



safe work
australia

annual report
2025-26

Annual Report 2025–26

Acknowledgement of Country

Safe Work Australia acknowledges Traditional Owners of Country throughout Australia and recognises their continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander peoples and cultures; and to Elders past and present.

Letter of transmittal

The Hon Amanda Rishworth MP

Minister for Employment and Workplace Relations

PO Box 6021

House of Representatives, Parliament House

CANBERRA ACT 2600

Dear Minister

I am pleased to present the annual report of Safe Work Australia for the financial year 2025–26.

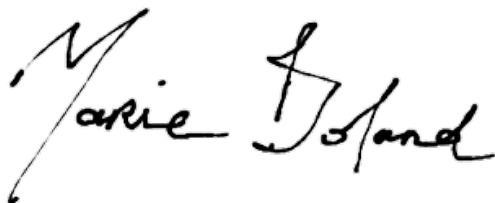
This report has been prepared in accordance with all applicable obligations of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and section 70 of the *Safe Work Australia Act 2008* (Cth).

Section 46 of the PGPA Act requires that you table this report in Parliament. The report includes Safe Work Australia's audited financial statements as required by section 43(4) of the PGPA Act.

As required by section 10 of the *Public Governance, Performance and Accountability Rule 2014*, I certify that Safe Work Australia has:

- prepared fraud risk assessments and fraud control plans
- put in place appropriate mechanisms that meet the specific needs of the agency for preventing, detecting incidents of, investigating or otherwise dealing with, and reporting fraud, and
- taken all reasonable measures to deal appropriately with fraud.

Yours sincerely

A handwritten signature in black ink, reading "Marie Boland". The signature is fluid and cursive, with the first name "Marie" and the last name "Boland" clearly distinguishable.

10 September 2026

Marie Boland

Chief Executive Officer

Safe Work Australia

Table of contents

Acknowledgement of Country	2
Letter of transmittal	3
Table of contents	4
List of tables	6
Our purpose	8
Our vision	8
Why our work is important	8
Our community impact	9
Part 1 — Overview.....	10
Chief Executive Officer's year in review	10
Agency overview	13
Part 2 — Our Minister and Members.....	16
A word from the Chair.....	16
Governance structure	18
Our Minister	18
Safe Work Australia Members	19
Our Members	20
Safe Work Australia Member meetings	26
Safe Work Australia Strategic Issues Groups	27
Reference groups.....	30
Other contributing roles	30
Part 3 — Our performance.....	34
Annual Performance Statements.....	34
Performance overview	35
Performance results and analysis.....	37
Part 4 — Our achievements	43
Key 2025-26 deliverables	43
Work health and safety policy	46
Workers' compensation.....	50
Evidence and research	52
Education and communications	56
Domestic and international engagement	58

Part 5 — Our organisation	60
Achievements in organisational effectiveness	60
Organisational structure	61
Human resources management	62
Diversity and inclusion	66
Capability development	67
Work health and safety	68
Corporate governance framework	70
Internal accountability	74
External accountability	77
Part 6 – Financial performance	78
Budget outlook	78
Asset management	78
Financial overview	79
Entity resource statement and expenses by outcome	83
Budget variance commentary	92
Part 7 — Appendices	107
Appendix 1 — 2025–29 Corporate Plan	107
Appendix 2 — 2025-26 Operational Plan	110
Appendix 3 — Advertising	113
Appendix 4 — Ecologically sustainable development and environmental performance and APS Net Zero Emissions Policy	114
Appendix 5 — Our workforce profile — demographics and statistics	116
Appendix 6 — Disability reporting mechanism	126
Appendix 7 — Allowances and non-remuneration benefits	127
Part 8 — References	128
Acronyms and abbreviations	128
Glossary of terms	131
List of requirements	136
Alphabetical index	144
Further information	157

List of tables

Table 1: SIG-WHS members as at 30 June 2026	28
Table 2: SIG-Workers' Compensation members as at 30 June 2026	29
Table 3: Summary of performance results	35
Table 4: Performance measure 1	37
Table 5: Performance measure 2	38
Table 6: Performance measure 3	39
Table 7: Performance measure 4	41
Table 8: Public Service Act 1999 employment arrangements current report period (2025–26)	63
Table 9: Public Service Act 1999 employment salary ranges by classification level (minimum/maximum) current report period (2025–26)	63
Table 10: Key management personnel.....	63
Table 11: Information about remuneration for key management personnel	64
Table 12: Information about remuneration for senior executives	65
Table 13: Audit Committee membership	75
Table 14: Expenditure on reportable consultancy contracts current report period (2025–26)	81
Table 15: Organisations receiving a share of reportable consultancy contract expenditure current report period (2025–26)	81
Table 16: Expenditure on reportable non-consultancy contracts current report period (2025–26)	82
Table 17: Organisations receiving a share of reportable non-consultancy contract expenditure current report period (2025–26)	82
Table 18: Greenhouse gas emissions inventory — location-based method, 2025–26	115
Table 19: Electricity greenhouse gas emissions 2025–26	115
Table 20: All ongoing employees as at 30 June 2026	116
Table 21: All non-ongoing employees as at 30 June 2026	117
Table 22: All ongoing employees previous report period (2024–25)	118
Table 23: All non-ongoing employees previous report period (2024–25)	119
Table 24: Public Service Act 1999 ongoing employees current as at 30 June 2026.....	120
Table 25: Public Service Act 1999 non-ongoing employees as at 30 June 2026	121
Table 26: Public Service Act 1999 ongoing employees previous report period (2024–25)	122
Table 27: Public Service Act 1999 non-ongoing employees previous report period (2024–25)	123

Table 28: Public Service Act 1999 employees by full-time and part-time status as at 30 June 2026..... 124

Table 29: Public Service Act 1999 employment type by location as at 30 June 2026 125

Table 30: Public Service Act 1999 employment type by location previous report period (2024–25) 125

Table 31: Public Service Act 1999 Indigenous employment current report period (2024–25)..... 125

Our purpose

Our vision

Healthier, safer, and more productive workplaces through improvements in Australian work health and safety and workers' compensation arrangements.

