



Section 4:

# **Organisational management**

# Corporate governance

## Corporate governance framework

The Bureau’s corporate governance framework provides a sound basis for decision-making, defines mechanisms for accountability and stewardship, and supports the Bureau’s strategic direction and leadership.

The framework is based on:

- the legislative foundation provided by the *Meteorology Act 1955*, the *Water Act 2007*, the *Public Service Act 1999*, and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- a clearly defined executive and management structure
- a comprehensive planning, performance and reporting framework
- various mechanisms for stakeholder input and review
- detailed financial and asset management policies, procedures and guidelines
- thorough risk management and fraud control strategies
- formal quality management and project management methodologies
- an Audit Committee and internal audit function to provide independent advice and assurance on the Bureau’s activities.

## Accountable Authority

The Bureau’s Accountable Authority during the report period 2024–25 was as follows:

|                   |                                                     | Period as the Accountable Authority or member within the reporting period |              |
|-------------------|-----------------------------------------------------|---------------------------------------------------------------------------|--------------|
| Name              | Position title/Position held                        | Start date                                                                | End date     |
| Dr Andrew Johnson | Chief Executive Officer and Director of Meteorology | 1 July 2024                                                               | 30 June 2025 |

# Executive and management structure

At 30 June, the Bureau comprised:

- the Executive Team (CEO and Director of Meteorology and 6 Group Executives)
- 5 groups, comprising 23 programs, that are collectively responsible for delivering the Bureau's Strategy 2022–2027
- the Australian Climate Service comprising 3 programs
- 8 offices located in each of the state and territory capital cities
- 37 field offices, Defence weather services offices, observing operations hubs, specialist offices and other special purpose sites across Australia, its offshore islands and Antarctica.

In addition to the general group and program structure, several specialist roles are attached to senior positions, including:

- Chief Customer Officer, performed by the Group Executive, Business Solutions
- Chief Operating Officer and Chief Security Officer, performed by the Group Executive, Enterprise Services
- Chief Information and Technology Officer performed by the Group Executive, Data and Digital
- Chief Scientist, performed by the Group Executive, Science and Innovation
- Chief Engineer, performed by the General Manager, Observing Systems and Operations
- Chief Data Officer, performed by the General Manager, Data
- Chief Architect, performed by the General Manager, Planning and Architecture
- General Counsel, Chief Risk Officer and Head of Internal Audit, performed by the General Manager Organisational Resilience
- Chief Financial Officer
- Chief Information Security Officer
- Chief Statistician.

## The Executive

The Bureau's Executive Team (the Executive) comprises the CEO and Director of Meteorology (Director) and 6 Group Executives. The role of the Executive is to consider and promulgate decisions on program, policy, financial and people management issues across the Bureau and to provide leadership under the authority of the Director as the Accountable Authority for the agency (under the PGPA Act). The Executive has responsibility for setting the Bureau's strategic policies and priorities and for optimising the use of its resources.



**Dr Andrew Johnson**

**Chief Executive Officer and  
Director of Meteorology**

Andrew was appointed CEO of the Bureau of Meteorology in 2016 and re-appointed for a further 5-year term in 2021. He is Australia's Permanent Representative to the World Meteorological Organization and the Accountable Authority for the Australian Climate Service.

Andrew's career spans multiple sectors and geographies, especially primary industries, energy, water, emergency management, national security and the environment.

Prior to joining the Bureau, Andrew founded Johnson & Associates Consulting to provide environmental and agricultural knowledge services to government and industry. For nearly a decade, he was a member of CSIRO's Executive Team where he led their water, land, climate, marine and urban work. At CSIRO, he held a range of other senior technical and operational leadership roles. Andrew has also held several non-executive director roles across a range of domains in the private, government and not-for-profit sectors, both in Australia and internationally.

Andrew has a PhD from the University of Queensland and a Masters from the Kennedy School at Harvard University. He is a Fellow of the Australian Academy of Technical Sciences & Engineering and the Australian Institute of Company Directors. He was awarded a Public Service Medal in the 2024 Australia Day Honours.



## Mr Piero Chessa

### Group Executive Community Services

Piero joined the Bureau in March 2020 after spending 13 years at the Boeing Company, where he held senior positions in operations and data science activities.

A physicist, Piero moved from theoretical physics to atmospheric dynamics and accepted the challenge to build a Regional Meteorological Service in Italy. He then moved to the European Centre for Medium-Range Weather Forecasts in the United Kingdom as a Senior Scientist and later joined the Boeing Company where he covered various senior management roles in the Digital Aviation Business division.

Piero combines a strong domain competence and an established experience in public services, with a deep and varied knowledge of operations in multinational corporations. Piero is the Bureau's Multicultural Access and Equity Champion.



## Dr Peter Stone

### Chief Customer Officer and Group Executive, Business Solutions

Peter joined the Bureau in July 2017. Peter's work in industry and government, in Australia and abroad, has focused on understanding customer needs and creating science-based partnerships and programs that meet them.

Peter has contributed to advances in policy, planning and practice in the fields of infrastructure, regional development, natural resource management and food processing. He has a master's degree in agriculture and a PhD from the University of Melbourne. Peter has a decade-long commitment to Scientists in Schools and is the Bureau's Indigenous Champion.



## Ms Nichole Brinsmead

### Chief Information and Technology Officer and Group Executive, Data and Digital

Nichole commenced with the Bureau in February 2018 as Group Executive Data and Digital, and Chief Information and Technology Officer. In this position Nichole is accountable for the operations, security and delivery of the data, infrastructure and systems that underpin the Bureau's operations. She also chairs the Bureau's Security, Risk and Business Continuity Committee.

She has had over 20 years' experience in a diverse range of roles across several business and technology domains in the financial services, higher education, professional services, emergency services and government sectors.

Nichole has an outstanding track record of delivery in complex operating environments both in Australia and overseas, including the Bureau's ROBUST Program. She was appointed to the Board of Australia's Integrated Marine Observing System (IMOS) in 2019, is an advisor to the Bureau's partner in the Joint Australian Tsunami Warning Centre, and was appointed as the Australian National Focal Point to UNESCO Intergovernmental Oceanographic Committee in 2020. In 2024 Nichole joined the Board of the National Computational Infrastructure (NCI).



## Dr Robert Argent

### Chief Scientist and Group Executive, Science and Innovation

Rob was appointed to this role in 2025, after 5 years as General Manager, Research to Operations. In this capacity, he managed the team responsible for turning numerical models and analytical and post-processing systems research into reliable operational systems.

Rob is the Australian representative on the World Meteorological Organization (WMO) Panel on Polar and High-mountain Observations, Research and Services that provides strategic, advocacy and engagement recommendations to the WMO Executive Council. He also chairs the Panel's Antarctic Advisory Group.

Rob joined the Bureau in 2008 to lead development and delivery of the Australian Water Resources Information System. Since then, he has managed the Climate and Water Information Technology Services Branch, directed the Bureau's Water Information Research and Development Alliance partnership with CSIRO, managed the research portfolio for weather and climate, and was General Manager for the Bureau's Water Program.



## Ms Astrid Heward

**Chief Operating Officer, Chief Security Officer and Group Executive, Enterprise Services**

Astrid is responsible for human resources, finance, health and safety, property services, environmental sustainability, government relations, communications and media, legal services, risk management, crisis management and internal audit. Astrid chairs the Bureau's Investment Committee, Crisis Management Team and the Bureau Work Health and Safety Committee.

Astrid joined the Bureau in 2018. Previously she worked across a range of private sector technology, fast-moving consumer goods organisations, and in the not-for-profit sector. These roles focused on legal services, risk management and governance.

Her qualifications include a Bachelor of Laws (Hons), a Bachelor of Economics and she is a graduate of the Australian Institute of Company Directors.



## Ms Vicki Manson

**Group Executive, Australian Climate Service**

Vicki joined the Bureau in 2021 and leads the Australian Climate Service (ACS).

Under Vicki's leadership, the ACS is enhancing national capabilities to understand and manage climate risks, supporting evidence-based decision-making across many sectors.

With a distinguished career in public policy, Vicki brings over 20 years' experience in managing high-impact programs focused on resilience, resource management, and climate adaptation. Her expertise spans government, research, and private sectors, emphasising data-driven solutions and innovative partnerships.

Vicki previously held senior roles at the Murray–Darling Basin Authority, where she led initiatives to support water reforms and community engagement, and at the Rural Industries Research and Development Corporation, advancing climate resilience and industry sustainability.

Vicki is known for building strong, collaborative teams and fostering partnerships that drive lasting change. She has a Bachelor of Applied Science from the Australian National University. Vicki is the Bureau's LGBTQIA+ Champion.

# Organisational chart

As at 30 June 2025



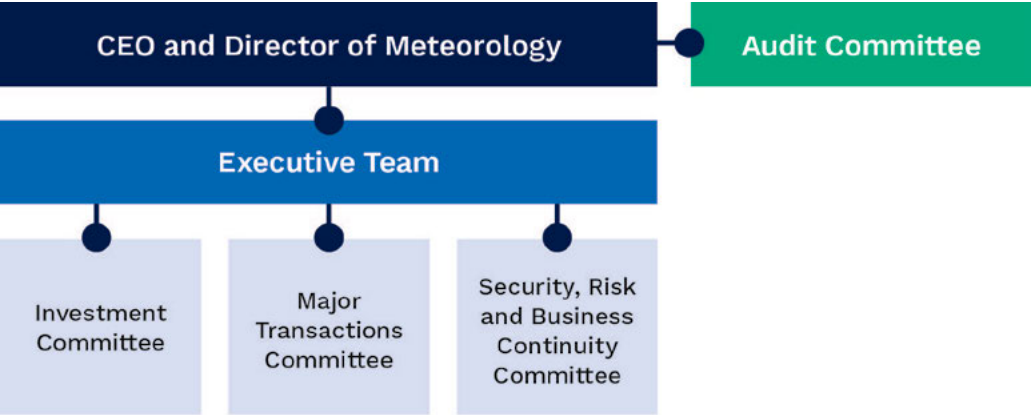


# Committees

The Bureau Executive is the highest-level decision-making body within the organisation. Executive meetings are chaired by the Director and held once per month.

The Executive is supported by 3 subcommittees: the Investment Committee, the Major Transactions Committee and the Security, Risk and Business Continuity Committee. Each Committee is governed by a Charter of Responsibilities and is chaired by a member of the Executive. The Bureau's Audit Committee provides independent assurance on the Bureau's risks, controls and compliance.

In addition to the subcommittees, the Bureau's senior managers meet monthly to discuss key issues and progress across projects and operations. These Senior Leadership Team meetings involve the Executive, General Managers, Chief Financial Officer and State and Territory Senior Responsible Officers.



## The Investment Committee

The Investment Committee supports the Bureau Executive in the translation of strategic priorities into recommended resource allocations. The Investment Committee makes recommendations to the Bureau Executive on the development of, changes to and performance against group plans, the Bureau's budget, and the Enterprise Portfolio and how these align with the Bureau Strategy 2022–2027, customer needs, statutory responsibilities and/or international and treaty obligations. In 2024–25, the Investment Committee was chaired by the Chief Operating Officer.

## The Major Transactions Committee

The Major Transactions Committee supports the Bureau Executive to direct and control the Bureau's involvement in major transactions and related matters to ensure alignment with the Bureau's strategy and that value for money is achieved from Bureau investments. In 2024–25, the Major Transactions Committee was chaired by the Chief Customer Officer.

## The Security, Risk and Business Continuity Committee

The Security, Risk and Business Continuity Committee supports the Bureau Executive in the effective management and monitoring of strategic and operational risk, and to advise on the effectiveness of security, business continuity and resilience activities. The committee can also make recommendations to the Bureau Executive on the allocation of resources in support of security and business continuity needs and in response to risk assessments. In 2024–25, the

Security, Risk and Business Continuity Committee was chaired by the Chief Information and Technology Officer.

## The Audit Committee

The Director of Meteorology convenes the Bureau of Meteorology’s Audit Committee in compliance with section 45 of the PGPA Act. The Audit Committee is governed by its charter (<https://beta.bom.gov.au/sites/default/files/2023-10/bureau-of-meteorology-audit-committee-charter-2019-v2.pdf>), which requires the committee to review and provide independent assurance on the appropriateness of the Bureau’s financial reporting, performance reporting, system of risk oversight and management and system of internal control in accordance with section 17 of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

Collectively, committee members possess the knowledge, skills and experience required to ensure these functions are appropriately performed. Throughout 2024–25, the committee was chaired by Mr Matt Cahill.

The Audit Committee held 4 meetings in 2024–25. The Audit Committee considered financial and performance statements, provided advice on the Bureau’s assurance activities, and reviewed the Bureau’s Internal Audit Plan and associated audit reports. During 2024–25, internal audits were completed on the following topics:

- IT incident management
- key financial controls
- Communications Program
- psychosocial hazards and risk management
- research and development planning
- revenue arrangements.

### Audit Committee membership and meeting attendance

| Member                      | Qualifications, knowledge, skills and experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Meetings eligible/ attended | Remuneration (GST inc.) |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------|
| <b>Matt Cahill</b><br>Chair | Matt is a former Australian Public Service Deputy Secretary with over 20 years of senior executive experience across multiple Commonwealth portfolios. He has held key leadership roles including Chief Operating Officer and Chief Information Officer, with expertise spanning operations, policy, regulation, finance, and assurance. A Certified Practising Accountant (FCPA) and graduate of the Australian Institute of Company Directors, Matt also holds an MBA and degrees in Economics and Science. He has extensive audit experience, having led the performance audit program at the Australian National Audit Office and currently serving on several Audit and Risk Committees. | 4/4                         | \$38,076                |

| Member                     | Qualifications, knowledge, skills and experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Meetings eligible/ attended | Remuneration (GST inc.) |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------|
| <b>Sue Friend Member</b>   | Sue is a Chartered Accountant and experienced board director, providing consulting services in business valuation, risk assessment, and financial analysis through Sapere Research Group. She holds board and audit committee roles in the public sector, currently serving as a director of the Melbourne Market Authority and a member of Courts Council, where she chairs the audit and risk committees. Sue is also a graduate of the Australian Institute of Company Directors.                                                                   | 4/4                         | \$28,554                |
| <b>Peter Qui Member</b>    | Peter is the Chief Information Officer at the Department of Finance, overseeing whole-of-government ICT systems. With over 30 years of experience, he has led the design, delivery, and risk management of nationally significant programs, including disaster support payments and core systems for Centrelink, Medicare, Child Support, and Aged Care. His leadership has also driven the development of the whole-of-government grants capability.                                                                                                  | 4/3                         | \$0                     |
| <b>Geoff Leeper Member</b> | With extensive experience across the Australian Public Service including policy, ICT, governance, and corporate affairs, Geoff has chaired audit committees in major departments and served on various commercial and non-profit boards. As a consultant, Geoff has delivered governance and leadership support to over 20 agencies and participated in more than 25 Gateway Reviews. He currently contributes to Change and Implementation committees in Department of Employment and Workplace Relations, Health, Services Australia, and Education. | 4/3                         | \$21,417                |

## Partnerships

The Bureau partners with Australian Government agencies and other organisations to manage the delivery of common outcomes. At 30 June 2025, these partnership arrangements included:

- the Australian Climate Service, which is a partnership between the Bureau of Meteorology, CSIRO, the Australian Bureau of Statistics, and Geoscience Australia, established through a head agreement between the 4 parties
- an Intergovernmental Agreement between the Bureau and all state and territory emergency services agencies
- a strategic relationship agreement for the provision of meteorological and oceanographic services to support the Department of Defence
- memorandums of understanding with a range of Defence stakeholders, including the Navy, Army and Air Force, Headquarters Joint Operations Command, Defence Estate and Infrastructure Group and the Defence Science and Technology Group
- a memorandum of understanding with the Department of Defence and CSIRO to support long-term collaboration on the Bluelink ocean forecasting platform
- a memorandum of understanding and agency agreement with Airservices Australia
- strategic relationship agreements with keystone energy sector organisations including the Australian Energy Market Operator, Powerlink Queensland and Hydro Tasmania
- a memorandum of understanding with the Australian Antarctic Division
- a memorandum of understanding with CSIRO and the Australian Nuclear Science and Technology Organisation in the context of the Australian Antarctic Program
- a memorandum of understanding with the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) supporting Australia's radionuclide monitoring obligations
- a collaborative relationship understanding with CSIRO
- a collaborative project agreement with Geoscience Australia on the Joint Australian Tsunami Warning Centre
- a strategic relationship agreement with the Queensland Department of Transport and Main Roads
- an unincorporated joint venture with the University of Tasmania as Lead Agent for the Integrated Marine Observing System (IMOS)
- a strategic relationship arrangement with the Japan Meteorological Agency (JMA) on cooperation in the utilisation of meteorological satellites
- a strategic relationship agreement with the European Centre for Medium-Range Weather Forecasts (ECMWF) on collaboration, data sharing and capability exchange programs
- a consortium agreement with partners from the United Kingdom, New Zealand, India and Singapore on a next generation modelling systems program, known as MOMENTUM
- a strategic relationship agreement with Singapore's National Environment Agency on joint weather and climate research and development.

## Corporate planning and evaluation

At the highest level, the Bureau is guided by its Strategy 2022–2027. The strategy is a blueprint for the future direction of the Bureau and guides all other planning and performance activities. The strategy outlines the Bureau's strategic objectives, actions and success measures.

The Corporate Plan 2024–25 was published on the Bureau's website in August. Prepared in accordance with requirements of the PGPA Act, the plan sets out the Bureau's priorities, planned achievements and success measures for 2024–25 and the outlook to 2027–28.

Operational planning within the Bureau is undertaken at group and program levels. The evaluation of performance against plans is an important component of the annual planning cycle. Progress against the Bureau's success measures is regularly monitored through reports to the Bureau Executive. Overall performance against the success measures for 2024–25 is presented in the Annual Performance Statement (see p.35).

All corporate planning and evaluation activities are undertaken in accordance with the Bureau's Planning, Performance and Reporting Framework.

## Quality, process and portfolio management

The Bureau has adopted formal quality, process and portfolio management approaches to:

- ensure compliance with legal and regulatory obligations
- underpin quality and consistency across all parts of the organisation
- ensure effective project delivery and transformation
- provide assurance to Bureau customers and stakeholders.

Quality management, overseen by the Quality Assurance Unit, is applied to key Bureau service functions. The development and implementation of quality management systems ensures the delivery of high-quality products and services for Bureau customers. Several quality management systems within the Bureau have been independently certified to the international ISO 9001 Standard.

Business processes form a key part of these quality systems. The Bureau applies Business Process Management techniques to identify, design, implement and improve processes on a sustainable basis. Business processes – including Standard Operating Procedures and Work Instructions – guide staff in the effective performance of both administrative and operational tasks.

Portfolio and project management is undertaken in accordance with the Portfolio Management Framework and Bureau Delivery Framework to provide a consistent and controlled approach to managing the Bureau's Enterprise Portfolio and project delivery. The Bureau Delivery Framework outlines the project stages, expected outputs, and assurance activities that all Bureau projects are required to comply with. Portfolio and project management is overseen by the Enterprise Portfolio Management Office.

