,997,067
Accumulated depreciation, amortisation and impairment	(262)	(606,418)	(73,519)	(259,424)	(939,623)
Total as at 1 July 2024	2,018,714	2,567,361	334,357	137,012	5,057,444
Additions:					
Purchased	-	77,843	90,345	-	168,188
Internally developed	-	-	-	32,532	32,532
Right-of-use assets	-	183,340	256	-	183,596
Revaluations and impairments recognised in other comprehensive income	160,582	80,546	2,906	-	244,034
Transfer to assets held for sale	(323)	-	-	-	(323)
Depreciation and amortisation expense	-	(85,241)	(53,295)	(35,078)	(173,614)
Depreciation on right-of-use assets	(58)	(182,545)	(2,151)	-	(184,754)
Other movements					
Asset reclassification	-	(364)	296	68	-
Remeasurement of right-of-use assets	-	119,806	40	-	119,846
Disposals	-	(38,944)	(1,684)	-	(40,628)
Total as at 30 June 2025	2,178,915	2,721,802	371,070	134,534	5,406,321
Net book value as of 30 June 2025 represented by:					
Gross book value	2,179,235	3,435,582	423,255	429,031	6,467,103
Accumulated depreciation, amortisation and impairment	(320)	(713,780)	(52,185)	(294,497)	(1,060,782)
Total as at 30 June 2025	2,178,915	2,721,802	371,070	134,534	5,406,321
Carrying amount of right-of-use assets	849	1,002,125	2,541	-	1,005,515

1. The carrying amount of intangibles includes \$0.97m of purchased software and \$133.56m of internally generated software.

Property, plant and equipment and intangible assets were assessed for indicators of impairment at 30 June 2025. Assets found to be impaired were written down in accordance with the stated policy.

There are no land and building assets to be sold within the next 12 months, other than those identified as assets held for sale in the Statement of Financial Position.

All revaluations were conducted in accordance with the revaluation policy stated at Note 3.2A.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles
(continued)

Contractual commitments for the acquisition of property, plant and equipment and intangible assets

DFAT has a number of contractual commitments in place for the purchase and/or development of land and buildings, plant and equipment and intangible assets, aged as follows:

	2025	2024
	\$'000	\$'000
Within 1 year	114,696	58,360
Between 1 to 5 years	115,565	12,026
Total commitments	230,261	70,386

The majority of these commitments relate to contracts in place for the development, refurbishment and upgrade of properties in DFAT's diplomatic network, and are managed through the Overseas Property Office (OPO). This includes DFAT's capital commitments for property works undertaken on behalf of other Commonwealth entities. Commitments are GST/VAT inclusive where relevant.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (continued)

Reconciliation of the opening and closing balances for 2024

	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Intangibles ¹ \$'000	Total \$'000
As at 1 July 2023					
Gross book value	2,052,806	3,111,547	370,014	361,829	5,896,196
Accumulated depreciation, amortisation and impairment	(262)	(473,955)	(73,331)	(226,498)	(774,046)
Adjusted total as at 1 July 2023	2,052,544	2,637,592	296,683	135,331	5,122,150
Additions:					
Purchase	-	70,758	108,661	30	179,449
Internally developed	-	-	-	27,676	27,676
ROU assets	-	74,138	444	-	74,582
Revaluations and impairments recognised in other comprehensive income	(33,830)	32,754	1,234	-	158
Write-offs and impairments on ROU assets recognised in net cost of services	-	1,213	-	-	1,213
Depreciation and amortisation expense	-	(100,880)	(48,730)	(42,185)	(191,795)
Depreciation on ROU assets	-	(169,490)	(2,164)	-	(171,654)
Asset reclassification	-	(398)	(18,808)	19,206	-
Remeasurement of ROU assets	-	44,801	96	-	44,897
Disposals	-	(23,127)	(3,059)	(3,046)	(29,232)
Net book value 30 June 2024	2,018,714	2,567,361	334,357	137,012	5,057,444
Net book value as of 30 June 2024 represented by:					
Gross book value	2,018,976	3,173,779	407,876	396,436	5,997,067
Accumulated depreciation, amortisation and impairment	(262)	(606,418)	(73,519)	(259,424)	(939,623)
Total as at 30 June 2024	2,018,714	2,567,361	334,357	137,012	5,057,444
Carrying amount of ROU assets	907	916,962	4,396	-	922,952

1. The carrying amount of intangibles includes \$1.386m of purchased software and \$135.627m of internally generated software.

No indicators of impairment were identified for land and buildings, plant and equipment and intangibles.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles
(continued)

Accounting Policy

Non-financial assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

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

Lease ROU Assets

Lease ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for as separate asset classes to the corresponding assets owned outright, but included in the same asset class as where the corresponding underlying assets would be presented if they were owned.

Lease ROU assets continue to be measured at cost after initial recognition. An impairment review is undertaken for any ROU lease asset that shows indicators of impairment and an impairment loss is recognised against any ROU lease asset that is impaired.

Asset Recognition Threshold

Purchases of property, plant and equipment that exceed the asset capitalisation threshold are recognised initially at cost in the Statement of Financial Position. For 2024-25 the asset capitalisation threshold is \$5,000 (2024: \$5,000), except for land, ROU assets, artwork and some security assets which are recognised in the Statement of Financial Position regardless of cost. Purchases that fall below the asset capitalisation threshold are expensed in the year of acquisition.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to “makegood” provisions in property leases taken up by DFAT where there exists an obligation to restore the property to its original condition on termination of the lease. These costs are included in the value of DFAT’s leasehold improvements with a corresponding provision for the “makegood” disclosed in Note 3.5A: Provision for restoration.

Depreciation

Depreciable property, plant and equipment assets are written-down to their estimated residual values over their estimated useful lives with DFAT using, in all cases, the straight-line method of depreciation. Depreciation and amortisation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following typical useful lives:

Asset Class	2025	2024
Buildings	Based on remaining useful life	Based on remaining useful life
Leasehold Improvements	Lesser of lease term or up to 15 years	Lesser of lease term or up to 15 years
ROU Assets	Lesser of lease term or useful life	Lesser of lease term or useful life
Plant and Equipment (other than Works of Art)	3 to 25 years	3 to 25 years
Plant and Equipment (Works of Art)	100 years	100 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (continued)

Revaluations

Following initial recognition at cost, land and buildings, plant and equipment (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure the carrying amount of assets did not differ materially from the assets' fair value as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

The Commonwealth owned, non-Defence overseas property estate, comprising both land and buildings, and managed by the OPO, is subject to a three-year rolling revaluation cycle in which each property is subject to a full revaluation once in the cycle. The top 20 by value property assets receive a desktop update as a minimum each year, with the remaining properties subject to a market review. A desktop report is required where there has been material movement in the market in excess of 10 per cent over the past 12 months, or when substantial works have been undertaken on an asset. Where a property is not required to be independently valued due to being outside the top 20, out of cycle or not having experienced a market movement in excess of 10 per cent, a management review is undertaken largely to recognise foreign exchange movements since the last independent revaluation.

Restrictions on Title

Due to the diplomatic nature of the overseas property portfolio, some properties have restrictions on title. Restrictions on title vary depending on local Government rules and regulations, such as conditions that prohibits the Commonwealth of Australia from profiting from sale of land. Whilst the effect of restrictions on some titles can be quantified, there are others that cannot, such as those titles held in limited or unsophisticated markets. As part of the valuation process, consideration is given to the restrictions on title.

Other tangible assets are subject to revaluation every three years by class based on the following cycle:

	Asset Class to be Revalued
Year 1	Vehicles/Plant and Equipment/Furniture and Fittings/Office Equipment
Year 2	Works of Art/Leasehold Improvements
Year 3	IT Equipment/Special Assets

In 2024-25 DFAT engaged CBRE Valuation Pty Ltd (CBRE) to undertake the revaluation of land and buildings and Jones Lang LaSalle Incorporated (JLL) to undertake the revaluation of other tangible assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount. Assets held overseas are valued in local currencies and translated into AUD at the exchange rates current at revaluation date.

Derecognition

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

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (continued)

Impairment

All cash-generating assets and assets held at cost, including intangibles and ROU assets, were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

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

Intangibles

DFAT's intangibles comprises purchased and internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses. Software is amortised on a straight-line basis over its anticipated useful life. The useful life of DFAT's software is 5 to 10 years (2024: 5 to 10 years). All software assets were assessed for indicators of impairment as at 30 June 2025.

Assets held for sale

Non-current assets are classified as held for sale if the carrying amount is to be recovered principally through a sale transaction rather than through continuing use. On classification as held for sale, the asset is measured at the lower of its carrying amount and fair value less costs to sell. Any write down to fair value less costs to sell is recognised as an impairment loss. Assets which have been classified as held for sale are no longer subject to depreciation or amortisation.

Assets Under Construction

Assets under construction (AUC) are recorded at acquisition cost. They include expenditure to date on various capital projects carried as AUC. AUC projects are reviewed annually for indicators of impairment and all tangible AUC older than 12 months prior to the reporting date are externally revalued to fair value. Intangibles AUC are reviewed through an internal monthly process. Prior to rollout into service, the accumulated AUC balance is reviewed to ensure accurate capitalisation of built or purchased assets.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025 \$'000	2024 \$'000
<u>Note 3.2B: Inventories</u>		
Inventories held for sale		
Travel document components	57,431	51,997
Total inventories	<u>57,431</u>	<u>51,997</u>

During 2025, \$58.166m of inventory held for sale was consumed (2024: \$59.579m) and \$0.092m inventory was written off in the current financial year relating to obsolete passport stock (2024: nil).

Accounting policy

Inventories held for sale are valued at cost. Costs incurred in bringing each item of inventory to its present location and condition include the cost of direct materials and labour plus attributable costs that can be allocated on a reasonable basis.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****3.3 Payables**

	2025 \$'000	2024 \$'000
<u>Note 3.3A: Suppliers</u>		
Trade creditors and accruals	161,190	140,919
Other	3,442	3,124
Total suppliers	164,632	144,043

Settlement terms for trade creditors were within 20 days (2024: 20 days).

Note 3.3B: Other payables

Wages and salaries	31,218	21,624
Superannuation	13,295	6,626
Separations and redundancies	80	142
Unearned income	61,744	56,244
Other	2,861	1,038
Total other payables	109,198	85,674

Accounting policy

Payables are classified as other financial liabilities and are recognised and measured at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

The liability for wages and salaries and superannuation recognised as at 30 June 2025 represents outstanding amounts and contributions for the final payroll fortnight of the financial year.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****3.4 Leases**

	2025	2024
	\$'000	\$'000
Note 3.4A: Leases		
Lease liabilities		
Land	927	969
Buildings	1,120,740	999,978
Plant and equipment	2,381	4,261
Total leases	1,124,048	1,005,208
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	168,361	149,743
Between 1 to 5 years	445,703	395,280
More than 5 years	646,972	557,878
Adjustment for discount	(136,988)	(97,693)
Total leases	1,124,048	1,005,208

Total cash outflow of leases for the year ended 30 June 2025 is \$187.624m (2024: \$174.934m).

DFAT in its capacity as lessee has 98 leases with fixed price escalation clauses (2024: 97) and 288 leases with extension options that have been assessed as reasonably certain (2024: 452). Where it has been assessed as reasonably certain that an extension option will be exercised, the option period is reflected in the lease liability calculations.

Accounting Policy

For all new contracts entered into, DFAT 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 the department’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 ROU asset or profit and loss depending on the nature of the re-assessment or modification.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.5 Provisions		
	2025	2024
	\$'000	\$'000
<u>Note 3.5A: Provision for restoration</u>		
Provision for restoration obligations	46,737	45,914
Total other provisions	46,737	45,914
 Provision for restoration		
As at 1 July 2024	45,914	45,820
Additional provisions made	-	1,020
Amount used	(414)	-
Amounts reversed	(344)	(3,689)
Revaluation of provision	2,787	2,061
Changes in foreign exchange rates	(2,637)	(738)
Unwinding of discount	1,431	1,440
Total as at 30 June 2025	46,737	45,914

The department currently has 68 (2024: 70) agreements for the leasing of premises which have provisions requiring the department to restore the premises to their original condition at the conclusion of the lease. The department has made a provision to reflect the present value of this obligation.

Accounting Policy

For a number of property leases, DFAT has obligations to restore to their original condition or makegood leasehold improvements. These are assessed on a site-by-site basis in line with the relevant clauses of the underlying lease, with fair value calculated based on estimated costs per square metre at the time the makegood obligation falls due, discounted to present value.

DFAT engages an independent expert to assist in the valuation of the estimated costs to makegood. The total provision is reviewed at the end of each reporting period and adjusted to reflect the current best estimate. Where the adjustment relates to the revaluation of the provision and there is sufficient related asset revaluation surplus for the associated leasehold improvement assets, the adjustment is recorded against the asset revaluation reserve. All other adjustments are recognised in the Statement of Comprehensive Income.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****4. Assets and Liabilities Administered on Behalf of Government****4.1 Administered - Financial Assets**

	2025	2024
	\$'000	\$'000
<u>Note 4.1A: Cash and cash equivalents</u>		
Cash on hand or on deposit	5,081	20,493
Cash in special accounts held in the OPA	11,846	72,385
Total cash and cash equivalents	16,927	92,878

Accounting policy

The closing balance of cash in special accounts does not include amounts held in trust of \$0.264m (2024: \$7.608m).
See Note 5.2A: Special accounts and Note 5.2B: Assets held in trust for more information.

Note 4.1B: Receivables and loans**Receivables**

Passport fines	9	9
Scholarship debts	6,198	6,513
Statutory receivables	16,923	20,453
Other	2,294	2,858
Total receivables	25,424	29,833

Loans

Concessional loan receivable - AIPRD ¹	183,402	178,426
Other - travellers emergency loans	6,191	7,640
Total loans	189,593	186,066

Total receivables and loans (gross)

215,017	215,899
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Less impairment allowance

Advances and loans - travellers emergency loans	(5,322)	(5,965)
Other receivables - external parties	(6,211)	(6,552)
Total impairment allowance	(11,533)	(12,517)

Total receivables (net)

203,484	203,382
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1. Australia and Indonesia Partnership for Reconstruction and Development (AIPRD).

The impairment loss allowance is based on an assessment of debts outstanding and is predominantly aged more than 90 days.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Note 4.1B: Receivables and loans (continued)****Reconciliation of the impairment loss allowance****Movements in relation to 2025**

	Advances and loans \$'000	Other receivables - external parties \$'000	Total \$'000
Opening balance	5,965	6,552	12,517
Amounts recovered and reversed	(643)	(341)	(984)
Closing balance	5,322	6,211	11,533

Movements in relation to 2024

	Advances and loans \$'000	Other receivables - external parties \$'000	Total \$'000
Opening balance	6,644	5,956	12,600
Amounts impaired	-	596	596
Amounts recovered and reversed	(679)	-	(679)
Closing balance	5,965	6,552	12,517

Accounting Policy*Receivables and loans*

Consistent with DFAT's outcomes, long-term loans are provided to other entities at concessional rates. On DFAT providing these loans, differences between the nominal value of the loan subscription and the fair value of the associated assets are recorded in the Administered Schedule of Comprehensive Income as an expense administered on behalf of Government.

Where loans and receivables are not subject to concessional treatment, they are carried at amortised cost using the effective interest method. Gains and losses due to impairment, de-recognition and amortisation are recognised through profit or loss.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

	2025	2024
	\$'000	\$'000
Note 4.1C: Investments		
Non-monetary IDA and ADF Subscriptions - fair value through Other Comprehensive Income	2,415,348	2,330,401
EFA Commercial Account	619,914	616,409
EFA NIA	185,432	-
Tourism Australia	19,977	20,121
ADI	136,690	44,202
Total investments	3,377,361	3,011,133

Accounting Policy

Administered investments are measured at their fair value through Other Comprehensive Income as at 30 June 2025. Administered investments in subsidiaries, joint ventures and associates are not consolidated because their consolidation is relevant only at the whole-of-Government level. Financial instruments are recognised on a trade date basis. Equity interests reported in this note include interests in other entities that are accounted for in accordance with AASB 9 *Financial Instruments*.

Non-monetary IDA and ADF Subscriptions

The Australian Government holds these investments long-term for policy reasons, with the issuers being partner foreign governments and multilateral aid organisations including the IDA and the ADF. The investment represents subscription-based membership rights held by the Australian Government in accordance with the articles of association for the IDA and the ADF.

The subscriptions to the IDA and the ADF are classified as equity investments and have been reclassified at fair value through Other Comprehensive Income under AASB 9 *Financial Instruments*. There is no intention to trade these investments, as there is no observable market value. DFAT, based on independent expert valuation advice, values the investment on a discounted cash flow basis. The basis assumes the redemption of the Commonwealth's pro-rata share of the outstanding loan principal for each fund. The redemption basis is consistent with the withdrawal provisions of the articles of association with the IDA and the ADF.

The discount rate used to equate the future cash flows to a present value reflects the risk adjusted rate of return demanded by a hypothetical investor. The discount rate range uses the "build up method" based on the following components: risk free rate (20 year US Government bond rate), currency risk premium, sovereign risk premium and liquidity risk premium. Changes in fair value are recognised directly in the Administered Reconciliation Schedule. Foreign currency movements and impairment losses and reversals are recorded in the Administered Schedule of Comprehensive Income.

EFA Commercial Account

EFA's principal activity is the provision of competitive finance and insurance services to Australian exporters and Australian companies investing in new projects overseas. The Australian Government guarantees to EFA's creditors the payment of monies payable by EFA on the Commercial Account. The Minister for Trade and Tourism has the powers to determine and instruct EFA to pay a dividend in accordance with section 55(1) of the EFIC Act. Fair value has been taken to be the Australian Government's proportional interest in the net assets of EFA as at the end of the reporting period.

EFA NIA

In 2024-25, the Australian Government provided USD\$125 million (AUD\$185.4m) of funding to the EFA NIA for an equity investment with its fair value based on the cost approach.

Tourism Australia

Tourism Australia is the Australian Government agency responsible for attracting international visitors to Australia, both for leisure and business events. DFAT administers Tourism Australia on behalf of the Government for oversight and management purposes and to improve linkages internationally. Funding appropriated to DFAT for Tourism Australia is disclosed as Payments to corporate Commonwealth entities in the Administered Schedule of Comprehensive Income. Fair value has been taken to be the Australian Government's interest in the net assets of Tourism Australia as at the end of the reporting period.

ADI

ADI is a development financing mechanism for the Australian Government. It provides investment capital and technical assistance to financial intermediaries who in turn provide access to financing for small and medium enterprises in South Asia, Southeast Asia and the Pacific. Value is based on fair value of net assets which has been adjusted for current market conditions.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4.2 Administered - Non-Financial Assets**Note 4.2A: Reconciliation of the opening and closing balances for intangibles**

	2025	2024
	\$'000	\$'000
As at 1 July 2024		
Gross book value	13,144	13,144
Accumulated depreciation, amortisation & impairment	(12,985)	(12,905)
Net book value 1 July 2024	159	239
Depreciation & amortisation expenses	(80)	(80)
Net book value 30 June 2025	79	159
Net book value as of 30 June 2025 represented by		
Gross book value	13,144	13,144
Accumulated depreciation, amortisation & impairment	(13,065)	(12,985)
Net book value 30 June 2025	79	159

No indicators of impairment were identified for intangibles in 2025 (2024: nil).

Accounting Policy

Accounting policies are included in Note 3.2A: Non-Financial Assets.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****4.3 Administered - Payables**

	2025	2024
	\$'000	\$'000
Note 4.3A: Grants		
Multilateral grants payable - fair value through profit or loss	584,262	808,700
Total grants	584,262	808,700
Grants are expected to be settled in		
No more than 12 months	208,827	245,198
More than 12 months	375,435	563,502
Total grants	584,262	808,700
Note 4.3B: Other payables		
Multilateral contributions - fair value through profit or loss	479,754	569,380
International development assistance	175,042	150,153
Other payables	2,131	3,334
Total other payables	656,927	722,867

Accounting Policy

Financial liabilities are classified either at fair value through profit or loss, or as other financial liabilities. Financial liabilities are recognised and derecognised upon "Trade Date".

Financial liabilities at fair value through profit or loss include multilateral grants payable and multilateral contributions payable. Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss.

Other financial liabilities include trade creditors and accruals and are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

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

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4.4 Administered - Provisions		
	2025	2024
	\$'000	\$'000
Note 4.4A: NIA provisions		
NIA financial guarantee provision	218,765	77,327
Total other provisions	218,765	77,327
Administered Provisions		
		NIA financial guarantee provision \$'000
Carrying amount 1 July 2024		77,327
Additional provisions made		208,688
Amounts used		(67,250)
Closing balance 30 June 2025		218,765
Accounting Policy		
<i>NIA financial guarantee provision</i>		
Part 5 of the EFIC Act provides for the Minister for Trade and Tourism to give an approval or direction to EFA to undertake any transaction that the Minister considers is in the national interest. Such transactions may relate to a class of business which EFA is not authorised to undertake or involve terms and conditions EFA would not accept in the normal course of business on its Commercial Account. EFA manages these transactions on the NIA. For these transactions, the credit risk is borne by the Government and the funding risk is borne by EFA on the Commercial Account. Accordingly, premium or other income arising from these transactions are paid by EFA to the Government. EFA recovers from the Government the costs of administration and any losses incurred in respect of such business. Loans on the NIA are funded from the EFA Commercial Account at fair value. The amount disclosed above reflects the Commonwealth exposure on business undertaken on the NIA. It reflects the net amount of assets in the form of loans to and rescheduled credit insurance debts owing by foreign governments, commitment fees on loans received by EFA but not yet paid to the Commonwealth and bond premiums receivable from exports, and liabilities relating to the reimbursement to EFA for debt forgiveness on loans, provisions for unearned income on loan premiums, accrued expenses including EFA administration fees and other creditors. DFAT recognises a provision for the estimates of any future cash outflows that may result from loan defaults, valuation losses, future estimated credit losses (ECL) or make-whole payments required for transactions on the NIA. DFAT recognises these transactions as provisions when it becomes probable that a payment will be required, with the expense on initial recognition and any movements in the provision recognised in the Administered Schedule of Comprehensive Income as an expense. When DFAT is required to make a payment to settle any loss, it is first applied to the provision and any excess amounts will be recorded as an administered expense. Other NIA flows to and from Government have been netted off against this provision.		

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5. Funding

5.1 Appropriations

Note 5.1A: Annual appropriations ("recoverable GST exclusive")

Annual Appropriations for 2025

	Annual Appropriation \$'000	Adjustments (Section 74 and 75 PGPA Act) ⁴ \$'000	Total appropriation \$'000	Appropriation applied in 2025 (current and prior years) \$'000	Variance ¹ \$'000
Departmental²					
Ordinary annual services	2,297,835	177,561	2,475,396	(2,372,279)	103,117
Capital budget ³	116,883	-	116,883	(106,502)	10,381
Equity	179,858	-	179,858	(112,914)	66,944
Total departmental	2,594,576	177,561	2,772,137	(2,591,695)	180,442
Administered					
Ordinary annual services					
Administered items ^{5,6}	4,929,238	-	4,929,238	(4,469,709)	459,529
Payments to corporate Commonwealth entities	153,564	-	153,564	(153,564)	-
Other services					
Administered assets and liabilities ⁷	303,003	-	303,003	(286,932)	16,071
Total administered	5,385,805	-	5,385,805	(4,910,205)	475,600

- 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.
- In 2024-25, there were adjustments that met the recognition criteria of a formal addition or reduction in revenue, capital budget or in equity but at law the appropriations had not been amended before the end of the reporting period as Departmental appropriations do not lapse at financial year end. The adjustments were a decrease to revenue of: \$10.157m relating to no-win no-loss funding for Passport Funding Agreement; \$4.164m relating to no-win, no-loss funding for FBT payable on living away from home allowance; \$8.042m relating to no-win, no-loss funding for security related operating expenditure overseas and a decrease to equity of \$2.593m due to a movement of funds. A net decrease in appropriation of \$22.364m has been applied against 2024-25 Appropriation Act (No. 1) and \$2.593m against 2024-25 Appropriation Act (No. 2). An increase of \$2.136m for no-win, no-loss funding for security related capital expenditure will be applied against 2025-26 Appropriation Act (No. 4).
- DCB are appropriated through Appropriations Acts (No. 1, 3 and 5). They form part of the ordinary annual services and are not separately identified in the Appropriations Acts.
- A section 74 adjustment of \$177.561m has been applied against 2024-25 Appropriation Act (No. 1) \$110.364m and 2024-25 Appropriation Act (No. 3) \$67.297m.
- The Commonwealth Superannuation Corporation (CSC) spends money from the CRF on behalf of DFAT in accordance with the *Papua New Guinea (Staffing Assistance) Act 1973*. In 2024-25 CSC has drawn down \$2.642m from DFAT's administered appropriation. This amount is included in the appropriation applied amount above.
- As at 30 June 2025, \$52.036m of administered annual appropriation was withheld under administrative quarantine pending formal withholding under section 51 of the PGPA Act due to movement of funds, reclassification and balance of funds no longer required for the EFA NIA Psi Quantum transaction.
- As at 30 June 2025, \$16.071m of administered assets and liabilities was withheld under administrative quarantine pending formal withholding under section 51 of the PGPA Act relating to balance of funds no longer required for the EFA NIA Psi Quantum transaction.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 5.1A: Annual appropriations ("recoverable GST exclusive") (continued)

Annual Appropriations for 2024

	Annual Appropriation \$'000	Adjustments (Section 74 and 75 PGPA Act) ⁵ \$'000	Total appropriation \$'000	Appropriation applied in 2024 (current and prior years) \$'000	Variance ¹ \$'000
Departmental²					
Ordinary annual services	2,033,169	154,837	2,188,006	(2,165,534)	22,472
Capital budget ³	83,730	-	83,730	(79,733)	3,997
Equity	147,723	-	147,723	(80,201)	67,522
Total departmental	2,264,622	154,837	2,419,459	(2,325,468)	93,991
Administered					
Ordinary annual services Administered items ^{4,6}	4,643,078	-	4,643,078	(4,444,975)	198,103
Payments to corporate Commonwealth entities	148,291	-	148,291	(148,291)	-
Other services	26,351	-	26,351	(26,351)	-
Administered assets and liabilities	4,817,720	-	4,817,720	(4,619,617)	198,103
Total administered					

1. 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.