All workers, regardless of their occupation or how they are engaged, have the right to a healthy and safe working environment. The effective design of work and work systems, and the systematic management of risks, will allow workers to lead productive working lives.

Why our work is important

The latest data shows close to 147,000 workers are compensated for a serious work-related injury or illness each year in Australia and, while the number fluctuates, around 190 are killed at work. The human impacts of these incidents are profound.

There is also an economic impact when workers are injured or made unwell by work. Our most recent research shows that, by removing work-related injury and illness, on average each year:

- Australia's economy would be \$28.6 billion larger
- 185,500 additional full-time equivalent jobs would be created, and
- workers across all occupations and skill levels would benefit from an average wage rise of 1.3%.

Our community impact

Safe Work Australia has an important national role to play in reducing the incidence of work-related death, injury and illness; and in improving outcomes for injured workers and their employers. In consultation with Safe Work Australia Members and as agreed by work health and safety (WHS) ministers, we manage the model WHS legislation. Overall, our work:

- reduces the incidence of work-related death, injury and illness
- improves outcomes for injured workers and their employers
- uses our collective influence to increase knowledge and awareness of WHS and workers' compensation
- ensures robust WHS and workers' compensation research, analysis and data.

As a tripartite body, we represent the interests of the Commonwealth, states and territories, as well as those of workers and employers in Australia. Together our role is to:

- collaborate on national WHS and workers' compensation policy matters
- lead the development of evidence-based policy and support education and communication strategies
- promote consistency in WHS and workers' compensation arrangements

Part 1 — Overview



Chief Executive Officer's year in review

It is my pleasure to present my third annual report as CEO of Safe Work Australia.

This year demonstrated the value of evidence and engagement in our policy work. Whether through our engagement with international counterparts, our growing collaboration with the research community or our extensive public consultation to develop new guidance materials, Safe Work Australia continued to support safe and healthy work.

Our achievements reflect the commitment of our staff, the support of Safe Work Australia Members and the ongoing contribution of our partners across government, industry, unions and academia.

International engagement was a particularly important feature of 2025–26. In July 2025, I travelled to Osaka, Japan, to attend the Global Initiative for Safety, Health and Wellbeing for All Symposium. The Symposium provided a valuable setting for countries to exchange ideas on some of the most pressing and emerging issues in WHS, including psychological health, preventing harassment and violence in the workplace, supporting young workers, regulating the impacts of extreme weather and the implications of technological change.

At the Symposium, I chaired an international workshop on global collaboration and contributed to a panel discussion on mental health, harassment and violence in the workplace. These conversations reinforced how advanced Australia is in some areas of work health and safety (WHS) policy, particularly in relation to managing psychosocial hazards. Our work in these areas attracted strong interest from international counterparts, and it was encouraging to see Australia contributing practical policy leadership to a shared global challenge.

These discussions also highlighted the importance of learning from other jurisdictions. Throughout the year, bilateral meetings with counterparts from Canada and the United Kingdom, as well as with the Japan Association of Occupational Safety and Health Consultants, the Korea Workers' Compensation and Welfare Service and the Korea Occupational Safety and Health Agency, have provided further opportunities to exchange ideas, build relationships and explore topics of mutual interest, such as digital technologies and protections for workers using digital platforms.

A major milestone this year was our inaugural Research Summit, held in Canberra in September 2025 following the release of Safe Work Australia's *Research and Evaluation Strategy* in June 2025. The Summit brought together around 200 participants from government, academia, unions, industry associations and employer groups to explore current evidence, identify research gaps and consider future priorities for WHS and workers' compensation. It was a flagship event under the new strategy as well as a reinvigoration of our role in bringing people, evidence and ideas together so the WHS system can respond cohesively.

Across 2 days of rich discussion, participants considered the Summit's central theme: *How do we work together to design and deliver research that supports safe and healthy work?* The event deliberately moved beyond a traditional conference format to create space for genuine collaboration. Psychosocial hazards, climate change and working in extreme heat, and digital technologies, including artificial intelligence, all emerged as priority areas for further research and policy work. These insights will help shape our future research priorities, workplans and partnerships; and support our efforts to ensure that evidence is translated into practical outcomes with national value, helping us to see risks earlier, respond faster and make better decisions before harm occurs.

Another significant achievement in 2025–26 was the release of the model Code of Practice: *Healthcare and social assistance industry*, including a digital version. The healthcare and social assistance industry is Australia's largest, employing more than 2 million workers. It is also one of the fastest growing industries, driven by Australia's ageing population and a strong demand for disability care support. Unfortunately, the industry also has the highest number of work-related injuries of any industry in Australia and a workers' compensation claim rate more than twice the national average.

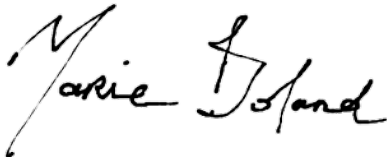
This model Code of Practice takes an industry-focused approach, with step-by-step guidance to help employers and workers understand their legal obligations and protections and improve the way WHS risks are managed in hospitals, aged care, disability support and in-home care settings. Making the model Code available in a web-based format also reflects our commitment to ensuring national guidance is accessible, navigable and usable by the people who need it most.

In March 2026 we also published the model Code of Practice: *Managing the risks of biological hazards at work* — the first code of its kind in the world. The range of biological hazards is broader than many people realise and can include viruses, bacteria, parasites and fungi, as well as allergens, irritants and toxins. Workers may be exposed through close contact with other people, animals, contaminated or organic materials, or environments where vectors such as mosquitoes, ticks or mites are present.

The model Code recognises that these risks can arise in any industry and workplace and provides practical guidance on how to identify biological hazards, assess risk and implement effective controls. Importantly, it brings together a broad range of practical measures, including ventilation and air cleaning, hygiene, cleaning and waste management, vaccination, personal protective equipment and emergency response, to help duty holders protect workers and others and meet their WHS duties.