## Enterprise risk management

Effective risk management plays a key role in shaping the Bureau's strategic direction and successfully delivering its purpose. Failure to effectively identify, assess, treat and monitor risk may adversely impact customer experience and outcomes, the safety of staff and the public, the Bureau's reputation and financial position.

The Bureau's Risk Management Framework and Policy sets out the Bureau's consistent, standardised approach to risk assessment and management, supported by policies, procedures and tools. They have been designed in accordance with the requirements of the Commonwealth Risk Management Policy, and are approved by the CEO, as the Accountable Authority, on the advice of the Executive Team.

The framework and policy govern:

- specific roles, responsibilities and competencies for the management of risk
- how risks are identified, assessed, treated, monitored and reported
- how risk information, including in relation to environmental sustainability and climate change risks, is reported to the Bureau's corporate committees and the Accountable Authority.

The Bureau is committed to ensuring that risk-informed planning and decision-making is embedded in strategic and operational activities across all parts of the organisation.

## Accountabilities and responsibilities

Accountabilities and responsibilities under the Risk Management Policy are set out below.

| Role                                                            | Responsibilities and accountabilities                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CEO and Director of Meteorology</b>                          | As the Accountable Authority, is responsible for ensuring the Bureau establishes and maintains an appropriate system of risk oversight and management.<br>Approves the Risk Management Policy and Framework.                                                                              |
| <b>Executive Team</b>                                           | Identifies and assesses Enterprise Risks, reviews the management of risks across the Bureau, reviews the application and management of controls and mitigation plans, and assesses the effectiveness of the risk framework.<br>Sets and reviews risk appetite and tolerance.              |
| <b>Security, Risk and Business Continuity Committee (SRBCC)</b> | Supports the Executive Team in ensuring that the Bureau has implemented an effective risk management framework.<br>Supports the Executive Team in the management of risks through oversight of the risks, their controls and treatment plans.                                             |
| <b>The Bureau of Meteorology Audit Committee (BMAC)</b>         | Provides independent advice to the Director of Meteorology on the appropriateness of the Bureau's system of risk oversight and management, and system of internal control.                                                                                                                |
| <b>Chief Risk Officer</b>                                       | Advises the Accountable Authority on the management of risk.<br>Ensures risk management is appropriately implemented and embedded across the Bureau, including ensuring risk is part of corporate planning and reporting processes.                                                       |
| <b>Group Executives</b>                                         | Own and manage extreme risks within their group, ensuring risks are being effectively identified, assessed, and managed.                                                                                                                                                                  |
| <b>General Managers</b>                                         | Own and manage high risks within their program, ensuring risks are being effectively identified, assessed, and managed, and their staff comply with all policies and procedures.                                                                                                          |
| <b>Section Heads</b>                                            | Own and manage medium and lower-level risks within their section, ensuring risks are being effectively identified, assessed, and managed within their team, and their staff comply with all policies and procedures.                                                                      |
| <b>Risk, Resilience and Audit Team</b>                          | Leads the design and review of the Bureau's risk management policy and framework. Provides a specialist risk capability, delivering advice on risk management and uplifting risk maturity across the Bureau.<br>Manages risk reporting to Bureau's committees and senior decision-makers. |
| <b>Health, Safety and Environment Team</b>                      | Leads the design, implementation and review of the Bureau's environmental management system.                                                                                                                                                                                              |

## Key risks

The Bureau manages 15 enterprise risks across 8 risk categories. Enterprise risks are owned and managed by the Executive and are defined as those risks with the greatest potential to affect the Bureau's ability to achieve its mission and strategic objectives.

| Key Risks by Category                                                                                                                                                       | Significant mitigation strategies and controls                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Customer impact and value</b> <ul style="list-style-type: none"> <li>Quality and reliability of products and services</li> <li>Product and service innovation</li> </ul> | <ul style="list-style-type: none"> <li>Quality Management Systems</li> <li>Continuous improvement programs</li> <li>Customer, partner and stakeholder engagement</li> <li>Product Management Strategy</li> </ul>                                                                                                    |
| <b>Health and safety</b> <ul style="list-style-type: none"> <li>Staff safety</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>Health and safety governance, systems, processes and support</li> <li>Health and safety communications, education and training</li> </ul>                                                                                                                                    |
| <b>Security</b> <ul style="list-style-type: none"> <li>Cyber security</li> <li>Physical security</li> <li>Personnel security</li> </ul>                                     | <ul style="list-style-type: none"> <li>Security risk assessments and planning</li> <li>Security education and training</li> <li>Incident management processes</li> <li>Security testing and assurance</li> </ul>                                                                                                    |
| <b>Legal and regulatory</b> <ul style="list-style-type: none"> <li>Legal and regulatory non-compliance</li> </ul>                                                           | <ul style="list-style-type: none"> <li>Legal governance and services</li> <li>Compliance management and training</li> </ul>                                                                                                                                                                                         |
| <b>Financial</b> <ul style="list-style-type: none"> <li>Corruption and fraud</li> <li>External budget allocation</li> <li>Internal budget management</li> </ul>             | <ul style="list-style-type: none"> <li>APS Values and Code of Conduct</li> <li>Commonwealth Fraud and Corruption Control Framework</li> <li>Strategic policy development and engagement</li> <li>Finance governance and financial performance reporting</li> </ul>                                                  |
| <b>Reputation</b> <ul style="list-style-type: none"> <li>Reputational damage</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>Communications governance and planning</li> <li>Reputational risk assessment</li> <li>External stakeholder engagement</li> </ul>                                                                                                                                             |
| <b>Systems and assets</b> <ul style="list-style-type: none"> <li>Systems and asset disruption</li> <li>Technological innovation</li> </ul>                                  | <ul style="list-style-type: none"> <li>Secure and resilient systems and controls</li> <li>Systems, assets and data governance</li> <li>IT Strategic planning</li> </ul>                                                                                                                                             |
| <b>Workforce</b> <ul style="list-style-type: none"> <li>Workforce availability</li> <li>Workforce attraction and retention</li> </ul>                                       | <ul style="list-style-type: none"> <li>APS Employment Framework and Workplace Relations</li> <li>Workforce planning and reporting</li> <li>People and culture strategies</li> <li>Leadership development</li> <li>Diversity and inclusion strategies</li> <li>Talent attraction and retention strategies</li> </ul> |

Oversight of the Bureau's risks, controls and treatment strategies occurs via regular reporting to the Executive and the Security, Risk and Business Continuity Committee. The Bureau of Meteorology Audit Committee provides independent advice to the Director of Meteorology on the appropriateness of the Bureau's system of risk oversight and management, and system of internal control.

## Resilience

As part of the Bureau's mission statement – to provide services all day, every day – the organisation must be able to continue to provide critical products and services, and protect its people and assets, in the face of any disruption.

During a business disruption, effective and timely action and communication, both within the Bureau and to external customers, helps to protect lives, service the community and uphold the Bureau's long-term integrity and reputation.

Continuing to strengthen, mature and expand the Bureau's resilience and business continuity capacity is a key focus for the organisation (see p.145). Continued efforts to uplift Bureau business continuity maturity are improving the organisation's overall capability to effectively respond to, and recover from a disruptive incident, regardless of its cause, size, location or complexity. Business continuity and incident management arrangements were updated during the year and have been established to support the Bureau's response to any disruptive event, ensure continual improvement, and embed lessons learned across the organisation.

## Climate risk disclosure

Commonwealth Climate Disclosure is the Government's policy for Commonwealth entities to publicly disclose their exposure to climate risks and opportunities, as well as their actions to manage them, delivering transparent and consistent climate disclosures to the Australian public.

The Bureau manages all risks, including those relating to environmental sustainability and climate change, in accordance with the Bureau's Risk Management Policy and Framework. The operation of this framework, including roles, responsibilities, governance and strategy is set out in the Enterprise risk management section above (see p.173).

## Climate Risk

In 2024–25, the Bureau conducted an organisation-wide climate risk assessment. This assessment was undertaken according to the established processes in the Bureau's Risk Management Framework, based on the International Standard ISO31000 Risk Management. The Australian Government's Climate Risk and Opportunity Management Program also informed this process.

As Australia's weather, water, climate, ocean and space weather information agency, climate change poses a significant risk to the Bureau's activities, operations and customer needs. Its products and services are impacted by a changing climate and inform our customers' responses to climate change. The Bureau has an extensive network of assets and staff throughout Australia and the region which are at risk of impacts from climate change.

The Bureau's Risk Management Framework sets out the criteria for how the Bureau assesses, evaluates and priorities its risks, including those related to environmental sustainability and climate change.

The Bureau manages the following climate related risks and opportunities:

| Type         | Risk or opportunity | Description                                                                                                                   | Mitigation Strategies and Controls                                                                                                                                                                                     | Timeframe <sup>1</sup> |
|--------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Physical     | Risk                | Impacts on routine operations and activities as result of operational response to more frequent or more severe weather events | <ul style="list-style-type: none"> <li>Operational processes and procedures</li> <li>Operational Response Teams</li> <li>Incident Management processes</li> <li>Crisis Management Procedure</li> </ul>                 | Medium – long term     |
|              | Risk                | Impacts to the health and safety of staff because of changing climate                                                         | <ul style="list-style-type: none"> <li>WHS Risk Management Procedure</li> <li>Fatigue management</li> <li>High Risk Work procedure</li> <li>Working Remotely or in Isolation Procedure</li> </ul>                      | Medium – long term     |
| Physical     | Risk                | Damage or destruction of assets due to more frequent or more severe weather events                                            | <ul style="list-style-type: none"> <li>Observational infrastructure site selection process</li> <li>Enterprise Asset Management Framework</li> <li>Asset insurance arrangements (Comcover)</li> </ul>                  | Medium – long term     |
| Transitional | Opportunity         | Changes in customer requirements and appetite for products and services because of climate change                             | <ul style="list-style-type: none"> <li>Product Management Lifecycle</li> <li>Customer Engagement Policy</li> </ul>                                                                                                     | Short – medium term    |
| Transitional | Risk                | Impacts of new renewable energy infrastructure (wind farms) on performance of radar network                                   | <ul style="list-style-type: none"> <li>Engagement with industry and government on new windfarm location</li> <li>Examination of technical solutions, including modified radar scanning and data processing.</li> </ul> | Medium – long term     |

<sup>1</sup> Short term is defined as within the next 5 years (to 2030). Medium term is between 5 and 25 years (2030 to 2050). Long term is beyond 2050.

The Bureau's risks, including those related to environmental sustainability and climate change, have been considered in the development of the Bureau's Strategy 2022–2027 and Corporate Plan. Applicable risks, including those related to environmental sustainability and climate change, are considered by the Major Transactions Committee when making decisions regarding expenditure.

## Metrics and targets

Metrics and targets are provided in the Environmental sustainability section (see p.195).

## Fraud and corruption control

The Bureau's Fraud and Corruption Control Framework provides the basis for its fraud prevention, detection and investigation activities in compliance with the Commonwealth Fraud and Corruption Control Framework and section 10 of the PGPA Rule. The Bureau conducts fraud risk assessments to inform appropriate responses.

The Bureau uses various strategies and mechanisms to prevent fraud, including:

- independent assurance from the Bureau of Meteorology Audit Committee to the Director of Meteorology about fraud control
- annual mandatory online training for staff on integrity.
- financial delegations requiring co-authorisation of spending and assurance that spending is within the approved budget
- involvement in Commonwealth fraud prevention and anti-corruption activities including information sharing, education and training through the Commonwealth Fraud Prevention Centre.

The Bureau has several mechanisms in place to detect any potential fraud incidents, including:

- the Bureau's internal audit program undertaking compliance and financial propriety audits to identify and report any control weakness or other concerns
- scrutinising a vendor master listing and ledger and verifying listed or disclosed business registrations with the Australian Taxation Office and the Australian Securities and Investment Commission
- an audit tool within the Bureau's expense management system to highlight outliers and enable the investigation of items of concern
- periodic audits of purchasing cards, expense management and other sources of fraud risk
- regular financial compliance monitoring and reporting.

Where the Bureau determines that an allegation of potentially fraudulent or corrupt activity needs to be investigated, it will:

- follow the Australian Government Investigations Standards 2022 for all fraud investigation activities
- investigate the allegation using an internal (or outsourced) investigation officer or through referral of serious or complex fraud matters to the Australian Federal Police
- maintain a fraud register for the purposes of registering possible fraud incidents. All known incidents are investigated, and any material matters are formally reported to the Bureau's Audit Committee.

## External scrutiny

The following matters were dealt with in 2024–25, with the Bureau providing submissions and evidence to the:

- Australian National Audit Office for a Performance Audit of the Bureau of Meteorology's Management of Assets in its Observing Network
- Senate Select Committee on the Impact of Climate Risk on Insurance Premiums and Availability.

The Auditor-General's report on the Bureau of Meteorology's Management of Assets in its Observing Network was released in January. More information on the recommendations and the Bureau's response is on p.120.

## Freedom of Information

Entities subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). Part II of the FOI Act requires each agency to display on its website a plan showing what information it publishes in accordance with the IPS requirements. The information provided by the Bureau in response to the IPS is available at <https://beta.bom.gov.au/freedom-of-information>

In 2024–25, the Bureau received 32 requests under FOI and carried over 3 requests from 2023–24. Of these, 27 were completed by 30 June 2025, 7 remained in progress and one is under review with the Office of the Australian Information Commissioner (OAIC).

## Corrections

In its 2022–23 Annual Report – under Information about remuneration for key management personnel (p.188) – the Bureau listed a termination benefit of \$32,068 for Group Executive Australian Climate Service (Vicki Woodburn). The correct figure was \$0.

# Corporate responsibility

## Responsibility to the Australian community

Inherent in its vision and mission, the Bureau has a responsibility to the Australian community to support a safe, prosperous, secure and healthy Australia. The Bureau's focus is on providing trusted, reliable and responsive weather, water, climate, ocean and space weather information services that benefit the Australian community and drive competitive advantage for business and industry.

The Bureau is accountable to the Australian Government for fulfilling its legislative mandate with the resources invested in it but is ultimately answerable to the Australian community. Under the *Meteorology Act 1955*, the Bureau performs its functions largely in the public interest as well as for sectors such as defence, shipping and aviation, and in support of primary production, industry, trade and commerce.

Under the *Water Act 2007*, the Bureau is responsible for collecting, holding, managing, interpreting and disseminating Australia's water information, including water markets information. The Bureau is required to provide advice, forecasts and reports on the status and future availability of Australia's water resources, including through the publication of a National Water Account. The Bureau is also the regulator for Part 7 of the Water Regulations 2008, which requires over 200 organisations to provide their water information to the Bureau.

Throughout 2024–25, the Bureau continued to provide warnings, forecasts, observations, information and advice on which Australians depend – providing round-the-clock services to support informed decision-making by governments, emergency services, industry and the community. The value of these services is expanding as Australians become increasingly vulnerable to a range of severe weather events due to changes in climate, population, settlement patterns and the growth of infrastructure.

The Bureau's services are particularly crucial when conditions are extreme. The organisation continues to assist Australians to better prepare for and respond to the impacts of their natural environment, including floods, fires, storms, tsunamis and tropical cyclones. The Bureau's warnings and advice to emergency services support essential decision-making that further benefits the Australian community when people and property are under threat.

In fulfilling its duties, the Bureau remains committed to:

- providing the best possible information about Australia's weather, climate, water, oceans and space weather
- providing timely information to allow planning and response to impending critical events
- presenting information clearly, using plain English and easy-to-understand graphics, and making it accessible to vulnerable communities
- meeting increasing user expectations by incorporating relevant advances in science and technology, and enhancing its products and services in line with community needs
- identifying any limitations in its products and services, and providing information regarding the source, reliability, completeness and currency of any data supplied
- notifying users of service changes and interruptions at the earliest opportunity.

## Northern Territory

The Top End of Australia has a tropical climate characterised by a wet season from October to April and a dry season from May to September. At different times of the year, parts of the Northern Territory experience severe thunderstorms, wildfires and widespread flooding. All coastal areas are subject to tropical cyclone landfall.



## Western Australia

Western Australia is susceptible to a wide range of severe weather events all year round. The warmer months are characterised by heavy rain, tropical lows and cyclones in the north, and extreme heat and bushfires in the south. During the cooler months, bushfires occur in the north while cold fronts with destructive winds and heavy rain are common in the south.



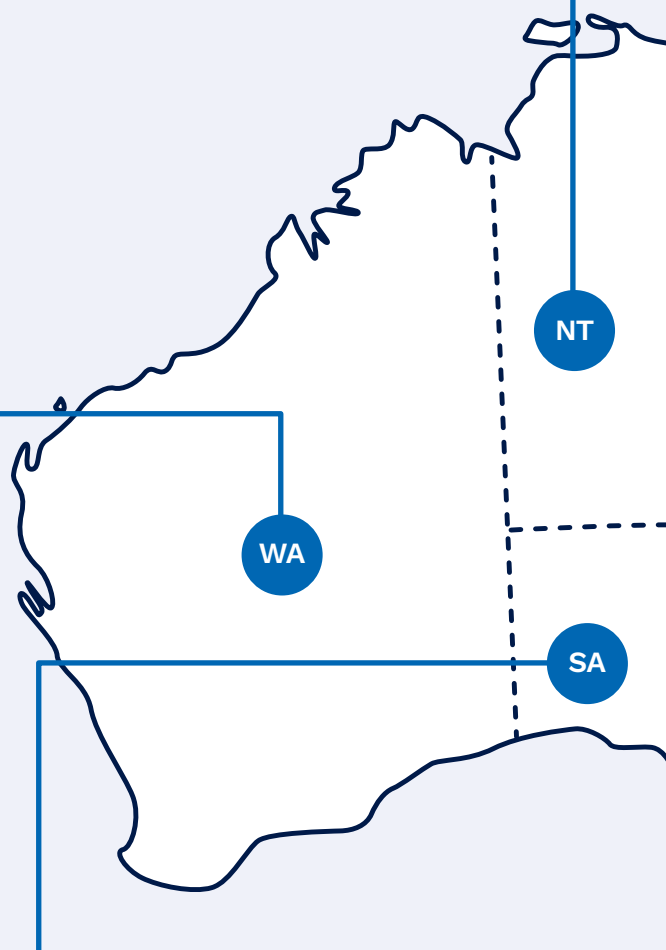
## South Australia

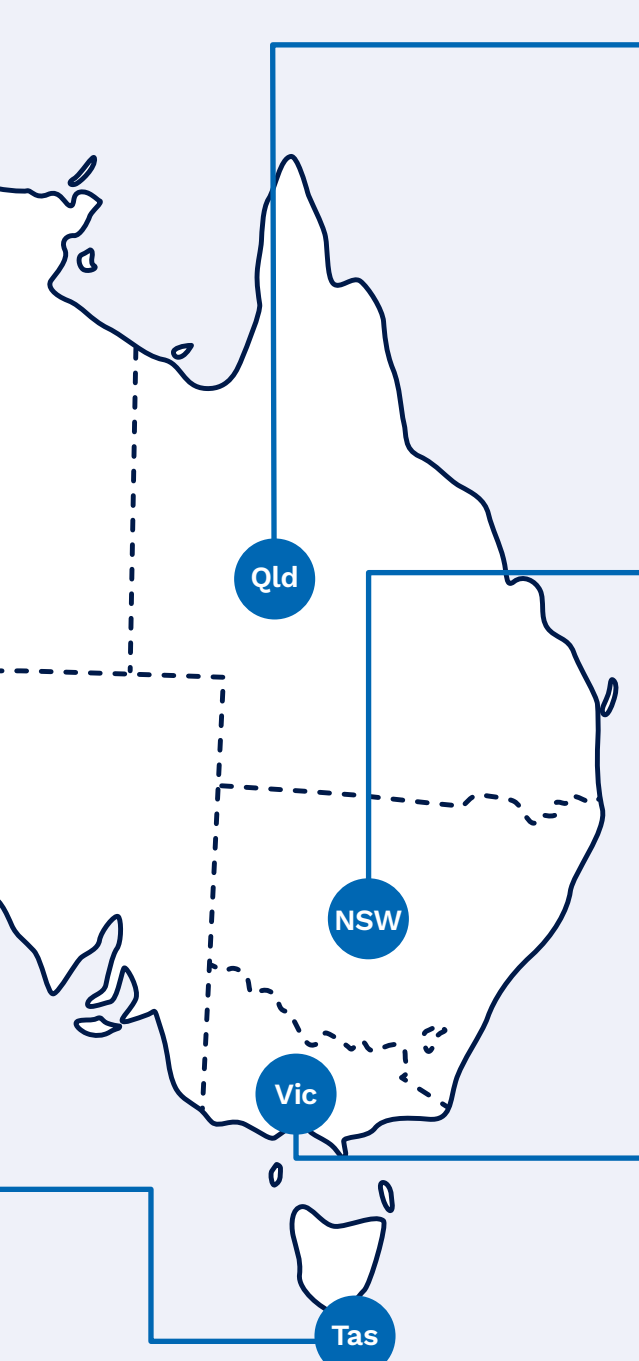
South Australia's climate is characterised by relatively hot and dry summers featuring heatwaves, bushfires and thunderstorms with damaging winds, large hail and flash flooding. In the south of the state, cold fronts and low-pressure systems in the winter months bring cold, wet and windy conditions. Across the inland north of the state, winters are mild but often dry. Rainfall in these parts is usually sporadic and can be driven by tropical systems in the summer and northwest cloud bands in the winter.