2. In 2023-24, there were adjustments that met the recognition criteria of a formal addition or reduction in revenue, capital budget or in equity but at law the appropriations had not been amended before the end of the reporting period as Departmental appropriations do not lapse at financial year end. The adjustments were: an increase to revenue of \$13.081m relating to no-win, no-loss funding for foreign exchange; a decrease to revenue of \$5.056m relating to no-win, no-loss funding for FBT payable on living away from home allowance; and, a decrease to revenue of \$14.362m relating to no-win, no-loss funding for security related operating expenditure overseas. A net decrease in appropriation of \$6.337m will be applied against 2023-24 Appropriation Act (No. 1). A reduction in equity of \$34.149m relating to no-win, no-loss funding for Security Baghdad capital projects will be applied against 2023-24 Appropriation Act (No. 2).

3. DCB are appropriated through Appropriations Acts (No. 1). They form part of the ordinary annual services and are not separately identified in the Appropriations Acts.

4. The CSC spends money from the CRF on behalf of DFAT in accordance with the *Papua New Guinea (Staffing Assistance) Act 1973*. In 2023-24 CSC has drawn down \$2.787m from DFAT's administered appropriation. This amount is included in the appropriation applied amount above.

5. Under the Departmental appropriations, an increase of \$59.594m of section 74 adjustment and decrease of \$271k of section 75 transfer will be applied against 2023-24 Appropriation Act (No. 1), an increase of \$8.857m of section 74 adjustment will be applied against 2023-24 Appropriation Act (No. 3) and an increase of \$86.412m of section 74 adjustment will be applied against 2023-24 Appropriation Act (No. 5).

6. As at 30 June 2024, \$14.204m of administered appropriation was withheld under section 51 of the PGPA Act due to a movement of funds and reclassification decision.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Note 5.1B: Unspent annual appropriations (“recoverable GST exclusive”)**

	2025	2024
	\$'000	\$'000
Departmental		
Appropriation Act (No. 1) 2021-22	-	109,704
Appropriation Act (No. 2) 2021-22	-	14,103
Supply Act (No. 3) 2022-23 ^{1,2}	30,672	30,672
Supply Act (No. 4) 2022-23 ^{1,3}	5,306	5,306
Appropriation Act (No. 1) 2023-24 ⁴	6,337	432,141
Appropriation Act (No. 1) 2023-24 - DCB	-	3,997
Appropriation Act (No. 2) 2023-24 ⁵	66,588	116,650
Appropriation Act (No. 1) 2023-24 - Cash at bank and on hand	-	139,336
Appropriation Act (No. 1) 2024-25 ⁶	573,507	-
Appropriation Act (No. 1) 2024-25 - DCB	14,378	-
Appropriation Act (No. 2) 2024-25 ⁷	117,005	-
Appropriation Act (No. 1) 2024-25 - Cash at bank and on hand	94,750	-
Total departmental	908,543	851,909

1. Supply Act (No. 3) 2022-23, Supply Act (No. 4) 2022-23 will be repealed on 1 July 2025.
2. Supply Act (No. 3) 2022-23 includes \$30.672m withheld under section 51 of the PGPA Act.
3. Supply Act (No. 4) 2022-23 includes \$5.306m withheld under section 51 of the PGPA Act.
4. Appropriation Act (No. 1) 2023-24 includes \$6.337m withheld under section 51 of the PGPA Act.
5. Appropriation Act (No. 2) 2023-24 includes \$66.588m withheld under section 51 of the PGPA Act.
6. Appropriation Act (No. 1) 2024-25 includes \$22.364m pending formal quarantine under section 51 of the PGPA Act.
7. Appropriation Act (No. 2) 2024-25 includes \$2.593m withheld under section 51 of the PGPA Act.

DFAT has in place a number of no-win, no-loss funding agreements due to the complex and variable environment the department operates in overseas. The difference between the balance of departmental appropriation receivable disclosed in Note 3.1B: Trade and other receivables and the above balance on unspent annual appropriations is due to these agreements and cash at bank and on hand. Adjustments relating to the no-win, no-loss agreements are recognised as formal additions or reductions in DFAT's accounts.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 5.1B: Unspent annual appropriations (“recoverable GST exclusive”) (continued)

	2025	2024
	\$'000	\$'000
Administered		
Appropriation Act (No. 1) 2021-22	-	91,534
Appropriation Act (No. 1) 2021-22 - ACB	-	528
Supply Act (No. 1) 2022-23 - ACB ^{1,2}	220	220
Supply Act (No. 3) 2022-23 ^{1,3}	124,566	124,566
Supply Act (No. 3) 2022-23 - ACB ^{1,4}	308	308
Appropriation Act (No. 1) 2023-24 ⁵	161,922	315,409
Appropriation Act (No. 3) 2023-24 ⁶	133,664	133,664
Appropriation Act (No. 1) 2023-24 - Cash at bank and on hand	-	20,493
Appropriation Act (No. 1) 2024-25 ⁷	594,466	-
Appropriation Act (No. 2) 2024-25 ⁸	16,071	-
Appropriation Act (No. 3) 2024-25	18,550	-
Appropriation Act (No. 1) 2024-25 - Cash at bank and on hand	5,081	-
Total administered	1,054,848	686,722

1. Supply Act (No. 1) 2022-23 - ACB, Supply Act (No. 3) 2022-23, Supply Act (No. 3) 2022-23 - ACB will be repealed on 1 July 2025.
2. Supply Act (No. 1) 2022-23 - ACB includes \$0.220m withheld under section 51 of the PGPA Act.
3. Supply Act (No. 3) 2022-23 includes \$35.681m withheld under section 51 of the PGPA Act.
4. Supply Act (No. 3) 2022-23 - ACB includes \$0.308m withheld under section 51 of the PGPA Act.
5. Appropriation Act (No. 1) 2023-24 includes \$14.609m withheld under section 51 of the PGPA Act for a movement of funds and reclassification decision.
6. Appropriation Act (No. 3) 2023-24 includes \$133.664m withheld under section 51 of the PGPA Act for the EFA NIA Make-Whole arrangement.
7. Appropriation Act (No. 1) 2024-25 includes \$52.036m withheld under section 51 of the PGPA Act for a movement of funds, reclassification and the balance of funds no longer required for the EFA NIA Psi Quantum transaction.
8. Appropriation Act (No. 2) 2024-25 includes \$16.071m withheld under section 51 of the PGPA Act as the balance of the funds no longer required for the EFA NIA Psi Quantum transaction.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Note 5.1C: Special appropriations (“recoverable GST exclusive”)**

Authority	Type	Purpose	Appropriation applied	
			2025	2024
			\$'000	\$'000
<i>Export Finance and Insurance Corporation (EFIC) Act 1991 s.54(10), Administered</i>	Unlimited Amount	For the payment by the Commonwealth to EFA of amounts equal to the amount of capital determined by the EFA Board as necessary to overcome the inadequacies, in the moneys or other assets of EFA to meet the expected liabilities, losses or claims against EFA.	-	-
<i>Public Governance, Performance and Accountability Act 2013 s77, Administered¹</i>	Refund	To provide an appropriation where an Act or other law requires or permits the repayment of an amount received by the Commonwealth and apart from this section there is no specific appropriation for the repayment.	2,237	1,335
<i>Special Appropriation - Official Development Assistance Multilateral Replenishment Obligations (Special Appropriation) Act 2020 - s6 official development payments, Administered²</i>	Unlimited Amount	To provide an appropriation for the payment of Official Development Assistance Multilateral Replenishment encashment obligations	409,774	373,078
Total special appropriation applied			412,011	374,413

1. DFAT uses section 77 of the PGPA Act to make refunds of passport and consular fees in certain circumstances, where there is no other specific appropriation available to make the repayment.

2. On 16 June 2020 the *Official Development Assistance Multilateral Replenishments Obligations (Special Appropriation) Act 2020* came into effect. The Act allows funding out of the CRF for expenditure in relation to Australia's official development assistance multilateral replenishment obligations and for related purposes. Previously these expenses were funded from Appropriation Act 1.

DFAT also holds a special appropriation under section 5 *International Fund for Agricultural Development Act 1977*. This appropriation has not been drawn on in either the current or prior year.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 5.1D: Compliance with statutory conditions for payments from the Consolidated Revenue Fund

Section 83 of the *Constitution* provides that no amount may be paid out of the consolidated revenue fund except under an appropriation made by law.

Amounts are sometimes paid in the absence of an appropriation contrary to section 83. While there are controls in place to prevent this from happening, it is impossible to fully remove the risk of such payments being made due to the nature of some transactions. The Department performs annual risk assessments and monthly assurance reviews to mitigate risks of making payments contrary to section 83.

The table below records instances where a breach of section 83 may have potentially occurred in the year ended 30 June 2025.

Appropriation identified	Payments in 2024-25 \$	Review complete	Breaches identified	Amount recovered \$	Amount to be recovered \$	Remedi al action taken
DFAT Services for Other Entities and Trust Moneys (SOETM) Special Account ¹	597,405.85	Yes	4	597,405.85	-	Control
Administered Appropriation Act (No. 1) 2024-25 ²	54,205.85	Yes	1	54,205.85	-	Control
Administered Appropriation Act (No. 1) 2024-25 ³	634,141.04	Yes	271	634,141.04	-	Control

1. An incorrect appropriation was used at the time of payment. Funds were recovered from the Administered *Appropriation Act (No. 1) 2024-25*.

2. An incorrect appropriation was used at the time of payment. Funds were recovered from the Departmental *Appropriation Act (No. 1) 2024-25* - DCB.

3. An incorrect appropriation was used at the time of payment. Funds were recovered from the Departmental *Appropriation Act (No. 1) 2024-25*.

The table below records instances where a breach of section 83 may have potentially occurred in the year ended 30 June 2024.

Appropriation identified	Payments in 2023-24 \$	Review complete	Breaches identified	Amount recovered \$	Amount to be recovered \$	Remedi al action taken
Administered Appropriation Act (No. 1) 2023-24 ⁴	75,960.00	Yes	1	-	75,960.00	Control

4. An incorrect appropriation was used at the time of payment. These funds should have been paid from the Departmental *Appropriation Act (No. 1) 2023-24* - DCB.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****5.2 Special Accounts****Note 5.2A: Special accounts (“recoverable GST exclusive”)**

	Overseas Property Special Account¹ (Departmental)		DFAT Services for Other Entities and Trust Moneys (SOETM) Special Account² (Administered)	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Balance brought forward from previous period	458,201	476,916	80,050	86,465
Increases	160,322	135,829	32,796	33,799
Total increases	160,322	135,829	32,796	33,799
Available for payments	618,523	612,745	112,846	120,264
Decreases				
Administered	-	-	(100,790)	(40,214)
Departmental	(93,646)	(154,544)	-	-
Total decreases	(93,646)	(154,544)	(100,790)	(40,214)
Total balance carried to the next period	524,877	458,201	12,056	80,050
Balance represented by:				
Cash held in entity bank accounts	6,479	4,310	-	100
Cash held in the Official Public Account	518,398	453,891	12,056	79,950
Total balance carried to the next period	524,877	458,201	12,056	80,050

	Consular Services Special Account³ (Administered)	
	2025	2024
	\$'000	\$'000
Balance brought forward from previous period	43	43
Increases	103	67
Total increases	103	67
Available for payments	146	110
Decreases		
Administered	(92)	(67)
Total decreases	(92)	(67)
Total balance carried to the next period	54	43
Balance represented by:		
Cash held in the Official Public Account	54	43
Total balance carried to the next period	54	43

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 5.2A: Special accounts (“recoverable GST exclusive”) (continued)

1. Appropriation: *Public Governance, Performance and Accountability Act 2013* section 78
 Establishing Instrument: PGPA Act Determination (Establishment of Overseas Property Special Account 2017)
 Purpose:
 - a) acquire, lease, construct, manage, operate, repair, maintain, divest, finance, identify or advise on, and undertake any other activities in relation to, the real property of the Commonwealth outside Australia;
 - b) repay to an original payer amounts credited to the special account or to the former special account, after any necessary payments made for the purposes mentioned in paragraph (a);
 - c) carry out activities that are incidental to a purpose mentioned in paragraph (a);
 - d) reduce the balance of the Special Account (and, therefore, the available appropriation for the Account) without making a real or notional payment, including to give effect to the remittance of amounts to the Official Public Account as agreed between the Finance Minister and the responsible minister; and
 - e) repay amounts where an Act or other law requires or permits the repayment of an amount received.

2. Appropriation: *Public Governance, Performance and Accountability Act 2013* section 78
 Establishing Instrument: PGPA Act Determination (DFAT SOETM Special Account 2019)
 Purpose:
 - a) to disburse an amount held on trust or otherwise for the benefit of a person other than the Commonwealth;
 - b) to disburse an amount in connection with services performed for or on behalf of other governments and bodies, including Commonwealth entities;
 - c) to disburse an amount in connection with joint activities performed for, on behalf of, or together with, another Commonwealth entity, Commonwealth company, another government, organisation or person;
 - d) to disburse an amount in connection with an agreement between the Commonwealth and another government;
 - e) to repay an amount where a court order, Act or other law requires or permits the repayment of an amount received; and
 - f) to reduce the balance of the special account (and, therefore, the available appropriation for the special account) without making a real or notional payment.

The SOETM Special Account includes the balance of funds held in trust for overseas governments via delegated co-operation agreements and private individuals for amounts being transferred back to Australia in accordance with established policy. These amounts are \$210,281.18 and \$nil respectively and have, therefore, been excluded from presentation in the Administered Financial Statements.

3. Appropriation: *Public Governance, Performance and Accountability Act 2013* section 78
 Establishing Instrument: PGPA Act (Consular Services Special Account 2015 - Establishment) Determination 2015/05
 Purpose:
 - a) providing assistance to Australian citizens and permanent residents overseas:
 - i. in circumstances of urgency; and
 - ii. when commercial money transfer services are unavailable or inappropriate.
 - b) to repay to an original payer amounts credited to the Special Account and residual after any necessary payments have been made under paragraph (a);
 - c) activities that are incidental to a purpose mentioned in paragraphs (a) or (b);
 - d) to reduce the balance of the Special Account (and, therefore, the available appropriation for that Account) without making a real or notional payment; and
 - e) to repay amounts where an Act or other law requires or permits the repayment of an amount received.

The entire balance of the Consular Special Account of \$0.054m is held in trust.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025	2024
	\$'000	\$'000
<u>Note 5.2B: Assets held in trust</u>		
As at 1 July	7,608	930
Receipts	30,453	31,776
Payments	(37,797)	(25,098)
Total as at 30 June	264	7,608
Total assets held in trust	264	7,608
Accounting policy		
All trust funds are held as cash within special accounts in the OPA for the benefit of third parties. The SOETM Special Account includes the balance of funds held in trust for overseas governments via delegated co-operation agreements (\$0.210m) and private individuals for amounts being transferred back to Australia in accordance with established policy. Consular trust funds (\$0.054m) are held to provide assistance to Australian citizens and permanent residents overseas in circumstances of urgency, or when commercial money transfer services are unavailable or inappropriate.		

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

6. People and Relationships

6.1 Employee Provisions

	2025	2024
	\$'000	\$'000
Note 6.1A: Employee provisions		
Leave	267,587	240,563
Separations and redundancies	29,077	25,393
Superannuation	25,972	23,200
Other employee provisions	43,832	55,057
Total employee provisions	366,468	344,213

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within 12 months of the end of reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including DFAT's employer superannuation contribution rates and other employment on-costs, to the extent that the leave is likely to be taken during service rather than paid out on separation.

The liability for long service leave has been determined with reference to the work of an actuary as at 31 October 2022. The estimate of the present value of the liability takes into account attrition rates, pay increases through promotion and inflation. DFAT engages an actuary every three years unless it is assessed that there is a material movement in DFAT's staff profile.

Separation and Redundancy

In some countries, locally engaged staff employed by DFAT at overseas posts are entitled to separation benefits under local labour laws. DFAT provides for these separation benefits, and they have been classified as an employee benefit.

DFAT recognises a provision for redundancy when a decision by management has been made and affected employees have been informed that DFAT will carry out those terminations of employment.

Superannuation

The Australian-based staff of DFAT are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the Public Sector Superannuation accumulation plan (PSSap), or other superannuation schemes. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap and the other superannuation schemes are defined contribution schemes.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's Administered Schedules and Notes.

DFAT makes employer contributions to the employee superannuation schemes at rates determined by the Government. For defined benefit schemes employer contribution rates are determined by an actuary to be sufficient to meet the current cost to the Government. DFAT accounts for these as if they were contributions to defined contributions schemes.

Where required, DFAT makes superannuation contributions for locally engaged staff overseas to comply with local labour laws. Australian-based staff who are engaged on a temporary basis and locally engaged staff overseas who are considered to be Australian residents for taxation purposes have compulsory employer superannuation contributions made on their behalf by DFAT.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

	2025	2024
	\$'000	\$'000
<u>Note 6.1B: Administered employee provisions</u>		
Leave	9,350	9,289
Superannuation	863	801
Separations and redundancies	7,292	6,777
Defined benefit pension schemes	48,579	57,274
Total administered employee provisions	66,084	74,141

Accounting Policy

DFAT administers defined benefit pension schemes for some locally engaged staff in Washington, Ottawa, London, Port Louis and New Delhi on behalf of the Australian Government. DFAT recognises an administered liability for the present values of the Government's expected future payments arising from the unfunded components of the Washington, Ottawa, London and Port Louis Pension Schemes and the New Delhi Gratuity Scheme.

Increases in the accrued benefits liability, pursuant to regular estimates of the liability taking account of actuarial reviews, are recognised as an expense and classified as employee superannuation expense. Defined benefit pension schemes are measured at the 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.

Re-measurement of the net defined benefit obligation is recognised in Other Comprehensive Income as outlined in AASB 119 *Employee Benefits*. DFAT engages actuaries to estimate the unfunded provisions and expected future cash flows as at the end of the reporting period each year. More details on the defined benefit pension schemes are included in Note 7.6: Administered - Defined Benefit Pension Schemes.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

6.2 Key Management Personnel Remuneration

DFAT’s key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the department. DFAT has determined the KMP to be the Secretary and Deputy Secretaries. KMP remuneration is reported in the table below:

	2025 \$’000	2024 \$’000
Short-term employee benefits	3,682	3,737
Post-employment benefits	573	572
Other long-term employee benefits	88	86
Total KMP remuneration expenses¹	4,343	4,395

The department recognised 8 positions as KMP in 2025 (2024: 8). The total number of personnel that occupied KMP positions in 2025, included in the above table is 9 (2024: 9).

1. The above KMP remuneration excludes the remuneration and other benefits of the Portfolio Ministers. The Portfolio Ministers remuneration and other benefits are set by the Remuneration Tribunal and are not paid by DFAT.

6.3 Related Party Disclosures

Related party relationships

DFAT is an Australian Government controlled entity. DFAT’s related parties are KMP including the DFAT Portfolio and Assisting Ministers, Executive, and other Australian Government entities.

Transactions with related parties

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

Transactions with related parties of DFAT have occurred within normal customer or supplier relationships on terms and conditions no more favourable than those which it is reasonable to expect DFAT would have entered into on an arm’s-length basis. These transactions have not been separately disclosed in this note.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by DFAT, it has been determined that there are nil related party transactions to be separately disclosed (2024: nil).

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7. Managing Uncertainties
7.1 Contingent Assets and Liabilities

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are reported when settlement is probable but not virtually certain and contingent liabilities are disclosed when the probability of settlement is greater than remote.

Note 7.1A: Contingent assets and liabilities

	Guarantees		Claims for damages or costs		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Quantifiable contingent liabilities						
Balance from previous period	1,151	1,171	-	226	1,151	1,397
Re-measurement	68	(20)	-	-	68	(20)
Liabilities realised	-	-	-	(226)	-	(226)
Total contingent liabilities	1,219	1,151	-	-	1,219	1,151

Unquantifiable Contingencies

At 30 June 2025, DFAT was involved in a number of litigation matters for alleged losses suffered by claimants. DFAT is defending these claims. It is not possible to estimate the amounts of any eventual payments that may be required in relation to these claims.

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 7.1B: Administered - contingent assets and liabilities

DFAT has no administered contingent assets or liabilities (2024: nil).

Quantifiable Administered Contingencies

There are no quantifiable administered contingencies disclosed in the Administered Schedule of Assets and Liabilities (2024: nil).

Unquantifiable Administered Contingencies

At 30 June 2025, DFAT was involved in a number of matters relating to the recovery of funds. It is not possible to estimate the amounts of any eventual recoveries that may be received in relation to these matters. There are no unquantifiable administered liabilities.

Significant Administered Contingencies

Under section 62 of the EFIC Act, the Australian Government guarantees EFA's creditors the due payment of all monies payable, or that may at any time become payable, by EFA on the Commercial Account and has a \$1.200b (2024: \$1.200b) callable capital facility available for this purpose. This guarantee has never been utilised.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****7.2 Fair Value Measurements**

An annual assessment is undertaken to determine whether the carrying amount of DFAT's non-financial assets materially differs from their fair value. All assets are held for operational purposes and not for the generation of profit. The current use of all assets and liabilities is considered to represent their highest and best use. DFAT's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. There were no transfers between Level 1 and Level 2 for recurring fair value measurements during the current or comparative reporting periods.

Fair value measurements are categorised into three level hierarchy:

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

DFAT applies the principles of AASB 13 *Fair Value Measurement* in determining the fair value of its non-financial assets as at the end of the reporting period. For 2024-25, DFAT engaged independent and qualified valuers to perform valuations of land and buildings, and other tangible assets. DFAT maintains a three-year rolling revaluation program for its owned estate, which includes market updates, desktop reviews, and full valuation inspections. Plant and equipment are also revalued on a triennial basis. Written assurance was obtained from the valuers confirming that valuation methodologies comply with AASB 13.

Where sufficient observable market transactions exist (e.g. second-hand markets), the market approach is applied to determine fair value. The inputs are primarily obtained from local and online auctions, as well as dealer enquiries. These inputs are classified as Level 2 in the fair value hierarchy as they are based on observable market data and require minimal professional judgement for adjustments.

For assets where observable market data are not available, the Current Replacement Cost (CRC) approach is used to determine fair value. This approach estimates the amount a market participant would pay to acquire or construct a substitute asset of comparable utility, adjusted for physical depreciation and obsolescence. These inputs are classified as Level 3 in the fair value hierarchy.

DFAT undertakes a comprehensive review of all valuation reports prepared by independent valuers to ensure accuracy and integrity of fair value assessments. This includes assessing the consistency of unobservable inputs with DFAT's internal assumptions and market knowledge.

Investment in the EFA Commercial Account and Tourism Australia

DFAT has determined that the reported net asset values represent fair value at the end of the reporting period.