The achievements I have outlined here and the many others referenced throughout this annual report have taken place against the backdrop of our Best Practice Review of the model WHS laws — a significant project that will guide our efforts to strengthen harmonisation nationally and support safe workplaces. I want to thank everyone who has contributed to the Review, and I look forward to taking the findings and recommendations forward together to ensure our WHS laws remain fit for purpose as workplaces and work practices continue to evolve.

Across all our work, I am grateful for the continued support of Safe Work Australia Members, the hard work and commitment of our excellent staff, and the generosity of stakeholders who continue to share their expertise and experience with us. Through this collaboration, a renewed focus on evidence and a shared commitment to reform that ensures improved safety outcomes, we are helping to shape safer, healthier and more productive workplaces for all.

A handwritten signature in black ink, reading "Marie Boland". The signature is fluid and cursive, with the first name "Marie" and the last name "Boland" clearly distinguishable.

Marie Boland
Chief Executive Officer

Agency overview

Role and functions

Safe Work Australia is a statutory agency established under the *Safe Work Australia Act 2008* (Cth) (SWA Act) and a non-corporate entity under the *Public Governance, Performance and Accountability Act 2013* (Cth).

We have an important national role to achieve significant and continual reductions in the incidence of work-related death, injury and illness; and to improve outcomes for injured workers.

Our functions, as set out in section 6 of the SWA Act, include:

- developing, evaluating and revising national WHS and workers' compensation policies and strategies
- monitoring and improving the model WHS legislative framework and developing supportive WHS materials
- improving workers' compensation arrangements and promoting national consistency
- collecting, analysing and publishing national data
- conducting and publishing research
- developing national education and communication strategies and initiatives
- working collaboratively with the Commonwealth, states and territories and other national and international bodies
- advising WHS ministers on national WHS and workers' compensation policy matters.

We perform these functions in accordance with our Corporate Plan and Operational Plan. The plans are agreed annually by WHS ministers and published on the Safe Work Australia website. Our *2025-29 Corporate Plan* and *2025-26 Operational Plan* are at *Appendix 1 (Corporate Plan)* and *Appendix 2 (Operational Plan)*.

Safe Work Australia does not regulate WHS laws or workers' compensation arrangements. The Commonwealth, states and territories have responsibility for ensuring compliance with and enforcement of WHS laws and administering workers' compensation schemes in their respective jurisdictions.

Safe Work Australia is a tripartite body with 15 Members who represent the interests of the Commonwealth, states and territories, as well as those of workers and industry. This governance model brings together and recognises varying views and interests to ensure effective national policy and strategies to improve WHS and workers' compensation outcomes.

Part 2 — Our Minister and Members of this report provides more information about Safe Work Australia Members. Our Members are supported by an average of just over 100 Australian Public Service employees, primarily located in Canberra. *Part 5 — Our organisation* contains more information about Safe Work Australia.

Outcome administered by Safe Work Australia

Safe Work Australia administers the following outcome:

Healthier, safer, and more productive workplaces through improvements in Australian work health and safety and workers' compensation arrangements.

Under this outcome Safe Work Australia is funded to deliver one program: *Reform of and improvements to Australian WHS and workers' compensation arrangements.*

This program contributes to the outcome by ensuring the innovative development of evidence-based policy, which is central to ensuring improved workplace safety and workers' compensation outcomes.

Authority

Marie Boland was Safe Work Australia's Chief Executive Officer (CEO) and accountable authority of the entity for the period of this report (1 July 2025 to 30 June 2026 inclusive). The CEO is appointed under the SWA Act and performs their functions in accordance with this Act. Staff who support Safe Work Australia are engaged under the *Public Service Act 1999* (Cth).

Funding

Safe Work Australia is jointly funded by the Commonwealth, state and territory governments through the Intergovernmental Agreement for Regulatory and Operational Reform in Occupational Health and Safety and the SWA Act.

Performance

Safe Work Australia's anticipated performance is identified in the Portfolio Budget Statements and is operationalised through our Corporate Plan and Operational Plan. Our operational activities are endorsed by the WHS ministers, with actual performance outcomes reported annually. Our performance outcomes for 2025—26 are at *Part 3 — Our performance*.

Outsourcing key functions

To supplement our internally resourced corporate functions, Safe Work Australia leverages arrangements with other Commonwealth agencies. These arrangements are provisioned through the establishment of a memorandum of understanding (MoU).

Safe Work Australia has the following MoUs established with their portfolio agency the Department of Employment and Workplace Relations (DEWR):

- to deliver services including information technology (IT) support, IT security, IT infrastructure and storage, telecommunications and mail services (established in July 2018 with the then Department of Education, Skills and Employment)
- to provide desks for Safe Work Australia staff in DEWR's New South Wales and South Australian state offices for a period of 12 months.

An additional MoU is established with the Australian Competition and Consumer Commission to sublease premises at Level 7, 2 Phillip Law Street, New Acton, Canberra.

Further, we utilise the shared services of the Department of Finance's Service Delivery Office for some corporate services, such as enterprise resource planning system services and human resource services, including payroll administration and travel management.

Part 2 — Our Minister and Members

A word from the Chair



Safe Work Australia's outcome is healthier, safer and more productive workplaces through improvements in Australian work health and safety (WHS) and workers' compensation arrangements.

Now in my second year as Chair, it has been a privilege to continue working with Safe Work Australia Members and staff to progress this important outcome.

Each year, I chair approximately 4 Safe Work Australia Members' meetings. These meetings reflect the breadth of the national WHS and workers' compensation agenda.

Discussions routinely span persistent risks, such as chemical exposures and dangers of working with cranes, as well as emerging challenges such as the gig economy and artificial intelligence (AI), alongside consideration of new data, research and policy insights. While the nature of work continues to evolve, our focus remains constant: ensuring all workers return home safe and well at the end of each day.

I continue to be impressed by the strong, collegiate approach of Members in advancing national WHS and workers' compensation priorities. Our tripartite model remains a key strength, bringing together government, employer and worker representatives. This ensures our decisions are informed by those most affected and supports the development of informed, practical national policy. It also reinforces Safe Work Australia's role as a trusted leader in WHS and workers' compensation.