## Tasmania

Tasmania's location in the path of the 'roaring forties' westerly wind belt brings heavy and reliable rain to the western half of the island and much warmer and drier conditions to the sheltered east coast. Snow can fall any time of year in the highlands, but summer heatwaves and windy weather fronts bring dangerous fire conditions to the east and south.





## Queensland

The meteorology of Queensland extends from the deep tropics through to temperate and arid regimes, and encompasses coastal waters that include the Great Barrier Reef, the Torres Strait Islands and the eastern Gulf of Carpentaria. The dispersed population is vulnerable to risks posed by tropical cyclones, flooding, severe thunderstorms and bushfires. The state's agricultural sector grapples with the impacts of severe weather and flooding, droughts and other broadscale impacts of climate.



## New South Wales

The diversity of New South Wales' weather and climate reflects its many landscapes; from the highest alpine areas in Australia to some of the country's most productive agricultural areas to its offshore islands. New South Wales is often affected by heatwaves, drought, bushfires (and their smoke), intense coastal storm systems, severe thunderstorms and hailstorms. Weather on the coastal strip is influenced by the steep coastal escarpment and ranges, which accentuate heavy rains and bring major flooding to coastal rivers.



## Victoria

Victoria is renowned for its very changeable and challenging weather events. These include heatwaves, extreme fire weather, and the effects of bushfire smoke in summer; damaging winds from winter storms; and rain, severe thunderstorms, and floods in all seasons. Victoria is also vulnerable to thunderstorm asthma events, when the right weather conditions and fine grass pollen can combine to cause acute asthma episodes.



# National outreach

The Bureau’s presence and capability within Australia’s states and territories remains vital to how services are delivered, integrating local knowledge into Bureau services and focusing on local and regional needs. This is especially crucial given the variability of climate across Australia (see map on p. 180–181).

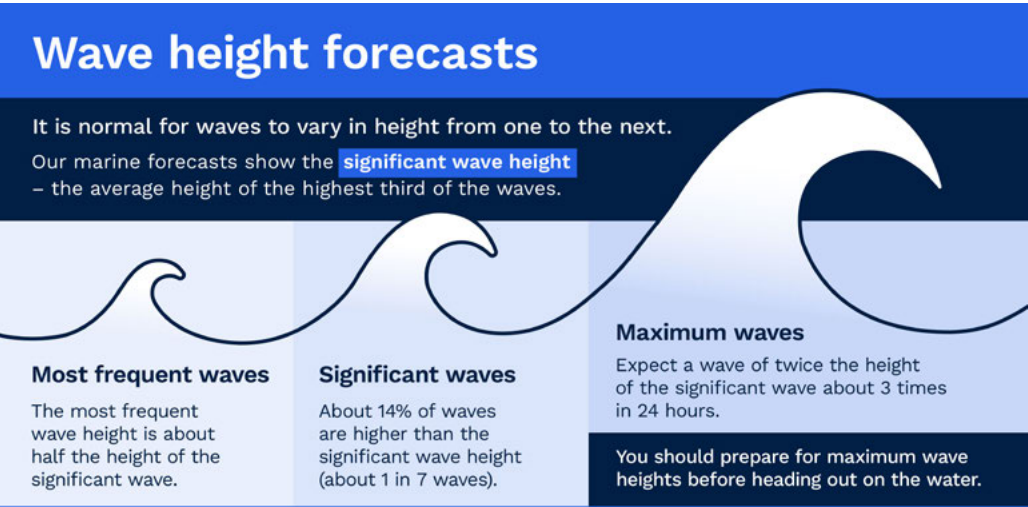
The Bureau’s Decision Support Services Program leads national, regional and local engagement to contribute to hazard preparedness and response in the Australian community and in the emergency management sector. The program has staff deployed in all states and territories, as well as a national team (based in Canberra).

Staff work alongside federal, state and local emergency service agencies as part of the emergency management and disaster mitigation networks within their respective jurisdictions. Bureau briefings and intelligence play a key role in supporting emergency management decision-making to prepare for and respond to an event, as well as enabling their role in the Australian Warning System to deliver action-based warnings for the community, complimenting the Bureau’s weather warnings. The Bureau’s support of the emergency management agencies includes outposted decision support staff within several response agencies and emergency management centres, providing direct access to the Bureau’s expertise. Staff within the program also continually inform the Australian community through television, radio and social media channels.

At the national level, the Hazard Preparedness and Response (HPR) National Operations Support unit, embedded in the National Situation Room, delivers tailored services encompassing weather, climate and hydrology to support the National Emergency Management Agency (NEMA) to coordinate Australian Government response in support of the wider community.

# Public education and community engagement

Helping Australians understand and use its products and services is one of the Bureau’s core responsibilities under the Meteorology Act. The aim is to give Australians timely weather, water, climate, ocean and space weather information, education and updates across a range of channels, particularly when conditions put lives and property in danger.



An example from the Bureau’s information and awareness campaigns.

Through a prolonged higher risk weather season, the Bureau’s structured and agile approach to communicating with impacted communities across multiple states was clear and timely. During severe weather, the Bureau’s public communications point the community to its website and BOM Weather app as the trusted source for forecasts and warnings. In collaboration with governments and key emergency services partners across states and territories, the Bureau’s advice was clear, informative and action oriented.

The Bureau works closely with traditional media and emergency partners to ensure that communication with the Australian community is timely and accurate, and that forecasts and warnings are broadcast widely. Bureau staff interact with a broad range of stakeholders and provide a focal point for the delivery of services to local industry and government customers, providing high-quality and clear information.

During 2024–25, the Bureau established a spokesperson framework to better support its media-facing teams and ensure the right expertise is available at the right time to service growing demand for weather and climate information.

The Bureau supported community preparedness for the higher risk weather season, through the *Know Your Weather, Know Your Risk* campaign (see p.137), together with a targeted community engagement campaign with segments of the community considered at greater risk (see p.75). Further partnerships throughout the year included a focus on outdoor adventure practitioners and new migrant communities (see p.88).

Throughout the year, the Bureau’s social media channels proved especially effective in promoting public-safety campaigns on the risks and impacts of severe weather as well as building understanding of the Bureau’s forecasting and warning services. During tropical cyclone Alfred, the Bureau’s authoritative and informative approach to community information saw a substantial increase in social media engagement (see p.139).

| Engagement snapshot       | 2023–24      | 2024–25      | Variance      |
|---------------------------|--------------|--------------|---------------|
| Traditional media         |              |              |               |
| Media enquiries           | 6,681        | 7,138        | +457          |
| Media releases            | 270          | 453          | +183          |
| Social media              |              |              |               |
| Total followers           | 2.14 million | 2.36 million | +0.22 million |
| Total posts               | 5,591        | 12,735       | +7,144        |
| Average engagement rate   | 6.7%         | 4.8%         | -1.9%         |
| Direct email              |              |              |               |
| Subscribers               | 210,460      | 241,073      | +30,613       |
| Messages delivered        | 2,470,170    | 3,436,507    | +966,337      |
| Average open rate         | 55%          | 56%          | +1%           |
| Weather connect           |              |              |               |
| Weather Connect enquiries | 6,484        | 7,011        | +527          |

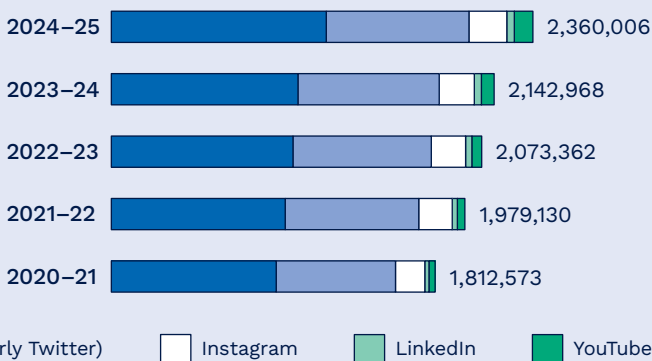


## Social media followers

Over

**2.3**  
**million**

social media followers



The Bureau also supports the community in accessing information about weather and related phenomena through its Weather Connect customer service centre and through direct information emails to customers. In 2024–25, the Bureau responded to over 7,000 public enquiries through this service.

During 2024–25, the Bureau of Meteorology Training Centre continued its public education program in delivering 12 facilitated Introduction to Meteorology courses to members of the public and key stakeholders. In addition, 224 customers enrolled in the Introduction to Meteorology Online course. The courses provide expert insight into weather fundamentals and weather information, helping to inform decision-making.

## Stakeholder participation

Third-party participation in the Bureau's policy formulation and service provision is facilitated through:

- the Bureau's Hazards Services Forum and related groups including the Australian Tsunami Advisory Group, the National Flood Risk Advisory Group, the Australian Tropical Cyclone Advisory Group, and the National Heatwave Working Group
- the National Council for Fire and Emergency Services (AFAC) and related groups and committees
- state and territory consultative committees for flood, marine, and climate
- state, territory and local government emergency management and disaster mitigation committees
- consultative meetings with private meteorological service providers, the aviation industry and Defence
- the Jurisdictional Reference Group on Water Information
- intragovernmental forums on water and energy management
- Australian Government and regional international development programs
- national research and science forums and programs.

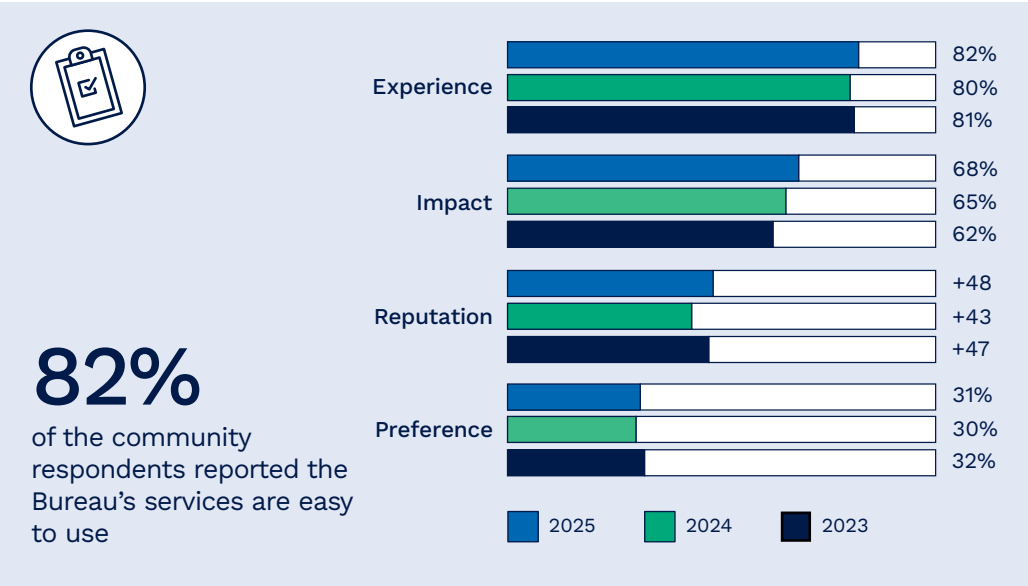
The Bureau’s Hazards Services Forum (HSF) continued to demonstrate the productive collaboration between the Bureau and its federal, state and territory emergency management partners. The HSF is co-chaired by the Bureau and the National Emergency Management Agency and provides the opportunity for senior emergency services representatives to provide forthright feedback on the current and future direction of the Bureau’s hazards services (see p.83).

## Customer feedback and response

In addition to the direct engagement the Bureau undertakes with its customers and partners, the Bureau uses a range of surveys and feedback mechanisms to ensure its products and services meet the evolving needs of its customers.

Surveys of community customers were undertaken in September, December, March and June, helping to identify areas for improvement and inform service development. Community survey respondents are a representative sample of the Australian community, with a spread of gender, age and location. Surveys assessed customers’ preference, experience, impact and reputation. Overall performance was consistent with results from previous years, with the preference and experience scores steady, and the impact and reputation scores showing slight increases in 2025. Community customers continued to report positive experiences and the Bureau’s user-friendliness remains consistently high for these users.

In 2024–25, the Bureau implemented a new approach to measure the experience of emergency services, industry and government customers leveraging its Customer Relationship Management (CRM) system. Surveys were undertaken in September and March, assessing customer trust, satisfaction and perception. This compliments the direct intelligence the Bureau collects from its customers and partners that is stored in the CRM and used to inform priority areas where the Bureau can better meet needs. Survey results show trust, satisfaction and perception are strong among the Bureau’s emergency management, industry and government customers.

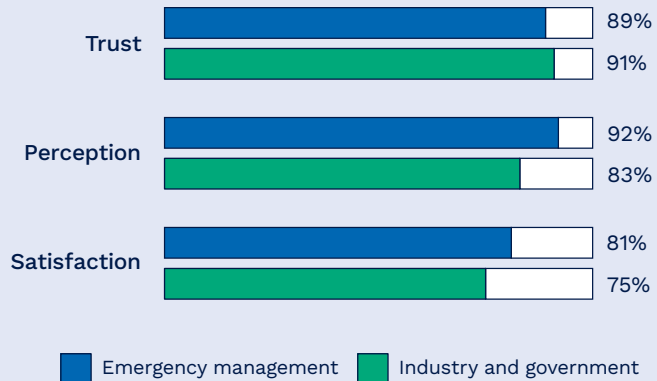




## 2025 Customer experience survey topline results

# 92%

of emergency management customers surveyed have a good perception of the Bureau



Separate trust and experience research was finalised in early 2024–25 aimed at understanding public perceptions and trust in the Bureau and helping the organisation to further tailor its communications to the needs of the Australian community. Qualitative and quantitative methods, including focus groups and an online survey of 1,000 Australians, were used to examine the community's expectations and preferences during times of general weather and severe weather. The research found:

- 84% of people have a high level of interest in weather information, while 89% consider it's very important to be able to access it
- 96% of respondents were aware of at least one Bureau channel, including the website, the BOM Weather app, social media, and TV and radio appearances
- Trust in the information the Bureau provides sits at 86% during general weather and rises to 88% during severe weather events.

More customer experience information is included in the Annual Performance Statement (see p.35).

At 30 June 2025, the BOM Weather app had 16.9 million downloads since its release and was used by over 1.7 million users on average each day between January and June 2025. The app recorded an average rating of 4.6 in the Google Play Store and 4.7 in the Apple App Store (consistent with the ratings of 4.6 and 4.7 respectively in 2023–24).

Over 2.1 million items of feedback on the app were provided to the Bureau during the year across 7 categories:

- customer satisfaction
- data accuracy
- bug / technical
- feature enhancement request
- performance
- user usability request
- location update.

This feedback enabled the Bureau to prioritise enhancements to the app, including the addition of warnings on the map, an acknowledgement of Country, offline mode and dew point (see p.109).

The Bureau continued to enhance its approach to gathering and reporting feedback from its digital channels in 2024–25. At 30 June 2025, the Bureau's online research community had 4,234 registered testers and BOMIdeas was used to invite customers to participate in online surveys and testing to provide feedback on potential service enhancements or ideas.

## International engagement

International cooperation is an essential and integral part of the Bureau's operations. Through reciprocal relationships and knowledge-sharing with countries and agencies around the globe the Bureau leverages scientific expertise and technological and operational developments and collects and exchanges information critical for monitoring and predicting the state of the atmosphere and hydrosphere. The Bureau is deeply engaged in international activities that provide direct and indirect benefits to the organisation and to the broader Australian and international community.

In 2024–25, the Bureau continued to lead Australia's multilateral engagement in the World Meteorological Organization (WMO) and UNESCO's Intergovernmental Oceanographic Commission (IOC). Regionally, the Bureau continued to provide peer-advisory services under the Systematic Observations Financing Facility (SOFF) fund to both Kiribati and the Solomon Islands, assisting them to build physical, human and institutional capacity. The Bureau is also providing technical implementation support to Kiribati, under an agreement with the United Nations Environment Programme (UNEP) via SOFF.

As an internationally recognised provider of several specialised WMO products and services, the Bureau is regularly reviewed to ensure compliance with WMO Integrated Processing and Prediction System (WIPPS) obligations. In 2024–25, the Bureau was recognised by the WMO as fully compliant in a review of its status as a Global Producing Centre for Long-Range Forecasting (GPC-LRF), which involves producing and sharing global seasonal forecasts over a one-month or longer time scale.

The Bureau has several bilateral and multilateral agreements with overseas agencies and in 2024–25, actively cooperated with counterpart meteorological and hydrological agencies on a range of mutual and complimentary fields of technical and scientific expertise.