Financial Liabilities at Fair Value Through Profit or Loss

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

Other Financial Liabilities

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

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

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the Statement of Financial Position do not apply the fair value hierarchy.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Note 7.2A: Fair value measurements, valuation techniques and inputs used**

	2025 \$'000	2024 \$'000	Category (Level 1, 2 or 3)	Valuation Technique	Inputs Used
Non-financial assets:					
Land	1,619,249	1,455,542	2	Market approach	AMT
Land	558,817	562,265	3	Market approach	AMT, SPJ
Buildings	180,915	188,231	2	Market approach	AMT
Buildings	3,678	54,104	3	Market approach	AMT, SPJ
Buildings	277,343	249,834	2	Income approach	MRT, CR
Buildings	58,686	7,883	3	Income approach	MRT, CR, SPJ
Buildings	964,090	905,361	3	Cost approach	RCN, CEB
Leasehold Improvements	234,966	244,986	3	Cost approach	RCN, CEB
Plant and Equipment	236,472	238,490	2	Market approach	AMT
Plant and Equipment	132,058	91,852	3	Cost approach	RCN, CEB
Assets held for sale - land	323	-	2	Market approach	AMT
Assets held for sale - building	-	-	2	Market approach	AMT
Total non-financial assets	4,266,597	3,998,548			
Total Fair Value Measurement of Assets in the Statement of Financial Position	4,266,597	3,998,548			

Valuation Techniques:

Market Approach: This approach seeks to estimate the current value of an asset with reference to recent market transactions involving identical or comparable assets.

Income Approach: Converts future amounts (cash flows or income and expenses) to a single current (i.e. discounted) amount. The fair value measurement is determined on the basis of the value indicated by current market expectations about those future amounts.

Cost Approach: The amount a market participant would be prepared to pay to acquire or construct a substitute asset of comparable utility, adjusted for physical depreciation and obsolescence.

Inputs Used:

Adjusted Market Transactions (AMT): Market transactions of comparable assets, adjusted to reflect differences in price-sensitive characteristics.

Significant Professional Judgement (SPJ): Significant professional adjustments, made by the independent valuer, to the available market transactions to reconcile the valuation.

Market Rental Transactions (MRT): Market rental transactions of comparable assets, adjusted to reflect differences in price.

Capitalisation Rate (CR): Capitalisation rates as represented by the income produced by an investment property, expressed as a percentage of the assets value.

Replacement Cost of New Assets (RCN): The amount a market participant would pay to acquire or construct a new substitute asset of comparable utility.

Consumed Economic Benefits (CEB): Obsolescence of assets, physical deterioration, functional or technical obsolescence and conditions of the economic environment specific to the asset.

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Note 7.2B: Reconciliation for recurring Level 3 fair value measurements**

	Non-Financial assets - 2025				
	Land \$'000	Buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total \$'000
Opening balance - 1 July 2024	562,265	967,348	244,986	91,852	1,866,451
Total gains/(losses) recognised in Other Comprehensive Income ¹	74,038	28,341	(43,187)	(28,308)	30,884
Purchases	-	31,517	36,439	1,613	69,569
Disposals	-	-	(3,272)	(749)	(4,021)
Transfers into Level 3 ²	-	-	-	71,132	71,132
Transfers out of Level 3 ³	(77,486)	(752)	-	(3,482)	(81,720)
Closing balance - 30 June 2025	558,817	1,026,454	234,966	132,058	1,952,295

	Non-Financial assets - 2024				
	Land \$'000	Buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total \$'000
Opening balance - 1 July 2023	565,177	666,390	220,222	40,655	1,492,444
Total losses recognised in Other Comprehensive Income ¹	(7,536)	(18,658)	(56,830)	(12,369)	(95,393)
Purchases	-	7,835	82,177	223	90,235
Disposals	-	(79)	(583)	(349)	(1,011)
Transfers into Level 3 ²	15,223	313,851	-	63,692	392,766
Transfers out of Level 3 ³	(10,599)	(1,991)	-	-	(12,590)
Closing balance - 30 June 2024	562,265	967,348	244,986	91,852	1,866,451

1. These gains/(losses) are presented in the Statement of Comprehensive Income under Depreciation and amortisation, Write-down and impairment of assets, and change resulting from asset revaluation.

2. There have been transfers of land and buildings assets into Level 3 due to a combination of, limited market transactions, use of significant professional judgement, or a change in the valuation technique from the market approach to depreciated replacement cost approach.

3. There have been transfers of land and buildings assets out of Level 3 due to a combination of, the identification of market transactions, or a change in the valuation technique from the depreciated replacement cost approach to the market approach.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7.3 Financial Instruments

		2025 \$'000	2024 \$'000
Note 7.3A: Categories of financial instruments	Notes		
Financial assets			
Financial assets at amortised cost			
Cash and cash equivalents	3.1A	619,627	597,537
Goods and services receivables (gross)	3.1B	48,871	106,376
Cash held by outsiders	3.1B	336	246
Total financial assets at amortised cost		668,834	704,159
Total financial assets		668,834	704,159
Financial liabilities			
Financial liabilities measured at amortised cost			
Trade creditors and accruals	3.3A	161,190	140,919
Total financial liabilities measured at amortised cost		161,190	140,919
Total financial liabilities		161,190	140,919

Accounting policy

Accounting policies for financial assets can be found in Note 3.1: Financial Assets. Accounting policies for financial liabilities can be found in Note 3.3: Payables.

Note 7.3B: Net gains or losses on financial assets

Financial assets at amortised cost		
Foreign exchange gains/(losses)	12,383	(6,942)
Movement in impairment loss allowance	61	201
Net gains/(losses) on financial assets at amortised cost	12,444	(6,741)
Net gains/(losses) on financial assets	12,444	(6,741)

Note 7.3C: Net gains or losses on financial liabilities

Financial liabilities measured at amortised cost		
Foreign exchange (losses)/gains	(30,009)	17,237
Net (losses)/gains on financial liabilities measured at amortised cost	(30,009)	17,237
Net (losses)/gains on financial liabilities	(30,009)	17,237

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7.4 Administered – Fair Value Measurements

The following tables provide an analysis of administered assets and liabilities measured at fair value. The remaining assets and liabilities disclosed in the Schedule of Administered Assets and Liabilities do not apply the fair value hierarchy. See Note 7.2: Fair Value Measurements for an overview of the different levels of the fair value hierarchy and techniques and inputs used to determine fair value.

Note 7.4A: Fair value measurements, valuation techniques and inputs used

	Fair value measurements at the end of the reporting period using			For Levels 2 and 3 fair value measurements	
	2025 \$'000	2024 \$'000	Level (1, 2 or 3)	Valuation technique(s) ¹	Inputs used ²
Financial assets:					
Other investments:					
Non-monetary IDA and ADF subscriptions at FVOCI	2,415,348	2,330,401	3	Discounted cash flow method	A discounted rate range using the “build up” method based on the following components: risk free rate (20 year US government bond rate), currency risk premium, sovereign risk premium and liquidity risk premium to discount the expected loan principal repayments of the loan portfolio of IDA and ADF.
Investment in EFA’s Commercial Account	619,914	616,409	3	Net asset position	Statement of financial position of EFA’s Commercial Account.
Investment in EFA’s National Interest Account	185,432	-	3	Cost approach	The amount a market participant would pay to acquire a new substitute asset of comparable utility.
Tourism Australia	19,977	20,121	3	Net asset position	Statement of financial position of Tourism Australia.
ADI	136,690	44,202	3	Net asset position	Statement of financial position of ADI.
Total financial assets	3,377,361	3,011,133			
Total fair value measurements of assets in the Administered Schedule of Assets and Liabilities	3,377,361	3,011,133			

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 7.4A: Fair value measurements, valuation techniques and inputs used (continued)				
	Fair value measurements at the end of the reporting period using			For Levels 2 and 3 fair value measurements
	2025 \$'000	2024 \$'000	Level (1, 2 or 3)	
Financial liabilities:				
Multilateral grants	584,262	808,700	3	Valuation technique(s) ¹ Inputs used ² Discounted cash flow method A discounted rate range of 2, 3, 5 and 10 year government bond rates are used to discount the expected payment of each grant agreement. The rate applied is based on the approximate expected timing of payment.
Multilateral contributions payable	479,754	569,380	3	The 2, 3, 5 and 10 year government bond rates are applied based upon the term of the agreement and a discounted rate range (comprising a risk free rate (20 year US government bond rate), currency, sovereign and liquidity risk premium) is used to discount the expected payment of each loan agreement.
Total financial liabilities	1,064,016	1,378,080		
Total fair value measurements of liabilities in the Administered Schedule of Assets and Liabilities	1,064,016	1,378,080		
There have been no transfers between levels during the year (2024: nil). DFAT's policy for determining when transfers between levels are deemed to have occurred can be found in Note 7.2: Fair Value Measurements.				
Fair value measurements – highest and best use differs from current use for non-financial assets				
DFAT's Administered assets are held for operational purposes and not held for the purposes of deriving a profit. The current use of all controlled assets is considered their highest and best use.				
1. There have been no changes to valuation techniques used.				
2. There were no significant inter-relationships between unobservable inputs that materially affect fair value.				
The future economic benefits of DFAT's assets are not primarily dependent on their ability to generate cash flows. The determination of fair value and the use of observable and unobservable data is disclosed as part of Note 4.1C: Investments.				

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Note 7.4B: Reconciliation for recurring Level 3 fair value measurements****Recurring Level 3 fair value measurements - reconciliation for assets**

	Financial assets	
	Investments	Total
	2025 \$'000	2025 \$'000
Opening balance - 1 July 2024	3,011,133	3,011,133
Total gains recognised in other comprehensive income ¹	79,296	79,296
Purchases	286,932	286,932
Closing balance - 30 June 2025	3,377,361	3,377,361
Changes in unrealised gains/(losses) recognised in net cost of services for assets held at the end of the reporting period ²	-	-
	Financial assets	
	Investments	Total
	2024 \$'000	2024 \$'000
Opening balance - 1 July 2023	2,446,889	2,446,889
Total gains recognised in other comprehensive income ¹	537,893	537,893
Purchases	26,351	26,351
Closing balance - 30 June 2024	3,011,133	3,011,133
Changes in unrealised gains/(losses) recognised in net cost of services for assets held at the end of the reporting period ²	-	-

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Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 7.4B: Reconciliation for recurring Level 3 fair value measurements (continued)				
Recurring Level 3 fair value measurements - reconciliation for liabilities				
	Multilateral grants 2025 \$'000	Financial Liabilities Multilateral contributions payable 2025 \$'000	Total 2025 \$'000	
Opening balance - 1 July 2024	808,700	569,380	1,378,080	
Total gains recognised in net cost of services ³	43,735	51,975	95,710	
Settlements	(268,173)	(141,601)	(409,774)	
Closing balance - 30 June 2025	584,262	479,754	1,064,016	
Changes in unrealised gains/(losses) recognised in net cost of services for assets held at the end of the reporting period ²	-	-	-	
	Multilateral grants 2024 \$'000	Financial Liabilities Multilateral contributions payable 2024 \$'000	Total 2024 \$'000	
Opening balance - 1 July 2023	982,219	698,560	1,680,779	
Total gains recognised in net cost of services ³	64,388	5,991	70,379	
Settlements	(237,907)	(135,171)	(373,078)	
Closing balance - 30 June 2024	808,700	569,380	1,378,080	
Changes in unrealised gains/(losses) recognised in net cost of services for assets held at the end of the reporting period ²	-	-	-	
1. These gains are represented in the Administered Schedule of Comprehensive Income.				
2. There are no unrealised gains/(losses) for Level 3 assets and liabilities in the Administered Schedule of Comprehensive Income as at both 30 June 2025 and 30 June 2024.				
3. These gains are represented in the Administered Schedule of Comprehensive Income and in Note 2.1B: Multilateral replenishments and other loans.				

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****7.5 Administered - Financial Instruments**

	Notes	2025 \$'000	2024 \$'000
Note 7.5A: Categories of financial instruments			
Financial assets			
Financial assets at amortised cost			
Cash and cash equivalents	4.1A	16,927	92,878
Receivables	4.1B	6,207	6,522
Concessional loan receivable	4.1B	183,402	178,426
Traveller Emergency Loans	4.1B	6,191	7,640
Total financial assets at amortised cost		212,727	285,466
Financial assets at fair value through other comprehensive income (FVOCI)			
Non-monetary IDA and ADF Subscriptions	4.1C	2,415,348	2,330,401
EFA Commercial Account	4.1C	619,914	616,409
EFA NIA	4.1C	185,432	-
Tourism Australia	4.1C	19,977	20,121
Australian Development Investments Fund	4.1C	136,690	44,202
Total financial assets at fair value through other comprehensive income		3,377,361	3,011,133
Total financial assets		3,590,088	3,296,599
Financial Liabilities			
Financial liabilities measured at amortised cost			
International development assistance	4.3B	175,042	150,153
Other payables	4.3B	2,131	3,334
Total financial liabilities measured at amortised cost		177,173	153,487
Financial liabilities at fair value through profit or loss			
Multilateral grants payable	4.3A	584,262	808,700
Multilateral contributions payable	4.3B	479,754	569,380
Total financial liabilities at fair value through profit or loss		1,064,016	1,378,080
Total financial liabilities		1,241,189	1,531,567

The carrying value of DFAT's administered assets and liabilities has also been assessed as the fair value of these assets and liabilities. The process for determining fair value is regularly reviewed.

The table at Note 7.4A: Fair value measurements, valuation techniques and inputs used provides an analysis of financial instruments that are measured at fair value, by valuation method.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

		2025 \$'000	2024 \$'000
Note 7.5B: Net gains or losses on financial assets			
Financial assets at amortised cost			
Interest revenue		15,035	14,768
Gains recognised in profit or loss for reversal of impairment	4.1B	1,021	83
Write-off	4.1B	(37)	(679)
Dividend revenue	2.2C	13,698	8,515
Competitive neutrality revenue	2.2C	15,620	10,877
Net gains on financial assets at amortised cost		45,337	33,564
Financial assets at fair value through other comprehensive income			
Revaluation gains recognised in equity		73,659	532,477
Net gains on financial assets at fair value through other comprehensive income		73,659	532,477
Net gains on financial assets		118,996	566,041
Note 7.5C: Net income and expense from financial liabilities			
Financial liabilities measured at amortised cost			
Foreign exchange (losses)/gains		(784)	144
Net (losses)/gains on financial liabilities measured at amortised cost		(784)	144
Financial liabilities at fair value through profit or loss			
(Losses)/Gains on remeasuring at fair value through profit or loss	2.1B	(34,258)	26,675
Net (losses)/gains on financial liabilities at fair value through profit or loss		(34,258)	26,675
Net (losses)/gains on financial liabilities		(35,042)	26,819

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 75D: Credit risk

Recognised in the DFAT Administered Accounts

DFAT's senior executive has endorsed policies and procedures for debt management (including the provision of credit terms) to reduce the incidence of credit risk. Collateral is not required on any loan.

Credit risk is the possibility that a debtor will not repay all or a portion of a loan or will not repay in a timely manner and will therefore cause a loss to DFAT. DFAT has exposure to concentrations of credit risk with regard to the "loan receivable" and the "non-monetary equity instrument at fair value". The maximum exposure DFAT has to credit risk at reporting date in relation to each class of recognised financial assets is presented in the following table excluding any collateral or credit enhancements.

DFAT has assessed the risk of default on payment and has allocated \$11.533m (2024: \$12.517m) to an impairment allowance for doubtful debts account. DFAT has no collateral to mitigate against credit risk.

Maximum exposure to credit risk (excluding any collateral or credit enhancements)

	2025 \$'000	2024 \$'000
Credit quality of financial instruments not best representing maximum exposure to credit risk		
Amortised cost	186,561	182,929
Fair value through other comprehensive income	3,377,361	3,011,133
Total credit quality of financial instruments not best representing maximum exposure to credit risk	3,563,922	3,194,062
Credit quality of financial liabilities not best representing maximum exposure to credit risk		
Amortised cost	177,173	153,487
Through profit or loss	1,064,016	1,378,080
Total credit quality of financial liabilities not best representing maximum exposure to credit risk	1,241,189	1,531,567

Credit quality of financial assets not past due or individually determined as impaired

	Not past due or impaired 2025 \$'000	Not past due or impaired 2024 \$'000	Past due or impaired 2025 \$'000	Past due or impaired 2024 \$'000
Loans and receivables	180,846	177,488	5,715	5,441
Fair value through other comprehensive income	3,377,361	3,011,133	-	-
Total	3,558,207	3,188,621	5,715	5,441

Department of Foreign Affairs and Trade
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 7.5E: Liquidity risk The continued existence of DFAT in its present form and with its present programs is dependent on government policy and on continuing appropriations by Parliament for DFAT's administration and programs. The probability of the Government encountering difficulties meeting its administered financial obligations is less than remote.						
Maturities for non-derivative financial liabilities 2025						
	On demand \$'000	Within 1 year \$'000	Between 1 to 2 years \$'000	Between 2 to 5 years \$'000	More than 5 years \$'000	Total \$'000
Financial liabilities measured at amortised cost	-	177,173	-	-	-	177,173
Financial liabilities at fair value through profit or loss	-	352,140	256,899	403,486	51,491	1,064,016
Total	-	529,313	256,899	403,486	51,491	1,241,189
Maturities for non-derivative financial liabilities 2024						
	On demand \$'000	Within 1 year \$'000	Between 1 to 2 years \$'000	Between 2 to 5 years \$'000	More than 5 years \$'000	Total \$'000
Financial liabilities measured at amortised cost	-	153,487	-	-	-	153,487
Financial liabilities at fair value through profit or loss	-	357,886	348,801	545,471	125,922	1,378,080
Total	-	511,373	348,801	545,471	125,922	1,531,567
DFAT had no derivative financial liabilities in both the current and prior financial years.						

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****Note 7.5F: Market risk**

Market risk is defined as the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises the following types of risk, either alone or in combination: interest rate risk, sovereign risk and liquidity risk (for the purposes of discounting the future value of the non-monetary available-for-sale debt instrument); currency risk (for the purposes of converting to AUD the discounted United States dollar (USD) value of the non-monetary available-for-sale debt instrument); and the 10-year government bond rate for the purposes of discounting future liabilities relating to multilateral loan and grant commitments. The following sensitivity analysis discloses the effect that a reasonable possible change in each risk variable, either alone, or in total, would have on DFAT's administered income and expenses.

The following table illustrates the effect on DFAT's administered net income less expenses and equity as at 30 June 2025 from an 8.06% (2024: 8.28%) increase or decrease against the AUD in the currencies in which the financial instruments were administered by DFAT with all other variables held constant.

Sensitivity analysis of the risk that the entity is exposed to for 2025

	Risk variable	Change in risk variable %	Effect on	
			Profit or loss \$'000	Equity \$'000
Currency risk	\$/USD	+ 8.06%	(179,992)	(179,992)
Currency risk	\$/USD	- 8.06%	211,603	211,603
Interest rate risk	Discount rates	+ 1.32%	(137,235)	(137,235)
Interest rate risk	Discount rates	- 1.32%	154,568	154,568

Sensitivity analysis of the risk that the entity is exposed to for 2024

	Risk variable	Change in risk variable %	Effect on	
			Profit or loss \$'000	Equity \$'000
Currency risk	\$/USD	+ 8.28%	(178,071)	(178,071)
Currency risk	\$/USD	- 8.28%	210,193	210,193
Interest rate risk	Discount rates	+ 1.36%	(139,635)	(139,635)
Interest rate risk	Discount rates	- 1.36%	150,346	150,346

All other items are denominated in AUD and are not subject to market risk due to exchange fluctuations.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7.6 Administered - Defined Benefit Pension Schemes

	2025 \$'000	2024 \$'000
<i>The amounts recognised in the Administered Schedule of Assets and Liabilities are as follows:</i>		
Present value of funded obligations	46,944	44,580
Fair value of plan assets	(43,620)	(41,602)
	3,324	2,978
Present value of unfunded obligations	45,255	54,296
Net liability in Schedule of Administered Assets and Liabilities	48,579	57,274
<i>Movements in the net liability recognised in the Administered Schedule of Assets and Liabilities as follows:</i>		
Net liability at the start of the year	57,274	62,757
Exchange differences on foreign plans	777	(170)
Net expense recognised in the Administered Schedule of Comprehensive Income	3,506	3,654
Net actuarial (gains)	(7,143)	(583)
Contributions by employers	(5,835)	(8,384)
Net liability at the end of the year	48,579	57,274
<i>Reconciliation of opening and closing balance of the defined benefit obligation:</i>		
Opening liability	98,876	99,730
Exchange differences on foreign plans	4,582	(187)
Service cost	709	867
Interest cost	5,191	4,899
Actuarial (gains)/losses due to experience	(6,991)	753
Actuarial (gains) due to changes in financial assumptions	(3,624)	(756)
Actuarial (gains) due to changes in demographic assumptions	(276)	(551)
Benefits paid	(6,268)	(5,879)
Closing liability	92,199	98,876
<i>Reconciliation of opening and closing balance of the fair value of plan assets:</i>		
Opening assets	41,602	36,973
Exchange differences on foreign plans	3,805	(17)
Expected return on plan assets	2,394	2,112
Contributions by employer	2,206	4,868
Actuarial (losses)/gains	(3,749)	29
Benefits paid	(2,638)	(2,363)
Closing assets	43,620	41,602

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****7.6 Administered - Defined Benefit Pension Schemes (continued)**

	2025 \$'000	2024 \$'000
<i>The amounts recognised in the Administered Schedule of Comprehensive Income are as follows:</i>		
Current service cost	709	867
Net interest on net defined benefit liability	2,797	2,787
Total included "employee benefit expense account"	3,506	3,654
<i>Amounts recognised directly in administered equity</i>		
Financial year ended	2025	2024
	\$'000	\$'000
Actuarial gains	7,143	583
<i>Cumulative amounts of losses recognised in administered equity</i>		
Financial year ended	2025	2024
	\$'000	\$'000
Actuarial losses	(29,918)	(37,061)
<i>Pension Scheme Assets</i>		
<i>The fair value of scheme assets is represented by:</i>		
Financial year ended	2025	2024
Cash	1.7%	0.4%
Insured Pensioner	0.9%	0.8%
Investment in LIC India	7.2%	6.5%
Diversified Growth Fund	19.0%	18.9%
Liability Driven Investments	70.6%	72.4%
Deposit Administration Policy	0.6%	1.0%
<i>Fair Value of pension scheme assets</i>		
The fair value of scheme assets does not include amounts relating to:		
- any of DFAT's (and the Australian Government's) own financial instruments, and - any property occupied by, or other assets used by DFAT (or the Australian Government).		
<i>Principal actuarial assumptions at the reporting date (expressed as weighted averages):</i>		
Financial year ended	2025	2024
Discount rate at 30 June	5.40%	5.16%
Salary growth	3.22%	3.21%
Price inflation	2.67%	2.76%
Pension growth	2.49%	2.60%

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7.6 Administered - Defined Benefit Pension Schemes (continued)*Historical Information*

Financial year ended	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000	2021 \$'000
Present value of defined benefit obligations	(92,199)	(98,876)	(99,730)	(93,086)	(116,006)
Fair value of scheme assets	43,620	41,602	36,973	38,243	45,202
Deficit in the scheme	(48,579)	(57,274)	(62,757)	(54,843)	(70,805)
Actuarial (losses)/gains - net liabilities	7,143	583	(10,009)	16,512	5,508
Effect of exchange rate (losses)/gains	(777)	170	(2,236)	(3,688)	4,148

Expected Employer Contributions

Financial year ended	2026 \$'000	2025 \$'000
Expected employer contributions	6,114	5,601

Scheme information

DFAT administers on behalf of the Australian Government, defined benefit pension schemes for locally engaged staff across a number of agencies at posts in London, Port Louis, New Delhi, and also Ottawa and Washington (the North American Pension Scheme). New Delhi is still open to new employees. All schemes, with the exception of the New Delhi Gratuity Scheme, provide pensions that are linked to final salaries. Figures disclosed are based on formal actuarial reviews that are generally conducted triennially and reviewed and updated by the actuary on an annual basis. The New Delhi, Port Louis and London schemes are partially funded, and the North American Pension Scheme is fully unfunded. Contributions for the North American Scheme are made to the CRF, which will provide funding for the benefits payable under the scheme.

Weighted average maturity profile of defined benefit obligation

Financial year ended	2025	2024
Weighted average duration of defined benefit obligation (years)	9.69	11.07

Sensitivity to assumptions

DFAT's defined benefit obligation at the reporting date has been determined using actuarial calculations that require assumptions about future events. The estimated sensitivity of the defined benefit obligation to each significant assumption shown below has been determined at an individual scheme level if each assumption were changed in isolation. In practice, the schemes are subject to multiple externally experienced items which may vary the defined benefit obligation over time. The methods and assumptions used in preparing these sensitivity results remain consistent with those used in previous reporting periods.