A major focus this year has been the Best Practice Review of the model WHS Act and Regulations, which commenced in July 2025. This significant body of work is ensuring Australia's WHS framework reflects contemporary best practice and continues to support a harmonised national approach. Safe Work Australia undertook extensive consultation across all jurisdictions, including engagement with families affected by workplace fatalities and serious injuries. These conversations have ensured that a broad range of perspectives and lived experiences have informed the development of potential reforms.

Particular attention has been given to understanding how the framework is operating in practice and identifying opportunities to strengthen its effectiveness in a modern and evolving work environment.

Feedback from workers, employers, unions, industry bodies, community organisations and governments has reaffirmed strong support for a harmonised approach to WHS laws. The review's findings and recommendations will be provided to WHS ministers for consideration in August 2026.

Safe Work Australia has also progressed a comprehensive review of the model WHS Asbestos Framework, in line with commitments under the *Asbestos National Strategic Plan 2024–2030*. This work is critical to strengthening the way asbestos risks are managed and supporting the prioritised removal of asbestos-containing materials across Australia. Legacy asbestos continues to pose risks in many workplaces, and this review will help ensure the regulatory framework remains effective, contemporary and responsive.

Informed by targeted consultation and stakeholder engagement, this work highlights the importance of national collaboration in addressing complex and enduring hazards such as asbestos. The review is due to be reported to Safe Work Australia Members in late 2026 and will identify opportunities to strengthen national consistency and improve risk control measures to support better health and safety outcomes for workers and the broader community.

Safe Work Australia also worked with all Australian jurisdictions to develop the *National policy approach to workers' compensation and the gig economy*. This work responds to concerns that gig workers engaged on digital labour platforms do not have adequate protection if they are injured or become ill because of work. Endorsed by the majority of WHS ministers, the approach sets out 5 principles to guide workers' compensation coverage for digital labour platform work and promote greater national consistency.

Beyond these major reform priorities, Safe Work Australia continues to deliver a broad program of policy, data and guidance work.

The volume of work completed and the achievements this financial year reflect the professionalism and dedication of Safe Work Australia staff and the continued commitment of Members to improving WHS and workers' compensation outcomes.

I look forward to building on this progress over the coming year as we continue working together to deliver safer, healthier and more productive workplaces for all Australians.

A handwritten signature in black ink, appearing to read 'Tony Maher', with a stylized, flowing script.

Mr Tony Maher
Chair, Safe Work Australia

Governance structure



Our Minister

Safe Work Australia sits within the Employment and Workplace Relations portfolio. The Employment and Workplace Relations portfolio is responsible for skills, vocational and employment pathways; workplace relations; WHS; and rehabilitation and compensation. During the reporting period, Safe Work Australia reported to the Hon Amanda Rishworth MP, Minister for Employment and Workplace Relations.

Safe Work Australia Members

The *Safe Work Australia Act 2008* (SWA Act) establishes Safe Work Australia and sets out how our tripartite Members are appointed. There are 15 Safe Work Australia Members, including:

- an independent Chair
- 9 members representing the Commonwealth and each state and territory
- 2 Members representing the interests of workers
- 2 Members representing the interests of employers
- the Chief Executive Officer (CEO) of Safe Work Australia (non-voting member).

Commonwealth, state and territory Members are nominated by and report to their respective WHS ministers — that is, ministers with responsibility for WHS in their jurisdictions. Members representing the interests of workers and employers are nominated by their corresponding authorised body. All nominated Members are appointed in writing by the Minister for Employment and Workplace Relations for a maximum term of 3 years. Members may be reappointed for additional terms.

The SWA Act outlines the authority and voting arrangements of Members. For matters relating to the model WHS legislative framework, a decision is made by a two-thirds majority of the votes of the voting Members present; and a majority of the votes of all the voting Members who represent the Commonwealth, states and territories. Matters not relating to the model WHS legislative framework are decided by a two-thirds majority of the votes of the voting Members present and voting.

Safe Work Australia's Members:

We have **15 members** including:



1 Chair



9 Members representing each state and territory and the Commonwealth



2 Members representing the interests of workers



2 Members representing the interests of employers



The Chief Executive Officer of Safe Work Australia

Our Members

Tony Maher – Chair

From 2001 to 2005, Tony Maher served as a director of Coal Services Pty Ltd — a specialised health and safety scheme that provides an integrated suite of services to help identify, assess, monitor and control risks in the coal industry.

From 2002 to 2005 he was a member of the Mine Safety Advisory Council — a tripartite advisory body to the New South Wales (NSW) Government on mine safety.

Tony is a former General President of the Mining and Energy Union — a role in which he strongly advocated for mine worker safety and engaged with the Commonwealth and state governments on mine safety legislation, standards and codes of practice.

Tony holds a Bachelor of Commerce from the University of New South Wales.

Marie Boland – Chief Executive Officer

Marie Boland has been the CEO of Safe Work Australia since 1 November 2023.

Marie's WHS experience spans many roles, including completing the 2018 National Review of the model WHS laws (Boland Review) and as Executive Director of SafeWork SA from 2015 to 2017.

Marie is a Member of Safe Work Australia and its subsidiary committees and a Commissioner of the Safety, Rehabilitation and Compensation Commission (SRCC). She is a member of the Respect@Work Council and the G20 Occupational Safety and Health Expert Network; and an observer on the Heads of Workplace Safety Authorities (HWSA) and the Heads of Workers' Compensation Authorities (HWCA).

Marie holds a Bachelor of Arts (Hons) and Master of Arts from University College, Dublin; and a Bachelor of Laws (Hons) from the University of Adelaide.

Jody Anderson – Commonwealth

Jody Anderson is a First Assistant Secretary at the Department of Employment and Workplace Relations within the Workplace Relations Group and is also the Commonwealth representative of the SRCC.

Jody commenced these roles in 2018. Prior to this role, Jody held a number of senior executive positions within the portfolio, leading strategic policy and implementation.

Jody has over 20 years of industrial relations experience in the Public Service, including extensive international policy and representational experience, leading Australia's engagement with the International Labour Organization (ILO) for a number of years. She has also worked as an industrial relations practitioner in the Commonwealth and the Australian Capital Territory (ACT) Public Service.