Highlights included:

- signing of a Strategic Relationship Arrangement between the Bureau and the Japan Meteorological Agency (JMA) regarding cooperation in the utilisation of meteorological satellites
- a bilateral visit between the Bureau and the Korea Meteorological Administration (KMA), where collaboration in the areas of meteorological satellite data analysis, climate prediction, marine meteorological services and the Global Atmospheric Watch were all agreed to be continued
- a virtual executive bilateral meeting with UK Met Office (UKMO) colleagues, where closer collaboration on the approach to artificial intelligence, space weather and future service delivery were agreed
- Bureau hosting of separate visits by staff of the US National Weather Service (NWS) and the Meteorological Service of Canada for discussions on our respective national weather services and customer decision support services including fire weather.

Australian aid-funded capacity development programs represent a significant component of



**The Bureau's CEO and Director of Meteorology, Dr Andrew Johnson, Director-General of the Japan Meteorological Agency (JMA), Mr Takashi Mori, formalising the new strategic relationship between the Bureau and JMA.**

the Bureau's international activities. The Bureau has a long history of supporting counterpart meteorological and hydrological services in the Pacific. These engagements strengthen organisational capabilities and skills and contribute to broader whole-of-government objectives.

In 2024–25 the Bureau:

- worked with Pacific National Meteorological Services on all aspects of the Weather Ready Pacific Programme (WRP), including through representation on the Steering Committee and dedicated support to the Program Management Unit in the Secretariat of the Pacific Regional Environment Programme (see p.104)
- continued delivery of the Climate and Oceans Support Program in the Pacific (COSPPac), with a strong focus on transitioning leadership to the Pacific (see p.79, 82, 105)
- expanded support to the Aviation Weather Services across Pacific Island Countries, with the installation of aviation sensors at selected aerodromes and training (see p.103)
- provided targeted observational infrastructure and systems capacity building support to the Papua New Guinea National Weather Service and the Solomon Islands Meteorological Service (see p.107) through twinning arrangements supported by the Australian High Commission in Port Moresby and Honiara respectively
- commenced delivery of the Weather for Energy Transition in Southeast Asia (WETSA) project through building the capacity of the Indonesian Meteorological Service (Badan Meteorologi, Klimatologi, dan Geofisika – BMKG) to deliver tailored weather information to the Indonesian energy sector.

## Diversity and inclusion

The Bureau strives to be the model of an inclusive culture where diversity of thought and background is valued to provide better outcomes for staff, customers and the community. Success is based on creating an inclusive environment where people feel respected and valued, share a sense of fairness and of belonging, and are encouraged to make a unique and meaningful contribution.

The Bureau values the diversity of its staff, respecting differences that include – but are not limited to – gender, ethnicity, religion, age, ability or disability, sexual orientation, language, skills, experience, education, industry sector and thinking approaches.

In 2024–25, the Bureau made significant progress to develop and launch its Diversity and



### Priorities from the Diversity and Inclusion Action Plan 2024–27.

Inclusion Action Plan 2024–27. A comprehensive analysis of the Bureau’s workforce and consultation with staff was undertaken to understand and improve experiences. To support the implementation of the Action Plan, the Bureau established governance structures and delivery partnerships that reinforce its enterprise-wide commitment including a newly established D&I Advisory Group.

The Bureau’s Employee Diversity Networks – representing Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse colleagues, LGBTQIA+ communities, people with disability, and gender equity – continue to play a vital role in amplifying lived experiences, fostering inclusion, and informing practice.

## Celebrating diversity with expert insights

The Bureau formally recognised an endorsed list of dates and events during 2024–25. Diversity events broaden understanding by drawing on the lived experience of the Bureau’s people and external speakers by sharing different perspectives and showcasing partnerships with community and stakeholder groups. It’s a way to engage with the Bureau’s people and provide information about work delivering the strategy, recognise achievements, and celebrate diversity.

The events aim to foster a sense of belonging and inclusion and raise awareness about different cultures and backgrounds. They provide an opportunity for learning and reflection and staff are encouraged to have conversations about how the Bureau can individually and collectively progress efforts to deliver improved outcomes for the organisation.

Several staff events were held throughout 2024–25 to celebrate diversity and foster inclusion within the Bureau:

- NAIDOC Week was celebrated from 7–14 July to showcase activities and the role Elders play informing and guiding the Bureau’s work
- Wear It Purple Day was celebrated on 30 August with an event hosted by the Storm Pride Network, highlighting LGBTQIA+ inclusion and allyship for young people under the theme ‘Your Passion, Your Pride’
- International Day of People with Disability was observed on 3 December, with the Accessibility Network hosting an event aligned to the theme ‘Amplifying the leadership of persons with disabilities for an inclusive and sustainable future’
- International Women’s Day was marked on 6 March with an engaging event hosted by the Gender Equality Network, themed ‘March Forward and Accelerate Action’



- Harmony Week was observed from 17–21 March and celebrated cultural diversity through activities led by the Multicultural Network. Aligned to the theme ‘Everyone Belongs’, highlights included morning teas across office locations, a choir performance in the Melbourne Office, and reflections from colleagues on bridging cultural and linguistic differences in their work (see p.141)
- International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) was marked on 17 May, with the Bureau joining fellow APS STEM agencies in a powerful event hosted by CSIRO. With over 1,000 attendees, the panel discussion—hosted by ABC’s Nate Byrne—explored the theme ‘The Power of Communities’
- National Reconciliation Week was celebrated on 30 May to support reconciliation, learn about Australia’s shared histories, cultures, and achievements, and to help shape the Bureau’s collective journey towards reconciliation.

## Disability reporting

Australia’s Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia’s policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy’s actions and outcome areas will be published and available at [www.disabilitygateway.gov.au/ads](http://www.disabilitygateway.gov.au/ads).

Disability reporting is included the Australian Public Service Commission’s State of the Service reports and the APS Statistical Bulletin. These reports are available at [www.apsc.gov.au](http://www.apsc.gov.au).

## Ethical standards

The Bureau supports a safe, inclusive and respectful work culture that reflects the diversity of the community it serves. It operates within the context of Australia being a signatory to the 7 key human rights treaties, with human rights being protected and promoted through domestic legislation, policies, practices and independent bodies. The Bureau undertakes a range of activities to meet this commitment, including:

- promoting APS Values, Code of Conduct and Employment Principles, and awareness of workplace discrimination, through communication with staff, training and induction packages for new employees
- endorsing the Public Interest Disclosure Framework, through communication with staff and supporting policy documents
- supporting the Commonwealth Child Safe Framework which sets the minimum standards for creating and maintaining a child safe culture and practice in Australian Government entities

- providing an online training course entitled APS Values and Code of Conduct at the Bureau, which covers topics such as accountable and ethical decision-making
- providing employees with access to information on ethical standards via the intranet, and through the APS Commission's website
- issuing APS Code of Conduct guidelines for Bureau staff, and providing guidance and policies with respect to duty of care, making public comment, conflicts of interests and the performance of outside work/employment
- consulting staff on a new Prevention of Workplace Sexual Harassment and Related Unlawful Conduct Procedure to complement the existing procedures, including the Unacceptable Behaviours and Complaint Handling Procedure that documents the ethical standards expected of staff
- reviewing the existing internal Harassment Contact Officer network, ensuring that these Officers are appropriately trained with access to relevant support material
- initiating disciplinary processes, including under the Procedure for determining breaches of the APS Code of Conduct (and for determining sanction/s) established in accordance with section 15(3) of the *Public Service Act 1999* making available a review-of-action process, as provided for in section 33 of the *Public Service Act 1999*, to aggrieved employees
- initiating investigation processes into disclosures received under the *Public Interest Disclosure Act 2013*
- implementing actions from the Bureau's Integrity Maturity Action Plan, in support of the Government's integrity agenda and the National Anti-Corruption Commission (NACC).

## Privacy

The Bureau has specific responsibilities under the *Privacy Act 1988* (the Privacy Act), including adhering to the Data Breach Notification Scheme and the Australian Government Agencies Privacy Code.

The Bureau's Privacy Policy identifies when, why and how personal information will be collected, stored, used, and disclosed by the Bureau, as well as the types of personal information collected. The policy also describes processes for how individuals can access their own personal information, request the Bureau update and correct their personal information or make complaints to the Bureau about the collection, use, storage and disclosure of personal and sensitive information.

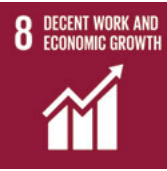
Under the Notifiable Data Breach Scheme established under the Privacy Act, an assessment must be made of suspected privacy data breaches and, in certain circumstances, notification to the Office of the Australian Information Commissioner (OAIC) and affected individuals.

In 2024–25, the Bureau's Privacy team was notified of 4 suspected privacy data breaches. Of these, 3 incidents did not require notification to the OAIC and investigation of one incident was still in progress at 30 June 2025.

## Sustainable development

The Bureau recognises the opportunity and privilege it has to support sustainable development in Australia and beyond, contributing to prosperous, fair, healthy and sustainable communities. Both in the way it conducts its operations, and in the vast array of products and services it provides for the community, the Bureau's work supports Australia's commitment to the United Nation's 2030 Agenda for Sustainable Development, and the achievement of the Sustainable Development Goals (SDGs). Throughout 2024–25, the work of the Bureau has contributed to 15 of the 17 goals as follows.

| Goal                                                                                                                        | Bureau contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2. Zero hunger</b><br>                  | <ul style="list-style-type: none"> <li>• help graziers and horticulturalists determine optimum crops, timing around planting and harvesting, fertilisation and chemical spraying</li> <li>• help meat and livestock farmers control stocking rates, and pre-empt health issues in livestock</li> <li>• alert farmers to conditions such as frost, hail, storms and floods</li> <li>• optimise agricultural water use productivity through regional specific information on current and forecast water availability</li> <li>• support government drought assistance programs</li> </ul>                                                                                                              |
| <b>3. Good health and well-being</b><br>   | <ul style="list-style-type: none"> <li>• help Australians protect themselves, their property and their livelihoods from cyclones, floods, severe storms and bushfires</li> <li>• support authorities in making evacuation decisions to get people at risk to safety</li> <li>• help Australians avoid dangerous ultraviolet (UV) exposure, to protect against skin cancer</li> <li>• help protect vulnerable Australians against heat exhaustion and extreme cold</li> <li>• alert health authorities to periods of heightened demand</li> <li>• help Australians plan their sporting and outdoor activities</li> <li>• support management of biohazards, airborne allergens and diseases</li> </ul> |
| <b>4. Quality education</b><br>           | <ul style="list-style-type: none"> <li>• provide quality education in meteorology including capacity building in neighbouring countries</li> <li>• help the community understand Australia's weather, ocean and climate-related risks and how to stay informed during hazard events</li> <li>• contribute to the global knowledge base in the meteorological sciences and contribute to cutting-edge developments</li> <li>• promote ongoing learning and development for Bureau staff</li> </ul>                                                                                                                                                                                                    |
| <b>5. Gender equality</b><br>            | <ul style="list-style-type: none"> <li>• deliver measurable improvements in workforce gender diversity and inclusive culture through implementation of a new, centralised Diversity and Inclusion Action Plan.</li> <li>• enhance flexible working arrangements to better support employees with family or caring responsibilities.</li> <li>• advance policies and actions that proactively prevent and effectively respond to sexual harassment.</li> </ul>                                                                                                                                                                                                                                        |
| <b>6. Clean water and sanitation</b><br> | <ul style="list-style-type: none"> <li>• coordinate national water information standards, and collection and dissemination of Australia's water information, including water quality information</li> <li>• help governments and water authorities in planning and water management</li> <li>• aid decision-making in water supply and the management of water allocations and rights</li> <li>• support dam management and the protection of water and sanitation infrastructure, particularly during severe weather events</li> <li>• inform the design of new water infrastructure</li> </ul>                                                                                                     |

| Goal                                                                                                                                        | Bureau contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>7. Affordable and clean energy</b><br><br>              | <ul style="list-style-type: none"> <li>• enable the Australian energy market to forecast power demand, particularly during heat and cold extremes</li> <li>• support renewable energy generation by informing production potential and energy output estimates</li> <li>• support operations and efficiency in Australia's offshore oil and gas industry</li> <li>• support improved planning and mitigation of disrupted electricity supply due to severe weather events</li> <li>• invest in energy efficiency and renewable energy projects within the Bureau's property portfolio</li> </ul>                                                                                            |
| <b>8. Decent work and economic growth</b><br><br>          | <ul style="list-style-type: none"> <li>• provide economic benefits in the order of 11.6:1 (for every dollar spent by the Bureau on delivering services, there is a return of \$11.60 to the Australian economy)</li> <li>• support economic growth in key sectors (see Goal 9)</li> <li>• provide good employment opportunities for Bureau staff</li> </ul>                                                                                                                                                                                                                                                                                                                                 |
| <b>9. Industry, innovation and infrastructure</b><br><br> | <ul style="list-style-type: none"> <li>• support safe and efficient air travel in Australian airspace, inform routing and fuel load decisions and help protect aircraft from volcanic ash</li> <li>• help businesses manage the impact of weather on their operations and minimise disruption from severe weather events</li> <li>• provide valuable information to the financial and insurance services sector</li> <li>• support the construction of climate-appropriate infrastructure and help protect infrastructure from weather and climate-related events</li> <li>• provide information products as a basis for innovation and value-adding by industry</li> </ul>                 |
| <b>10. Reduced inequalities</b><br><br>                  | <ul style="list-style-type: none"> <li>• provide consistent, comprehensive services for all Australians, including in rural and remote areas</li> <li>• promote Australian Indigenous culture through the Indigenous Weather Knowledge website and support reconciliation through the Reconciliation Action Plan</li> <li>• implement initiatives that foster workplace diversity and inclusion, ensuring equitable access to opportunities</li> <li>• support capacity building and development of Pacific Island nations to manage severe weather impacts and mitigate climate change</li> <li>• assist Pacific and Indian Ocean countries prepare for and respond to tsunamis</li> </ul> |

| Goal                                                                                                                                   | Bureau contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>11. Sustainable cities and communities</b><br>     | <ul style="list-style-type: none"> <li>• support the emergency services in carrying out effective emergency and disaster preparation, response and recovery</li> <li>• warn communities to prepare for hazardous weather events, to protect housing and community infrastructure, and to make timely evacuations</li> <li>• allow emergency services to pre-position personnel and equipment to minimise infrastructure damage and to restore essential services following an emergency</li> <li>• help individuals and communities organise their activities and daily commute</li> <li>• support management of public and private green spaces</li> </ul> |
| <b>12. Responsible consumption and production</b><br> | <ul style="list-style-type: none"> <li>• maintain the Bureau environmental framework to minimise the effect of operations on the environment</li> <li>• support responsible purchasing policies, efficient use of natural resources, and the management of chemicals and wastes through their lifecycle</li> </ul>                                                                                                                                                                                                                                                                                                                                          |
| <b>13. Climate action</b><br>                        | <ul style="list-style-type: none"> <li>• help Australians understand the nation's climate patterns, trends and variations in climate, and climate-related risks</li> <li>• provide climate research, modelling and forecasting to support policy decisions and mitigation strategies</li> <li>• help Pacific Island nations measure and respond to climate change impacts</li> </ul>                                                                                                                                                                                                                                                                        |
| <b>14. Life below water</b><br>                     | <ul style="list-style-type: none"> <li>• support marine management including sustainable fishing and aquaculture</li> <li>• support safety at sea and inform search and rescue operations</li> <li>• support response to ocean environmental incidents (such as oil spills)</li> <li>• implement changes to the Bureau's balloon program to reduce the likelihood of ingestion by marine birds and turtles</li> </ul>                                                                                                                                                                                                                                       |
| <b>15. Life on land</b><br>                         | <ul style="list-style-type: none"> <li>• support the management of ecosystems</li> <li>• support bushfire mitigation including controlled burns</li> <li>• maintain ecological protection measures for Bureau operations at environmentally sensitive sites</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                      |

| Goal                                  | Bureau contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>17. Partnerships for the goals</b> | <ul style="list-style-type: none"> <li>• contribute to the activities of the World Meteorological Organization, the Intergovernmental Oceanographic Commission of UNESCO, and the International Civil Aviation Organization</li> <li>• collaborate with counterpart meteorological and hydrological agencies of other countries through bilateral agreements</li> <li>• partner with local, regional, state and territory and national emergency management authorities</li> </ul> |



## Environmental sustainability

The Bureau is committed to leadership in environmentally sustainable practices and managing potentially adverse impact from operations, with the pursuit of a high level of environmental sustainability a success measure of the Bureau’s strategy. The Bureau’s environmental management system aligns with international standard ISO 14001:2015 and provides the framework for managing environmental risks and optimising opportunities to improve environmental performance.

The Bureau also supports the principles of ecological sustainable development as outlined in the *Environmental Protection and Biodiversity Conservation Act 1999*. The broad range of Bureau products, services and advice empower stakeholders to make informed decisions on matters of ecosystem and biodiversity conservation, both now and for the future.

### Management of key impacts

The Bureau’s operations are diverse, encompassing land, water, atmosphere and oceans across Australia and its external territories. In 2024–25, Bureau activities addressed a diverse range of impacts associated with its property and operational footprint, including:

- developing and publishing a new biosecurity procedure to ensure Bureau staff – especially those who work in the field, travel or freight equipment to different areas – don’t introduce pests, pathogens or weeds into areas that don’t have them
- providing guidance for Bureau staff on undertaking environmentally sustainable procurement
- improving management plans for facilities and equipment at sensitive sites such as Maatsuyker Island automatic weather station (AWS), Maria Island AWS, Giles Meteorological Office and Gabo Island Lighthouse AWS
- continuing to improve site induction information for sensitive areas
- uplifting staff awareness through environmental information exchanges and events including a World Environment Day celebration on ending plastic pollution.

### Collaborating with Parks Australia to restore Willis Island ecology

The Bureau continued to collaborate with Parks Australia during the year on the environmental management of Willis Island within the Coral Sea Marine Park.

The island is managed by Parks Australia and has hosted a staffed Bureau weather station since 1921. It is one of only 2 coral cays in the marine park with weeds which are attributed to human activity. The island also lies within an International Union for Conservation of Nature (IUCN) Habitat Protection Zone (IUCN IV) that requires effective management to conserve ecosystems, habitats and native species in as natural a state as possible.



### **Dry composting of weed waste on Willis Island.**

Bureau staff stationed on Willis Island assist in weeding and monitoring activities on a routine basis, as well as providing weekly status reports on Highly Pathogenic Avian Influenza (HPAI), marine debris reporting and turtle monitoring.

In July, representatives from Parks Australia and the Bureau conducted a vegetation assessment on the island to evaluate the extent of weed infestation. Further collaboration led to the development of a management strategy for the reduction of weeds, with the ultimate aim of eradication.

The vegetation assessment found that approximately 1 hectare (17%) of the vegetated area was dominated by weeds. Environmental weeds outcompete native plant species and negatively impact the island's ecology, including reducing bird nesting habitat. The recommendation from this study was to remove all non-native plant species from the island.

Parks Australia will visit the island at least annually for comprehensive weed management and assessment activities. In June, Parks Australia and Bureau staff removed 1.03 tonne of weeds and were so successful that at one stage weeding had to be paused because there was too much weed waste to be disposed of. After different disposal methods were trialed, a solution of dry composting was implemented with guidance from Parks Australia's botanists.