The estimated effects of variations in the principal actuarial assumptions on DFAT's defined benefit obligation at the reporting date are as follows:

Increase/(decrease) in defined benefit obligation

Financial year ended	2025 \$'000	2024 \$'000
Discount rate		
Increase of 0.5%	(4,244)	(5,132)
Decrease of 0.5%	4,420	5,388
Future salary increases		
Increase of 0.5%	233	248
Decrease of 0.5%	(208)	(226)
Future inflation increases		
Increase of 0.5%	3,403	5,003
Decrease of 0.5%	(3,285)	(4,795)

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS****8. Other Information****8.1 Current/Non-Current Distinction For Assets and Liabilities**

	2025 \$'000	2024 \$'000
Note 8.1A: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	619,627	597,537
Trade and other receivables	768,731	656,347
Inventories	56,103	51,997
Assets held for sale	323	-
Prepayments	52,543	41,889
Total no more than 12 months	1,497,327	1,347,770
More than 12 months		
Trade and other receivables	14,411	14,841
Land	2,178,915	2,018,714
Buildings	2,721,802	2,567,361
Plant and equipment	371,070	334,357
Intangibles	134,534	137,012
Inventories	1,328	-
Prepayments	10,869	3,438
Total more than 12 months	5,432,929	5,075,723
Total assets	6,930,256	6,423,493
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	164,632	144,043
Other payables	108,608	84,702
Employee provisions	120,789	124,871
Provision for restoration	26,613	11,845
Leases	148,791	135,334
Total no more than 12 months	569,433	500,795
More than 12 months		
Other payables	590	972
Employee provisions	245,679	219,342
Provision for restoration	20,124	34,069
Leases	975,257	869,874
Total more than 12 months	1,241,650	1,124,257
Total liabilities	1,811,083	1,625,052

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025 \$'000	2024 \$'000
Note 8.1B: Administered – current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	16,927	92,878
Receivables and loans	26,022	18,945
Total no more than 12 months	42,949	111,823
More than 12 months		
Receivables and loans	177,462	184,437
Intangibles	79	159
Investments	3,377,361	3,011,133
Total more than 12 months	3,554,902	3,195,729
Total assets	3,597,851	3,307,552
Liabilities expected to be settled in:		
No more than 12 months		
Grants	208,827	245,198
Other payables	320,486	266,174
Employee provisions	3,245	3,178
Total no more than 12 months	532,558	514,550
More than 12 months		
Grants	375,435	563,502
Other payables	336,441	456,693
NIA provisions	218,765	77,327
Employee provisions	62,839	70,963
Total more than 12 months	993,480	1,168,485
Total liabilities	1,526,038	1,683,035

Department of Foreign Affairs and Trade**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

8.2 Budgetary Reporting - Explanation of Major Variances**8.2A: Explanation of major departmental variances**

There are a number of items excluded from the Portfolio Budget Statement (PBS) estimates on the Departmental Statement of Comprehensive Income, due to the unpredictable, uncontrollable and/or unplanned nature of some transactions, specifically items such as the write-down, impairment and sale of assets, gains or losses from foreign exchange, finance costs, s74 receipts transferred to the OPA and adjustments to revenue from Government for no-win, no-loss funding arrangements.

DFAT does not estimate or factor in revaluation adjustments for land, buildings and plant and equipment assets or movements in the government bond rates. This is because the main factors that drive these movements are beyond DFAT's control, such as movements due to changes in the value of the AUD on currency markets.

Overall expenses are \$60.1m (2.3%) higher than the original PBS budget. Employee benefits have increased by \$74.7m (6.4%) primarily attributable to new budget measures approved by the Government.

Revenue from Government has increased by \$32.9m (1.5%) reflective of additional appropriations received for new budget measures as approved by the Government. In addition, own-source revenue is \$28.8m (16.7%) higher than budget due to an increase in the overseas activities of partner agencies.

Cash and cash equivalents is \$240.3m (3.6%) higher than budget due to a higher opening balance in the Overseas Property Special Account (OPSA) account carried forward from 2023-24.

The timing of the preparation of estimates included in the PBS can also result in variances to actual results. The original budget estimates were published in the 2024-25 May PBS and were based on the current financial year estimates at that point in time. Movements and adjustments that occur late in a financial year are not able to be incorporated into the estimates, resulting in variances.

Department of Foreign Affairs and Trade

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

8.2B: Explanation of major administered variances

There are a number of items excluded from the PBS estimates on the Administered Schedule of Comprehensive Income, due to the unpredictable, uncontrollable and/or unplanned nature of some transactions, specifically items such as contributions, unplanned revenue and gains, impairments, movements on financial instruments, write-offs of loans and EFA NIA financial guarantees.

DFAT does not estimate or factor in adjustments for re-measurement of the net liability for defined benefit pension schemes or movements in the carrying amount of investments on the Administered Schedule of Assets and Liabilities. Nor does it estimate the corresponding entries in Other Comprehensive Income (100.0% variance) or other movements on the Administered Schedule of Comprehensive Income relating to the revaluation of multilateral replenishments. This is because the main factors that drive these movements are beyond DFAT's control, such as movements due to changes in the value of the AUD on currency markets.

Overall, expenses are \$1,155.2m (19.0%) lower than the original PBS budget. This decrease is primarily due to delays in finalising new Multilateral Replenishment pledges to the International Development Association - the concessional lending arm of the World Bank and the Asian Development Fund \$998.1m (100.0%). In addition, there were decreases in International Development Assistance of \$77.8m (2.0%) relating to a reclassification of expenses to equity of \$45.5m for an additional contribution to the Australian Development Investment Fund (ADI Trust). EFA expenses were lower than budget by \$75.6m (23.9%) due to lower than estimated payments to EFA for the National Interest Account Make Whole Arrangements. In addition, other grants and contributions are lower by \$108.4m (16.4%) driven by underspends in grant programs and reduced obligations for assessed contributions to international organisations such as the United Nations (UN) which are dependent on resolutions passed by UN members and foreign exchange movements.

Total administered income is \$54.2m (5.3%) lower than budget. A decrease in fees and charges \$128.2m (13.3%) when compared to the original budget is driven by a decrease in passport issued. Returns of prior year administered expenses reported as revenue were higher than budget by \$23.0m (71.9%). These funds relate to the acquittal of funding provided upfront subject to unforeseen circumstances in delivery that can influence the actual amounts spent. Accordingly, the actual funds returned, and the budget can be difficult to anticipate.

Cash and Cash equivalents is \$73.7m (81.3%) lower than budget. This decrease in cash is driven by returning excess cash to the CRF and increased expenditure from the SOETM special account for the Osaka Expo 2025 project.

Total payables are \$936.8m (43%) lower than budget mainly attributable to delays in finalising new Multilateral Replenishment pledges.

Total provisions are \$94.4m (49.5%) higher than budget due to the movements in the EFA NIA provision of \$104.5m (91.5%) driven by revaluations of significant transactions managed by EFA on the NIA that impact the financial guarantee provision and \$10.2m (13.3%) for movements in employee provisions attributable to remeasurements of staff leave liabilities and the value of the defined benefit pension scheme for locally engaged staff.

The timing of the preparation of estimates included in the PBS can also result in variances to actual results. The original budget estimates were published in the 2024-25 May PBS and were based on the current financial year estimates at that point in time. Movements and adjustments that occur late in a financial year are not able to be incorporated into the estimates, resulting in variances.

Appendixes



Appendix A: Staffing overview

Table A1: All ongoing employees, at 30 June 2025

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
NSW	25	1	26	54	8	62	0	0	0	88
QLD	14	0	14	29	3	32	0	0	0	46
SA	10	1	11	24	3	27	0	0	0	38
TAS	5	0	5	10	6	16	0	0	0	21
VIC	40	3	43	53	16	69	0	0	0	112
WA	15	0	15	20	5	25	1	0	1	41
ACT	1,369	51	1,420	1,873	235	2,108	23	1	24	3,552
NT	5	0	5	9	1	10	0	0	0	15
Overseas	1,120	6	1,126	1,498	31	1,529	9	0	9	2,664
Americas	104	0	104	141	0	141	3	0	3	248
Asia	534	0	534	691	15	706	1	0	1	1,241
South Asia	114	0	114	83	0	83	0	0	0	197
Southeast Asia	328	0	328	500	5	505	0	0	0	833
North Asia	92	0	92	108	10	118	1	0	1	211
Europe	155	1	156	190	8	198	2	0	2	356
Middle East and Africa	124	1	125	123	1	124	0	0	0	249
Multilateral	43	3	46	57	3	60	1	0	1	107
New Zealand and the Pacific	160	1	161	296	4	300	2	0	2	463
Total	2,603	62	2,665	3,570	308	3,878	33	1	34	6,577

Table A2: All ongoing employees, at 30 June 2024

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
NSW	31	1	32	51	8	59	1	0	1	92
QLD	9	0	9	29	3	32	0	0	0	41
SA	11	1	12	24	4	28	0	0	0	40
TAS	6	0	6	8	4	12	0	0	0	18
VIC	40	2	42	51	15	66	0	0	0	108
WA	11	1	12	23	5	28	1	0	1	41
ACT	1,265	54	1,319	1,759	241	2,000	35	0	35	3,354
NT	6	0	6	11	1	12	0	0	0	18
Overseas	1,092	6	1,098	1,454	37	1,491	9	0	9	2,598
Americas	103	0	103	140	0	140	1	0	1	244
Asia	520	0	520	656	17	673	6	0	6	1,199
South Asia	112	0	112	83	0	83	1	0	1	196
Southeast Asia	320	0	320	474	5	479	1	0	1	800
North Asia	88	0	88	99	12	111	4	0	4	203
Europe	151	2	153	187	10	197	1	0	1	351
Middle East and Africa	124	1	125	134	1	135	0	0	0	260
Multilateral	40	1	41	57	4	61	0	0	0	102
New Zealand and the Pacific	154	2	156	280	5	285	1	0	1	442
Total	2,471	65	2,536	3,410	318	3,728	46	0	46	6,310

Table A3: All non-ongoing employees, at 30 June 2025

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
NSW	2	3	5	1	2	3	0	0	0	8
QLD	0	5	5	0	3	3	0	0	0	8
SA	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0
VIC	0	2	2	0	1	1	0	0	0	3
WA	0	1	1	0	0	0	0	0	0	1
ACT	20	12	32	32	17	49	0	0	0	81
NT	0	0	0	0	0	0	0	0	0	0
Overseas	276	67	343	396	85	481	1	0	1	825
Americas	17	5	22	25	9	34	0	0	0	56
Asia	92	33	125	137	47	184	0	0	0	309
South Asia	45	3	48	36	6	42	0	0	0	90
Southeast Asia	34	19	53	80	22	102	0	0	0	155
North Asia	13	11	24	21	19	40	0	0	0	64
Europe	26	7	33	33	9	42	0	0	0	75
Middle East and Africa	45	2	47	72	7	79	0	0	0	126
Multilateral	4	5	9	16	3	19	0	0	0	28
New Zealand and the Pacific	92	15	107	113	10	123	1	0	1	231
Total	298	90	388	429	108	537	1	0	1	926

Table A4: All non-ongoing employees, at 30 June 2024

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
NSW	2	3	5	4	2	6	0	0	0	11
QLD	1	3	4	0	2	2	0	0	0	6
SA	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0
VIC	1	2	3	0	0	0	0	0	0	3
WA	0	1	1	0	0	0	0	0	0	1
ACT	17	13	30	23	16	39	0	0	0	69
NT	0	0	0	0	0	0	0	0	0	0
Overseas	253	58	311	333	75	408	2	2	4	723
Americas	17	1	18	15	8	23	0	1	1	42
Asia	88	39	127	111	40	151	0	0	0	278
South Asia	36	10	46	26	4	30	0	0	0	76
Southeast Asia	38	15	53	73	21	94	0	0	0	147
North Asia	14	14	28	12	15	27	0	0	0	55
Europe	21	5	26	25	12	37	1	0	1	64
Middle East and Africa	40	2	42	63	3	66	0	0	0	108
Multilateral	7	4	11	10	3	13	0	0	0	24
New Zealand and the Pacific	80	7	87	109	9	118	1	1	2	207
Total	274	80	354	360	95	455	2	2	4	813

Table A5: APS ongoing employees, at 30 June 2025

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
Secretary	0	0	0	1	0	1	0	0	0	1
Dir Safeguards	1	0	1	0	0	0	0	0	0	1
SES Band 3	7	0	7	8	0	8	0	0	0	15
SES Band 2	39	0	39	36	0	36	0	0	0	75
SES Band 1	105	1	106	122	0	122	1	0	1	229
Medical Officer CI 5	1	0	1	0	0	0	0	0	0	1
Medical Officer CI 4	2	0	2	2	2	4	0	0	0	6
Medical Officer CI 3	0	0	0	0	0	0	0	0	0	0
Medical Officer CI 2	0	0	0	0	0	0	0	0	0	0
EL 2	343	12	355	413	35	448	4	0	4	807
EL 1	725	26	751	962	126	1,088	16	0	16	1,855
APS 6	342	8	350	471	49	520	5	0	5	875
APS 5	275	8	283	404	53	457	2	1	3	743
APS 4	49	0	49	97	8	105	2	0	2	156
APS 3	18	1	19	42	4	46	0	0	0	65
APS 2	0	0	0	2	1	3	0	0	0	3
APS 1	0	0	0	0	0	0	0	0	0	0
Graduate	61	0	61	79	0	79	2	0	2	142
Total	1,968	56	2,024	2,639	278	2,917	32	1	33	4,974

Dir Safeguards = Director General, Australian Safeguards and Non-Proliferation Office.

Table A6: APS ongoing employees, at 30 June 2024

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
Secretary	0	0	0	1		1	0	0	0	1
Dir Safeguards	1	0	1	0	0	0	0	0	0	1
SES Band 3	8	0	8	10	0	10	0	0	0	18
SES Band 2	39	0	39	36	0	36	0	0	0	75
SES Band 1	114	1	115	119	1	120	0	0	0	235
Medical Officer CI 5	1	0	1	0	0	0	0	0	0	1
Medical Officer CI 4	1	0	1	1	2	3	0	0	0	4
Medical Officer CI 3	0	0	0	0	0	0	0	0	0	0
Medical Officer CI 2	0	0	0	0	0	0	0	0	0	0
EL 2	319	15	334	382	29	411	9	0	9	754
EL 1	676	29	705	891	133	1,024	20	0	20	1,749
APS 6	307	5	312	444	51	495	6	0	6	813
APS 5	210	9	219	338	57	395	2	0	2	616
APS 4	119	1	120	204	6	210	3	0	3	333
APS 3	22	0	22	34	3	37	0	0	0	59
APS 2	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	4	0	4	0	0	0	4
Graduate	25	0	25	45	0	45	2	0	2	72
Total	1,842	60	1,902	2,509	282	2,791	42	0	42	4,735

Dir Safeguards = Director General, Australian Safeguards and Non-Proliferation Office.

Table A7: APS non-ongoing employees, at 30 June 2025

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
Secretary	0	0	0	0	0	0	0	0	0	0
Dir Safeguards	0	0	0	0	0	0	0	0	0	0
SES Band 3	3	0	3	0	0	0	0	0	0	3
SES Band 2	0	0	0	2	0	2	0	0	0	2
SES Band 1	1	0	1	0	0	0	0	0	0	1
Medical Officer CI 5	0	0	0	0	0	0	0	0	0	0
Medical Officer CI 4	0	10	10	0	7	7	0	0	0	17
Medical Officer CI 3	0	1	1	0	0	0	0	0	0	1
Medical Officer CI 2	0	0	0	0	0	0	0	0	0	0
EL 2	2	0	2	0	1	1	0	0	0	3
EL 1	6	17	23	4	10	14	0	0	0	37
APS 6	7	0	7	9	6	15	0	0	0	22
APS 5	3	0	3	15	0	15	0	0	0	18
APS 4	3	0	3	4	0	4	0	0	0	7
APS 3	1	0	1	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0
Graduate	0	0	0	0	0	0	0	0	0	0
Total	26	28	54	34	24	58	0	0	0	112

Dir Safeguards = Director General, Australian Safeguards and Non-Proliferation Office.

Table A8: APS non-ongoing employees, at 30 June 2024

	Male			Female			Non-binary, prefers not to answer, uses different term			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total non-binary+	
Secretary	0	0	0	0	0	0	0	0	0	0
Dir Safeguards	0	0	0	0	0	0	0	0	0	0
SES Band 3	2	0	2	0	0	0	0	0	0	2
SES Band 2	3	0	3	1	0	1	0	0	0	4
SES Band 1	0	0	0	0	0	0	0	0	0	0
Medical Officer CI 5	0	0	0	0	0	0	0	0	0	0
Medical Officer CI 4	2	8	10	4	3	7	0	0	0	17
Medical Officer CI 3	0	0	0	0	0	0	0	0	0	0
Medical Officer CI 2	0	1	1	0	1	1	0	0	0	2
EL 2	1	0	1	0	0	0	0	0	0	1
EL 1	6	13	19	1	9	10	0	0	0	29
APS 6	4	2	6	6	5	11	0	0	0	17
APS 5	5	0	5	9	2	11	0	0	0	16
APS 4	2	0	2	9	0	9	0	0	0	11
APS 3	1	0	1	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0
Graduate	0	0	0	0	0	0	0	0	0	0
Total	26	24	50	30	20	50	0	0	0	100

Dir Safeguards = Director General, Australian Safeguards and Non-Proliferation Office.

Table A9: APS employees, by full-time and part-time status, at 30 June 2025

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
Secretary	1	0	1	0	0	0	1
Dir Safeguards	1	0	1	0	0	0	1
SES Band 3	15	0	15	3	0	3	18
SES Band 2	75	0	75	2	0	2	77
SES Band 1	228	1	229	1	0	1	230
Medical Officer CI 5	1	0	1	0	0	0	1
Medical Officer CI 4	4	2	6	0	17	17	23
Medical Officer CI 3	0	0	0	0	1	1	1
Medical Officer CI 2	0	0	0	0	0	0	0
EL 2	760	47	807	2	1	3	810
EL 1	1,703	152	1,855	10	27	37	1,892
APS 6	818	57	875	16	6	22	897
APS 5	681	62	743	18	0	18	761
APS 4	148	8	156	7	0	7	163
APS 3	60	5	65	1	0	1	66
APS 2	2	1	3	0	0	0	3
APS 1	0	0	0	0	0	0	0
Graduate	142	0	142	0	0	0	142
Total	4,639	335	4,974	60	52	112	5,086

Dir Safeguards = Director General, Australian Safeguards and Non-Proliferation Office.

Table A10: APS employees, by full-time and part-time status, at 30 June 2024

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
Secretary	1	0	1	0	0	0	1
Dir Safeguards	1	0	1	0	0	0	1
SES Band 3	18	0	18	2	0	2	20
SES Band 2	75	0	75	4	0	4	79
SES Band 1	233	2	235	0	0	0	235
Medical Officer CI 5	1	0	1	0	0	0	1
Medical Officer CI 4	2	2	4	6	11	17	21
Medical Officer CI 3	0	0	0	0	0	0	0
Medical Officer CI 2	0	0	0	0	2	2	2
EL 2	710	44	754	1	0	1	755
EL 1	1,587	162	1,749	7	22	29	1,778
APS 6	757	56	813	10	7	17	830
APS 5	550	66	616	14	2	16	632
APS 4	326	7	333	11	0	11	344
APS 3	56	3	59	1	0	1	60
APS 2	0	0	0	0	0	0	0
APS 1	4	0	4	0	0	0	4
Graduate	72	0	72	0	0	0	72
Total	4,393	342	4,735	56	44	100	4,835

Dir Safeguards = Director General, Australian Safeguards and Non-Proliferation Office.

Table A11: APS employment type, by location, at 30 June 2025

	Ongoing	Non-ongoing	Total
NSW	88	8	96
QLD	46	8	54
SA	38	0	38
TAS	21	0	21
VIC	112	3	115
WA	41	1	42
ACT	3,552	81	3,633
NT	15	0	15
Overseas	1,061	11	1,072
Americas	90	2	92
Asia	462	3	465
South Asia	76	0	76
Southeast Asia	271	3	274
North Asia	115	0	115
Europe	115	3	118
Middle East and Africa	116	0	116
Multilateral	59	0	59
New Zealand and the Pacific	219	3	222
Total	4,974	112	5,086

Table A12: APS employment type, by location, at 30 June 2024

	Ongoing	Non-ongoing	Total
NSW	92	11	103
QLD	41	6	47
SA	40	0	40
TAS	18	0	18
VIC	108	3	111
WA	41	1	42
ACT	3,354	69	3,423
NT	18	0	18
Overseas	1,023	10	1,033
Americas	91	2	93
Asia	442	1	443
South Asia	74	0	74
Southeast Asia	261	1	262
North Asia	107	0	107
Europe	114	2	116
Middle East and Africa	116	0	116
Multilateral	54	1	55
New Zealand and the Pacific	206	4	210
Total	4,735	100	4,835

Table A13: APS Indigenous employment, by type and classification, at 30 June 2025

Employment type	Number
Ongoing	110
Non-ongoing	2
Total	112
Classification	Number
SES Band 2	1
SES Band 1	3
EL 2	10
EL 1	35
APS 6	27
APS 5	28
APS 4	4
APS 3	1
Graduate	3
Total	112

Table A14: APS Indigenous employment, by type and classification, at 30 June 2024

Employment type	Number
Ongoing	116
Non-ongoing	2
Total	118
Classification	Number
SES Band 2	1
SES Band 1	3
EL 2	11
EL 1	33
APS 6	28
APS 5	30
APS 4	8
APS 3	1
Graduate	3
Total	118

Table A15: APS employment arrangements, at 30 June 2025

	SES	Non-SES	Total
Enterprise agreement	n.a.	4,595	4,595
Individual flexibility arrangement	0	105	105
Common law contract	0	0	0
Determination under subsection 24(1) of the <i>Public Service Act 1999</i>	326	58	384
Total	326	4,758	5,084

Note: The Secretary and the Director General of the Australian Safeguards and Non-Proliferation Office are not included in the above figures as they are statutory appointments.

Table A16: APS employment salary ranges, by classification level, 2024–25

	Minimum salary (\$)	Maximum salary (\$)
SES Band 3	351,192	444,714
SES Band 2	282,575	369,264
SES Band 1	225,143	303,926
Medical Officer CI 5	225,143	314,791
Medical Officer CI 4	187,857	266,724
Medical Officer CI 3	172,246	177,716
Medical Officer CI 2	164,398	169,058
EL 2	148,793	238,516
EL 1	123,163	163,364
APS 6	98,903	163,364
APS 5	89,703	116,653
APS 4	81,349	92,144
APS 3	72,597	82,087
APS 2	64,061	64,061
APS 1	55,336	60,434
Graduate	81,349	86,724

Notes

Includes annualised shift penalties.

The Executive Level 2 (EL 2) salary range includes EL 2 staff deployed to head of mission SES positions overseas.

The Secretary and the Director General of the Australian Safeguards and Non-Proliferation Office are not included in the above figures as their remuneration is set by the Remuneration Tribunal.

Table A17: APS employment performance pay, by classification level, 2024–25

	Number of employees receiving performance pay	Aggregated amount (sum total) of all payments made (\$)	Average of all payments made (\$)	Minimum payment made to employees (\$)	Maximum payment made to employees (\$)
SES Band 3	n.a.	n.a.	n.a.	n.a.	n.a.
SES Band 2	n.a.	n.a.	n.a.	n.a.	n.a.
SES Band 1	n.a.	n.a.	n.a.	n.a.	n.a.
EL 2	18	14,347	797	747	800
EL 1	46	35,785	778	338	800
APS 6	65	50,622	779	369	800
APS 5	137	101,014	737	320	800
APS 4	29	22,318	770	512	800
APS 3	20	15,253	763	480	800
APS 2	n.a.	n.a.	n.a.	n.a.	n.a.
APS 1	n.a.	n.a.	n.a.	n.a.	n.a.
Other	n.a.	n.a.	n.a.	n.a.	n.a.
Total	315	239,338	–	–	–

Note: The overall total of all payments made varies from the sum of the figures in the column due to rounding to the nearest dollar.

Appendix B: Executive remuneration

This appendix provides details of the department’s remuneration of key management personnel, senior executives and other highly paid staff.

Remuneration policies and practices

Senior Executive Service (SES) staff are remunerated via determinations made under subsection 24(1) of the *Public Service Act 1999*. The Secretary is the delegate for any changes made to the remuneration provided by the determinations. The remuneration of the Secretary and the Director General of the Australian Safeguards and Non-Proliferation Office is determined by the Remuneration Tribunal.

All other highly paid personnel are remunerated under the terms set out in the DFAT Enterprise Agreement 2024.

‘Other benefits and allowances’ presented in the remuneration tables include overseas allowances, accommodation and fringe benefits tax paid on behalf of Australian Public Service (APS) employees posted overseas. Employees posted overseas are remunerated in accordance with the department’s framework for overseas conditions of service. The framework exists to compensate for the differences in locations, such as the cost of living, hardship and the security environment. It also addresses additional costs incurred, such as family medical and educational costs, to ensure posted staff are not disadvantaged.

The department provides accommodation for staff and their families for the duration of their posting. While staff and families benefit from this provision, they do not receive direct remuneration for rental costs.

The reported value of accommodation in Tables B4 and B5 reflects the high property and rental costs in many of the locations of our posts.

The total cost of accommodation reported also covers the full rental value of properties used by ambassadors and high commissioners. It does not recognise that most official residences have a residential component and a working component, which is used to support Australian Government objectives, including engagement with local political and business representatives and visiting Australian ministers.