Jody has a Bachelor of Arts, Administration (University of Canberra) and a Graduate Diploma in Employment Relations (University of Canberra).

Janet Schorer – New South Wales

Janet Schorer PSM FIPAA is the SafeWork NSW Commissioner, taking up the role in July 2025 and bringing a wealth of experience from more than 20 years in executive leadership roles in the public sector. Janet’s appointment marked the establishment of SafeWork as the independent regulator of WHS in NSW.

Janet has a track record as a regulator and public sector leader, spanning education and community transformation programs. She began her career as a registered nurse and, prior to becoming SafeWork Commissioner, held senior roles at TAFE NSW, the NSW Department of Premier and Cabinet, and the NSW Department of Communities and Justice, and was the NSW Children’s Guardian.

Janet was awarded the Public Service Medal for outstanding public services, particularly through the protection of children. She is a National Fellow of the Institute of Public Administration Australia (IPAA) and an IPAA NSW Vice President.

Cathy Henderson – Victoria

Cathy Henderson is CEO of WorkSafe Victoria — the state’s occupational health and safety regulator and workplace injury insurer.

Cathy has a record of dedicated senior leadership in the public sector in Victoria and NSW and was previously a CEO in local government.

In 2024, Cathy was named as one of the Victorian Top 50 Public Sector Women awards winners. She is currently a board member of IPAA Vic (Institute of Public Administration Australia — Victorian Division).

Cathy holds a Masters degree in Public Policy and Management and is a graduate of the Australian Institute of Company Directors.

Andrea Fox –Queensland

Andrea Fox’s career has spanned the public sector in Queensland, as well as working for a non-government organisation and teaching in the university sector. Andrea is genuinely committed to the principles of collaborative policy design, knowing that enduring and effective policy solutions are only devised when crafted with those affected by them. She has policy-making experience working with a diverse range of industries, including WHS, industrial relations, vocational training, transport, energy, natural resources, and child protection reform.

Andrea is an advocate for reconstructing growth economics away from GDP and towards the reconciliation of economics with ecology.

Andrea holds a Bachelor of Economics, as well as a Masters in Social Science (Economics) from the University of Queensland.

Sally North – Western Australia

Sally North is the WorkSafe Commissioner in Western Australia. In this role she is the WHS regulator for the resources and general industries sectors. Commencing as an inspector, Sally has over 20 years' experience at WorkSafe in operational and leadership roles. She is involved in state and national committees and working groups on WHS; and has qualifications in chemistry, occupational safety and health, occupational hygiene and business administration.

Sally values the opportunity to make a difference to the community through WorkSafe's education, support and compliance teams and through collaborating with stakeholders.

Glenn Farrell – South Australia

Glenn Farrell is the Executive Director at SafeWork SA. His career began in mechanical engineering within the aerospace industry in England, where he spent 15 years working for Rolls Royce — a manufacturer of industrial, commercial and defence jet aircraft engines.

Glenn's move to Australia secured him a role at SafeWork SA, and for over 20 years he has worked across all areas of the regulator, developing and implementing successful processes and delivering successful enforcement outcomes.

His extensive experience in world-class processes in the United Kingdom and operating in a regulatory environment has enabled him to provide compliance, investigative, technical and educational support services to a variety of stakeholders and become the state's WHS regulator.

Glenn is South Australia's representative at the HWSA.

Elizabeth (Liz) Radcliff – Tasmania

With more than 3 decades of leadership experience across complex government portfolios in Queensland and Tasmania, Liz Radcliff has held senior roles spanning education, justice, WHS, and employment, small business and training.

Liz is recognised for her ability to coach leaders and teams, cultivate strong cross-sector partnerships, and drive cultural and operational transformation. Her career includes leading statewide safety and injury management strategies, overseeing major organisational restructures, guiding agencies through critical incidents and natural disasters, and improving workers' compensation performance outcomes.

A committed contributor to the public sector community, Liz has chaired and participated in numerous communities of practice; led sector-wide initiatives; and volunteered extensively in disaster recovery, major events and community organisations. She brings a deep commitment to wellbeing; ethical leadership; and the creation of safe, high-performing workplaces.

Peggy Cheong – Northern Territory

As at 30 June 2026, the Member representing the Northern Territory had nominated Grant Hastie as the ongoing substitute, until such time as the appointment of a replacement was finalised.

Grant is the Executive Director, NT WorkSafe, serving as the WHS Regulator and the Electrical Safety Regulator for the Northern Territory. The portfolio is also responsible for workers' compensation and rehabilitation legislation and the associated scheme, dangerous goods legislation, and mines health and safety. Prior to joining NT WorkSafe in 2025, Grant had a Queensland Government career spanning 30 years across several agencies including Health, Mines and Energy, and Emergency Services. More recently, Grant spent 15 years at Workplace Health and Safety Queensland specialising in chemical safety providing advice on safe management of hazardous chemicals and dangerous goods to government and industry including 8 years as the Director of the Hazardous Chemicals Unit working on various standards committees and national working groups.

Grant has a solid technical background, blended with policy skills, and regulatory craft honed with decades undertaking science-based and broader regulatory roles within the Queensland and now Northern Territory governments. Grant holds Master-degree qualifications in applied science/chemistry and public administration from the Australia and New Zealand School of Government/Griiffith University. Grant is also the NT Government representative at the Heads of Workplace Safety Authorities.

Ellen Lukins – Australian Capital Territory

Ellen Lukins is an Executive Branch Manager in the ACT Government leading the Policy Branch, Work Safety Group in Chief Minister, Treasury and Economic Development Directorate. Ellen is responsible for developing, designing and maintaining the Territory's industrial relations, workers' compensation and WHS legislative policy frameworks.

Ellen is an ACT Government executive with extensive experience in leading legislative reform programs, stakeholder engagement and governance. She has over 15 years' experience spanning personal injury statutory insurance schemes, workplace relations, workers' compensation and WHS regulatory policy.

Liam O'Brien – Australian Council of Trade Unions

Liam O'Brien was re-elected as Assistant Secretary at the Australian Council of Trade Unions (ACTU) Congress in June 2024.