The Bureau is committed to the long-term ecological restoration of Willis Island and is dedicated to protecting the environment from risks associated with its operations, implementing best practice land management at its sites, and understanding and planning for its make-good obligations.

## **Emissions Reduction Plan**

The Bureau is responsible for managing and implementing emissions reduction initiatives set by the Australian Government's Net Zero in Government Operations Strategy (the Strategy). The Strategy sets out the Australian Government's approach to achieving net zero greenhouse gas emissions from its operations by 2030 and the reinstatement of public emissions reporting. This Plan complements the Bureau's Climate Risk Disclosure (see p.175)

The Bureau is following the APS Net Zero 2030 target in full. The Bureau's Emission Reduction Plan (ERP) sets out its priorities and actions to reduce emissions by 2030.

A summary of the Bureau's progress against these priorities and actions is provided below.

Renewable energy systems are being implemented with selected large-scale equipment installations, when feasible. The first off-grid automatic balloon launcher was installed in May. This equipment is supported by a 20 kWh solar system and 94.2 kWh battery storage to be fully

off-grid without a back-up diesel generator. Similar solar installations are planned for the 2026–27 financial year during additional automatic balloon launcher installations.

A fleet standardisation working group was created to establish a limited selection of preferred vehicles for operational areas culminating in the selection of a suitable EV for local metropolitan tasks. The Bureau's ability to switch to 100% EV fleet is limited due to the requirement for long distance, multi day remote field work and requirement to safely transport technology and equipment (i.e. not merely passenger vehicles). This limitation will lessen as vehicle options and pricing improves in the future.

All office fit out procurements are undertaken with identified sustainability requirements for contractors and providers to meet. LED lighting with associated motion sensors was installed for the recent office fit-out in Darwin. All new Observing Operations Hub fit-outs include roof-top solar installations.

Where appropriate, dual air conditioning systems are installed in specialised areas such as communications rooms, which run on alternate cycles to prolong the life of the air conditioning units.

## Emissions reporting

As part of the Net Zero in Government Operations Strategy, and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory and Electricity Greenhouse Gas Emissions tables present greenhouse gas emissions over the 2024–25 financial year. The greenhouse gas emissions reported are calculated on the basis of Carbon Dioxide Equivalent (CO<sub>2</sub>-e) and in line with the Emissions Reporting Framework. This is consistent with a Whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy, and Commonwealth Climate Disclosure requirements.

Not all data sources were available at the time of the report and amendments to data may be required in future reports. Reporting on refrigerants is being phased in over time as emissions reporting matures.

| 2024–25 Greenhouse Gas Emission Inventory – Location-based method |                                 |                                 |                                 |                               |
|-------------------------------------------------------------------|---------------------------------|---------------------------------|---------------------------------|-------------------------------|
| Emission Source                                                   | Scope 1<br>t CO <sub>2</sub> -e | Scope 2<br>t CO <sub>2</sub> -e | Scope 3<br>t CO <sub>2</sub> -e | Total<br>t CO <sub>2</sub> -e |
| Electricity (location-based approach)                             | N/A                             | 3,875.75                        | 476.24                          | 4,334.00                      |
| Natural gas                                                       | 0.28                            | N/A                             | 0.02                            | 0.30                          |
| Solid waste                                                       | N/A                             | N/A                             | 30.45                           | 30.45                         |
| Refrigerants                                                      | 0.00                            | N/A                             | N/A                             | 0.00                          |
| Fleet and other vehicles                                          | 240.13                          | N/A                             | 106.98                          | 347.10                        |
| Domestic commercial flights                                       | N/A                             | N/A                             | 595.80                          | 595.80                        |
| Domestic hire car                                                 | N/A                             | N/A                             | 30.23                           | 30.23                         |
| Domestic travel accommodation                                     | N/A                             | N/A                             | 275.48                          | 275.48                        |
| Other energy                                                      | 195.10                          | N/A                             | 48.08                           | 243.18                        |
| <b>Total t CO<sub>2</sub>-e</b>                                   | <b>435.51</b>                   | <b>3,857.75</b>                 | <b>1,563.27</b>                 | <b>5,856.53</b>               |

**Note:** the table above presents emissions related to electricity usage using the location-based accounting method. CO<sub>2</sub>-e = Carbon Dioxide Equivalent.

| 2024–25 Electricity Greenhouse Gas Emissions             |                                 |                                 |                               |                     |
|----------------------------------------------------------|---------------------------------|---------------------------------|-------------------------------|---------------------|
|                                                          | Scope 2<br>t CO <sub>2</sub> -e | Scope 3<br>t CO <sub>2</sub> -e | Total<br>t CO <sub>2</sub> -e | Electricity<br>kWh  |
| Location-based electricity emissions                     | 3,857.75                        | 476.24                          | 4,334.00                      | 6,313,107.61        |
| Market-based electricity emissions                       | 4,168.17                        | 566.05                          | 4,734.22                      | 5,145,894.23        |
| <b>Total renewable electricity consumed</b>              | <b>N/A</b>                      | <b>N/A</b>                      | <b>N/A</b>                    | <b>1,272,449.07</b> |
| Renewable Power Percentage <sup>1</sup>                  | N/A                             | N/A                             | N/A                           | 1,148,669.93        |
| Jurisdictional Renewable Power Percentage <sup>2,3</sup> | N/A                             | N/A                             | N/A                           | 18,543.45           |
| GreenPower <sup>2</sup>                                  | N/A                             | N/A                             | N/A                           | -                   |

| 2024–25 Electricity Greenhouse Gas Emissions     |                      |                      |                      |                   |
|--------------------------------------------------|----------------------|----------------------|----------------------|-------------------|
|                                                  | Scope 2              | Scope 3              | Total                | Electricity       |
|                                                  | t CO <sub>2</sub> -e | t CO <sub>2</sub> -e | t CO <sub>2</sub> -e | kWh               |
| Large-scale generation certificates <sup>2</sup> | N/A                  | N/A                  | N/A                  | -                 |
| Behind the meter solar <sup>4</sup>              | N/A                  | N/A                  | N/A                  | 105,235.69        |
| <b>Total renewable electricity produced</b>      | <b>N/A</b>           | <b>N/A</b>           | <b>N/A</b>           | <b>175,300.11</b> |
| Large-scale generation certificates <sup>2</sup> | N/A                  | N/A                  | N/A                  | -                 |
| Behind the meter solar <sup>4</sup>              | N/A                  | N/A                  | N/A                  | 175,300.11        |

**Note:** The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO<sub>2</sub>-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

Due to the billing cycles not aligning with the end of the financial year, some natural gas data was not available during the initial collection process in July-August 2025. Adjustments to the data may be required in future reports.

A portion of 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 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.

A portion of Other Vehicle data was estimated based on actual charter flight data or marine charter data. Emissions from hire cars for 2024–25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

**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.

# Amendments to prior year emissions

Amendments to the 2023–24 emissions data have been identified and is expected to be addressed through the formal amendments process scheduled to take place in the first half of 2026.

## Progress towards the APS Net Zero 2030 target

Emissions data presented here is incomplete due to the transition of the Bureau’s Property Service provider during 2024–25. As such, the reported percentage change does not reflect the Bureau’s true emissions profile. Missing data is expected to be corrected in early 2026, and baseline emissions will be adjusted to exclude data centres, which are omitted from the 2024–25 figures, causing an artificial decrease. Data centres are covered by the Digital Transformation Agency Data Centre Panel.

| APS Net Zero 2030 target<br>emission sources | 2022–23*<br>t CO <sub>2</sub> -e | 2023–24*<br>t CO <sub>2</sub> -e | Percentage change<br>since 2022–23 |
|----------------------------------------------|----------------------------------|----------------------------------|------------------------------------|
| <b>Total Scope 1</b>                         | <b>473.95</b>                    | <b>435.51</b>                    | <b>-8.11%</b>                      |
| Natural gas                                  | 0.24                             | 0.28                             | +16.67%                            |
| Fleet and other vehicles                     | 278.61                           | 240.13                           | -13.81%                            |
| Refrigerants                                 | 0                                | 0                                | 0                                  |
| Other energy                                 | 195.1                            | 195.1                            | 0                                  |
| <b>Total Scope 2</b>                         | <b>13,521.56</b>                 | <b>4,168.17</b>                  | <b>-69.17%</b>                     |
| Electricity (market based)                   | 13,521.56                        | 4,168.17                         | -69.17%                            |
| <b>Total Scope 1 and 2</b>                   | <b>13,995.51</b>                 | <b>4,603.68</b>                  | <b>-67.11%</b>                     |

**Note:** The table above presents emissions related to electricity usage using the market-based accounting method. CO<sub>2</sub>-e = Carbon Dioxide Equivalent.

\* Emissions reported may differ from previously published emissions due to reconciliation of natural gas and electricity data or updates to emission factors and calculation methods. See [2024–25 Net Zero in Government Operations Annual Progress Report](#) for details regarding emission factors and calculation methods updates.

## Heritage

The Bureau has a demonstrated commitment to record and preserve significant parts of its own more than 100-year history in delivering meteorological services to Australia. The heritage values associated with sites owned or controlled by the Bureau is quite broad. Some sites have long-term associations with weather and meteorology, some sites are places of first use of significant technology such as radar, while others were key to major meteorological events. The Bureau continues to manage its heritage obligations in accordance with the Environmental Protection and Biodiversity Conservation Regulations 2000.

Cultural heritage is a key priority for the Bureau with particular focus on Aboriginal and Torres Strait Islander consultation and sensitive site protection.

### Returning a cultural artefact to the Yarnangu people on Ngaanyatjarra Country

In 2024–25 the Bureau received correspondence from Angela Ballard, the daughter of Stephen Gordon Ballard, who worked at Giles Weather Station during the 1958–59 season. A tragic event during that time led to the death of Stephen's colleague. Members of the Aboriginal camp near the station came to Stephen, offering him a message stick as a gesture of support during such a profound and tragic moment.

Recently, Stephen passed away with his daughter Angela inheriting the message stick in trust. She reached out to Giles Weather Station with the intention of returning this deeply meaningful artefact to Ngaanyatjarra Country and to the people from which it originated.

On 25 February, a ceremony was held at Giles Weather Station near the Warakurna Community, where a group of 6 local elders gathered to receive the message stick along with a heartfelt message from Angela. It was a deeply emotional occasion and demonstrating the power and symbolism of the enduring connection between past and present, the community and the Bureau, one of the elders remarked that 'this is now one of the most important objects that we have.'



**Ngaanyatjarra Country near Giles Weather Station.**

# People management

## Effectiveness in managing and developing employees

The design, development and delivery of enterprise strategies supporting culture, leadership, organisational capability, diversity and inclusion and talent management continued as priorities in 2024–25.

The Bureau completed a leadership learning needs analysis to ensure the focus and continual strategic alignment of leadership capability development activities, including senior leader talent development and succession planning. This resulted in leveraging the Australian Public Service Commission (APSC) Leadership Edge EL2 programs, and a redesign of internal Mentoring and Manager Fundamentals workshop programs.

Facilitated learning experiences and curated self-paced learning options for all employees focused on integrity, team empowerment and psychological safety, cultural competence and communication. Driven by greater internal promotion, 153 employees also accessed 278 courses, modules or learning events through the APSC, continuing to build writing skills, data driven storytelling capability, and financial sustainability knowledge.

The Bureau achieved a completion rate of 96.2% for the second iteration of yearly mandatory training supporting all employees and contractors to understand their core Australian Public Service (APS) obligations. Staff also accessed online learning libraries to support individual development plans and continued to engage with CORE eLearning modules and facilitated Yarning Circles to build and maintain cultural awareness and capability.

The Bureau is committed to building a strong organisational culture that is led and owned by its people. The Bureau's 2024 Agency Action Plan provides visibility on the enterprise response to staff feedback from the 2024 APS Census and outlines priority actions being delivered against each target area for innovation, communication, risk management and change, and activities to support team culture. Progress on the initiatives being delivered under each target area is shared quarterly with staff. Senior leaders were supported to explore the 2024 APS Census data and respond to identified themes and develop team Culture Action Plans through facilitated workshops.



From left to right: the Bureau's Pieter Claassen, Ahrim Lee and Felim Hanniffy.

| Workforce snapshot                            | 2023–24  | 2024–25  | Difference |
|-----------------------------------------------|----------|----------|------------|
| <b>Employment</b>                             |          |          |            |
| Number of employees                           | 1,882    | 1,839    | -43        |
| Total employee expenditure                    | \$244.6m | \$276.5m | +\$31.9m   |
| Employee separation rate                      | 11.3%    | 10.2%    | -1.1%      |
| <b>The diversity of our workforce*</b>        |          |          |            |
| Women                                         | 37.5%    | 38.0%    | +0.5%      |
| Employees with a disability                   | 2.8%     | 3.6%     | +0.8%      |
| Aboriginal and Torres Strait Islander peoples | 1.2%     | 1.3%     | +0.1%      |
| Employees with English as a second language   | 16.0%    | 16.1%    | +0.1%      |
| Employees with English and another language   | 9.7%     | 10.3%    | +0.6%      |
| <b>Age profile</b>                            |          |          |            |
| Employees over 55                             | 21.5%    | 22.7%    | +1.2%      |
| Employees under 30                            | 10.5%    | 10.1%    | -0.4%      |
| Employees average age                         | 45.3     | 45.7     | +0.4       |
| <b>Training and education</b>                 |          |          |            |
| Employees undertaking supported studies       | 1.1%     | 0.9%     | -0.2%      |

\*Calculated as percentages of employee headcount. Note that all diversity measures are voluntary disclosures. Some employees choose not to disclose this information.

The Bureau's participation rate in the 2025 APS Census was 75%, compared to 69% in 2024. Results from the 2025 APS Census indicate that staff:

- continue to strongly believe in the purpose and objectives of the Bureau and the APS
- understand customer focus and what it means to the operations of the Bureau and their day-to-day role
- act with integrity and feel able to raise problems and tough issues
- actively engage in and promote activities that foster an inclusive work environment
- suggest ideas to improve ways of working and actively participate and contribute to team Culture Action Plans.

The Bureau assesses its level of maturity in managing organisational change on a bi-annual basis. The 2024 maturity rating result of 3.5 out of 5.0 reflects the Bureau's significant and ongoing improvement, from a baseline of 1.3 in 2017. A rating of 3.5 places the Bureau in the top quartile for change maturity across the Australian and New Zealand government sectors.

Strategy-in-Action workshops for the Bureau’s extended leadership cohort were held virtually in September, December, April and June. The workshops continue to play an important role in building leadership capability and cohesion, sharing learning and experiences, and lifting culture and momentum around implementation and delivery of the Bureau’s strategy.

Individual performance management and development also remains critical to the Bureau’s strategic objectives. Participation rates for the miPDS performance development scheme continue to be high, with 98% of employees having an agreement in place at the end of June 2025.

## Training and development

The Bureau has continued a strong and sustained commitment to developing STEM careers. In 2024–25, the Bureau of Meteorology Training Centre facilitated learning programs to support organisational capability, and licensing and compliance requirements.

The Graduate Diploma in Meteorology course – the initial training program for meteorologists – saw 29 Bureau students graduate from the 2024 intake, as well as students completing the program from the Royal Australian Navy, Samoa, Tonga and Singapore. A total of 25 students commenced the 2025 program, including 15 Bureau staff alongside students from the Royal Australian Navy, Solomon Islands, Papua New Guinea and Singapore.

Continued development and delivery of online material provided all staff with greater access to training opportunities, particularly for those located in regional and remote locations, with over 8,000 online courses completed in the Bureau’s learning management system. Courses covering psychosocial hazards and the Bureau essentials suite were compulsory for all employees and contractors, consistent with APS legislative requirements and Bureau learning ambitions.

Specialist technical in-service training was also provided, with 566 meteorologist competencies held across fields such as fire weather, severe thunderstorms, tropical cyclones and aviation forecasting specialist classifications. In 2024–25, training and assessment for tsunami warning leads and science officers was reviewed and updated in parallel with the new Tsunami Observation And Simulation Terminal (TOAST) software suite being deployed into operations

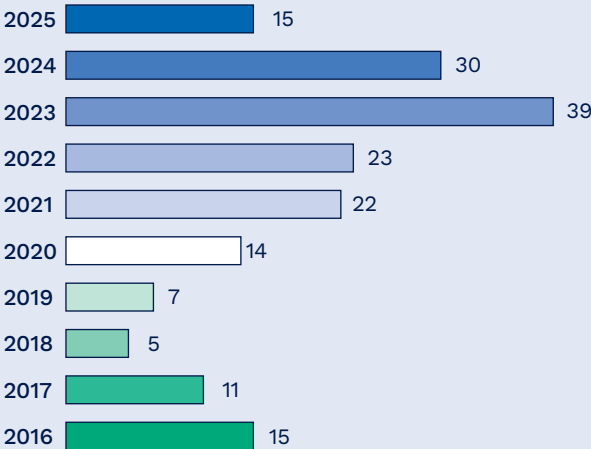


A total of

**29**

employees successfully completed the Graduate Diploma in Meteorology course in the class of 2024 and have joined the ranks of Bureau forecasters across the country.

### Number of Bureau trainees undertaking the Graduate Diploma in Meteorology



(see p.78). New training in radar fundamentals and hazardous surf warnings was also deployed to Bureau meteorologists.

The Bureau's Introduction to Meteorology course was delivered to 181 participants in 2024–25 through facilitated courses run by Bureau meteorologist trainers. All participants were external customers from key agencies and partners, predominately from the emergency management sector. An on-demand online version of the course was completed by 224 external customers and 113 internal stakeholders during the year. Training in meteorology and Bureau services remains highly valued by key partners, with 12 courses delivered to agencies including the New South Wales State Emergency Service (SES), Tasmania SES and Emergency Management Victoria.

In support of the Bureau's Observing System and Operations Program, over 1,100 competencies were recognised through formal training and assessment of current competency as part of the ongoing implementation of the Training and Competency Framework. These competencies included radar, automatic weather station, autsonde and hydrogen systems maintenance, and remote first aid. In addition to internal training, aeronautical meteorological observations training was provided to staff from Airservices Australia, Royal Australian Air Force, Royal Australian Navy and Australian Antarctic Division to support aviation operations.

## Work health and safety (WHS)

The Bureau is committed to ensuring the health and safety of its staff through effective risk management and a positive safety culture with a focus on embedding health and safety practices in day-to-day operations and activities.