Remuneration governance arrangements

The department’s Executive Board, chaired by the Secretary, was responsible for assessing and reallocating resources across the department during 2024–25. The department adjusts overseas allowances fortnightly in response to changes to the overseas environment and foreign exchange movements, based on a common methodology used by all APS agencies with staff posted to Australian overseas posts. These adjustments draw on data from an independent commercial provider, Employment Conditions Abroad (ECA) International.

Key management personnel

The department's key management personnel (KMP) are those personnel who have authority and responsibility for planning, directing and controlling the activities of the department. The department determined the KMP in 2024–25 to be the Secretary and deputy secretaries.

The names of key management personnel and the length of their terms as KMP are summarised in Table B1. The remuneration presented in Tables B2 to B5 is prepared on an accrual basis.

In accordance with the Public Governance, Performance and Accountability Rule 2014, Table B3 presents disaggregated information on remuneration for key management personnel.

Table B1: Key management personnel, 2024–25

Name	Position title	Term as KMP during 2024–25
Jan Adams	Secretary	1 July 2024 – 30 June 2025
George Mina	Deputy Secretary	1 July 2024 – 30 June 2025
Eleanor Lawson	Deputy Secretary	1 July 2024 – 30 June 2025
Clare Walsh	Deputy Secretary	1 July 2024 – 6 April 2025
Elizabeth Peak	Deputy Secretary	1 July 2024 – 30 June 2025
Craig Maclachlan	Deputy Secretary	1 July 2024 – 30 June 2025
Michelle Chan	Deputy Secretary	1 July 2024 – 30 June 2025
Roderick Brazier	Deputy Secretary	1 July 2024 – 11 October 2024
James Isbister	Acting Deputy Secretary	25 November 2024 – 30 June 2025

Table B2: Summary of key management personnel remuneration, 2024–25

	Amount (\$)
Short-term benefits	
Base salary	3,617,851
Bonuses	0
Other benefits and allowances	64,428
Total short-term benefits	3,682,279
Superannuation	572,976
Total post-employment benefits	572,976
Other long-term benefits	0
Long service leave	88,323
Total other long-term employee benefits	88,323
Termination benefits	0
Total key management personnel remuneration	4,343,578

Note: In accordance with the Public Governance, Performance and Accountability Rule 2014, Table B3 presents disaggregated information on remuneration for key management personnel.

Table B3: Key management personnel remuneration, disaggregated, 2024–25

Name	Position title	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)			Total remuneration ³ (\$)
		Base salary ¹	Bonuses	Other benefits and allowances ²		Long service leave	Other long-term benefits	Termination benefits	
Jan Adams	Secretary	886,379	0	1,544	123,594	22,079	0	0	1,033,596
George Mina	Deputy Secretary	389,175	0	13,130	63,739	9,940	0	0	475,984
Eleanor Lawson	Deputy Secretary	404,052	0	18,766	68,434	9,156	0	0	500,408
Clare Walsh	Deputy Secretary	339,569	0	1,184	58,810	7,621	0	0	407,184
Elizabeth Peak	Deputy Secretary	401,411	0	9,607	66,023	10,159	0	0	487,200
Craig MacLachlan	Deputy Secretary	447,738	0	9,607	71,809	10,693	0	0	539,847
Michelle Chan	Deputy Secretary	421,998	0	1,544	73,761	10,213	0	0	507,516
Roderick Brazier	Deputy Secretary	110,550	0	8,124	19,111	2,953	0	0	140,738
James Isbister	Acting Deputy Secretary	216,979	0	922	27,695	5,509	0	0	251,105
Total		3,617,851	0	64,428	572,976	88,323	0	0	4,343,578

1 Base salary includes recreation leave accruals and higher duties payments during the year.

2 Other benefits and allowances include car parking, car allowances and fringe benefits tax expenses.

3 Some figures are impacted by the duration of service as key management personnel (KMP). Table B1 provides details of the length of service for officers who were classified as KMP.

Table B4: Senior executive staff remuneration, 2024–25

Remuneration band (\$)	Number of senior executives	Short-term benefits (\$)		Post-employment benefits (\$)		Other long-term benefits (\$)		Termination benefits (\$)		Total remuneration (\$)	
		Average base salary	Average bonuses	Average other benefits and allowances ¹	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration	Excluding overseas housing allowances	Including overseas housing allowances
				Overseas housing benefits ²	Other						
Under \$220,000	41	62,806	0	3,216	6,782	16,889	6,625	0	9,040	102,141	105,357
220,001 – 245,000	8	190,012	0	0	5,984	40,047	–4	0	0	236,040	236,040
245,001 – 270,000	12	216,940	0	0	4,932	36,524	3,673	0	0	262,070	262,070
270,001 – 295,000	52	225,000	0	3,680	8,944	38,730	9,899	0	0	282,574	286,254
295,001 – 320,000	47	238,221	17	1,386	7,667	39,654	17,250	0	0	302,809	304,195
320,001 – 345,000	13	243,232	0	1,852	21,365	43,395	21,128	0	0	329,120	330,972
345,001 – 370,000	21	276,634	0	4,262	11,003	47,557	14,243	0	6,655	356,092	360,354
370,001 – 395,000	21	279,934	0	15,966	24,050	48,869	13,013	0	0	365,866	381,832
395,001 – 420,000	12	252,566	0	27,975	52,401	46,411	11,751	0	14,105	377,234	405,209
420,001 – 445,000	9	263,150	0	35,122	68,364	43,941	19,066	0	0	394,521	429,643
445,001 – 470,000	4	262,254	0	63,149	78,091	51,013	9,636	0	0	400,993	464,142
470,001 – 495,000	3	239,002	0	60,998	129,254	43,653	9,750	0	0	421,659	482,657
495,001 – 520,000	8	237,048	0	96,084	118,267	41,001	18,350	0	0	414,665	510,749
520,001 – 545,000	6	242,027	0	80,563	163,282	39,393	9,354	0	0	454,055	534,618
545,001 – 570,000	11	263,054	0	114,629	123,920	44,114	13,468	0	0	444,556	559,185
570,001 – 595,000	9	235,347	0	135,933	164,567	38,339	11,849	0	0	450,103	586,035

(continued)

Table B4 (continued): Senior executive staff remuneration, 2024–25

Remuneration band (\$)	Number of senior executives	Short-term benefits (\$)			Post-employment benefits (\$)		Other long-term benefits (\$)		Termination benefits (\$)		Total remuneration (\$)	
		Average base salary	Average bonuses	Average other benefits and allowances ¹	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration	Excluding overseas housing allowances	Including overseas housing allowances	
595,001 – 620,000	6	274,125	0	102,901	165,142	43,275	17,376	0	0	499,918	602,818	
620,001 – 645,000	7	253,649	0	116,353	193,314	41,993	24,282	0	0	513,239	629,592	
645,001 – 670,000	8	248,577	0	189,210	167,837	43,430	10,110	0	0	469,954	659,164	
670,001 – 695,000	6	264,153	0	162,271	191,720	46,189	15,695	0	0	517,758	680,029	
695,001 – 720,000	6	260,818	0	171,330	217,082	45,021	12,877	0	0	535,797	707,127	
720,001 – 745,000	4	254,642	0	227,740	178,707	43,650	25,072	0	0	502,070	729,810	
745,001 – 770,000	4	232,929	0	306,566	145,971	56,167	12,293	0	0	447,360	753,926	
770,001 – 795,000	7	250,428	0	234,274	241,288	44,316	9,489	0	0	545,521	779,795	
795,001 – 820,000	1	285,571	0	289,132	148,533	52,538	28,398	0	0	515,040	804,172	
820,001 – 845,000	6	269,381	0	240,641	260,647	43,722	19,110	0	0	592,861	833,502	
845,001 – 870,000	6	257,735	0	309,848	227,685	47,721	19,412	0	0	552,553	862,401	
870,001 – 895,000	3	265,889	0	238,133	324,343	44,228	10,608	0	0	645,067	883,200	
895,001 – 920,000	3	259,062	0	287,443	297,310	47,917	13,363	0	0	617,652	905,095	
920,001 – 945,000	1	261,220	0	130,026	467,028	46,860	22,039	0	0	797,147	927,173	
945,001 – 970,000	3	253,310	0	381,467	261,126	44,761	11,888	0	0	571,085	952,552	
970,001 – 995,000	1	325,271	0	408,597	174,962	65,258	12,592	0	0	578,082	986,679	

(continued)

Table B4 (continued): Senior executive staff remuneration, 2024–25

Remuneration band (\$)	Number of senior executives	Short-term benefits (\$)			Post-employment benefits (\$)		Other long-term benefits (\$)		Termination benefits (\$)		Total remuneration (\$)
		Average base salary	Average bonuses	Average other benefits and allowances ¹	Overseas housing benefits ²	Other	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	
995,001 – 1,020,000	2	298,839	0	453,769	164,073	56,574	33,707	0	0	553,194	1,006,963
1,020,001 – 1,045,000	1	295,932	0	467,868	209,612	48,264	9,536	0	0	563,344	1,031,212
1,045,001 – 1,070,000	1	337,796	0	475,952	125,710	66,037	62,827	0	0	592,369	1,068,321
1,145,001 – 1,170,000	1	411,261	0	493,199	142,178	75,494	33,818	0	0	662,752	1,155,951
1,270,001 – 1,295,000	1	262,610	0	855,280	114,146	39,067	8,123	0	0	423,946	1,279,226
1,720,001 – 1,745,000	1	229,448	0	1,315,733	140,246	43,196	9,287	0	0	422,177	1,737,910
1,770,001 – 1,795,000	1	413,035	0	1,111,648	164,385	70,235	31,002	0	0	678,656	1,790,305
2,020,001 – 2,045,000	1	412,214	0	1,302,747	203,455	80,788	23,728	0	0	720,185	2,022,932
2,545,001 – 2,570,000	1	349,242	0	1,993,534	152,491	57,957	12,785	0	0	572,475	2,566,009
2,870,001 – 2,895,000	1	234,538	0	2,264,852	313,154	43,932	15,372	0	0	606,997	2,871,848

1 Other short-term benefits and allowances include overseas housing allowance and benefits paid on behalf of APS staff posted overseas. These staff are remunerated in accordance with the department's overseas conditions of service framework, which is designed to compensate for the differences in locations in such matters as the cost of living, the cost of accommodation and the security environment.

2 The Department of Foreign Affairs and Trade provides accommodation for staff and their families while posted overseas. While staff benefit from these arrangements, they do not receive direct remuneration for rental costs, and the value of the accommodation allowances is determined by the location of each posting rather than the work or personal circumstances of individual staff. The value of housing allowances reported in this table generally reflects the high property costs in many of the overseas locations where staff are posted. In these circumstances, the total value of an individual staff member's total remuneration is impacted by the value of the overseas housing allowances paid on behalf of the staff member. This table reports overseas housing benefits separately to enable a fuller understanding of the extent of this impact, while still reporting the average total remuneration of senior executive staff as required by the disclosure requirements of the PGPA Rule.

Table B5: Other highly paid staff remuneration, 2024–25

Remuneration band (\$)	Number of senior executives	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)			Termination benefits (\$)	Total remuneration (\$)	
		Average base salary	Average bonuses	Average other benefits and allowances ¹	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration		
				Overseas housing benefits ²	Other				Excluding overseas housing allowances	Including overseas housing allowances	
260,001 – 270,000	86	130,044	4	37,596	73,072	22,021	6,911	0	0	232,052	269,648
270,001 – 295,000	91	122,302	0	51,794	90,832	21,429	6,116	0	0	240,680	292,474
295,001 – 320,000	102	130,502	4	59,149	99,507	22,661	6,185	0	0	258,858	318,007
320,001 – 345,000	86	139,487	0	57,956	114,925	23,587	6,930	0	0	284,929	342,885
345,001 – 370,000	80	135,810	0	73,442	129,125	24,081	4,370	0	0	293,387	366,829
370,001 – 395,000	72	139,213	0	89,174	132,629	25,420	4,352	0	0	301,614	390,788
395,001 – 420,000	57	149,368	0	75,782	161,079	27,140	5,376	0	0	342,963	418,745
420,001 – 445,000	68	149,350	0	91,396	168,747	27,086	6,575	0	0	351,757	443,153
445,001 – 470,000	42	148,779	0	94,376	190,560	27,904	4,850	0	0	372,092	466,469
470,001 – 495,000	38	157,404	0	93,187	203,723	29,233	7,241	0	0	397,601	490,788
495,001 – 520,000	29	156,346	0	107,308	220,491	27,748	5,732	0	0	410,317	517,625
520,001 – 545,000	20	166,379	0	136,395	197,804	29,353	12,574	0	0	406,110	542,506
545,001 – 570,000	15	174,213	0	103,183	247,273	30,426	10,514	0	0	462,427	565,610
570,001 – 595,000	11	166,380	0	139,612	244,501	33,565	9,184	0	0	453,629	593,242
595,001 – 620,000	8	165,045	0	124,780	289,568	32,119	9,286	0	0	496,017	620,797
(continued)											

(continued)

Table B5 (continued): Other highly paid staff remuneration, 2024–25

Remuneration band (\$)	Number of senior executives	Short-term benefits (\$)		Post-employment benefits (\$)			Other long-term benefits (\$)		Termination benefits (\$)	Total remuneration (\$)	
		Average base salary	Average bonuses	Average other benefits and allowances ¹	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits		Average total remuneration excluding overseas housing allowances	Average total remuneration including overseas housing allowances
620,001 – 645,000	14	156,477	0	145,498	302,858	31,198	6,552	0	0	497,085	642,583
645,001 – 670,000	1	144,195	0	276,925	200,881	28,706	4,422	0	0	378,204	655,129
670,001 – 695,000	8	164,437	0	172,690	318,518	31,637	8,740	0	0	523,332	696,022
695,001 – 720,000	3	170,989	0	210,330	295,407	37,624	3,986	0	0	508,005	718,335
720,001 – 745,000	2	157,597	0	145,609	392,843	31,573	5,752	0	0	587,765	733,373
770,001 – 795,000	1	171,513	0	155,229	421,460	38,792	7,614	0	0	639,379	794,608
820,001 – 845,000	1	173,230	0	59,066	561,790	35,278	6,160	0	0	776,457	835,523
870,001 – 895,000	2	162,461	0	384,058	307,564	27,898	4,613	0	0	502,535	886,593
920,001 – 945,000	2	168,910	0	483,538	255,449	35,788	5,597	0	0	465,744	949,281
945,001 – 970,000	1	187,181	0	405,902	335,339	32,349	6,803	0	0	561,673	967,574

1 Other short-term benefits and allowances include overseas housing allowance and benefits paid on behalf of APS staff posted overseas. These staff are remunerated in accordance with the department's overseas conditions of service framework, which is designed to compensate for the differences in locations in such matters as the cost of living, the cost of accommodation and the security environment.

2 The Department of Foreign Affairs and Trade provides accommodation for staff and their families while posted overseas. While staff benefit from these arrangements, they do not receive direct remuneration for rental costs, and the value of the accommodation allowances is determined by the location of each posting rather than the work or personal circumstances of individual staff. The value of housing allowances reported in this table generally reflects the high property costs in many of the overseas locations where staff are posted. In these circumstances, the total value of an individual staff member's total remuneration is impacted by the value of the overseas housing allowances paid on behalf of the staff member. This table reports overseas housing benefits separately to enable a fuller understanding of the extent of this impact, while still reporting the average total remuneration of highly paid staff as required by the disclosure requirements of the PGPA Rule.

Appendix C: Entity resource statement and expenses for outcomes

Table C1: Department of Foreign Affairs and Trade entity resource statement, 2024–25

		Actual available appropriation for 2024–25 \$'000	Payments made 2024–25 \$'000	Balance remaining 2024–25 \$'000
Ordinary annual services¹				
Departmental appropriation		3,044,302	2,478,781	565,521
Total		3,044,302	2,478,781	565,521
Administered expenses				
Outcome 1		4,927,088	4,469,238	
Outcome 2		2,150	471	
Payments to corporate entities ²		153,564	153,564	
Total		5,082,802	4,623,273	
Total ordinary annual services	[A]	8,127,104	7,102,054	
Other services				
Departmental non-operating³				
Equity injections		229,462	112,914	116,548
Total		229,462	112,914	116,548
Administered non-operating				
Administered assets and liabilities		303,003	286,932	
Total		303,003	286,932	
Total other services	[B]	532,465	399,846	
Total available annual appropriations [A + B]⁴		8,659,569	7,501,900	
Special appropriations				
Special appropriations limited by criteria/entitlement				
<i>Public Governance, Performance and Accountability Act 2013</i> – section 77 – Administered			2,237	
<i>Official Development Assistance Multilateral Replenishment Obligations (Special Appropriation) Act 2020 – Administered</i>			409,774	
Total special appropriations	[C]		412,011	
Special accounts⁵				
Opening balance		458,201		
Appropriation receipts		90,042		
Appropriation receipts from other entities		62,829		
Non-appropriation receipts to special accounts		7,451		
Payments made			93,646	
Closing balance				524,877
Total special accounts	[D]	618,523	93,646	
Total resourcing [A + B + C + D]		9,278,092	8,007,557	
Less appropriations drawn from annual or special appropriations above and credited to special accounts and/or payments to corporate entities through annual appropriations		(90,042)	(90,042)	
		(153,564)	(153,564)	
Total net resourcing and payments for DFAT		9,034,486	7,763,951	

1 Includes *Appropriation Act (No. 1) 2024–2025* and *Appropriation Act (No. 3) 2024–2025*. This also includes prior-year departmental appropriation and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). This excludes appropriations subject to administrative quarantine or withheld under section 51 of the PGPA Act 2013.

2 Corporate entities are corporate Commonwealth entities and Commonwealth companies as defined under the PGPA Act.

3 *Appropriation Act (No. 2) 2024–2025* and *Appropriation Act (No. 4) 2024–2025*. This also includes prior-year equity injections available for use. This excludes appropriations subject to administrative quarantine or withheld under section 51 of the PGPA Act.

Table C1 (continued): Department of Foreign Affairs and Trade entity resource statement, 2024–25

4 Actual available appropriation for 2024–25 does not include special appropriations. Special appropriations are limited by criteria or entitlement.

5 Excludes special public money held in accounts like the Consular Services Account and Services for Other Entities and Trust Monies accounts.

Note: Prepared on a resourcing (that is, appropriations available) basis. All figures in this table are GST exclusive. Departmental capital budgets are not separately identified in Appropriation Acts Nos. 1 and 3 and form part of ordinary annual services items.

Table C2: Expenses for Outcome 1, 2024–25

Outcome 1: The advancement of Australia's international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities	Budget¹ 2024–25 \$'000 (a)	Actual expenses 2024–25 \$'000 (b)	Variation 2024–25 \$'000 (a – b)
Program 1.1: foreign affairs and trade operations			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	340,463	125,349	215,114
Expenses not requiring appropriation in the budget year ³	(7,143)	177,064	(184,207)
Special appropriations	100	4	96
Departmental expenses			
Departmental appropriation ²	1,368,051	1,310,479	57,572
Expenses not requiring appropriation in the budget year ³	152,212	153,421	(1,209)
Total for program 1.1	1,853,683	1,766,317	87,366
Program 1.2: Official Development Assistance			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	3,899,371	3,865,155	34,216
Expenses not requiring appropriation in the budget year ³	–	1,858	(1,858)
Departmental expenses			
Departmental appropriation ²	300,833	300,833	–
Total for program 1.2	4,200,204	4,167,846	32,358
Program 1.3: Official Development Assistance – Multilateral Replenishments			
Administered expenses			
Expenses not requiring appropriation in the budget year ³	988,148	90,074	898,074
Total for program 1.3	988,148	90,074	898,074
Program 1.4: Payments to International Organisations			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	460,147	361,244	98,903
Total for program 1.4	460,147	361,244	98,903
Program 1.5: New Colombo Plan – Transforming Regional Relationships			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	50,933	34,937	15,996
Total for program 1.5	50,933	34,937	15,996

(continued)

Table C2 (continued): Expenses for Outcome 1, 2024–25

Outcome 1: The advancement of Australia's international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities	Budget¹ 2024–25 \$'000 (a)	Actual expenses 2024–25 \$'000 (b)	Variation 2024–25 \$'000 (a – b)
Program 1.6: Public Information Services and Public Diplomacy			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	89,377	69,842	19,535
Total for program 1.6	89,377	69,842	19,535
Program 1.7: Programs to Promote Australia's International Tourism Interests			
Administered expenses			
Tourism Australia – corporate Commonwealth entity	153,564	153,564	–
Ordinary annual services (Appropriation Act Nos. 1 and 3)	20,161	20,161	–
Total for program 1.7	173,725	173,725	–
Program 1.8: Nuclear-Powered Submarine Program			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	16,000	15,942	58
Departmental expenses			
Departmental appropriation ²	24,009	24,009	–
Total for program 1.8	40,009	39,951	58
Outcome 1 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	4,876,452	4,492,630	383,822
Corporate Commonwealth entity	153,564	153,564	–
Expenses not requiring appropriation in the budget year ³	981,005	268,996	713,867
Special appropriations	100	4	96
Departmental expenses			
Departmental appropriation ²	1,692,893	1,635,321	57,572
Expenses not requiring appropriation in the budget year ³	152,212	153,421	(1,209)
Total expenses for Outcome 1	7,856,226	6,703,936	1,154,148
	2023–24	2024–25	
Average staffing level (number)	4,334	4,490	

1 Full-year budget, including any subsequent adjustments made to the 2024–25 Budget through the 2024–25 additional estimates and estimated outcome as published in the 2025–26 Budget.

2 Departmental appropriation combines 'ordinary annual services (Appropriation Act Nos. 1 and 3)' and 'section 74 revenue receipts'.

3 Expenses not requiring appropriation in the budget year may include depreciation expenses (excluding right-of-use depreciation, which is funded from appropriation), amortisation expenses, 'make good' expenses, audit fees, concessional costs for loans, finance costs, and impairment of financial instruments.

Table C3: Expenses for Outcome 2, 2024–25

Outcome 2: The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas	Budget¹ 2024–25 \$'000 (a)	Actual expenses 2024–25 \$'000 (b)	Variation 2024–25 \$'000 (a – b)
Program 2.1: Consular Services			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	200	95	105
Special appropriations	100	78	22
Departmental expenses			
Departmental appropriation ²	161,207	161,207	–
Total for program 2.1	161,507	161,380	127
Program 2.2: Passport Services			
Administered expenses			
Special appropriations	2,000	2,020	(20)
Departmental expenses			
Departmental appropriation ²	390,420	385,240	5,180
Total for program 2.2	392,420	387,260	5,160
Outcome 2 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	200	95	105
Special appropriations	2,100	2,098	2
Departmental expenses			
Departmental appropriation ²	551,627	546,447	5,180
Total expenses for Outcome 2	553,927	548,640	5,287
	2023–24	2024–25	
Average staffing level (number)	1,235	1,279	

1 Full-year budget, including any subsequent adjustments made to the 2024–25 Budget through the 2024–25 additional estimates and estimated outcome as published in the 2025–26 Budget.

2 Departmental appropriation combines 'ordinary annual services (Appropriation Act Nos. 1 and 3)'.

Table C4: Expenses for Outcome 3, 2024–25

Outcome 3: A secure Australian presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate	Budget¹ 2024–25 \$'000 (a)	Actual expenses 2024–25 \$'000 (b)	Variation 2024–25 \$'000 (a – b)
Program 3.1: Foreign Affairs and Trade Security and IT			
Departmental expenses			
Departmental appropriation ²	179,446	179,446	–
Total for program 3.1	179,446	179,446	–
Program 3.2: Overseas Property			
Departmental expenses			
Expenses not requiring appropriation in the budget year ³	39,698	112,347	(72,649)
Total for program 3.2	39,698	112,347	(72,649)
Outcome 3 totals by appropriation type			
Departmental expenses			
Departmental appropriation ²	179,446	179,446	–
Expenses not requiring appropriation in the budget year ³	39,698	112,347	(72,649)
Total expenses for Outcome 3	219,144	291,793	(72,649)
	2023–24	2024–25	
Average staffing level (number)	1,002	1,038	

1 Full-year budget, including any subsequent adjustments made to the 2024–25 Budget through the 2024–25 additional estimates and estimated outcome as published in the 2025–26 Budget.

2 Departmental appropriation combines 'ordinary annual services (Appropriation Act Nos. 1 and 3)'.

3 Expenses not requiring appropriation in the budget year may include depreciation expenses (excluding right-of-use depreciation, which is funded from appropriation), amortisation expenses, 'make good' expenses, audit fees, concessional costs for loans, finance costs, and impairment of financial instruments.

Appendix D: Development program budget

Table D1 provides details of Australia’s official development assistance (ODA) program budget estimates by country and region for 2024–25. Actual ODA expenditure for 2024–25 is expected to be published in early 2026 in *Australia’s Official Development Assistance: Statistical Summary 2024–25* and on AusDevPortal.