Before joining the ACTU, Liam was the Victorian Assistant Secretary and National Vice-President of the Australian Workers' Union (AWU), where he fought for the rights of workers across the diverse range of industries that the AWU represents. As a national official he led the AWU's work in the aluminium, aviation, glass and construction sectors.

As ACTU Assistant Secretary, Liam is responsible for leading the movement's policy, industrial and campaigning work on WHS and workers' compensation matters. Liam is passionate about the rights of all workers to have safe, healthy and decent work. He is a member of the Asbestos and Silica Safety and Eradication Council (ASSEC) and the SRCC.

Liam is also responsible for the skills and vocational education and training (VET) portfolio at the ACTU and is the Deputy Chair of the Jobs and Skills Australia Ministerial Advisory Board.

Melissa Payne –Australian Council of Trade Unions

Melissa Payne is the Assistant National Secretary of the Community and Public Sector Union (CPSU). Through her time at the CPSU, Melissa has held a number of positions and overseen industrial and organising campaigns.

Melissa has also had responsibility for industrial outcomes, including workplace health and safety, extensive representation of injured workers, workers' compensation matters, and other industrial matters affecting members.

Melissa has worked across all areas of the CPSU, including the federal public sector, telecommunications, broadcasting and private sector industries since 2003, and is a Commissioner on the SRCC.

Rebecca Sostarko – Australian Chamber of Commerce and Industry

Rebecca Sostarko is Director of Work, Health and Safety at the Australian Chamber of Commerce and Industry, where she leads national advocacy on WHS, workers' compensation and associated regulatory reform.

Rebecca currently serves on several key WHS-related committees, including ASSEC and the Australian Industrial Chemicals Introduction Scheme; and she co-chairs the National Employers' WHS Summit.

Prior to her current role, Rebecca worked in WHS policy for almost 10 years at Master Builders Australia, where she sat on a number of national consultative committees, such as those facilitated by the Australian Building and Construction Commission, Office of the Federal Safety Commissioner, Asbestos and Silica Safety and Eradication Agency (ASSEA), Fair Work Commission and Standards Australia.

Prior to working in policy and advocacy, Rebecca practised as a construction dispute resolution lawyer and tutored in construction law at the University of Canberra. She was also the director of a family-owned building company for over a decade, which provided her with an in-depth understanding of the building industry and associated regulatory issues and challenges faced by small businesses.

Rebecca holds a Masters of Juris Doctor (University of Canberra) and a Graduate Diploma in Legal Practice (Australian National University) and is admitted as a barrister and solicitor in the ACT.

Leigh Thredgold – Australian Industry Group

Dr Leigh Thredgold is Principal Adviser — National WHS Policy at Australian Industry Group. In this role, he leads national and jurisdictional advocacy on WHS and workers' compensation matters, ensuring employer perspectives are effectively represented in policy development. He is committed to advancing evidence-based WHS policy that delivers practical and sustainable outcomes for Australian workplaces.

Leigh has extensive expertise in occupational health, gained through roles spanning industry, government and academic research. He has co-authored more than 20 peer-reviewed scientific publications addressing occupational and environmental health, with a particular focus on exposure to hazardous chemicals and dusts.

Leigh also represents Australian Industry Group on the ASSEA. He values the opportunity to influence national WHS policy and achieve meaningful improvements in health and safety for all Australian workers.

Leigh holds a PhD in Analytical Chemistry.

Safe Work Australia Member meetings

The SWA Act requires Safe Work Australia Members to meet a minimum of 3 times over the reporting period. In 2025–26, Safe Work Australia Members held scheduled meetings (quorum met) on 4 occasions:

- 4 September 2025
- 27 November 2025
- 5 March 2026
- 11 June 2026.

In addition, 4 Members' workshops were held, including a strategic planning workshop, 2 workshops on the Best Practice Review and one on workers' compensation:

- 4 September 2025
- 27 November 2025
- 5 March 2026
- 11 June 2026.

Over the reporting period, Members achieved a range of outcomes. These included:

- progressing the Best Practice Review of the model WHS laws in the context of seeking to maintain and strengthen a harmonised approach
- continuing to support implementation of the engineered stone prohibition, including finalising a review of the prohibition to ensure it is operating effectively and preparing new guidance materials on managing risks of respirable crystalline silica in the workplace
- progressing Safe Work Australia's actions under the *Silica National Strategic Plan 2024–2030*
- progressing Safe Work Australia's contribution to the delivery of the *Asbestos National Strategic Plan 2024–2030*, including the Asbestos Framework Review and development of guidance for health and safety representatives
- supporting the transition to the new workplace exposure limits, including updates to the model WHS laws and guidance
- updating the model WHS laws to improve incident notification requirements, as well as developing guidance material to support the new requirements
- developing detailed options on how practical dispute resolution processes under the model WHS laws could be improved for consideration by WHS ministers
- delivering the inaugural Research Summit focused on national, innovative and future-focused research in WHS and workers' compensation, as well as progressing actions under Safe Work Australia's new *Research and Evaluation Strategy*

- collecting new data through the Australian Worker Exposure Survey
- introducing a range of improvements to crane licensing through a phased approach and in consultation with key stakeholders
- developing guidance and other measures to address gender-based violence in the workplace, particularly in the construction industry
- supporting initiatives under the *National Return to Work Strategy 2020–2030* to improve return to work outcomes for workers with a work-related injury or illness, including undertaking the *National Return to Work Survey* to understand the outcomes and experiences of injured workers as they return to work
- continuously assessing new and emerging business models, industries and hazards to identify whether there is a need for changes to the model WHS framework
- developing and implementing communication strategies to increase awareness of WHS fundamentals, including communication activities to support the transition to the new workplace exposure limits and provide practical advice about the risks of working with crystalline silica substances
- developing new model WHS Regulations and model Codes of Practice for WHS ministers to consider, including model Codes of Practice and guidance on crystalline silica substances, fatigue, biological hazards, healthcare and social assistance, and elevated work platforms.

Safe Work Australia Strategic Issues Groups

In 2025–26 Safe Work Australia had 2 committees, known as Strategic Issues Groups (SIGs), to assist in the performance of its functions: SIG-WHS and SIG-Workers' Compensation. These committees are established under section 60 of the SWA Act.