The Bureau's Health Safety and Environment (HSE) team continued to provide health and safety advice to support management and staff to 'know and manage' their risks and respond to and investigate incidents. Highlights from 2024–25 included:

- relaunching systematic WHS Site Inspections across staffed sites, enabling proactive identification and timely rectification of workplace hazards
- restructuring the Health and Safety Representative (HSR) Network to ensure a fit-for-purpose representation model. This included responding to a request for representation from staff located in Meteorological Offices (non-Bureau controlled workplaces) and transitioning the Melbourne Office's representation from floor-based to group-based alignment
- enhancing Psychosocial Risk Management aligned with the Work Health and Safety Regulations (2011) and updated Code of Practice (2024) (see p.141)
- introducing a targeted skin cancer screening program to support staff engaged in regular outdoor work, providing early detection and monitoring to mitigate risks associated with sun exposure
- participating in Comcare's Proactive Monitoring and Compliance Inspection focused on WHS Consultation, Cooperation, and Coordination under the *Work Health and Safety Act 2011* (Cth). The inspection concluded with no findings of non-compliance, affirming the Bureau's adherence to regulatory expectations.

| WHS snapshot                                                                     | 2023–24 | 2024–25 | Variance |
|----------------------------------------------------------------------------------|---------|---------|----------|
| <b>Incident reporting</b>                                                        |         |         |          |
| Total hazard and incidents reported                                              | 319     | 261     | -58      |
| Hazards                                                                          | 151     | 143     | -8       |
| Incidents (near miss & injury/illness)                                           | 168     | 118     | -50      |
| Average time to report (days)                                                    | 8.1     | 4.7     | -3.4     |
| <b>Lost time indicators</b>                                                      |         |         |          |
| Lost time injury frequency rate (all reports)                                    | 3.64    | 7.31    | +3.67    |
| Lost time injury frequency rate (workers' compensation claims)                   | 0.36    | 1.1     | +0.74    |
| <b>Notifiable incidents</b>                                                      |         |         |          |
| Incidents notified in accordance with the <i>Work Health and Safety Act 2011</i> | 2       | 3       | +1       |
| <b>Activities and positive performance indicators</b>                            |         |         |          |
| Safety conversations                                                             | 369     | 370     | +1       |
| WHS Site inspections (occupied site)                                             | -       | 50      | 50       |
| Health and Safety Representatives (HSRs)                                         | 24      | 26      | +2       |
| Deputy HSRs                                                                      | 18      | 19      | +1       |
| <b>Workers' compensation</b>                                                     |         |         |          |
| Workers' compensation claims (accepted during 2024–25)                           | 4       | 5       | +1       |

The overall reduction in hazard and incident reports during the reporting period is partly attributable to decreased travel and fieldwork activities, driven by ongoing budgetary constraints. Notably, the average time to report hazards and incidents has improved, reflecting the impact of sustained communication efforts by the HSE Team and leadership across multiple levels. These efforts have consistently reinforced the importance of prompt reporting to safeguard individual and team wellbeing, and to enable timely and effective response measures.

While the total number of near misses and reported injuries or illnesses has declined, there has been an increase in injuries resulting in lost time. However, most of these cases have not progressed to workers' compensation claims, largely due to proactive early intervention strategies and individual worker preferences.

During 2024–25, 3 notifiable incidents were recorded: one serious injury and 2 dangerous occurrences. Of the 5 workers' compensation claims lodged, 2 were accepted for injuries sustained in 2023–24.

## WHS incident reports and compensable injuries #



## Consultation

The Bureau recognises that staff engagement and participation improve decision-making for health and safety matters, and help reduce work-related incidents, injuries and illness. The Bureau has formal health and safety consultative arrangements in the form of a network of health and safety representatives (HSRs) and a Work Health Safety Committee. WHS procedures and risk assessments are made available for worker consultation prior to finalisation.

## Rehabilitation and compensation

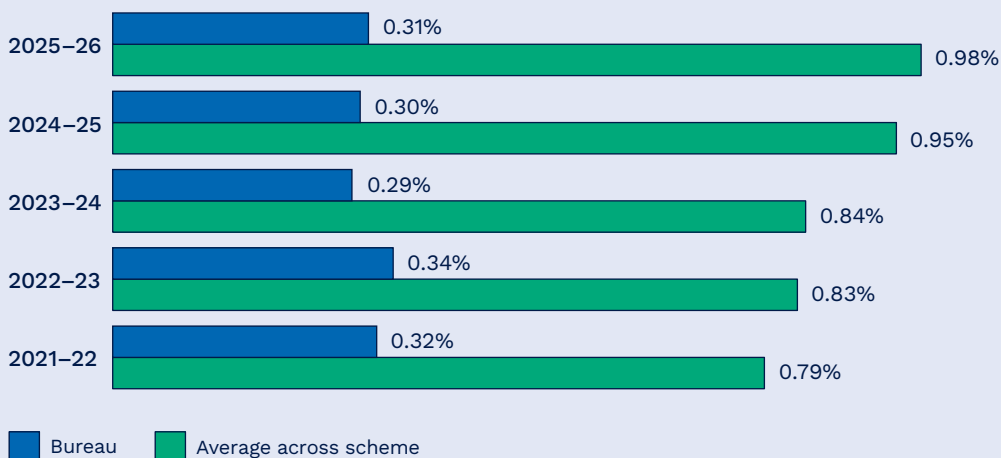
In 2024-25, 7 compensation claims were lodged with Comcare of which 6 were accepted and one remains undetermined. Of the accepted claims, 4 relate to physical injuries and 2 relate to psychosocial factors. The Bureau's incidence rate of accepted claims per 1000 FTE was 3.3 compared to 4.5 for the Commonwealth, with average claim costs below the Commonwealth average. Over the last 24 months, the Bureau achieved a return-to-work rate of 75% for 4 accepted claims.

The Bureau's Comcare premium rate for 2024-25 was 0.30%, for 2025-26 is 0.31% and well below the overall scheme premium rate of 0.98%.

The Wellbeing team continued to work towards positive return to work outcomes for compensable and non-compensable claims through the engagement of effective rehabilitation providers, dedicated managers, the Wellbeing team support, and the positive approach of injured staff. A proactive and early intervention approach for injured or ill employees resulted in minimal lost time for compensable and non-compensable matters. This involved managers and supervisors establishing immediate supportive contact with employees who required further assistance. The Wellbeing team worked with all parties to support the return-to-work process in a collaborative way.

The Bureau's Employee Assistance Program (EAP) utilisation rate for 2024-25 was 19%, compared to the industry average of 9.2%. The Wellbeing team has been actively educating Bureau staff on the services available to maintain awareness and increase use.

## Comcare insurance premiums



## Employment arrangements

At 30 June, the Bureau had 1,722 ongoing employees and 116 non-ongoing employees employed under the *Public Service Act 1999*. These figures include 25 Senior Executive Service (SES) and equivalent staff but exclude the Head of Agency. Apart from the SES and the Head of Agency, all staff are covered under the Bureau of Meteorology Enterprise Agreement (EA). The salary bands under the EA and non-salary benefits are outlined below. There were 94 employees with individual flexibility agreements pursuant to the EA – each of these individual flexibility arrangements dealt with matters of remuneration or allowances.

### Australian Public Service Act employment arrangements – Current report period (2024–25)

|                                                 | SES       | Non-SES      | Total        |
|-------------------------------------------------|-----------|--------------|--------------|
| Bureau of Meteorology Enterprise Agreement 2024 | 0         | 1,813        | 1,813        |
| SES (and equivalent) Employment Contracts       | 25        | 0            | 25           |
| <b>Total</b>                                    | <b>25</b> | <b>1,813</b> | <b>1,838</b> |

**Note:** Includes employees on leave without pay and excludes the Head of Agency.

Australian Public Service Act employment salary ranges by classification level (minimum/maximum) – Current report period (2024–25)

|                              | Minimum Salary \$ | Maximum Salary \$ |
|------------------------------|-------------------|-------------------|
| SES 3                        | N/A               | N/A               |
| SES 2                        | 279,125           | 311,503           |
| SES 1                        | 231,537           | 254,120           |
| EL 2*                        | 135,402           | 208,842           |
| EL 1                         | 115,443           | 125,832           |
| APS 6                        | 94,563            | 105,910           |
| APS 5                        | 84,228            | 91,809            |
| APS 4                        | 75,022            | 81,775            |
| APS 3#                       | 66,823            | 77,636            |
| APS 2                        | 59,857            | 65,602            |
| APS 1                        | 54,516            | 57,787            |
| Other^                       | 54,516            | 64,169            |
| <b>Minimum/Maximum range</b> | <b>54,516</b>     | <b>311,503</b>    |

\* Includes Research Scientists  
# Includes Technical Officers  
^ Includes Graduate, Cadet and Trainee staff

### Non-salary benefits

Non-salary benefits for employees include:

- flexible working arrangements, such as flex time, executive-level time off in lieu, part-time and home-based work, compressed hours and negotiable working time within the span of hours
- assistance to employees who are in, have left, or are preparing to leave situations which are affected by family and domestic violence
- provision for leave, including annual leave, long service leave, personal/carer’s leave, compassionate leave, war service sick leave, pregnancy leave, maternity leave, adoption leave, supporting partner leave, study leave, ceremonial leave, defence leave, jury service leave, purchased leave and community leave (with and without pay)
- study assistance
- relocation support
- access to an employee assistance program
- access to the flexible remuneration packaging scheme
- provision of business-related equipment
- career guidance and development services.

## Performance pay

No Bureau employees received performance pay during 2024–25.

## Application of the Strategic Commissioning Framework

The Bureau draws upon a unique and multifaceted set of core and core-enabling capabilities to deliver critical weather, water, climate, ocean and space weather services. In 2024–25, the Bureau applied the principles of the APS Strategic Commissioning Framework to identify opportunities to further strengthen its workforce capability and to reduce outsourcing where appropriate.

The Bureau's targets for reducing outsourcing in 2024–25 aimed to convert 76.5 Average Staffing Level (ASL) from contractors to ongoing APS positions across 11 job families, including ICT and digital solutions; portfolio, program and project management; and accounting and finance.

This target was partially achieved, with an actual conversion of 60 ASL from contractor roles to ongoing APS employees. This conversion equated to a reduction of \$13.7 million in relevant supplier expenditure in 2024–25 against a target of \$19.4 million.

## Executive remuneration

The payment of salary and administration of conditions for the Head of Agency is derived from the relevant Remuneration Tribunal determination. The Bureau has an SES remuneration framework that applies to the SES (and equivalent) staff. At 30 June 2025, there were 25 common law contracts for SES (and equivalent) staff. These contracts also provided for non-salary benefits, such as business equipment (home computing facilities and mobile phone) and airline club membership. The Bureau has no staff on Australian Workplace Agreements and is not subject to any determinations under subsection 24(3) of the Public Service Act.

## Information about remuneration for key management personnel

The Bureau's key management personnel include the CEO as its Accountable Authority, and members of the Bureau Executive who report directly to the CEO. Remuneration information for key management personnel is provided below. Remuneration figures for Key Management Personnel, Senior Executives and other highly paid staff are comprised of base salary, other benefits and allowances, long service leave and superannuation contributions, and termination benefits where applicable. The figures include pro-rata amounts for personnel who were not employed at the Bureau for the full financial year.

| Name              | Position title                                     | Short-term benefits \$ |         |                               |                              | Post-employment benefits \$ | Other long-term benefits \$ |                          | Termination benefits \$ | Total remuneration \$ |
|-------------------|----------------------------------------------------|------------------------|---------|-------------------------------|------------------------------|-----------------------------|-----------------------------|--------------------------|-------------------------|-----------------------|
|                   |                                                    | Base salary            | Bonuses | Other benefits and allowances | Superannuation contributions |                             | Long service leave          | Other long-term benefits |                         |                       |
| Andrew Johnson    | CEO & Director of Meteorology                      | 549,131                | -       | -                             | 74,042                       | 12,170                      | -                           | -                        | -                       | 635,343               |
| Robert Argent     | Group Executive Science and Innovation (part-year) | 137,104                | -       | 12,967                        | 18,749                       | 6,901                       | -                           | -                        | -                       | 175,721               |
| Gilbert Brunet    | Group Executive Science and Innovation (part-year) | 206,499                | -       | 19,519                        | 32,411                       | 4,452                       | -                           | -                        | -                       | 262,881               |
| Nichole Brinsmead | Group Executive Data and Digital                   | 356,035                | -       | 71,574                        | 60,602                       | 4,621                       | -                           | -                        | -                       | 492,832               |
| Peter Stone       | Group Executive Business Solutions                 | 349,866                | -       | 38,174                        | 67,448                       | 7,702                       | -                           | -                        | -                       | 463,190               |
| Piero Chessa      | Group Executive Community Services                 | 339,895                | -       | 36,172                        | 53,557                       | 5,391                       | -                           | -                        | -                       | 435,015               |
| Astrid Heward     | Group Executive Enterprise Services (part-year)    | 289,315                | -       | 12,024                        | 36,634                       | 4,141                       | -                           | -                        | -                       | 342,114               |
| Paula Goodwin     | Group Executive Enterprise Services (part-year)    | 41,362                 | -       | 2,730                         | 4,397                        | 7,420                       | -                           | -                        | -                       | 55,909                |
| Vicki Manson      | Group Executive Australian Climate Service         | 344,677                | -       | 34,180                        | 66,455                       | 7,702                       | -                           | -                        | -                       | 453,014               |

## Information about remuneration for senior executives

The average total remuneration of senior executives, excluding key management personnel, during the reporting period is provided below. The figures include pro-rata amounts for personnel who were not employed at the Bureau for the full financial year.

|                          |                             | Short-term benefits \$ |                 |                                       | Post-employment benefits \$          | Other long-term benefits \$ |                                  | Termination benefits \$      | Total remuneration \$      |
|--------------------------|-----------------------------|------------------------|-----------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|------------------------------|----------------------------|
| Total remuneration bands | Number of senior executives | Average base salary    | Average bonuses | Average other benefits and allowances | Average superannuation contributions | Average long service leave  | Average other long term benefits | Average termination benefits | Average total remuneration |
| \$0 - \$220,000          | 4                           | 33,518                 | -               | 3,599                                 | 5,668                                | 756                         | -                                | -                            | 43,542                     |
| \$220,001 - \$245,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$245,001 - \$270,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$270,001 - \$295,000    | 6                           | 228,929                | -               | 9,553                                 | 39,261                               | 10,530                      | -                                | -                            | 288,273                    |
| \$295,001 - \$320,000    | 9                           | 245,467                | -               | 9,998                                 | 40,306                               | 9,016                       | -                                | -                            | 304,787                    |
| \$320,001 - \$345,000    | 2                           | 254,321                | -               | 20,877                                | 44,732                               | 10,758                      | -                                | -                            | 330,687                    |
| \$345,001 - \$370,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$370,001 - \$395,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$395,001 - \$420,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$420,001 - \$445,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$445,001 - \$470,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$470,001 - \$495,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$495,001 - \$520,000    | -                           | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |

## Information about remuneration for other highly paid staff

Remuneration of staff who are neither key management personnel nor senior executives, and whose total remuneration exceeds the threshold amount for the reporting period (\$260,000) is also provided below.

|                          |                                   | Short-term benefits \$ |                 | Post-employment benefits \$           |                                      | Other long-term benefits \$ |                                  | Termination benefits \$      | Total remuneration \$      |
|--------------------------|-----------------------------------|------------------------|-----------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|------------------------------|----------------------------|
| Total remuneration bands | Number of other highly paid staff | Average base salary    | Average bonuses | Average other benefits and allowances | Average superannuation contributions | Average long service leave  | Average other long term benefits | Average termination benefits | Average total remuneration |
| \$260,000 - \$270,000    | 2                                 | 176,036                | -               | 47,751                                | 32,245                               | 5,951                       | -                                | -                            | 261,984                    |
| \$270,001 - \$295,000    | 1                                 | 168,087                | -               | 70,904                                | 37,092                               | 6,400                       | -                                | -                            | 282,483                    |
| \$295,001 - \$320,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$320,001 - \$345,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$345,001 - \$370,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$370,001 - \$395,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$395,001 - \$420,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$420,001 - \$445,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$445,001 - \$470,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$470,001 - \$495,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |
| \$495,001 - \$520,000    | -                                 | -                      | -               | -                                     | -                                    | -                           | -                                | -                            | -                          |

Workforce profile (staffing statistics)

All statistics are at 30 June 2025 unless otherwise stated. External territories include Australian Antarctic Territory, Norfolk Island and Cocos Islands. Macquarie Island is included in Tasmania, Willis Island in Queensland and Lord Howe Island in New South Wales.

All ongoing employees – Current report period (2024–25)

|                      | Man/Male  |           |       | Woman/Female |           |       | Non-binary |           |       | Prefers not to answer |           |       | Uses a different term |           |       | Total |
|----------------------|-----------|-----------|-------|--------------|-----------|-------|------------|-----------|-------|-----------------------|-----------|-------|-----------------------|-----------|-------|-------|
|                      | Full time | Part time | Total | Full time    | Part time | Total | Full time  | Part time | Total | Full time             | Part time | Total | Full time             | Part time | Total |       |
| NSW                  | 68        | 6         | 74    | 29           | 12        | 41    | 0          | 1         | 1     | 1                     | 0         | 1     | 0                     | 0         | 0     | 117   |
| Qld                  | 153       | 10        | 163   | 83           | 14        | 97    | 1          | 0         | 1     | 0                     | 0         | 0     | 0                     | 0         | 0     | 261   |
| SA                   | 47        | 4         | 51    | 23           | 9         | 32    | 1          | 0         | 1     | 0                     | 0         | 0     | 0                     | 0         | 0     | 84    |
| Tas                  | 42        | 6         | 48    | 20           | 4         | 24    | 0          | 0         | 0     | 1                     | 0         | 1     | 0                     | 0         | 0     | 73    |
| Vic                  | 550       | 38        | 588   | 279          | 73        | 352   | 7          | 0         | 7     | 2                     | 2         | 4     | 0                     | 0         | 0     | 951   |
| WA                   | 57        | 4         | 61    | 26           | 11        | 37    | 1          | 0         | 1     | 1                     | 0         | 1     | 0                     | 0         | 0     | 100   |
| ACT                  | 49        | 1         | 50    | 38           | 8         | 46    | 0          | 0         | 0     | 1                     | 0         | 1     | 0                     | 0         | 0     | 97    |
| NT                   | 19        | 4         | 23    | 12           | 2         | 14    | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 37    |
| External Territories | 2         | 0         | 2     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 2     |
| Overseas             | 0         | 0         | 0     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 0     |
| Total                | 987       | 73        | 1,060 | 510          | 133       | 643   | 10         | 1         | 11    | 6                     | 2         | 8     | 0                     | 0         | 0     | 1,722 |

All non-ongoing employees – Current report period (2024–25)

|                      | Man/Male  |           |           | Woman/Female |           |           | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|----------------------|-----------|-----------|-----------|--------------|-----------|-----------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|                      | Full time | Part time | Total     | Full time    | Part time | Total     | Full time  | Part time | Total    | Full time             | Part time | Total    | Full time             | Part time | Total    |            |
| NSW                  | 3         | 1         | 4         | 4            | 1         | 5         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 9          |
| Qld                  | 8         | 1         | 9         | 5            | 0         | 5         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 14         |
| SA                   | 1         | 0         | 1         | 2            | 0         | 2         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 3          |
| Tas                  | 6         | 1         | 7         | 4            | 1         | 5         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 12         |
| Vic                  | 17        | 9         | 26        | 16           | 7         | 23        | 2          | 0         | 2        | 0                     | 0         | 0        | 0                     | 0         | 0        | 51         |
| WA                   | 5         | 2         | 7         | 3            | 2         | 5         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 12         |
| ACT                  | 1         | 0         | 1         | 3            | 2         | 5         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 6          |
| NT                   | 0         | 1         | 1         | 1            | 0         | 1         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 2          |
| External Territories | 3         | 0         | 3         | 5            | 0         | 5         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 8          |
| Overseas             | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b>         | <b>44</b> | <b>15</b> | <b>59</b> | <b>43</b>    | <b>13</b> | <b>56</b> | <b>2</b>   | <b>0</b>  | <b>2</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>117</b> |