Table D1: Total Australian ODA, by country and region of benefit, 2024–25 estimates

Country / region ¹	Total \$m
Federated States of Micronesia	4.7
Fiji	123.1
Kiribati	44.0
Marshall Islands	4.1
Nauru	46.0
Niue and Tokelau	2.3
Palau	11.9
Papua New Guinea	637.4
Samoa	51.8
Solomon Islands	171.2
Tonga	44.9
Tuvalu	86.7
Vanuatu	83.2
Pacific regional	738.3
Pacific	2,049.6
Cambodia	83.7
Indonesia	353.7
Laos	53.2
Myanmar	121.4
Philippines	94.2
Timor-Leste	123.3

(continued)

Table D1 (continued): Total Australian ODA, by country and region of benefit, 2024–25 estimates

Country / region¹	Total \$m
Vietnam	95.7
Southeast Asia regional	330.4
Southeast Asia	1,255.6
Afghanistan	50.0
Bangladesh	106.9
Bhutan	4.7
Maldives	4.8
Mongolia	10.0
Nepal	26.1
Pakistan	12.6
Sri Lanka	23.9
South and Central Asia regional	103.1
South and Central Asia	342.1
Middle East and North Africa	65.0
Sub-Saharan Africa	101.5
Middle East and Africa³	166.4
Latin America and the Caribbean	2.0
Core contributions to multilateral organisations and other ODA not attributable to particular countries or regions²	1,145.8
Grand total estimate³	4,961.5

1 Regional totals include amounts attributable to the region but not a specific country.

2 Includes payments to some UN and Commonwealth organisations and UN peacekeeping operations, and ODA-eligible components of cash payments to the International Development Association, Asian Development Fund, Global Environment Facility, Heavily Indebted Poor Countries Initiative, and Multilateral Fund for the Implementation of the Montreal Protocol.

3 Due to rounding, discrepancies may occur between sums of the component items and totals.

Appendix E: Contributions to international bodies

Table E1 lists payments made by the department from administered non–official development assistance (ODA) appropriations in 2024–25. These payments totalled \$361.2 million, consisting of \$195.5 million to 28 international organisations and international treaty secretariats, and \$165.7 million to 11 international peacekeeping operations.

Table E1: Contributions to international organisations and peacekeeping operations, 2024–25

Organisation / peacekeeping operation	Amount (\$)
International organisations	
Antarctic Treaty Secretariat	96,324
Anti-Personnel Mine Ban Convention Implementation Support Unit	40,798
Arms Trade Treaty Secretariat	43,881
Asia-Europe Foundation	125,875
Asia-Pacific Economic Cooperation (APEC) Business Advisory Council Secretariat	55,106
Asia-Pacific Economic Cooperation (APEC) Secretariat	591,316
Association of the Voluntary Principles on Security and Human Rights	46,744
Biological Weapons Convention Implementation Unit	73,298
Commission for the Conservation of Antarctic Marine Living Resources	932,017
Commonwealth Secretariat	4,222,357
Comprehensive Nuclear-Test-Ban Treaty Organization Preparatory Commission	4,759,469
Convention on Certain Conventional Weapons Implementation Support Unit	46,272
Convention on Cluster Munitions Implementation Support Unit	36,367
International Atomic Energy Agency (IAEA)	17,633,479
International Bureau of the Permanent Court of Arbitration	67,707
International Centre for the Study of the Preservation and Restoration of Cultural Property	137,849
International Criminal Court	13,648,026
International Seabed Authority	469,052

(continued)

Table E1 (continued): Contributions to international organisations and peacekeeping operations, 2024–25

Organisation / peacekeeping operation	Amount (\$)
International Tribunal for the Law of the Sea	517,934
International tribunals for war crimes	1,417,417
Organisation for Economic Co-operation and Development	19,698,486
Organisation for the Prohibition of Chemical Weapons	2,713,487
Pacific Economic Cooperation Council	68,890
Treaty on the Non-Proliferation of Nuclear Weapons – IAEA	35,721
United Nations – assessed contribution	112,349,848
United Nations Educational, Scientific and Cultural Organization	10,814,587
Wassenaar Arrangement Secretariat	111,193
World Trade Organization	4,794,297
International organisations – total	195,547,793
International peacekeeping operations	
UN Disengagement Observer Force	2,269,067
UN Interim Force in Lebanon	17,891,688
UN Interim Administration Mission in Kosovo	1,362,001
UN Interim Security Force for Abyei	10,236,071
UN Mission for the Referendum in Western Sahara	2,223,050
UN Mission in South Sudan	41,533,910
UN Multidimensional Integrated Stabilization Mission in Mali	3,447,256
UN Multidimensional Integrated Stabilization Mission in the Central African Republic	39,579,219
UN Organization Stabilization Mission in the Democratic Republic of the Congo	29,804,594
UN Peacekeeping Force in Cyprus	1,003,822
UN Support Office in Somalia	16,345,343
International peacekeeping operations – total	165,696,022
Grand total	361,243,816

Note: The totals vary from the sums of the figures in the right-hand column due to rounding to the nearest dollar.

Appendix F: Ministerial acting arrangements

Table F1 shows acting arrangements for the Minister for Foreign Affairs, the Minister for Trade and Tourism, the Minister for International Development and the Pacific, the Minister for Pacific Island Affairs and the Minister for International Development during 2024–25. Acting arrangements are not required for assistant ministers.

Table F1: Ministerial acting arrangements in the Foreign Affairs and Trade portfolio, 2024–25

Minister	Start date	End date	Acting minister
Senator the Hon Penny Wong, Minister for Foreign Affairs	10 July 2024	17 July 2024	The Hon Dr Jim Chalmers MP
	17 July 2024	19 July 2024	Senator the Hon Murray Watt
	26 July 2024	30 July 2024	The Hon Dr Jim Chalmers MP
	31 July 2024	31 July 2024	Senator the Hon Murray Watt
	4 August 2024	9 August 2024	Senator the Hon Katy Gallagher
	6 September 2024	8 September 2024	Senator the Hon Katy Gallagher
	22 September 2024	30 September 2024	The Hon Mark Dreyfus KC MP
	30 September 2024	6 October 2024	The Hon Dr Jim Chalmers MP
	23 October 2024	26 October 2024	Senator the Hon Katy Gallagher
	2 December 2024	6 December 2024	The Hon Dr Jim Chalmers MP
	14 December 2024	13 January 2025	The Hon Mark Dreyfus KC MP
	18 January 2025	24 January 2025	Senator the Hon Katy Gallagher
	25 January 2025	29 January 2025	The Hon Dr Jim Chalmers MP
	19 February 2025	22 February 2025	The Hon Mark Dreyfus KC MP
	14 May 2025	16 May 2025	Senator the Hon Katy Gallagher
	19 May 2025	22 May 2025	Senator the Hon Tim Ayres
	30 June 2025	4 July 2025	The Hon Tony Burke MP
Senator the Hon Don Farrell, Minister for Trade and Tourism	4 July 2024	2 August 2024	The Hon Madeleine King MP
	18 August 2024	22 August 2024	The Hon Amanda Rishworth MP
	20 September 2024	23 September 2024	The Hon Amanda Rishworth MP
	3 November 2024	5 November 2024	The Hon Amanda Rishworth MP
	1 December 2024	4 December 2024	The Hon Amanda Rishworth MP
	4 January 2025	19 January 2025	The Hon Amanda Rishworth MP
	23 April 2025	29 April 2025	The Hon Amanda Rishworth MP
	1 June 2025	6 June 2025	The Hon Amanda Rishworth MP
	28 June 2025	18 July 2025	The Hon Amanda Rishworth MP

(continued)

Table F1 (continued): Ministerial acting arrangements in the Foreign Affairs and Trade portfolio, 2024–25

Minister	Start date	End date	Acting minister
The Hon Pat Conroy MP, Minister for International Development and the Pacific (to 13 May 2025)	25 August 2024	30 August 2024	The Hon Michelle Rowland MP
	18 September 2024	20 September 2024	The Hon Chris Bowen MP
	13 October 2024	14 October 2024	The Hon Madeleine King MP
	14 October 2024	24 October 2024	The Hon Julie Collins MP
	20 November 2024	21 November 2024	The Hon Matt Keogh MP
	13 December 2024	24 December 2024	The Hon Richard Marles MP
	27 February 2025	27 February 2025	The Hon Matt Keogh MP
The Hon Pat Conroy MP, Minister for Pacific Island Affairs	22 June 2025	26 June 2025	The Hon Matt Keogh MP
The Hon Dr Anne Aly MP, Minister for International Development	28 June 2025	4 July 2025	Senator the Hon Tim Ayres

Appendix G: Audit and Risk Committee

During 2024–25, the Audit and Risk Committee (ARC) had 5 independent members, including the chair (see Table G1). Members bring a broad range of private and public sector experience and skills, including strategy, policy, risk management, performance, security, finance, legal, compliance and project management skills. The Australian National Audit Office attends as an observer.

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, as articulated in its charter, available at dfat.gov.au/about-us/corporate/corporate-information-and-resources/audit-and-risk-committee.

The ARC is supported by 2 subcommittees. The **Performance Reporting Subcommittee** supports the ARC to perform its functions and meet requirements in relation to reviewing and giving independent advice on the appropriateness of the department’s annual performance statements. The **Financial Reporting Subcommittee** supports the ARC to meet its requirements in relation to reviewing the appropriateness of the department’s annual financial statements.

The Chief Auditor leads the Internal Audit Branch, providing independent assurance and advisory services to the Secretary on governance matters, managing risks, and implementing systems for internal control in relation to business performance and conformance. The Internal Audit Branch also works with the ARC and second-line assurance functions to promote accountability, transparency, performance and sound governance within the department.

Table G1: Audit and Risk Committee, 2024–25

Member name and status	Qualifications, knowledge, skills and experience	Number of meetings attended/ total number of meetings ¹	Total annual remuneration (incl. GST)
Mark Ridley ARC chair from March 2022 ARC member from February 2021	Mr Ridley has served as an independent chair and member of audit and risk committees for several large and medium-sized Commonwealth agencies since 2011. This includes the Australian Signals Directorate, the departments of Defence, Home Affairs, and Human Services, the Australian Federal Police and the Australian National University. He also advises entities on the governance and risk management of information and communications technology (ICT)–based programs. He was formerly a senior partner of PwC Australia and has held leadership roles in risk advisory work, internal audit, and ICT project assurance.	4/4 ARC 1/1 PRSC 1/1 FRSC	\$45,100

(continued)

Table G1 (continued): Audit and Risk Committee, 2024–25

Chris Ramsden ARC member from November 2019 FRSC chair from December 2020	Mr Ramsden is a Fellow Certified Practising Accountant of CPA Australia and a highly experienced Australian Public Service officer (now retired), specialising in corporate and enabling service roles. He has over 38 years experience and has served as chief financial officer for the Australian Customs Service and ComSuper. He was also the chief operations officer for the Clean Energy Regulator and was responsible for managing all corporate support functions (finance, human resources, information technology, project management, risk management, communications and investigations) for the newly formed agency.	4/4 ARC 5/5 FRSC 1/1 PRSC	\$34,100
Angela Barrett ARC member from March 2024 PRSC member from March 2024	Dr Barrett is the Chief Operating Officer of the Australian Criminal Intelligence Commission and has extensive expertise in risk management and performance reporting, governance, ministerial and parliamentary services, and corporate functions including finance, human resources, governance, information management and communications. Dr Barrett holds a master's degree in Business and Technology and a Doctor of Philosophy (PhD) in Chemical Engineering from the University of New South Wales.	2/4 ARC 1/1 FRSC 6/6 PRSC	\$0
Natalie Roche FRSC member from May 2024	Ms Roche holds a Bachelor of Commerce from the Australian National University, is a Fellow Certified Practising Accountant of CPA Australia, and is a graduate of the Australian Institute of Company Directors. She is a long-serving DFAT officer with over 20 years public sector experience and has served in a variety of corporate enabling roles, both in Australia and overseas, giving her broad operational experience. Ms Roche has previously served in Croatia, the United States and Vietnam, has led major transformational change projects for the department, and has previously worked on the preparation of the department's financial statements.	5/5 FRSC	\$0
Ian McPhee AO PSM ARC and PRSC member from March 2022 PRSC chair from July 2023	Mr McPhee was previously the Auditor-General for Australia from 2005 to 2015 and held senior positions within the Department of Finance and the Australian National Audit Office. He currently holds the position of Distinguished Honorary Professor at the Australian National University, is a council member of Central Queensland University, a chair and member of a number of audit and risk committees, and (part-time) Australian Capital Territory Public Sector Standards Commissioner. He was made an Officer of the Order of Australia in 2015, awarded a Public Service Medal in 2002, awarded a First Class Medal of Honour by the Indonesian Government in 2009, and has received several other prestigious awards for his contribution to the public sector, including an honorary doctorate, and a federal government 'leader of the year' award. Mr McPhee has attended the department's Financial Reporting Subcommittee as a proxy when required.	4/4 ARC 6/6 PRSC 1/1 FRSC	\$36,850

(continued)

Table G1 (continued): Audit and Risk Committee, 2024–25

Wendy Jarvie ARC member from June 2023 FRSC member from June 2023 to March 2024 PRSC member from August 2023	Dr Jarvie is an Adjunct Professor at the Public Service Research Group at UNSW Canberra and has extensive experience as a senior public servant, including 7 years (2001 to 2008) as deputy secretary in the Commonwealth departments of Education, Science and Training (DEST), and Education, Employment and Workplace Relations (DEEWR). In those positions, she had oversight at different times of Indigenous, international and higher education, science policy, student income support, the budget process, and research and evaluation. Since leaving government, Dr Jarvie has worked as an education consultant for the World Bank in the Pacific and Vietnam and has had a number of appointments to government committees, including the Indigenous Evaluation Committee for the National Indigenous Australians Agency, and the Audit and Risk Committee and the Independent Evaluation Committee for the Department of Foreign Affairs and Trade (2012 to 2020).	4/4 ARC 1/1 FRSC 5/6 PRSC	\$31,000 ²
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ARC = Audit and Risk Committee

PRSC = Performance Reporting Subcommittee

FRSC = Financial Reporting Subcommittee

1 Total number of meetings reflects the number of meetings the member was eligible to attend.

2 Dr Wendy Jarvie’s remuneration is not subject to GST.

Appendix H: Work health and safety

The health, safety and wellbeing of our people, or those affected by our work, is of vital importance. This is a complex undertaking in our global operating context, requiring work health and safety (WHS) risk management processes and mitigations that are consistent with the nature of the workplace and significance of risks encountered.

We are committed to a culture that actively promotes effective risk management and improved work practices, and fosters attitudes that sustain a respectful, safe and healthy environment.

New work health and safety initiatives

The department undertook several new WHS initiatives during the reporting period.

Work health and safety incident management

During the third quarter of 2024–25, the department undertook an awareness campaign to remind staff of their incident reporting responsibilities. This campaign resulted in a 29% increase in incidents reported during the third quarter, and supported the identification of emerging trends.

In June 2025, the department commissioned its new WHS incident reporting system, which provides enhanced dashboard reporting capability, internal and external user report capability, and streamlined management of WHS incidents and hazards. We envisage that these technical capabilities will assist the department to comply with incident management obligations.

Managing psychosocial hazards

In response to the Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024, the department undertook a review of its psychosocial risk management procedures to ensure compliance with the updated obligations.

During 2024–25, the Staff and Family Support Office (SFO) implemented several targeted mental health training programs addressing psychosocial hazards, including:

- Mental Health for Managers
- Psychological Safety when Working with Objectionable Materials
- Managing Sleep-related Fatigue
- Psychological Support Following a Critical Incident.

The department also adopted the Australian Public Service Commission's online mental health training modules, enhancing accessibility and uptake across the department and strengthening overall mental health capability.

To mitigate psychosocial risks associated with high-risk postings and vulnerable roles, the SFO conducted psychological suitability assessments and wellness checks. The SFO also managed the delivery of the Employee Assistance Program and provided management consultations to support leaders in identifying and assisting staff with known mental health concerns. In response to critical incidents, the SFO facilitated targeted training, formal debriefs, and wellness checks for affected staff, ensuring timely and appropriate support.

The SFO continued to deliver a wide range of services under the framework of DFAT's Mental Health and Wellbeing Strategy 2023–2026. These services focused on prevention, health promotion, capability development, and direct support for staff wellbeing. The services also included professional counselling services for all staff, including Australia-based officers, their spouses, and locally engaged staff, reinforcing the department's commitment to holistic staff wellbeing across the globe.

Ongoing work health and safety initiatives

A number of ongoing WHS initiatives continued to contribute to the health, safety and wellbeing of staff during the reporting period.

Safe Space program

The Safe Space program provides a first-response contact for employees impacted by unacceptable workplace behaviour, provides advice on reporting processes, and connects employees with the appropriate support options. In 2024–25, the Safe Space team continued to conduct presentations to posts, divisions and branches to communicate the department's zero tolerance of unacceptable workplace behaviour, and to enhance employee awareness of reporting and support options. A 24-hour phone number is available 7 days a week for staff to call if they want to report or seek support for incidents of unacceptable workplace behaviour.

Work health and safety education and awareness

Throughout 2024–25, the department's Employee Health and Safety Section delivered pre-posting WHS briefings to heads of mission and heads of post. These briefings are specific to the relevant post and are aimed at assisting the department's senior officers at post to comply with their due diligence duties under the *Work Health and Safety Act 2011* (WHS Act). WHS pre-posting briefings were also delivered to senior administrative officers, providing practical advice on their WHS responsibilities at post.

In 2022–23, the department started delivering WHS masterclasses for staff performing a WHS function at posts, as well as for regional security officers. During 2024–25, the Work Health and Safety Unit delivered training sessions to staff from posts in Europe, North and South America, the Middle East, South Asia, and Africa. This training has enhanced WHS legislation compliance and knowledge sharing at posts in these regions.

During 2024–25, the department delivered psychosocial risk management workshops to staff and managers to strengthen understanding of principles and practices to prevent psychosocial harm. The training was delivered either virtually or in person to employees located in Australia, Europe, North and South America, the Middle East, South Asia, and Africa. Supplementing the psychosocial risk management training, the department has a dedicated intranet page on psychosocial risk management.

Work health and safety audits

During 2024–25, the Work Health and Safety Unit conducted 6 audits of overseas posts to assess conformance with the WHS management system requirements and to provide recommendations for any identified implementation weaknesses. Implementation of recommendations is expected to strengthen compliance with WHS legislation and reduce injury rates over the longer term.

Working with children checks for departmental roles

The department continues to monitor working with children checks in line with the department's internal working with children policy. A review of this policy is scheduled to take place in 2025–26 to better support work areas to identify staff in these roles and ensure compliance with screening requirements.

Work health and safety business partner model

The ongoing implementation of the WHS business partner model continues to strengthen departmental WHS outcomes. This includes assisting officers in meeting their due diligence obligations, enhancing worker participation and engagement, providing guidance and support to managers and supervisors in reviewing their WHS risk registers, responding to WHS incidents and hazards, and other compliance activities.

Reporting requirements

We provide the following reporting for 2024–25, as required under the WHS Act:

- Incident notification – 18 incidents were notified to Comcare under Part 3 of the WHS Act.
- Enforceable undertakings – no directions were given to the department under Part 11, section 217 of the WHS Act.
- Securing compliance – no investigations were commenced in 2024–25.
- Enforcement measures – no notices were issued under Part 10, section 191 of the WHS Act.

Rehabilitation management

In 2024–25, Comcare accepted 18 workers compensation claims from departmental staff (Table H1).

Table H1: Workers compensation claims accepted by Comcare, 2021–22 to 2024–25

	2021–22	2022–23 ¹	2023–24 ²	2024–25
Total number of claims accepted by Comcare	6	17	22	18

- 1 In the 2023–24 annual report, Table H1 reported the number of accepted Comcare claims for 2022–23 as 16 claims. This figure has been updated because a claim for 2022–23 was accepted after completion of the annual report.
- 2 In the 2023–24 annual report, Table H1 reported the number of accepted Comcare claims for 2023–24 as 20 claims. This figure has been updated because 2 claims for 2023–24 were accepted after completion of the annual report.

Appendix I: Ecologically sustainable development and environmental performance

The department's policy activities and operations accorded with the principles of ecologically sustainable development, as required by section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*. We continued to provide support for international climate and environmental agreements, as well as for climate-resilient development through Australia's international development program. The department is committed to supporting the government to achieve the Australian Public Service (APS) Net Zero Emissions by 2030 target for reducing greenhouse gas emissions.

Support for international climate and environmental action

In 2024–25, the department continued to support international cooperation on climate change action and Australia's commitments under the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement. The Ambassador for Climate Change, Ms Kristin Tilley, led Australia's international climate diplomacy, with a focus on engaging with the Pacific, Southeast Asia and the Indian Ocean region. Australia advocated for strong outcomes in international climate negotiations on frameworks and commitments.

UN Climate Change 29th Conference of the Parties

The Minister for Climate Change and Energy, the Hon Chris Bowen MP, led the Australian delegation and was co-chair of the climate finance negotiations at the UNFCCC 29th Conference of the Parties (COP 29) in Baku, Azerbaijan, from 11 to 22 November 2024. The Assistant Minister for Climate Change and Energy, Senator the Hon Josh Wilson, also attended.

Australia welcomed the outcomes at COP 29. Australia worked alongside other parties to secure agreement to mobilise US\$300 billion per year by 2035 as part of the New Collective Quantified Goal outcome. This is a global commitment to support developing countries finance their responses to climate change. The goal also included a call to secure at least US\$1.3 trillion from different sources to support climate action in developing countries.

At COP 29, the Australian Government announced that it was:

- supporting vulnerable countries and people impacted by the climate crisis – Australia is contributing \$50 million to the Fund for Responding to Loss and Damage
- partnering with Pacific nations to improve energy security and scale up energy grid transition, including investing \$125 million in Pacific renewable energy
- building more resilient and equitable public health systems in the Pacific by committing \$2.5 million in the Pacific Climate and Health Resilience Package

- boosting the efforts of climate-focused businesses across Southeast Asia, South Asia and the Pacific, including investing \$126 million in the Climate Catalyst Window
- guaranteeing up to US\$200 million in loans through the Asian Development Bank's Innovative Finance Facility for Climate in Asia and the Pacific.

Australia and the United Kingdom also negotiated a climate and energy partnership. The partnership commits both countries to work together to create cleaner energy and jobs and play a significant role in the global clean energy transition.

Australia's COP 29 action agenda supported our bid to host the UNFCCC 31st Conference of the Parties (COP 31) in partnership with the Pacific, and our innovative financing models comprising a \$3 billion global climate finance commitment over 2020–25. Australia also joined several initiatives as part of the action agenda of the COP 29 presidency, including the:

- COP 29 Hydrogen Declaration
- COP 29 Global Energy Storage and Grids Pledge
- Call to Action for No New Coal in national climate plans
- Clean Energy Finance Mission under the Global Clean Power Alliance.

The Australian COP 29 pavilion was well attended. DFAT led 7 activities at the Australia Pavilion, which were well attended by Pacific leaders and ministers, and representatives of Pacific regional organisations.

DFAT worked with partner agencies and the non-government organisation (NGO) sector to ensure strong Pacific engagement that amplified Pacific voices and our shared climate priorities. As part of the action agenda of the COP 29 presidency, Australian officials engaged in over 20 Pacific events spanning climate finance, the ocean–climate nexus, climate and health, and climate mobility. Australia's ministers and ambassadors participated in several panels, receptions, roundtables and bilateral meetings with Pacific counterparts. DFAT worked with the Department of Climate Change, Energy, the Environment and Water, and the Department of the Prime Minister and Cabinet to progress our bid to host COP 31 in 2026 as a Pacific COP.

Working with Pacific partners

Amplifying Pacific voices on the international stage and supporting Pacific advocacy is a key portfolio objective. In 2024, DFAT assisted Pacific preparations for international climate change meetings by supporting preparatory work and negotiations, and events in the Moana Blue Pacific Pavilion at COP 29. DFAT also funded delegates from all Pacific island countries to attend COP 29 and engage in a range of international climate, environmental and ocean forums. This included support through the Secretariat of the Pacific Regional Environment Programme, and the Pacific Islands Forum Secretariat. Australia and the Pacific worked together closely to promote our COP 31 bid.

Through funding to the Office of the Pacific Ocean Commissioner, DFAT provided support for Pacific leaders and ministers to attend the third United Nations Ocean Conference (UNOC3), building momentum on ocean action as the UN High Seas Treaty on biodiversity approaches entry into force. Pacific island countries, which originally catalysed Sustainable Development Goal 14 (life below water) and the first UN Ocean Conference, were prominent and effective in prosecuting their positions as ‘big ocean states’. Endorsed Pacific champions made interventions during each of the 10 ocean action panels, highlighting that the Blue Pacific Continent represents nearly 50% of the ocean, emphasising the importance of traditional practices, and sharing innovative steps to sustainably manage Pacific waters, such as Fiji’s blue bonds, Unlocking Blue Pacific Prosperity, Niue Ocean Wide and the East New Britain Initiative. UNOC3 galvanised collective action to protect the ocean and its ecosystems, as part of efforts to combat climate change, biodiversity loss and pollution. The interrelated ocean–climate–biodiversity issues raised at UNOC3 will inform other intergovernmental negotiations.