These groups provide advice and recommendations to assist Safe Work Australia and are collaborative forums to share data, evidence and research insights.

Secretariat support for each SIG is provided by Safe Work Australia. Each SIG is tripartite and reflects Safe Work Australia's membership. SIG representatives are nominated by their respective Safe Work Australia Member.

SIG-WHS

SIG-WHS assists Safe Work Australia in performing its functions regarding WHS matters. In 2025–26, SIG-WHS convened on 3 occasions: 2 July 2025, 10 December 2025 and 23 April 2026.

Table 1: SIG-WHS members as at 30 June 2026

Member	Membership
Ellen Lukins	Co-Chair
Liam O’Brien	Co-Chair
Jennifer Low	Western Australia
Beth Philipson	Queensland
Elizabeth de Hoog	Commonwealth
Rebecca Sullivan	Australian Capital Territory
Clarence Brown	New South Wales
Zie Devereux-Martyn	Tasmania
Sam Jenkin	Victoria
Brett Pfeffer	South Australia
Daniel McElholum	Northern Territory
Leigh Thredgold	Australian Industry Group
Rebecca Sostarko	Australian Chamber of Commerce and Industry
Claire King	Australian Council of Trade Unions
Veronica Black	Australian Council of Trade Unions
Angela Wallbank	Safe Work Australia

SIG-Workers' Compensation

SIG-Workers' Compensation assists Safe Work Australia in performing its functions regarding workers' compensation matters. In 2025–26, SIG-Workers' Compensation convened on 4 occasions: 22 July 2025, 6 November 2025, 24 March 2026 and 16 June 2026.

Table 2: SIG-Workers' Compensation members as at 30 June 2026

Member	Membership
Vacant	Angela Wallbank (pending permanent appointment)
Bruce McKinley	Australian Industry Group
Rebecca Sostarko	Australian Chamber of Commerce and Industry
Jack Kenchington-Evans	Australian Council of Trade Unions
Nate Tosh	Australian Council of Trade Unions
Ellen Lukins	Australian Capital Territory
Kerry Barnaart	Northern Territory
Kevin Gillingham	Western Australia
Janene Hillhouse	Queensland
Clare Ingerman	Commonwealth
Bronwyn Martin	New South Wales
Damian Davidson	Tasmania
Brendan Rowbotham	Victoria
Samantha Jones	South Australia
Megan Buick	Comcare
Angela Wallbank	Safe Work Australia

Reference groups

In addition to the following standing reference group, Safe Work Australia convenes a range of time-limited working groups to progress key projects drawing on a range of external expertise. The valuable contributions and expertise of key stakeholders are outlined at *Part 4 — Our achievements*.

Communications Reference Group

The Communications Reference Group (CRG), made up of communication representatives from all Safe Work Australia Member organisations, shares information on communication activities; education and awareness-raising campaigns; and findings of communication research. The group also explores opportunities to work together to deliver consistent national messages about WHS and workers' compensation topics. The CRG is chaired by Safe Work Australia.

Four CRG meetings were held during 2025–26. These meetings focused on updating CRG members on Safe Work Australia communication initiatives, sharing jurisdictional communication activities and discussing topics of national interest from a communication perspective, including the transition to the workplace exposure limits.

In 2025–26, Safe Work Australia worked with the CRG to develop and promote national communication initiatives, including the Research Summit 2025, the Airborne Contaminants Hub to support the transition to workplace exposure limits, gender-based violence in construction resources, Australian WHS strategy case studies and National Safe Work Month.

Other contributing roles

Safe Work Australia is represented on several important forums, including those discussed below, and provides them with advice and support.

G20 Occupational Safety and Health Network

The G20 Occupational Safety and Health Network contributes to improving communication, coordination and information sharing between G20 countries. The Network facilitates communication among country experts, representatives of international organisations, businesses, and workers. In July 2025, Safe Work Australia's CEO chaired the Network's international workshop on global collaboration in Osaka, Japan — the Global Initiative for Safety, Health and Well-being for All Symposium.

Mentally Healthy Workplaces Australia Establishment Partner Committee

The Mentally Healthy Workplaces Australia (MHWA) Establishment Partner Committee is made up of partners from across industry, unions, peak bodies, policy makers, government, researchers, regulators, insurers and others with an interest in creating mentally healthy workplaces in Australia. As a national centre for workplace mental health and wellbeing, MHWA aims to address gaps and enhance opportunities for improving workplace mental health, safety, wellbeing and productivity for working Australians and organisations. Safe Work Australia is a non-financial establishment partner.

Safety, Rehabilitation and Compensation Commission

The SRCC is a statutory body that administers the regulatory functions of the *Safety, Rehabilitation and Compensation Act 1988* (Cth) (SRC Act), other than those ascribed to Comcare in the SRC Act. The SRCC is the issuing authority and regulator of self-insurance licences under the SRC Act. As part of this, the SRCC has the power to set standards for the rehabilitation and WHS performance of self-insured licensees and must be satisfied that licence applicants can meet these standards. The CEO of Safe Work Australia is a Commissioner of the SRCC.

Respect@Work Council

The Respect@Work Council brings together leaders from relevant bodies and sectors to consider how legal and regulatory frameworks can be better used to manage the risk of and prevent and respond to workplace sexual harassment; promote safer workplaces; and reduce undue burden on employers and individuals who have experienced workplace sexual harassment. The CEO of Safe Work Australia is a member of the Respect@Work Council.

Heads of Workplace Safety Authorities

The HWSA is made up of representatives from WHS regulators across Australia and New Zealand. They work together to promote and implement best practice in WHS in the areas of policy and legislation, education and enforcement. Safe Work Australia's CEO attends HWSA meetings as an observer.

Heads of Workers' Compensation Authorities

The HWCA is a group comprising representatives of the jurisdictional bodies responsible for the regulation and administration of workers' compensation in Australia and New Zealand. The HWCA promotes and implements best practice in workers' compensation arrangements in the areas of policy and legislation, regulation and scheme administration. Safe Work Australia's CEO attends HWCA meetings as an observer.