Note: Includes Head of Agency

All ongoing employees – Previous report period (2023–24)

|                      | Man/Male     |           |              | Woman/Female |            |            | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |           | Total        |
|----------------------|--------------|-----------|--------------|--------------|------------|------------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|-----------|--------------|
|                      | Full time    | Part time | Total        | Full time    | Part time  | Total      | Full time  | Part time | Total    | Full time             | Part time | Total    | Full time             | Part time | Total     |              |
| NSW                  | 69           | 4         | 73           | 28           | 10         | 38         | 0          | 0         | 0        | 1                     | 0         | 1        | 0                     | 0         | 0         | 112          |
| Qld                  | 152          | 9         | 161          | 75           | 12         | 87         | 0          | 0         | 0        | 0                     | 0         | 0        | 2                     | 0         | 2         | 250          |
| SA                   | 46           | 5         | 51           | 23           | 8          | 31         | 0          | 0         | 0        | 0                     | 0         | 0        | 1                     | 0         | 1         | 83           |
| Tas                  | 47           | 5         | 52           | 17           | 6          | 23         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0         | 75           |
| Vic                  | 570          | 34        | 604          | 276          | 70         | 346        | 0          | 0         | 0        | 3                     | 1         | 4        | 7                     | 1         | 8         | 962          |
| WA                   | 54           | 5         | 59           | 28           | 8          | 36         | 0          | 0         | 0        | 0                     | 1         | 1        | 1                     | 0         | 1         | 97           |
| ACT                  | 43           | 1         | 44           | 40           | 10         | 50         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 1         | 1         | 95           |
| NT                   | 19           | 3         | 22           | 10           | 3          | 13         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0         | 35           |
| External Territories | 2            | 0         | 2            | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0         | 2            |
| Overseas             | 0            | 0         | 0            | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0         | 0            |
| <b>Total</b>         | <b>1,002</b> | <b>66</b> | <b>1,068</b> | <b>497</b>   | <b>127</b> | <b>624</b> | <b>0</b>   | <b>0</b>  | <b>0</b> | <b>4</b>              | <b>2</b>  | <b>6</b> | <b>11</b>             | <b>2</b>  | <b>13</b> | <b>1,711</b> |

All non-ongoing employees – Previous report period (2023–24)

|                      | Man/Male  |           |           | Woman/Female |           |           | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|----------------------|-----------|-----------|-----------|--------------|-----------|-----------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|                      | Full time | Part time | Total     | Full time    | Part time | Total     | Full time  | Part time | Total    | Full time             | Part time | Total    | Full time             | Part time | Total    |            |
| NSW                  | 3         | 3         | 6         | 5            | 2         | 7         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 13         |
| Qld                  | 9         | 1         | 10        | 6            | 2         | 8         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 18         |
| SA                   | 6         | 3         | 9         | 4            | 0         | 4         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 13         |
| Tas                  | 7         | 2         | 9         | 10           | 0         | 10        | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 19         |
| Vic                  | 26        | 16        | 42        | 30           | 5         | 35        | 0          | 0         | 0        | 0                     | 0         | 0        | 3                     | 0         | 3        | 80         |
| WA                   | 3         | 1         | 4         | 5            | 0         | 5         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 9          |
| ACT                  | 1         | 0         | 1         | 7            | 3         | 10        | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 11         |
| NT                   | 1         | 1         | 2         | 1            | 1         | 2         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 4          |
| External Territories | 3         | 0         | 3         | 1            | 0         | 1         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 4          |
| Overseas             | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b>         | <b>59</b> | <b>27</b> | <b>86</b> | <b>69</b>    | <b>13</b> | <b>82</b> | <b>0</b>   | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>3</b>              | <b>0</b>  | <b>3</b> | <b>171</b> |

Australian Public Service Act ongoing employees – Current report period (2024–25)

|       | Man/Male  |           |       | Woman/Female |           |       | Non-binary |           |       | Prefers not to answer |           |       | Uses a different term |           |       | Total |
|-------|-----------|-----------|-------|--------------|-----------|-------|------------|-----------|-------|-----------------------|-----------|-------|-----------------------|-----------|-------|-------|
|       | Full time | Part time | Total | Full time    | Part time | Total | Full time  | Part time | Total | Full time             | Part time | Total | Full time             | Part time | Total |       |
| SES 3 | 0         | 0         | 0     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 0     |
| SES 2 | 3         | 0         | 3     | 3            | 0         | 3     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 6     |
| SES 1 | 14        | 0         | 14    | 4            | 0         | 4     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 18    |
| EL 2  | 187       | 9         | 196   | 107          | 24        | 131   | 0          | 0         | 0     | 1                     | 0         | 1     | 2                     | 0         | 2     | 330   |
| EL 1  | 380       | 38        | 418   | 178          | 64        | 242   | 0          | 0         | 0     | 1                     | 1         | 2     | 2                     | 0         | 2     | 664   |
| APS 6 | 225       | 17        | 242   | 125          | 33        | 158   | 0          | 0         | 0     | 4                     | 1         | 5     | 4                     | 1         | 5     | 410   |
| APS 5 | 91        | 5         | 96    | 39           | 6         | 45    | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 141   |
| APS 4 | 39        | 0         | 39    | 41           | 4         | 45    | 0          | 0         | 0     | 0                     | 0         | 0     | 2                     | 0         | 2     | 86    |
| APS 3 | 38        | 2         | 40    | 9            | 2         | 11    | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 51    |
| APS 2 | 0         | 2         | 2     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 2     |
| APS 1 | 0         | 0         | 0     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 0     |
| Other | 10        | 0         | 10    | 4            | 0         | 4     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 14    |
| Total | 987       | 73        | 1,060 | 510          | 133       | 643   | 0          | 0         | 0     | 6                     | 2         | 8     | 10                    | 1         | 11    | 1,722 |

Australian Public Service Act non-ongoing employees – Current report period (2024–25)

|              | Man/Male  |           |           | Woman/Female |           |           | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|--------------|-----------|-----------|-----------|--------------|-----------|-----------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|              | Full time | Part time | Total     | Full time    | Part time | Total     | Full time  | Part time | Total    | Full time             | Part time | Total    | Full time             | Part time | Total    |            |
| SES 3        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES 2        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES 1        | 0         | 0         | 0         | 1            | 0         | 1         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 1          |
| EL 2         | 2         | 1         | 3         | 2            | 0         | 2         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 5          |
| EL 1         | 18        | 7         | 25        | 11           | 2         | 13        | 0          | 0         | 0        | 0                     | 0         | 0        | 1                     | 0         | 1        | 39         |
| APS 6        | 10        | 5         | 15        | 10           | 2         | 12        | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 27         |
| APS 5        | 4         | 0         | 4         | 8            | 2         | 10        | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 14         |
| APS 4        | 1         | 1         | 2         | 3            | 4         | 7         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 9          |
| APS 3        | 8         | 1         | 9         | 8            | 2         | 10        | 0          | 0         | 0        | 0                     | 0         | 0        | 1                     | 0         | 1        | 20         |
| APS 2        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| APS 1        | 0         | 0         | 0         | 0            | 1         | 1         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 1          |
| Other        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b> | <b>43</b> | <b>15</b> | <b>58</b> | <b>43</b>    | <b>13</b> | <b>56</b> | <b>0</b>   | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>2</b>              | <b>0</b>  | <b>2</b> | <b>116</b> |

Note: Excludes Head of Agency

Australian Public Service Act ongoing employees – Previous report period (2023–24)

|       | Man/Male  |           |       | Woman/Female |           |       | Non-binary |           |       | Prefers not to answer |           |       | Uses a different term |           |       | Total |
|-------|-----------|-----------|-------|--------------|-----------|-------|------------|-----------|-------|-----------------------|-----------|-------|-----------------------|-----------|-------|-------|
|       | Full time | Part time | Total | Full time    | Part time | Total | Full time  | Part time | Total | Full time             | Part time | Total | Full time             | Part time | Total |       |
| SES 3 | 0         | 0         | 0     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 0     |
| SES 2 | 3         | 0         | 3     | 3            | 0         | 3     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 6     |
| SES 1 | 14        | 0         | 14    | 5            | 0         | 5     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 19    |
| EL 2  | 196       | 9         | 205   | 113          | 20        | 133   | 0          | 0         | 0     | 0                     | 0         | 0     | 1                     | 0         | 1     | 339   |
| EL 1  | 371       | 33        | 404   | 166          | 55        | 221   | 0          | 0         | 0     | 2                     | 1         | 3     | 1                     | 0         | 1     | 629   |
| APS 6 | 221       | 17        | 238   | 108          | 41        | 149   | 0          | 0         | 0     | 1                     | 1         | 2     | 3                     | 2         | 5     | 394   |
| APS 5 | 92        | 4         | 96    | 38           | 8         | 46    | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 142   |
| APS 4 | 58        | 0         | 58    | 51           | 1         | 52    | 0          | 0         | 0     | 1                     | 0         | 1     | 5                     | 0         | 5     | 116   |
| APS 3 | 22        | 2         | 24    | 7            | 2         | 9     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 33    |
| APS 2 | 0         | 1         | 1     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 1     |
| APS 1 | 1         | 0         | 1     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     | 1     |
| Other | 24        | 0         | 24    | 6            | 0         | 6     | 0          | 0         | 0     | 0                     | 0         | 0     | 1                     | 0         | 1     | 31    |
| Total | 1,002     | 66        | 1,068 | 497          | 127       | 624   | 0          | 0         | 0     | 4                     | 2         | 6     | 11                    | 2         | 13    | 1,711 |

# Australian Public Service Act non-ongoing employees – Previous report period (2023–24)

|              | Man/Male  |           |           | Woman/Female |           |           | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|--------------|-----------|-----------|-----------|--------------|-----------|-----------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|              | Full time | Part time | Total     | Full time    | Part time | Total     | Full time  | Part time | Total    | Full time             | Part time | Total    | Full time             | Part time | Total    |            |
| SES 3        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES 2        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES 1        | 0         | 0         | 0         | 1            | 0         | 1         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 1          |
| EL 2         | 2         | 3         | 5         | 2            | 1         | 3         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 8          |
| EL 1         | 23        | 12        | 35        | 23           | 6         | 29        | 0          | 0         | 0        | 0                     | 0         | 0        | 1                     | 0         | 1        | 65         |
| APS 6        | 13        | 8         | 21        | 18           | 2         | 20        | 0          | 0         | 0        | 0                     | 0         | 0        | 1                     | 0         | 1        | 42         |
| APS 5        | 5         | 2         | 7         | 9            | 2         | 11        | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 18         |
| APS 4        | 1         | 1         | 2         | 7            | 1         | 8         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 10         |
| APS 3        | 14        | 1         | 15        | 9            | 1         | 10        | 0          | 0         | 0        | 0                     | 0         | 0        | 1                     | 0         | 1        | 26         |
| APS 2        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| APS 1        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| Other        | 0         | 0         | 0         | 0            | 0         | 0         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b> | <b>58</b> | <b>27</b> | <b>85</b> | <b>69</b>    | <b>13</b> | <b>82</b> | <b>0</b>   | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>3</b>              | <b>0</b>  | <b>3</b> | <b>170</b> |

Australian Public Service Act employees by full-time and part-time status – Current report period (2024–25)

|              | Ongoing      |            |              | Non-ongoing |           |            | Total        |
|--------------|--------------|------------|--------------|-------------|-----------|------------|--------------|
|              | Full time    | Part time  | Total        | Full time   | Part time | Total      |              |
| SES 3        | 0            | 0          | 0            | 0           | 0         | 0          | 0            |
| SES 2        | 6            | 0          | 6            | 0           | 0         | 0          | 6            |
| SES 1        | 18           | 0          | 18           | 1           | 0         | 1          | 19           |
| EL 2         | 297          | 33         | 330          | 4           | 1         | 5          | 335          |
| EL 1         | 561          | 103        | 664          | 30          | 9         | 39         | 703          |
| APS 6        | 358          | 52         | 410          | 20          | 7         | 27         | 437          |
| APS 5        | 130          | 11         | 141          | 12          | 2         | 14         | 155          |
| APS 4        | 82           | 4          | 86           | 4           | 5         | 9          | 95           |
| APS 3        | 47           | 4          | 51           | 17          | 3         | 20         | 71           |
| APS 2        | 0            | 2          | 2            | 0           | 0         | 0          | 2            |
| APS 1        | 0            | 0          | 0            | 0           | 1         | 1          | 1            |
| Other        | 14           | 0          | 14           | 0           | 0         | 0          | 14           |
| <b>Total</b> | <b>1,513</b> | <b>209</b> | <b>1,722</b> | <b>88</b>   | <b>28</b> | <b>116</b> | <b>1,838</b> |

Note: Excludes Head of Agency.

Australian Public Service Act employees by full-time and part-time status – Previous report period (2023–24)

|              | Ongoing      |            |              | Non-ongoing |           |            | Total        |
|--------------|--------------|------------|--------------|-------------|-----------|------------|--------------|
|              | Full time    | Part time  | Total        | Full time   | Part time | Total      |              |
| SES 3        | 0            | 0          | 0            | 0           | 0         | 0          | 0            |
| SES 2        | 6            | 0          | 6            | 0           | 0         | 0          | 6            |
| SES 1        | 19           | 0          | 19           | 1           | 0         | 1          | 20           |
| EL 2         | 310          | 0          | 310          | 4           | 4         | 8          | 318          |
| EL 1         | 540          | 29         | 569          | 47          | 18        | 65         | 634          |
| APS 6        | 333          | 89         | 422          | 32          | 10        | 42         | 464          |
| APS 5        | 130          | 61         | 191          | 14          | 4         | 18         | 209          |
| APS 4        | 115          | 12         | 127          | 8           | 2         | 10         | 137          |
| APS 3        | 29           | 1          | 30           | 24          | 2         | 26         | 56           |
| APS 2        | 0            | 4          | 4            | 0           | 0         | 0          | 4            |
| APS 1        | 1            | 1          | 2            | 0           | 0         | 0          | 2            |
| Other        | 31           | 0          | 31           | 0           | 0         | 0          | 31           |
| <b>Total</b> | <b>1,514</b> | <b>197</b> | <b>1,711</b> | <b>130</b>  | <b>40</b> | <b>170</b> | <b>1,881</b> |

Australian Public Service Act employment type by location  
– Current report period (2024–25)

|                      | Ongoing      | Non-ongoing | Total        |
|----------------------|--------------|-------------|--------------|
| NSW                  | 117          | 9           | 126          |
| Qld                  | 261          | 13          | 274          |
| SA                   | 84           | 3           | 87           |
| Tas                  | 73           | 12          | 85           |
| Vic                  | 951          | 51          | 1,002        |
| WA                   | 100          | 12          | 112          |
| ACT                  | 97           | 6           | 103          |
| NT                   | 37           | 2           | 39           |
| External Territories | 2            | 8           | 10           |
| Overseas             | 0            | 0           | 0            |
| <b>Total</b>         | <b>1,722</b> | <b>116</b>  | <b>1,838</b> |

**Note:** Excludes Head of Agency.

Australian Public Service Act employment type by location  
– Previous report period (2023–24)

|                      | Ongoing      | Non-ongoing | Total        |
|----------------------|--------------|-------------|--------------|
| NSW                  | 112          | 13          | 125          |
| Qld                  | 250          | 17          | 267          |
| SA                   | 83           | 13          | 96           |
| Tas                  | 75           | 19          | 94           |
| Vic                  | 962          | 80          | 1,042        |
| WA                   | 97           | 9           | 106          |
| ACT                  | 95           | 11          | 106          |
| NT                   | 35           | 4           | 39           |
| External Territories | 2            | 4           | 6            |
| Overseas             | 0            | 0           | 0            |
| <b>Total</b>         | <b>1,711</b> | <b>170</b>  | <b>1,881</b> |

Australian Public Service Act Indigenous employment  
– Current report period (2024–25)

|             | Total |
|-------------|-------|
| Ongoing     | 21    |
| Non-ongoing | 3     |
| Total       | 24    |

Australian Public Service Act Indigenous employment  
– Previous report period (2023–24)

|             | Total |
|-------------|-------|
| Ongoing     | 21    |
| Non-ongoing | 2     |
| Total       | 23    |

# Financial resource management

## Financial performance

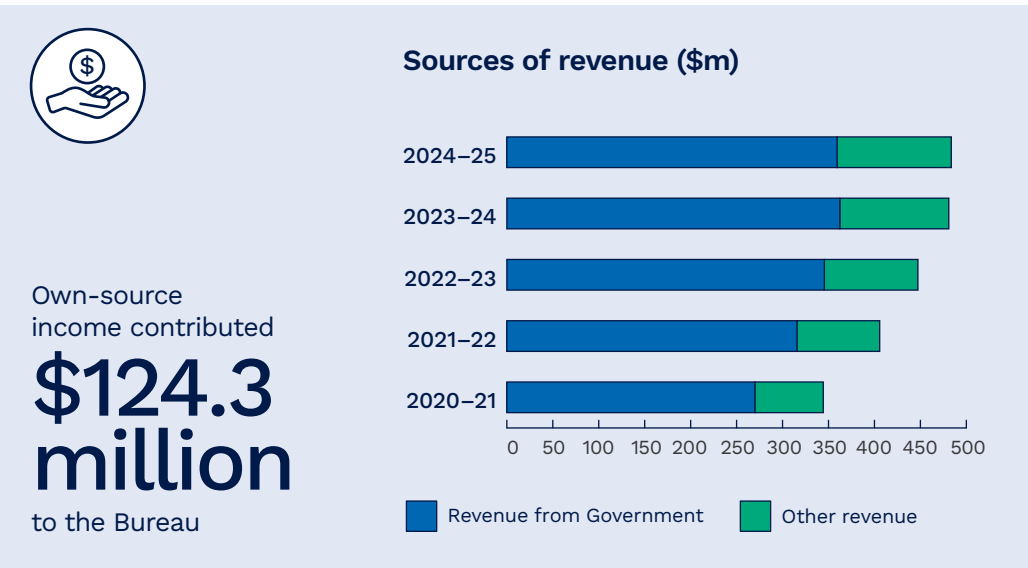
The Bureau recorded an operating deficit of \$2.1 million which was lower than the approved operating deficit of \$15.9 million. The operating deficit was the result of higher than anticipated technology, people and utilities costs, as well as increased security and corporate costs supporting the growing complexity of the Bureau’s operations.