Global Environment Facility

DFAT led Australia’s engagement in the Global Environment Facility (GEF), which is the financial mechanism for multilateral agreements, including the UN Convention on Biological Diversity, the UNFCCC, the UN Convention to Combat Desertification, the Stockholm Convention on Persistent Organic Pollutants, the Minamata Convention on Mercury, and the UN High Seas Treaty. Australia committed \$80 million (2022–2026) to the eighth replenishment round.

DFAT, as co-chair of the GEF Council in 2025, advocated for adequate support to small island developing states. We successfully advocated for the GEF to catalyse increased co-finance, particularly from the private sector, with a focus on delivering projects and programs at scale and with transformative potential. We also advocated for programming that advanced gender equality and benefited Indigenous peoples.

Through the United Nations Development Programme and the GEF Small Grants Program, Australia provided an additional \$10 million (2022–2026) to implement community-level projects that conserve and restore the environment and enhance livelihoods across the Pacific and in Southeast Asian countries.

Global Biodiversity Framework Fund

DFAT leads Australia’s engagement in the Global Biodiversity Framework Fund, which sits under the GEF and supports implementation of the Kunming–Montreal Global Biodiversity Framework. We successfully negotiated for an aspirational funding target for least developed countries and small island developing states of 36% plus 3%, and for Indigenous peoples and local communities of 20%.

Support for climate-resilient development

Australia has increased its climate finance and is ensuring that the finance responds to our development partners' priorities, and is of high quality and impactful.

Australia's International Development Policy prioritises climate by committing to an increase in the number of climate-related investments and mainstreaming climate in the development program. From 2024–25, at least 50% of all new country and regional investments valued at \$3 million and above have a climate change objective – rising to 80% in 2028–29.

Reporting on progress against this target will be available in October 2025.

Climate and disaster risk analysis also informs development investments and country and regional plans.

The prioritisation of climate in the development program, and the growth in official development assistance (ODA) through indexation, means Australia's climate finance will increase. In 2024–25, Australia delivered \$912.3 million in climate finance to developing countries – a 47% increase, year on year. Australia is on track to deliver its 2020–21 to 2024–25 climate finance commitment of \$3 billion.

In 2024–25, DFAT's climate finance for the Pacific focused on adaptation and the renewable energy transition.

Australia has contributed at least \$350 million in climate-resilient infrastructure through the Pacific Climate Infrastructure Financing Partnership and bilateral development programs, including:

- at least \$75 million in off-grid and community-scale renewable energy in remote and rural parts of the Pacific
- supporting the Green Climate Fund with a contribution of \$50 million, where we advocate for better outcomes for the Pacific
- an additional contribution of \$16.9 million for the Tuvalu Coastal Adaptation Project
- an \$50 million contribution to the Fund for Responding to Loss and Damage
- supporting a phase-out of single-use plastic in the coastal environments of Pacific island countries, and helping Pacific countries prepare for and coordinate engagement in negotiations for a new global plastics agreement
- partnering with Pacific nations to improve energy security and scale up energy grid transition with a \$50 million investment
- supporting the construction of Palau's first utility-scale solar and battery energy storage facility, providing up to 20% of Palau's energy needs
- supporting climate finance access through our funding to the Commonwealth Climate Finance Access Hub.

Australia also announced a foundational investment of \$100 million in the Pacific Resilience Facility, which, once established, will support locally led adaptation, disaster preparedness and projects that respond to loss and damage, by providing a sustainable funding source for smaller-scale projects.

Australia is also helping countries access more climate financing from the major multilateral funds, by embedding climate finance experts in 8 Pacific island countries (Fiji, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) in partnership with the Climate Finance Access Network, and through the Commonwealth Climate Finance Access Hub.

Australia announced it will offer climate-resilient debt clauses (CRDCs) in all new official bilateral loans by the end of 2025 to help developing countries respond swiftly and effectively to increasingly more severe and frequent natural hazards. CRDCs are a simple and effective financial innovation included in loan agreements that allow countries to automatically pause debt repayments in the wake of a disaster, providing financial headroom for recovery efforts and reducing impediments to much-needed investment in climate resilience.

The Climate Resilient Communities program is a catalytic investment of \$221.9 million (2024–2029, with the option of a 4-year extension) to better address climate change and disaster risk across the development portfolio by increasing standalone climate investments and driving climate integration across all programs. This includes co-funding climate programs with DFAT posts in the sectors of food and agriculture, water, energy and nature-based solutions. Nineteen climate change programs have been approved for the Indo-Pacific region, including:

- the Cambodia Climate Resilience Program, which aims to strengthen inclusive climate- and disaster-resilient water sector governance
- the Kiribati Climate Resilient Rural Development program, which supports community-led rural development through inclusive climate- and disaster-resilient food, water and energy security projects
- the Climate Resilient Farming in the Pacific Islands project, supporting the Pacific Farmer Organisations network to strengthen climate resilience for 16,000 smallholder farmers
- a low-emissions rice program in the Mekong Delta in Vietnam, which involved a competition between 10 rice companies to reduce greenhouse gas emissions from 34,000 hectares of rice farms operated by 9,000 smallholder farmers.

In Sri Lanka, the Market Development Facility supported the introduction of climate-resilient crops, water-efficient irrigation and agroforestry for home gardens. More than 100 female-led farming households increased their climate resilience, food security and income. This has broadened the supply base for premium organic produce, enabling farmers to satisfy unmet market demand.

DFAT extended the Australian Water Partnership (AWP) for a third phase in 2024 (\$30 million over 2023–24 to 2028–29). AWP links Australian and regional partners to co-create policies, practices and tools and builds capacity and partnerships for climate-resilient water management in the Indo-Pacific region. One notable example is the partnership with the Pacific Community to improve flood early warning systems in Pacific member countries, leading to adoption of the tool by the World Meteorological Organization.

Through impact investment and blended finance approaches, Australia is building new partnerships with the private sector and catalysing more inclusive growth in our region. The department has established an International Development Finance Advisory Committee to advise the government on opportunities for Australia's development finance. The focus on gender equality, climate change and impacts of Australia's development finance portfolio will be reported annually in the Performance of Australian Development Cooperation report.

Australian Development Investments (ADI) continues to prioritise investments that support decarbonisation, adaptation and resilience-building. In November 2024, the Minister for Foreign Affairs, Senator the Hon Penny Wong, and the then Minister for International Development and the Pacific, the Hon Pay Conroy MP, announced the \$126 million Climate Catalyst Window, which will leverage concessional finance to de-risk transactions and make climate solutions attractive to private investors across the Indo-Pacific. In February 2025, ADI announced a US\$8 million commitment to Indonesian venture capital firm AC Ventures' Climate and Sustainability Fund, through KINETIK – the Australia–Indonesia Climate, Renewable Energy and Infrastructure Partnership. Investments will be in sectors including renewable energy, electric mobility, energy efficiency, waste management, the circular economy, and climate-smart agriculture, with the aim of reducing 10 megatons of CO₂ emissions. In 2024, ADI companies abated 110,608 tonnes of CO₂ equivalent and added 145.6 megawatts of new solar capacity.

As a co-owner, Australia has continued to support the Private Infrastructure Development Group (PIDG) to increase its investing across Asia. Export Finance Australia has provided a \$159 million investment into the Emerging Africa and Asia Infrastructure Fund (a PIDG company) to support the expansion of the fund into Asia. The government's investment will support the development of high-quality private sector-led infrastructure projects in sectors including renewable energy, water and sanitation, digital communications and social infrastructure.

The Australian Climate Finance Partnership (ACFP), Australia's concessional financing facility to mobilise private sector investment in low-emission, climate-resilient solutions, managed by the Asian Development Bank, finalised 2 significant investments in 2024–25 to support Indonesia's energy transition. The ACFP is providing US\$15 million to PT Supreme Energy Muara Laboh to expand a geothermal facility at Muara Laboh in West Sumatra; and US\$5 million to PT TBS Energi Utama Tbk to promote sustainable transportation by increasing the supply of electric motorcycle and battery-swapping stations in Indonesia.

Australia announced \$10 million for the Indo-Pacific NGO Blended Finance Accelerator, which will support NGOs to pioneer new approaches to development that use impact investing to drive mission-aligned impact outcomes. The accelerator will increase the scale and impact of development finance products that promote gender equality and climate resilience, with a particular focus on the Pacific.

APS Net Zero Emissions by 2030 target

The department remains committed to supporting the Australian Government in achieving the emissions reduction target set under the Australian Public Service (APS) Net Zero Emissions by 2030 policy. Further details on this target are available in the Pilot Metrics and Targets Factsheet on the Department of Finance website.

We have embedded our pathway to net zero emissions into departmental operations, consistent with the government's Net Zero in Government Operations Strategy. Since 2023, more than 80% of our domestic electricity has been sourced from renewables. Environmentally sustainable procurement practices are now a core part of our value-for-money assessments with limited exceptions for security-related requirements.

Our Emissions Reduction Plan outlines targeted actions across key categories of procurement, energy, buildings, ICT and fleet. In 2024–25, we:

- Initiated planning for new property tenancies in A-grade buildings delivering NABERS 5.5-star energy ratings to replace less efficient tenancies.
- Continued sourcing renewable ('green') energy.
- Transitioned to lower-emission ICT products and practices.
- Embedded climate-sensitive procurement policies across the department
- Supported zero-emissions vehicle use by accessing EV charging stations at our Canberra head office replacing our domestic fleet with low or zero-emissions vehicles.

While emissions from activities outside Australia are not included in the national contribution under the Paris Agreement, the department is pursuing emissions reductions in overseas operations as an aspirational goal. These efforts enhance Australia's international climate leadership and support our climate diplomacy objectives.

The Australian High Commission Tarawa, Kiribati, remains on track to become a fully renewable-powered location by the end of 2025. Both the Chancery and all nine owned residences are expected to be capable of operating on solar energy, supported by battery energy storage systems. This initiative will position the Tarawa property portfolio as a leading example of renewable energy integration and operations self-sufficiency.

Australia’s development program is leading in this space. From 2024–25 at least 50% of the new bilateral and regional investments over \$3 million will include a climate change objective, with a target of 80% by 2028-29.

Greenhouse gas emissions inventory

In accordance with the APS Net Zero Emissions Reporting Framework, the department calculates its greenhouse gas emissions using the methodology outlined in the Pilot Metrics and Targets Factsheet. Our inventory, presented in Tables I1 and I2, covers emissions for the 2024–25 reporting period and focuses primarily on Scope 1 and Scope 2 emissions.

Electricity-related emissions are calculated using both the location-based and market-based methods, expressed in carbon dioxide equivalent (CO₂-e). The departments operations are largely based in the ACT, which benefits from a high percentage of renewable electricity, reflected in the difference between the two accounting methods.

Emissions are based on the best available data at the time of reporting. The quality of data is expected to improve over time as emissions reporting matures. Amendments to the inventory may be required in future annual reports as more reliable data becomes available

Table I1: Greenhouse gas emissions inventory, location-based method, 2024–25

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	n.a.	6,484.44	416.41	6,900.85
Natural gas	1.12	n.a.	0.28	1.40
Solid waste	—	n.a.	116.01	116.01
Refrigerants	—	n.a.	n.a.	—
Fleet and other vehicles	36.01	n.a.	8.92	44.93
Domestic commercial flights	n.a.	n.a.	2,600.40	2,600.40
Domestic hire cars	n.a.	n.a.	42.64	42.64
Domestic travel accommodation	n.a.	n.a.	652.18	652.18
Other energy	—	n.a.	—	—
Total t CO₂-e	37.13	6,484.44	3,836.85	10,358.41

t CO₂-e = tonnes of carbon dioxide equivalent

Note: The table above presents emissions related to electricity usage using the location-based accounting method.

- A portion of natural gas, electricity and solid waste data was unable to be sourced and has not been included. The transition of property service providers under the Whole of Australian Government (WOAG) arrangements during the reporting period may result in incomplete property data. Any such incomplete data and resulting changes to emissions calculations will be addressed within the Amendments Process, which is due to take place in the first half of 2026.
- Reporting on refrigerants is optional for 2024–25 and will be phased in over time as emissions reporting matures.
- Emissions from electricity consumed by electric and plug-in hybrid vehicles has only been reported for electricity directly purchased by DFAT. Emissions associated with electricity consumption from public charging stations has not been reported for 2024–25.

Table 12: Electricity greenhouse gas emissions, 2024–25

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	6,484.44	416.41	6,900.85	9,790,191.88
Market-based electricity emissions	696.10	94.53	790.63	859,377.52
Total renewable electricity consumed	n.a.	n.a.	n.a.	8,930,814.36
Renewable power percentage ¹	n.a.	n.a.	n.a.	1,781,325.41
Jurisdictional renewable power percentage ^{2, 3}	n.a.	n.a.	n.a.	7,149,488.94
GreenPower ²	n.a.	n.a.	n.a.	—
Large-scale generation certificates ²	n.a.	n.a.	n.a.	—
Behind-the-meter solar ⁴	n.a.	n.a.	n.a.	—
Total renewable electricity produced	n.a.	n.a.	n.a.	—
Large-scale generation certificates ²	n.a.	n.a.	n.a.	—
Behind-the-meter solar ⁴	n.a.	n.a.	n.a.	—

t CO₂-e = tonnes of carbon dioxide equivalent

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

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

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

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

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

Appendix J: Parliamentary committees of inquiry

This appendix contains information on the department's engagement with parliamentary committees during the reporting period.

The Senate Standing Committees on Foreign Affairs, Defence and Trade cover the Foreign Affairs and Trade and Defence portfolios. The work is divided between 2 committees: the Senate Foreign Affairs, Defence and Trade Legislation Committee and the Senate Foreign Affairs, Defence and Trade References Committee.

The department's submissions, responses to questions taken on notice (written and taken during the hearings) and transcripts of committee hearings are available on the Parliament of Australia website, aph.gov.au.

Departmental representatives appeared before the Senate Foreign Affairs, Defence and Trade Legislation Committee at the 2024–25 Supplementary Estimates hearing on 7 November 2024 and the 2024–25 Additional Estimates hearing on 27 February 2025.

Departmental representatives appeared before the Senate Foreign Affairs, Defence and Trade References Committee for the following inquiries in 2024–25:

- Inquiry into Australia's sanctions regime
- Inquiry into Australian support for Ukraine
- Inquiry into wrongful detention of Australian citizens overseas.

The department's engagement with other parliamentary committees is outlined below.

House of Representatives Standing Committee on Agriculture

- Inquiry into Australian agriculture in Southeast Asian markets

House Select Committee on Nuclear Energy

- Inquiry into nuclear power generation in Australia

Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs

- Inquiry into economic self-determination and opportunities for First Nations Australians

Joint Standing Committee on Foreign Affairs, Defence and Trade

- Inquiry into Australia's efforts to advocate for the worldwide abolition of the death penalty
- Inquiry into Australia's response to the priorities of Pacific island countries and the Pacific region
- Inquiry into the Department of Defence Annual Report 2022–23
- Inquiry into the review of the operation of the amendments made by the *Autonomous Sanctions Amendment (Magnitsky-style and Other Thematic Sanctions) Act 2021*

(continued)

Joint Standing Committee on the National Capital and External Territories

- Inquiry into the importance of Antarctica to Australia's national interests

Joint Standing Committee on Trade and Investment Growth

- Inquiry into the understanding and utilisation of benefits under free trade agreements

Joint Standing Committee on Treaties

- Agreement between the Government of Australia and the Government of Papua New Guinea on a Framework for Closer Security Relations
- Agreement among the Government of Australia, the Government of the United Kingdom of Great Britain and Northern Ireland, and the Government of the United States of America for Cooperation Related to Naval Nuclear Propulsion
- Agreement between the Government of Australia and the Government of the Republic of Fiji on Cooperation in the Field of Defence and the Status of Visiting Forces
- Agreement between the Government of Australia and the Government of the United States of America on Technology Safeguards Associated with United States Participation in Space Launches from Australia
- Agreement between the United Arab Emirates and Australia on the Promotion and Protection of Investments
- Agreement under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction
- Amendments to Appendices I, II and III of the Convention on International Trade in Endangered Species of Wild Fauna and Flora
- Australia-Tuvalu Falepili Union
- Comprehensive Economic Partnership Agreement between Australia and the United Arab Emirates
- Convention between Australia and the Portuguese Republic for the Elimination of Double Taxation with respect to Taxes on Income and the Prevention of Tax Evasion and Avoidance
- Convention on the International Organization for Marine Aids to Navigation
- Exchange of Notes to extend the Exchange of Notes constituting an Agreement between the Government of Australia and the Government of the United States of America to Amend and Extend the Agreement concerning the Conduct of Scientific Balloon Flights for Civil Research Purposes of 16 February 2006
- Indo-Pacific Economic Framework for Prosperity Agreement relating to Supply Chain Resilience
- International Labour Organization Convention No. 187: Promotional Framework for Occupational Safety and Health Convention adopted at Geneva on 15 June 2006
- International Labour Organization Convention No. 191: Safe and Healthy Working Environment (Consequential Amendments) Convention
- Nairobi International Convention on the Removal of Wrecks
- Protocol on the Accession of the United Kingdom of Great Britain and Northern Ireland to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and associated side-letters
- Security Agreement between the Government of Australia and the Organisation for Joint Armament Cooperation on the Protection of Classified Information

Senate Legal and Constitutional Affairs Legislation Committee

- Inquiry into AusCheck Amendment (Global Entry Program) Bill 2025 [Provisions]

Appendix K: Advertising and market research

As required under section 311A of the *Commonwealth Electoral Act 1918*, Table K1 lists agencies and organisations contracted by the department (including at overseas posts) to provide advertising and market research services. The list includes payments above \$16,900 (GST inclusive). During 2024–25, the department made no payments above this threshold to polling or direct mail organisations.

The ‘Your first destination’ Smartraveller campaign was launched in March 2023 and ran until 30 June 2025.

Further information on the campaign is available on the DFAT website, at dfat.gov.au/about-us/corporate/certifications, and in the reports on Australian Government advertising prepared by the Department of Finance, available at finance.gov.au/publications/reports/advertising.

Table K1: Advertising and market research, 2024–25

Organisation	Service provided	Program*	Amount (\$)
Advertising agencies			
Cox Inall Change Pty Ltd	Smartraveller campaign – public relations	2.1	607,053
Cultural Perspectives Pty Ltd	Smartraveller campaign – culturally and linguistically diverse public relations	2.1	385,000
Market research organisations			
Hall & Partners Pty Ltd	Smartraveller campaign – evaluation services	2.1	79,740
Verian Group Australia Pty Ltd	Smartraveller Phase 2a – concept testing and incentives	2.1	291,500
Insurance Council of Australia Ltd	Smartraveller campaign – Consular State of Play	2.1	22,000
Fifty-Five Five Pty Ltd	Australian Passport Office customer experience survey	2.2	155,374
Media advertising organisations			
Universal McCann	Smartraveller campaign advertising services (media placement)	2.1	4,533,356

* Refers to the relevant program in the DFAT Portfolio Budget Statements 2024–25.

Appendix L: List of sponsors of projects and events

Table L1 presents a list of sponsors that supported projects or events undertaken by the department during 2024–25. The list includes sponsorship equivalent to \$10,000 and above (GST inclusive).

Table L1: Sponsors that supported DFAT projects or events, 2024–25

Sponsor	Project/event	Program*	Amount (\$)
Atlantic Lithium Ltd	West Africa Mining Security Conference 2024 – Accra	1.1	22,186
Lycopodium Limited	West Africa Mining Security Conference 2024 – Accra	1.1	15,091
Newmont Ghana Gold Limited	West Africa Mining Security Conference 2024 – Accra	1.1	22,563
Perenti Group Services Pty Ltd	West Africa Mining Security Conference 2024 – Accra	1.1	22,412
Perseus Mining Ltd	West Africa Mining Security Conference 2024 – Accra	1.1	18,984
Geodrill Ltd	West Africa Mining Security Conference 2024 – Accra	1.1	27,317
Returned & Services League of Australia (Queensland Branch)	50th anniversary of diplomatic relations between Australia and Jordan	1.1	10,000
Department of Defence	50th anniversary of diplomatic relations between Australia and Jordan	1.1	10,000
Arab Bank Australia	50th anniversary of diplomatic relations between Australia and Jordan	1.1	12,000
Blue Studies International	Australia Day 2025 – 50th anniversary of bilateral relations between Australia and Colombia	1.1	11,155
Orica Colombia SAS	Australia Day 2025 – 50th anniversary of bilateral relations between Australia and Colombia	1.1	16,373
Pilatus Australia Pty Ltd	Australian Embassy Eurovision Event 2025 – Bern	1.1	10,000
NS BlueScope (Thailand) Limited	Australia Day 2025 – Bangkok	1.1	11,288
Blackmores Ltd	Australia Day 2025 – Bangkok	1.1	11,288
ANCA Manufacturing (Thailand) Limited	Australia Day 2025 – Bangkok	1.1	11,348

(continued)

Table L1 (continued): Sponsors that supported DFAT projects or events, 2024–25

Sponsor	Project/event	Program*	Amount (\$)
CPF Food Network Co Ltd	Australia Day 2025 – Bangkok	1.1	11,348
RMA Group Co Ltd	Australia Day 2025 – Bangkok	1.1	11,525
Akara Resources Public Company Limited	Australia Day 2025 – Bangkok	1.1	11,380
Supalai Public Company Limited	Australia Day 2025 – Bangkok	1.1	11,945
ARRB Systems Ltda	80 years of diplomatic relations between Australia and Brazil	1.1	10,734
Karoon Petróleo & Gás Ltda	80 years of diplomatic relations between Australia and Brazil	1.1	10,734
Worley Engenharia Ltda	80 years of diplomatic relations between Australia and Brazil	1.1	10,401
Orica Brasil Ltda	80 years of diplomatic relations between Australia and Brazil	1.1	10,401
Masterise Group Corporation	Taste of Australia 2025 – Ho Chi Minh City	1.1	15,075
QTS Australia in Vietnam	Taste of Australia 2025 – Ho Chi Minh City	1.1	11,593
Thanh Thanh Cong – Bien Hoa Joint Stock Company	Taste of Australia's Big BBQ 2024 – Hanoi	1.1	50,000
Australian Trade and Investment Commission (Austrade) on behalf of Investment NSW	Taste of Australia's Big BBQ 2024 – Hanoi	1.1	15,000
Department of Jobs, Tourism, Science and Innovation (Western Australia)	Taste of Australia's Big BBQ 2024 – Hanoi	1.1	25,000
Vietjet Aviation Joint Stock Company	Taste of Australia's Big BBQ 2024 – Hanoi	1.1	10,000
Action Group Holding Company	50 years of Australia–Kuwait diplomatic relations – gala reception celebrating Kuwaiti alumni of Australian universities	1.1	22,693
BHP Billiton International Services Limited	NAIDOC Week 2024 – First Nations art exhibition and reception – London	1.1	28,506
Woodside Petróleo Operaciones de México	Australia Day 2025 – Mexico City	1.1	16,038

(continued)

Table L1 (continued): Sponsors that supported DFAT projects or events, 2024–25

Sponsor	Project/event	Program*	Amount (\$)
Aleatica S.A.B. de C.V.	Australia Day 2025 – Mexico City	1.1	11,906
AMS Global	Australia Day 2025 and Philippines–Australia Friendship Festival 2025 - Manila	1.1	11,932
Sekuro Operations Pte Ltd	Australia Day 2025 and Philippines–Australia Friendship Festival 2025 – Manila	1.1	11,915
Macquarie Group Services (Philippines) Inc	Australia Day 2025 and Philippines–Australia Friendship Festival 2025 – Manila	1.1	12,232
Kmart Australia	Australia Day 2025 and Philippines–Australia Friendship Festival 2025 – Manila	1.1	20,527
ACEN Corporation	Philippines–Australia Friendship Festival 2025 – Manila	1.1	12,466
Ayala Corporation	Philippines-Australia Friendship Festival 2025 – Manila	1.1	12,466
Pratt Holdings Pty Ltd	Australian Fashion Now Exhibition 2024 – New York	1.1	30,802
Qantas Airways Ltd	Australian Fashion Now Exhibition 2024 – New York	1.1	13,091
BHP Billiton Sociedad Anónima (Chile)	Australia Day 2025 – Santiago	1.1	19,908
Orica Chile Sociedad Anónima	Australia Day 2025 – Santiago	1.1	14,629
BHP Billiton Sociedad Anónima (Chile)	First Nations Fashion Show and Cultural Exchange - 80th anniversary of diplomatic relations between Chile and Australia	1.1	34,236
Murdoch Singapore Pte Ltd	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	34,309
Curtin University	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	34,187
BHP Marketing	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	34,309
Newcastle Australia Institute of Higher Education	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	34,309
Australian International School Pte Ltd	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	34,309

(continued)

Table L1 (continued): Sponsors that supported DFAT projects or events, 2024–25

Sponsor	Project/event	Program*	Amount (\$)
James Cook University	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	34,650
Santos Limited	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	35,199
Westpac Banking Corporation	60th anniversary of Singapore's independence and bilateral relations between Australia and Singapore	1.1	35,390
Rio Tinto Singapore Holdings Pte Ltd	G'day by the Bay 2025 – Singapore	1.1	22,873
Lendlease Asia Holdings Pte Ltd	G'day by the Bay 2025 – Singapore	1.1	17,155
Fortescue Future Industries International Pte Ltd	G'day by the Bay 2025 – Singapore	1.1	17,155
Australia and New Zealand Banking Group Ltd – Singapore	G'day by the Bay 2025 – Singapore	1.1	11,436
Tourism Australia	G'day by the Bay 2025 – Singapore	1.1	22,896
Aurecon Australasia Pty Ltd	G'day by the Bay 2025 – Singapore	1.1	11,550
NCS Pte Ltd	G'day by the Bay 2025 – Singapore	1.1	11,801
Singtel Telecommunications Ltd	G'day by the Bay 2025 – Singapore	1.1	11,801
Australian Chamber of Commerce, Singapore	G'day by the Bay 2025 – Singapore	1.1	11,905
Australia and New Zealand Banking Group Limited	Australia Day in Spring 2025 – Tokyo	1.1	13,797
Tourism Australia	Australia Day in Spring 2025 – Tokyo	1.1	13,797
Inpex Corporation	Australia Day in Spring 2025 – Tokyo	1.1	13,770
Chevron Corporation	Australia Day in Spring 2025 – Tokyo	1.1	13,770
National Australia Bank Limited	Australia Day in Spring 2025 – Tokyo	1.1	13,946
BHP Marketing Asia Pte Ltd	Australia Day in Spring 2025 – Tokyo	1.1	13,946

(continued)

Table L1 (continued): Sponsors that supported DFAT projects or events, 2024–25

Sponsor	Project/event	Program*	Amount (\$)
Macquarie Capital Securities (Japan) Limited	Australia Day in Spring 2025 – Tokyo	1.1	14,148
Telstra Japan K.K.	Australia Day in Spring 2025 – Tokyo	1.1	13,973
Rio Tinto Mongolia LLC	Australia Week 2025 – Ulaanbaatar	1.1	25,765
Orica USA Inc.	Australia Day Awards Gala 2025 – Washington	1.1	40,000
BHP Mineral Service Company	Australia Day Awards Gala 2025 – Washington	1.1	159,923
BlueScope Steel Limited	Australia Day Awards Gala 2025 – Washington	1.1	77,918
Pratt Holdings Pty Ltd	Australia Day Awards Gala 2025 – Washington	1.1	160,927
Macquarie Group	2025 Super Summit – Washington	1.1	160,927
Australian Geographic	World Expo 2025 Osaka	1.1	300,000
Urban Road	World Expo 2025 Osaka	1.1	25,000
NAU (Cult Design)	World Expo 2025 Osaka	1.1	165,258
Koskela Furniture	World Expo 2025 Osaka	1.1	28,000
Parkside Timber	World Expo 2025 Osaka	1.1	70,000
Meat & Livestock Australia	World Expo 2025 Osaka	1.1	96,250
Nightlife	World Expo 2025 Osaka	1.1	100,000
Single O	World Expo 2025 Osaka	1.1	20,000
Metala Wines	World Expo 2025 Osaka	1.1	33,500
Alt.vfx	World Expo 2025 Osaka	1.1	129,000
ASICS	World Expo 2025 Osaka	1.1	53,000

(continued)

Table L1 (continued): Sponsors that supported DFAT projects or events, 2024–25

Sponsor	Project/event	Program*	Amount (\$)
Qantas Airways Ltd	World Expo 2025 Osaka	1.1	125,000
Four'N Twenty Pies	World Expo 2025 Osaka	1.1	80,000
Australian Southern Bluefin Tuna Industry Association	World Expo 2025 Osaka	1.1	60,000
Vinarchy	World Expo 2025 Osaka	1.1	125,000
Australian Native Products	World Expo 2025 Osaka	1.1	10,000
Treasury Wine Estates	World Expo 2025 Osaka	1.1	125,000
Santos	World Expo 2025 Osaka	1.1	1,000,000
Western Australian Government	World Expo 2025 Osaka	1.1	1,285,000
Tasmanian Government	World Expo 2025 Osaka	1.1	100,000
Victorian Government	World Expo 2025 Osaka	1.1	250,000
South Australian Government	World Expo 2025 Osaka	1.1	1,200,000

* Refers to the relevant program in the DFAT Portfolio Budget Statements 2024–25.

Appendix M: Summary of the overseas network

At 30 June 2025, the Australian Government’s overseas network comprised 124 posts in 86 countries, including 9 Austrade-managed posts led by consuls-general providing consular services (see Table M1 and the network map on pages iv–v). These figures do not include:

- the ‘pop-up’ Australian Embassy in Tallinn, Estonia, which only physically opens for short periods and is accredited with a non-resident ambassador
- the Interim Mission to Afghanistan, operating from the Australian Embassy in Doha, Qatar.

During 2024–25, the department re-established the Australian Embassy in Kyiv, Ukraine (28 January 2025) and closed the Australian Consulate-General in Shenyang, China (1 February 2025).

As part of the Canada–Australia Consular Services Sharing Agreement, 16 Canadian missions provided consular services to Australians in 19 locations during the reporting period. In turn, 17 Australian missions provided consular services to Canadians in 22 locations.

At 30 June 2025, there were 49 consulates headed by an honorary consul, 2 of which were managed by Austrade (Table M2). During the reporting period, the Australian Government appointed honorary consuls in 2 new locations – Phoenix, United States, and Nassau, The Bahamas – and ceased to have an honorary consul in Barcelona, Spain.

More information about our overseas network is available on the department’s website at dfat.gov.au/about-us/our-locations/missions/our-embassies-and-consulates-overseas, and the Smartraveller website, smartraveller.gov.au.

Table M1: Australian Government overseas network, posts managed by DFAT and Austrade, at 30 June 2025

Location	City	Type
Argentina	Buenos Aires	Embassy
Austria	Vienna	Embassy and Permanent Mission to the United Nations
Bangladesh	Dhaka	High Commission
Belgium	Brussels	Embassy and Mission to the European Union
Brazil	Brasília	Embassy
	São Paulo	Consulate-General*
Brunei Darussalam	Bandar Seri Begawan	High Commission
Cambodia	Phnom Penh	Embassy

(continued)

Table M1 (continued): Australian Government overseas network, posts managed by DFAT and Austrade, at 30 June 2025

Location	City	Type
Canada	Ottawa	High Commission
	Toronto	Consulate-General*
Chile	Santiago	Embassy
China	Beijing	Embassy
	Chengdu	Consulate-General
	Guangzhou	Consulate-General
	Hong Kong	Consulate-General
	Shanghai	Consulate-General
Colombia	Bogotá	Embassy
Cook Islands	Rarotonga	High Commission
Croatia	Zagreb	Embassy
Cyprus	Nicosia	High Commission
Denmark	Copenhagen	Embassy
Egypt	Cairo	Embassy
Ethiopia	Addis Ababa	Embassy
Federated States of Micronesia	Pohnpei	Embassy
Fiji	Suva	High Commission
France	Paris	Embassy and Permanent Delegation to UNESCO
	Paris	Delegation to the OECD
French Polynesia (France)	Papeete	Consulate-General
Germany	Berlin	Embassy
	Frankfurt	Consulate-General*
Ghana	Accra	High Commission
Greece	Athens	Embassy
India	New Delhi	High Commission
	Bengaluru	Consulate-General
	Chennai	Consulate-General
	Kolkata	Consulate-General
	Mumbai	Consulate-General

(continued)

Table M1 (continued): Australian Government overseas network, posts managed by DFAT and Austrade, at 30 June 2025

Location	City	Type
Indonesia	Jakarta	Embassy
	Jakarta	Mission to ASEAN
	Bali (Denpasar)	Consulate-General
	Makassar	Consulate-General
	Surabaya	Consulate-General
Iran	Tehran	Embassy
Iraq	Baghdad	Embassy
Ireland	Dublin	Embassy
Israel	Tel Aviv	Embassy
Italy	Rome	Embassy and Permanent Mission to the FAO
	Milan	Consulate-General*
Japan	Tokyo	Embassy
	Osaka	Consulate-General*
Jordan	Amman	Embassy
Kenya	Nairobi	High Commission
Kiribati	Tarawa	High Commission
Korea, Republic of	Seoul	Embassy
Kuwait	Kuwait City	Embassy
Laos	Vientiane	Embassy
Lebanon	Beirut	Embassy
Malaysia	Kuala Lumpur	High Commission
Maldives	Malé	High Commission
Malta	Malta	High Commission
Marshall Islands	Majuro	Embassy
Mauritius	Port Louis	High Commission
Mexico	Mexico City	Embassy
Mongolia	Ulaanbaatar	Embassy
Morocco	Rabat	Embassy
Myanmar	Yangon	Embassy
Nauru	Nauru	High Commission
Nepal	Kathmandu	Embassy

(continued)

Table M1 (continued): Australian Government overseas network, posts managed by DFAT and Austrade, at 30 June 2025

Location	City	Type
Netherlands	The Hague	Embassy
New Caledonia (France)	Noumea	Consulate-General
New Zealand	Wellington	High Commission
	Auckland	Consulate-General*
Nigeria	Abuja	High Commission
Niue	Alofi	High Commission
Pakistan	Islamabad	High Commission
Palau	Koror	Embassy
Papua New Guinea	Port Moresby	High Commission
	Lae	Consulate-General
Peru	Lima	Embassy
Philippines	Manila	Embassy
Poland	Warsaw	Embassy
Portugal	Lisbon	Embassy
Qatar	Doha	Embassy
Russia	Moscow	Embassy
Samoa	Apia	High Commission
Saudi Arabia	Riyadh	Embassy
Serbia	Belgrade	Embassy
Singapore	Singapore	High Commission
Solomon Islands	Honiara	High Commission
South Africa	Pretoria	High Commission
Spain	Madrid	Embassy
Sri Lanka	Colombo	High Commission
Sweden	Stockholm	Embassy
Switzerland	Bern	Embassy
	Geneva	Permanent Mission to the United Nations
	Geneva	Permanent Mission to the WTO and Consulate-General
Thailand	Bangkok	Embassy and Permanent Mission to ESCAP
	Phuket	Consulate-General

(continued)

Table M1 (continued): Australian Government overseas network, posts managed by DFAT and Austrade, at 30 June 2025

Location	City	Type
Timor-Leste	Dili	Embassy
Tonga	Nuku'alofa	High Commission
Trinidad and Tobago	Port of Spain	High Commission
Türkiye	Ankara	Embassy
	Çanakkale	Consulate
	Istanbul	Consulate-General
Tuvalu	Funafuti	High Commission
Ukraine	Kyiv	Embassy
United Arab Emirates	Abu Dhabi	Embassy
	Dubai	Consulate-General*
United Kingdom	London	High Commission
United States of America	Washington DC	Embassy
	Chicago	Consulate-General
	Honolulu	Consulate-General
	Houston	Consulate-General*
	Los Angeles	Consulate-General
	New York	Consulate-General
	New York	Permanent Mission to the United Nations
Vanuatu	San Francisco	Consulate-General*
	Port Vila	High Commission
Vatican City	Vatican City	Embassy to the Holy See
Vietnam	Hanoi	Embassy
	Ho Chi Minh City	Consulate-General
Zimbabwe	Harare	Embassy

* Posts managed by Austrade and providing consular services.

Notes

In Ramallah, the Australian Government maintains the Australian Representative Office.

In Taipei, the Australian Office represents Australian interests in Taiwan in the absence of formal relations.

Does not include the 'pop-up' Embassy in Tallinn, Estonia, that only physically opens for short periods – this mission is accredited with a non-resident ambassador; or the Interim Mission to Afghanistan, operating from the Australian Embassy in Doha, Qatar.

Table M2: Consulates headed by honorary consuls, at 30 June 2025

Region	Country	City	Responsible post
Africa	Botswana	Gaborone	Pretoria
	Cameroon	Yaoundé	Abuja
	Madagascar	Antananarivo	Port Louis
	Malawi	Lilongwe	Harare
	Mozambique	Maputo	Pretoria
	Namibia	Windhoek	Pretoria
	Nigeria	Lagos	Abuja
	Tanzania	Dar es Salaam	Nairobi
	Uganda	Kampala	Nairobi
	Zambia	Lusaka	Harare
Asia	Kazakhstan	Almaty	Moscow
	Malaysia	Kota Kinabalu	Kuala Lumpur
	Malaysia	Kuching	Kuala Lumpur
	Malaysia	Penang	Kuala Lumpur
	Pakistan	Karachi	Islamabad
	Pakistan	Lahore	Islamabad
Caribbean	Bahamas	Nassau	Port of Spain
	Barbados	St James / Bridgetown	Port of Spain
	Jamaica	Kingston	Port of Spain
Central/South America	Bolivia	La Paz	Lima
	Brazil	Rio de Janeiro	Brasilia
	Costa Rica	San José	Mexico City
	Ecuador	Guayaquil	Santiago
	El Salvador	San Salvador	Mexico City
	Guatemala	Guatemala City	Mexico City
	Honduras	Tegucigalpa	Mexico City
	Mexico	Cancún	Mexico City
	Panama	Panama City	Mexico City
	Paraguay	Asunción	Buenos Aires
	Peru	Cusco	Lima
	Uruguay	Montevideo	Buenos Aires

(continued)

Table M2 (continued): Consulates headed by honorary consuls, at 30 June 2025

Region	Country	City	Responsible post
Europe	Bosnia-Herzegovina	Sarajevo	Vienna
	Bulgaria	Sofia	Athens
	Czech Republic	Prague*	Warsaw
	Estonia	Tallinn	Stockholm
	Finland	Helsinki	Stockholm
	Hungary	Budapest	Vienna
	Latvia	Riga	Stockholm
	Lithuania	Vilnius	Warsaw
	North Macedonia	Skopje	Belgrade
	Romania	Bucharest	Athens
	Russia	St Petersburg	Moscow
	Slovenia	Ljubljana	Vienna
Middle East	Oman	Muscat	Riyadh
	Saudi Arabia	Jeddah	Riyadh
North America	Canada	Vancouver*	Ottawa
	United States	Denver	Los Angeles
	United States	Miami	Washington
	United States	Phoenix	Los Angeles

* Austrade-managed consulate.

Appendix N: Corrections to previous annual report

Table N1 provides corrections of material errors that appeared in the DFAT Annual Report 2023–24.

Table N1: Correction of material errors in the DFAT Annual Report 2023–24

Location	Published text	Corrected text
'Our performance as a regulator' Printed and PDF versions of the report do not include explanatory footnotes relating to the Australian Safeguards and Non-Proliferation Office, and the Foreign Arrangements Branch on p 80. The report as available on the Transparency Portal (transparency.gov.au) includes the explanatory footnotes, but the latter footnote is against the wrong text.	The Australian Safeguards and Non-Proliferation Office (ASNO) supports the Director-General of ASNO, an independent statutory officer appointed by the Governor-General of Australia.¹ The Australian Sanctions Office (ASO) is the Australian Government's sanctions regulator.² The Foreign Arrangements Branch administers the Foreign Arrangements Scheme. ¹ ASNO also publishes regulatory reporting in the Director-General's annual report to the Australian Parliament. ² The Foreign Arrangements Scheme commenced on 10 December 2020. Its purpose is to ensure that arrangements between state or territory governments (and their entities) and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy.	The Australian Safeguards and Non-Proliferation Office (ASNO) supports the Director-General of ASNO, an independent statutory officer appointed by the Governor-General of Australia.¹ The Australian Sanctions Office (ASO) is the Australian Government's sanctions regulator. The Foreign Arrangements Branch administers the Foreign Arrangements Scheme.² ¹ ASNO also publishes regulatory reporting in the Director-General's annual report to the Australian Parliament. ² The Foreign Arrangements Scheme commenced on 10 December 2020. Its purpose is to ensure that arrangements between state or territory governments (and their entities) and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy.
'Asset management', p 97	The department manages 117 Commonwealth-owned properties located across 56 countries, including chanceries, residences, compounds and vacant land. The total value of the land and building assets was \$3.4 billion as at 30 June 2024.	The department manages 119 Commonwealth-owned properties located across 54 countries, including chanceries, residences, compounds and vacant land. The total value of the land and building assets was \$3.7 billion as at 30 June 2024.

Appendix O: List of requirements

Table O1 lists annual report requirements in the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), and provides page references for the relevant content in this report.

Table O1: List of annual report requirements, 2024–25

PGPA Rule reference	Description	Requirement	Page in report
17AD(g)	Letter of transmittal		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the PGPA Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory	vi
17AD(h)	Aids to access		
17AJ(a)	Table of contents	Mandatory	iii
17AJ(b)	Alphabetical index	Mandatory	275–288
17AJ(c)	Abbreviations and acronyms	Mandatory	269–271
17AJ(d)	List of requirements	Mandatory	262–268
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 accountable authority		
17AD(a)	A review by the accountable authority of the entity	Mandatory	2–13
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	A description of the role and functions of the entity	Mandatory	14
17AE(1)(a)(ii)	A description of the organisational structure of the entity	Mandatory	20
17AE(1)(a)(iii)	A description of the outcomes and programs administered by the entity	Mandatory	19, 22
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan	Mandatory	19, 22
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	14
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority	Mandatory	14
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	14, 209

(continued)

Table O1 (continued): List of annual report requirements, 2024–25

PGPA Rule reference	Description	Requirement	Page in report
17AE(1)(b)	An outline of the structure of the portfolio of the entity	Portfolio departments – mandatory	14–15
17AE(2)	Where the outcomes and programs administered by the entity differ from any portfolio budget statements, portfolio additional estimates statements or other portfolio estimates statements that were 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 statements in accordance with paragraph 39(1)(b) of the PGPA Act and section 16F of the PGPA Rule	Mandatory	23–87
17AD(c)(ii)	Report on financial performance		
17AF(1)(a)	A discussion and analysis of the entity's financial performance	Mandatory	88–91
17AF(1)(b)	A table summarising the total resources and total payments of the entity	Mandatory	217–221
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	n.a.
17AD(d)	Management and accountability		
	Corporate governance		
17AG(2)(a)	Information on compliance with section 10 of the PGPA Rule (fraud and corruption systems)	Mandatory	vi, 97
17AG(2)(b)(i)	A certification by accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared	Mandatory	vi
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place	Mandatory	vi
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity	Mandatory	vi

(continued)

Table O1 (continued): List of annual report requirements, 2024–25

PGPA Rule reference	Description	Requirement	Page in report
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance	Mandatory	96–102
17AG(2)(d) – (e)	A statement of significant issues reported to minister under paragraph 19(1)(e) of the PGPA Act that relates to noncompliance with finance law and action taken to remedy noncompliance	If applicable, mandatory	113
Audit committee			
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee	Mandatory	228
17AG(2A)(b)	The name of each member of the entity's audit committee	Mandatory	228–230
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory	228–230
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory	228–230
17AG(2A)(e)	The remuneration of each member of the entity's audit committee	Mandatory	228–230
External scrutiny			
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	103–104
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	103
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the PGPA Act), a parliamentary committee, or the Commonwealth Ombudsman	If applicable, mandatory	103–104
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	105–107
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including statistics on the following: • full-time employees • part-time employees • gender • staff location	Mandatory	192–195

(continued)

Table O1 (continued): List of annual report requirements, 2024–25

PGPA Rule reference	Description	Requirement	Page in report
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis, including statistics on the following: • staffing classification level • full-time employees • part-time employees • gender • staff location • employees who identify as Indigenous	Mandatory	196–205
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 <i>Public Service Act 1999</i>	Mandatory	108, 205
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	205
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level	Mandatory	206
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees	Mandatory	108
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay	If applicable, mandatory	207
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level	If applicable, mandatory	207
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, mandatory	207
17AG(4)(d)(iv)	Information on aggregate amount of performance payments	If applicable, mandatory	207
Asset management			
17AG(5)	An assessment of effectiveness of asset management where asset management is a significant part of the entity's activities	If applicable, mandatory	109
Purchasing			
17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules	Mandatory	109

(continued)

Table O1 (continued): List of annual report requirements, 2024–25

PGPA Rule reference	Description	Requirement	Page in report
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	110
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	110
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged	Mandatory	110
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	110
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	111
17AG(7A)(b)	A statement that ‘Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.’	Mandatory	111
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	110–111

(continued)

Table O1 (continued): List of annual report requirements, 2024–25

PGPA Rule reference	Description	Requirement	Page in report
Australian National Audit Office access clauses			
17AG(8)	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract	If applicable, mandatory	112
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	112
Small business			
17AG(10)(a)	A statement that '[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and medium-sized enterprise (SME) and small enterprise participation statistics are available on the Department of Finance's website.'	Mandatory	112
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium-sized enterprises	Mandatory	112
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 results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.'	If applicable, mandatory	112
Financial statements			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the PGPA Act	Mandatory	115–190
Executive remuneration			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the PGPA Rule	Mandatory	208–216

(continued)

Table O1 (continued): List of annual report requirements, 2024–25

PGPA Rule reference	Description	Requirement	Page in report
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	247
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	113
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory	107
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	104
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, mandatory	261
17AH(2)	Information required by other legislation	Mandatory	108, 231–234 (WHS) 100–102, 235–244 (environment) 247 (advertising and market research)

Abbreviations and acronyms

AASB	Australian Accounting Standards Board
ACFP	Australian Climate Finance Partnership
ADF	Asian Development Fund
ADI	Australian Development Investments
AFP	Australian Federal Police
ANAO	Australian National Audit Office
APS	Australian Public Service
APSN	Asia-Pacific Safeguards Network
ARC	Audit and Risk Committee
ASA	Australian Submarine Agency
ASEAN	Association of Southeast Asian Nations
ASNO	Australian Safeguards and Non-Proliferation Office
ASO	Australian Sanctions Office
AUKUS	Australia – United Kingdom – United States [security partnership]
AWP	Australian Water Partnership
CEC	Consular Emergency Centre
CEPA	Comprehensive Economic Partnership Agreement
CND	Commission on Narcotic Drugs
CO ₂ -e	carbon dioxide equivalent
COP	Conference of the Parties
CRDC	climate-resilient debt clause
CSA	Comprehensive Safeguards Agreement
CSP	Comprehensive Strategic Partnership
CWC	Chemical Weapons Convention
DAFF	Department of Agriculture, Fisheries and Forestry
DFAT	Department of Foreign Affairs and Trade
DPP	Development Partnership Plan

EL	Executive Level
ESCAP	Economic and Social Commission for Asia and the Pacific
FACET	Franco-Australian Centre for Energy Transition
FAO	Food and Agriculture Organization
FIMR	final investment monitoring report
FOI	freedom of information
FOI Act	<i>Freedom of Information Act 1982</i>
FRSC	Financial Reporting Subcommittee
G20	Group of Twenty
GDP	gross domestic product
GEF	Global Environment Facility
GST	goods and services tax
HIMR	humanitarian investment monitoring report
IAEA	International Atomic Energy Agency
ICT	information and communications technology
IDA	International Development Association
IMR	investment monitoring report
INTERPOL	International Criminal Police Organization
ISIS	Islamic State of Iraq and Syria
JPO	Junior Professional Officer
KMP	key management personnel
MDB	multilateral development bank
NCP	New Colombo Plan
NGO	non-government organisation
NIAA	National Indigenous Australians Agency
NPT	Treaty on the Non-Proliferation of Nuclear Weapons (Non-Proliferation Treaty)
NRL	National Rugby League

ODA	official development assistance
OECD	Organisation for Economic Co-operation and Development
OPO	Overseas Property Office
PBS	portfolio budget statements
PCG	Philippine Coast Guard
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PID Act	<i>Public Interest Disclosure Act 2013</i>
PIDG	Private Infrastructure Development Group
PIF	Pacific Islands Forum
PNG	Papua New Guinea
PRSC	Performance Reporting Subcommittee
RAP	Reconciliation Action Plan
RSN	Regulatory Science Network
SEA-PAC Cyber	Southeast Asia and Pacific Cyber Program
SES	Senior Executive Service
SFO	Staff and Family Support Office
SME	small and medium-sized enterprise
STEM	science, technology, engineering and mathematics
UAE	United Arab Emirates
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNOC	United Nations Ocean Conference
WHS	work health and safety
WHS Act	<i>Work Health and Safety Act 2011</i>
WTO	World Trade Organization

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