The operating deficit was funded from prior year appropriation. The improved outcome to budget was the result of implementing a range of actions during 2024–25 to align the Bureau’s costs with available revenue, while ensuring delivery of essential services to the Australian community.

### Income

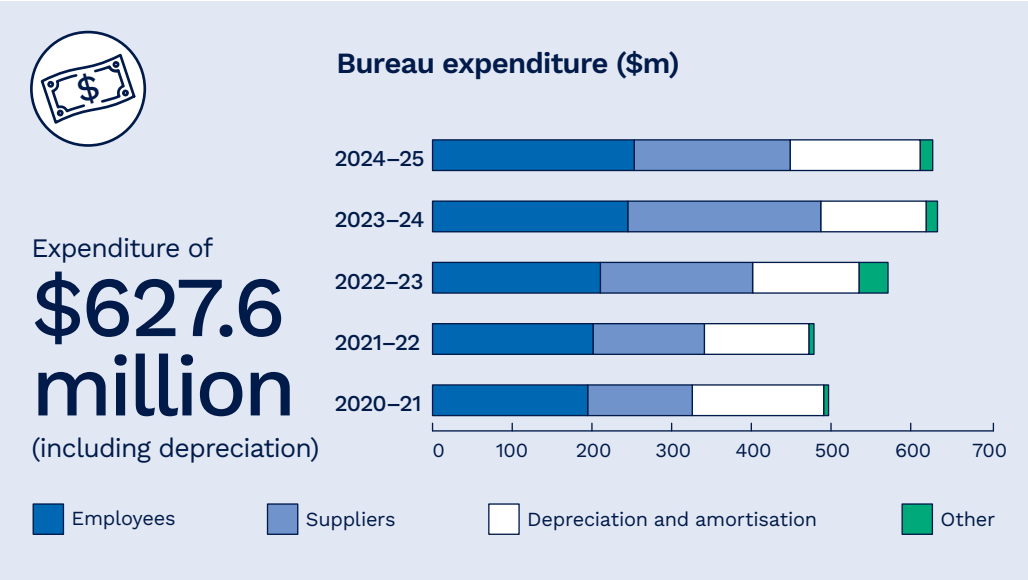
Total income for the Bureau for 2024–25 was \$483.7 million compared to \$480.9 million in 2023–24.

The income increase was primarily driven by an increase in own-source revenue related to funding provided to the Bureau to support international development activities in partnership with the Department of Foreign Affairs and Trade.



## Expenditure

The Bureau’s operating expenditure for 2024–25 was \$627.6 million, compared to \$633.6 million in 2023–24. This decrease was primarily driven by reductions in supplier and contractor expenditure in addition to non-essential travel.



## Significant non-compliance

In 2024–25 the Bureau did not report any significant issues relating to non-compliance with finance law to the Minister for the Environment and Water under paragraph 19(1)(e) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

## Resource Statement Summary – Current report period (2024–25)

|                                                                                                                | Current<br>available<br>appropriation<br>(a)<br>\$'000 | Payments made<br>(b)<br>\$'000 | Balance<br>remaining<br>(a) – (b)<br>\$'000 |
|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------|---------------------------------------------|
| <b>Departmental</b>                                                                                            |                                                        |                                |                                             |
| Annual appropriations – ordinary annual services                                                               | 449,753                                                | 368,141                        | 81,612                                      |
| Prior year appropriations available – ordinary annual services                                                 | 96,165                                                 | 96,165                         | -                                           |
| Annual appropriations – other services – non-operating                                                         | 30,794                                                 | 2,982                          | 27,812                                      |
| Prior year appropriations available – other services – non-operating                                           | 29,971                                                 | 28,322                         | 1,649                                       |
| <b>Total departmental annual appropriations (c)</b>                                                            | <b>606,683</b>                                         | <b>495,610</b>                 | <b>111,073</b>                              |
| <b>Total departmental special appropriations (d)</b>                                                           | <b>-</b>                                               | <b>-</b>                       | <b>-</b>                                    |
| Opening balance – special accounts                                                                             | 1,463                                                  | 1,200                          | 263                                         |
| Special account receipts                                                                                       | 1,803                                                  | -                              | 1,803                                       |
| <b>Total special accounts (e)</b>                                                                              | <b>3,266</b>                                           | <b>1,200</b>                   | <b>2,066</b>                                |
| less departmental appropriations drawn from annual/special appropriations and credited to special accounts (f) | -                                                      | -                              | -                                           |
| <b>Total departmental resourcing (c+d+e-f)</b>                                                                 | <b>609,949</b>                                         | <b>496,810</b>                 | <b>113,139</b>                              |
| <b>Administered</b>                                                                                            |                                                        |                                |                                             |
| Annual appropriations – ordinary annual services                                                               | -                                                      | -                              | -                                           |
| Prior year appropriations available – ordinary annual services                                                 | -                                                      | -                              | -                                           |
| Annual appropriations – other services – non-operating                                                         | -                                                      | -                              | -                                           |
| Prior year appropriations available – other services – non-operating                                           | -                                                      | -                              | -                                           |
| Annual appropriations – other services – specific payments to States, ACT, NT and local government             | -                                                      | -                              | -                                           |
| Prior year appropriations available other services – specific payments to States, ACT, NT and local government | -                                                      | -                              | -                                           |
| Annual appropriations – other services – new administered expenses                                             | -                                                      | -                              | -                                           |
| Prior year appropriations available – other services – new administered expenses                               | -                                                      | -                              | -                                           |
| <b>Total administered annual appropriations (g)</b>                                                            | <b>-</b>                                               | <b>-</b>                       | <b>-</b>                                    |
| <b>Total administered special appropriations (h)</b>                                                           | <b>-</b>                                               | <b>-</b>                       | <b>-</b>                                    |
| Opening balance – special accounts                                                                             | -                                                      | -                              | -                                           |
| Special account receipts                                                                                       | -                                                      | -                              | -                                           |
| <b>Total special accounts receipts (i)</b>                                                                     | <b>-</b>                                               | <b>-</b>                       | <b>-</b>                                    |
| less administered appropriations drawn from annual/special appropriations and credited to special accounts (j) | -                                                      | -                              | -                                           |
| less payments to corporate entities from annual/special appropriations (k)                                     | -                                                      | -                              | -                                           |
| <b>Total administered resourcing (g+h+i+j+k)</b>                                                               | <b>-</b>                                               | <b>-</b>                       | <b>-</b>                                    |
| <b>Total resourcing and payments for the Bureau of Meteorology</b>                                             | <b>609,949</b>                                         | <b>496,810</b>                 | <b>113,139</b>                              |

## Expenses by Outcome – Current report period (2024–25)

### Expenses for Outcome 1

| Outcome 1: Enabling a safe, prosperous, secure and healthy Australia through the provision of weather, water, climate, ocean and space weather services. | Budget*<br>2024–25<br>\$'000<br>(a) | Actual<br>expenses<br>2024–25<br>\$'000<br>(b) | Variation<br>2024–25<br>\$'000<br>(a) – (b) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------|---------------------------------------------|
| <b>Program 1.1: Bureau of Meteorology</b>                                                                                                                |                                     |                                                |                                             |
| <b>Administered expenses</b>                                                                                                                             |                                     |                                                |                                             |
| Ordinary annual services (Appropriation Act No. 1)                                                                                                       | -                                   | -                                              | -                                           |
| Other services (Appropriation Act Nos. 2, 4 and 6)                                                                                                       | -                                   | -                                              | -                                           |
| s74 External Revenue <sup>1</sup>                                                                                                                        | -                                   | -                                              | -                                           |
| Special appropriations                                                                                                                                   | -                                   | -                                              | -                                           |
| Special accounts                                                                                                                                         | -                                   | -                                              | -                                           |
| Payments to corporate entities                                                                                                                           | -                                   | -                                              | -                                           |
| Expenses not requiring appropriation in the Budget year <sup>2</sup>                                                                                     | -                                   | -                                              | -                                           |
| <b>Administered total</b>                                                                                                                                | <b>-</b>                            | <b>-</b>                                       | <b>-</b>                                    |
| <b>Departmental expenses</b>                                                                                                                             |                                     |                                                |                                             |
| Departmental appropriation                                                                                                                               | 311,376                             | 339,741                                        | (28,365)                                    |
| s74 External Revenue <sup>1</sup>                                                                                                                        | 99,295                              | 114,758                                        | (15,463)                                    |
| Special appropriations                                                                                                                                   | -                                   | -                                              | -                                           |
| Special accounts                                                                                                                                         | -                                   | 1,113                                          | (1,113)                                     |
| Expenses not requiring appropriation in the Budget year <sup>2</sup>                                                                                     | 120,846                             | 171,980                                        | (51,134)                                    |
| <b>Departmental total</b>                                                                                                                                | <b>531,517</b>                      | <b>627,592</b>                                 | <b>(96,075)</b>                             |
| <b>Total expenses for Outcome 1</b>                                                                                                                      | <b>531,517</b>                      | <b>627,592</b>                                 | <b>(96,075)</b>                             |
|                                                                                                                                                          |                                     |                                                |                                             |
|                                                                                                                                                          |                                     |                                                |                                             |
|                                                                                                                                                          |                                     |                                                |                                             |
|                                                                                                                                                          |                                     |                                                |                                             |
| <b>Average staffing level (number)</b>                                                                                                                   | <b>1,831</b>                        | <b>1,767</b>                                   |                                             |

\* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

1. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

2. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses, audit fees, write down of assets, and foreign exchange losses.

# Asset management

The Bureau’s asset base comprises observation equipment, software, leasehold improvements, data centre equipment and right-of-use assets associated with accounting standard AASB 16 Leases relating mainly to property leases.

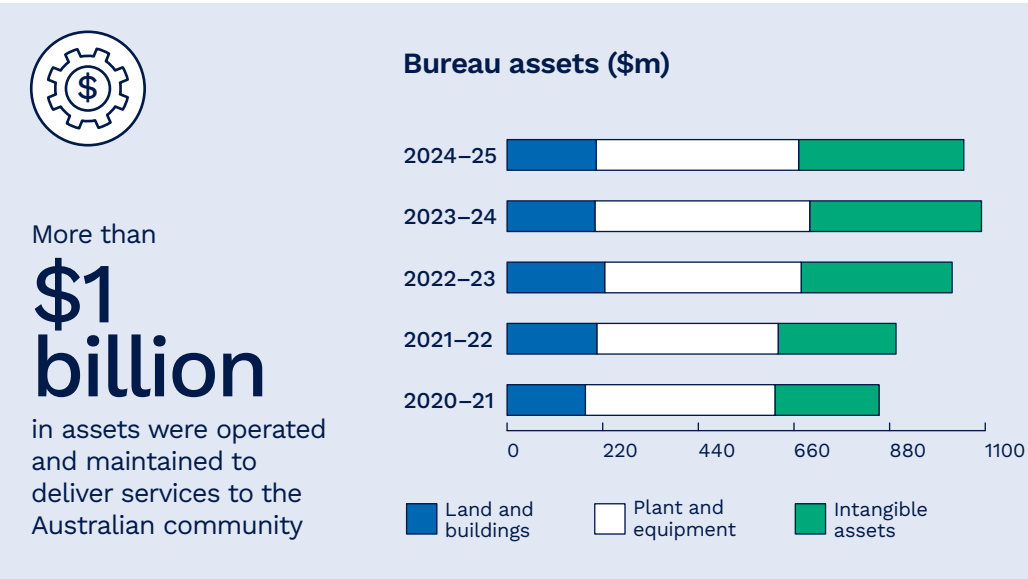
Asset network plans were developed that specify the activities that are intended to be undertaken for a specific network across the lifecycle. The plans detail timescales, costs and responsibilities for delivery.

In addition, a suite of lifecycle delivery plans exists that includes all operational plans including maintenance plans, capital delivery plans and detailed project plans. This is the most practical component of asset management and covers systems engineering, reliability engineering, maintenance delivery, fault and incident response, acquisition, disposal and decommission.

The Bureau’s property portfolio is managed through the strategic property management plan to ensure its workplaces and facilities are maintained to a suitable standard.

The Bureau uses an asset management system to manage its observing network assets and related IT equipment, including:

- providing reports on asset performance
- scheduling preventive maintenance, inspections and calibrations
- planning, scheduling, assigning and executing work in a safe and efficient manner
- tracking rotables, spare parts and consumables.



# Procurement

Value for money is the core principle underpinning all procurement. The Bureau's Accountable Authority Instructions provide internal control of procurement within the agency, and are aligned with the PGPA Act, the Commonwealth Procurement Rules and broader Australian Government policy. The Bureau is committed to assessing and addressing modern slavery risks and this is reflected in the procurement framework. The Bureau also contributes to the annual Commonwealth Modern Slavery Statement and regularly updates its contractual and tendering templates to include obligations under the *Modern Slavery Act 2018*.

There were no instances of contracts of \$100,000 or more (inclusive of GST) entered into 2024–25 that precluded the Auditor-General from accessing the contractor's premises.

For details of standard clauses that provide the Australian National Audit Office (ANAO) with access to contractors' information, refer to: [www.finance.gov.au/procurement/clausebank](http://www.finance.gov.au/procurement/clausebank).

There were no contracts in excess of \$10,000 (inclusive of GST) that was exempted by the Accountable Authority from being published on AusTender on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982*.

Information on procurements expected to be undertaken in the coming year is in the Bureau's annual procurement plan, available from the AusTender website: [www.tenders.gov.au](http://www.tenders.gov.au).

## Procurement initiatives to support small business and Indigenous-owned businesses

The Bureau supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website: [www.finance.gov.au/government/procurement/statistics-australian-government-procurement-contracts-](http://www.finance.gov.au/government/procurement/statistics-australian-government-procurement-contracts-).

The Bureau's measures to support SMEs include:

- complying with the Commonwealth Procurement Framework
- using standardised contracts for low-risk procurements valued under \$200,000
- implementing the Indigenous Procurement Policy, noting that many Indigenous businesses are also SMEs
- using the Australian Industry Participation policies and programs to encourage SME engagement opportunities
- using credit cards for procurements valued below \$10,000
- complying with the Government's Supplier Pay On-Time or Pay Interest Policy
- including at least one SME when seeking a quote from the Management Advisory Services Panel or People Panels.

The Bureau 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: [www.treasury.gov.au](http://www.treasury.gov.au).

The Bureau supports the goals of the Australian Government's Indigenous Procurement Policy and achieved its Indigenous procurement volume target for 2024–25. More information is available on the Department of the Prime Minister and Cabinet's website: [www.pmc.gov.au](http://www.pmc.gov.au).

## Reportable consultancies and non-consultancies

The selection and engagement of consultants was conducted in accordance with the PGPA Act, Commonwealth Procurement Rules and internal policy and procedures. Of the 25 consultancy contracts reported, 6 used a limited tender procurement method and 19 used an open tender procurement method, of which 19 used a panel arrangement.

During 2024–25, 12 new reportable consultancy contracts were entered into involving total actual expenditure of \$2,733,158. In addition, 13 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$444,546.

The main categories of purpose for which consultants were engaged were management advisory services, audit services and management support services.

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 [www.tenders.gov.au](http://www.tenders.gov.au).

### Expenditure on Reportable Consultancy Contracts – Current report period (2024–25)

|                                                                   | Number    | Expenditure \$'000 (GST inc.) |
|-------------------------------------------------------------------|-----------|-------------------------------|
| New contracts entered into during the reporting period            | 12        | \$2,733                       |
| Ongoing contracts entered into during a previous reporting period | 13        | \$445                         |
| <b>Total</b>                                                      | <b>25</b> | <b>\$3,178</b>                |

### Organisations receiving a share of Reportable Consultancy Contract Expenditure – Current report period (2024–25)

| Name of Organisation            | Organisation ABN    | Expenditure \$'000 (GST inc.) |
|---------------------------------|---------------------|-------------------------------|
| Scyne Advisory Pty Ltd          | ABN: 20 607 773 295 | \$1,012                       |
| Synergy Group Australia Pty Ltd | ABN: 65 119 369 827 | \$674                         |
| Protiviti Pty Ltd               | ABN: 27 108 473 909 | \$484                         |
| Deloitte Touche Tohmatsu        | ABN: 74 490 121 060 | \$224                         |
| Chartertech Pty Ltd             | ABN: 30 617 464 990 | \$190                         |
| <b>Total of largest shares</b>  |                     | <b>\$2,584</b>                |

During 2024–25, 771 new non-consultancy contracts were entered into involving total actual expenditure of \$211,961,538. In addition, 628 ongoing non-consultancy contracts were active during the period, involving total actual expenditure of \$62,511,878.

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: [www.tenders.gov.au](http://www.tenders.gov.au).

**Expenditure on Reportable Non-Consultancy Contracts – Current report period (2024–25)**

|                                                                   | Number       | Expenditure \$'000 (GST inc.) |
|-------------------------------------------------------------------|--------------|-------------------------------|
| New contracts entered into during the reporting period            | 771          | \$211,962                     |
| Ongoing contracts entered into during a previous reporting period | 628          | \$62,512                      |
| <b>Total</b>                                                      | <b>1,399</b> | <b>\$274,474</b>              |

**Note:** This includes operating and equity contracts.

**Organisations receiving a share of Reportable Non-Consultancy Contract Expenditure – Current report period (2024–25)**

| Name of Organisation           | Organisation ABN    | Expenditure \$'000 (GST inc.) |
|--------------------------------|---------------------|-------------------------------|
| Ventia Property Pty Ltd        | ABN: 16 618 028 676 | \$37,528                      |
| CSIRO Accounts Receivable      | ABN: 41 687 119 230 | \$17,850                      |
| Leidos                         | ABN: 79 612 590 155 | \$13,932                      |
| UNISYS Australia Pty Ltd       | ABN: 31 105 642 902 | \$13,677                      |
| Hays Specialist Recruitment    | ABN: 47 001 407 281 | \$10,635                      |
| <b>Total of largest shares</b> |                     | <b>\$93,622</b>               |

## Advertising and market research

Under section 311A of the *Commonwealth Electoral Act 1918*, the Bureau is required to disclose payments for advertising and market research.

Advertising and market research over the reporting threshold of \$16,900 (GST inclusive) were undertaken to the value of \$65,739 and \$432,651 respectively, in 2024–25. Details are provided below.

The Bureau did not undertake any polling, direct mail or advertising campaigns during 2024–25.

| Organisation                                                      | Purpose                                      | Expenditure<br>(\$, GST inclusive) |
|-------------------------------------------------------------------|----------------------------------------------|------------------------------------|
| Media advertising organisations                                   |                                              |                                    |
| Universal McCann<br>(ABN: 19 002 966 001)                         | Recruitment Advertising                      | \$65,739                           |
| Market research organisations                                     |                                              |                                    |
| Askable Pty Ltd<br>(ABN: 72 621 754 096)                          | User testing panel and recruitment           | \$254,001                          |
| Ernst & Young<br>(ABN: 75 288 172 749)                            | Market research for key performance measures | \$111,445                          |
| Indigenous Professional Services Pty Ltd<br>(ABN: 32 608 918 252) | First Nations User Needs Assessment          | \$67,205                           |
| Total                                                             |                                              | \$498,390                          |