Federal Safety Commissioner's Australian Government Agency Reference Group

The Federal Safety Commissioner's Australian Government Agency Reference Group (AGARG) promotes the sharing of information, facilitates feedback from client agencies and provides advice to the Federal Safety Commissioner on the Australian Government Building and Construction WHS Accreditation Scheme and its operations. AGARG members are drawn from Commonwealth agencies and Commonwealth corporate entities that are major clients of the building and construction industry. Safe Work Australia's Director, Industries and High Risk Work, attends AGARG meetings as a reference group member.

First Responder Mental Health Working Group

The First Responder Mental Health Working Group is managed by the Department of Employment and Workplace Relations. It was reconvened in May 2024 by WHS and workers' compensation ministers as part of the Australian Government's response to the Senate Education and Employment References Committee's inquiry into the mental health of first responders. The working group considers and progresses measures to improve the mental health and psychological safety of first responders nationally. This includes progressing the recommendations of the committee's report, *The people behind 000: mental health of our first responders* and implementing the *National approach: Presumptive Workers' Compensation Provisions for First Responders with Post-traumatic stress disorder*, which was developed by the working group and unanimously endorsed by WHS ministers in 2022. Safe Work Australia is an observer on the working group.

United Nations Sub-Committee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals

Safe Work Australia is the lead agency for the implementation of the Globally Harmonized System of Classification and Labelling of Chemicals in Australia and heads the Australian delegation on the United Nations Sub-Committee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals.

Asbestos and Silica Safety and Eradication Agency Senior Implementation Forum

The ASSEA Senior Implementation Forum has been established to drive progress of priority actions under the *Asbestos National Strategic Plan 2024–2030* and the *Silica National Strategic Plan 2024–2030*. It is made up of senior representatives of organisations that lead actions under one or both national strategic plans, including from ASSEA, Australian Government departments, HWSA, and jurisdictional governments. Safe Work Australia is represented by the CEO.

Silica Advisory Committee and Asbestos Advisory Committee

The Silica Advisory Committee and Asbestos Advisory Committee provide oversight and advice to ASSEA and the ASSEC to support the implementation of the *Silica National Strategic Plan* and *Asbestos National Strategic Plan Phase 3*, respectively. Both committees advise on awareness raising, research, evaluation and data initiatives for sectors, communities and occupations most at risk. Safe Work Australia is represented on both committees by the Branch Manager of the Hazards and Industries Policy Branch.

AI Employment and Workplaces Forum

The AI Employment and Workplaces Forum (AIEWF) facilitates collaborative discussions between government, union and employers on AI effects on the labour market. Chaired by the Commonwealth Minister for Workplace Relations, its goal is to drive tangible actions and outcomes to achieve the objectives of the National AI Plan. This includes considering and informing approaches to harness the potential productivity benefits of AI, managing risks, addressing the impacts of AI on workers and workplaces, and fostering and supporting worker adaptation to changing roles and work opportunities. Safe Work Australia is represented at this forum by the CEO.

Asbestos Diseases Society of South Australia

The Asbestos Diseases Society of South Australia was formed in response to gaps in service provision for asbestos victims and their families. Its services include assistance from a qualified social worker, education services, and assistance obtaining legal advice. Safe Work Australia's CEO is a patron for the society.

Right to Repair interdepartmental committee

Convened by Treasury, the Right to Repair interdepartmental committee is an opportunity for senior officials from relevant Commonwealth agencies to discuss cross-portfolio issues associated with the proposed reform and expansion of the Australian Government's Motor Vehicle Service and Repair Information Sharing Scheme. Safe Work Australia is represented by the Branch Manager of the Legal and Framework Policy Branch.

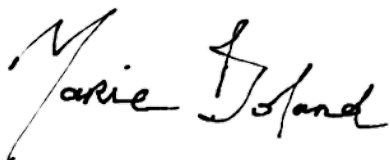
Part 3 — Our performance

Annual Performance Statements

Statement of preparation

As the accountable authority of Safe Work Australia, I present the 2025–26 Annual Performance Statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, the Annual Performance Statements:

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



Marie Boland, Chief Executive Officer

Safe Work Australia

24 August 2026

Performance overview

Table 3: Summary of performance results

Outcome

As set out in the Portfolio Budget Statements 2025–26 (PBS), the outcome statement for Safe Work Australia is:

Healthier, safer, and more productive workplaces through improvements to Australian work health and safety and workers' compensation arrangements.

In 2025–26, Safe Work Australia continued to achieve this outcome. Our 4 performance measures (see tables 4–7) are designed to achieve Safe Work Australia's outcome statement and directly relate to our performance in exercising our functions.

We achieved all 4 of the performance targets set for 2025–26. We achieved this by collaborating closely with stakeholders to develop innovative, evidence-based national policy and supporting strategies that improve work health and safety (WHS) and workers' compensation arrangements and effect change in Australian workplaces.

Performance measures	Planned performance results	2025–26 result
1. The activities identified in the Safe Work Australia Operational Plan are achieved.	75% of voting Safe Work Australia Members are satisfied with the achievements against the activities outlined in the <i>2025–26 Operational Plan</i> .	Achieved
2. Safe Work Australia provides an inclusive tripartite forum for representatives of governments, workers and employers to collaborate on national WHS and workers' compensation matters.	Safe Work Australia meets the minimum number of legislated Safe Work Australia Members' meetings and facilitates and engages in other workshops and fora.	Achieved

3. The WHS regulatory framework is strengthened through evidence-based improvements to the model WHS laws, policies, guidance material and information.	Safe Work Australia grows the evidence base for WHS and workers' compensation through compiling and publishing the: • National dataset for compensation-based statistics • Traumatic Injury Fatalities dataset • Comparative Performance Monitoring dataset • National Return to Work survey • Quad bikes dataset, and • the prosecutions repository. Safe Work Australia delivers improvements to the model WHS laws, policies, guidance material and information by ensuring they are evidence-based, contemporary and developed through our tripartite arrangements.	Achieved
---	--	----------

4. Education and awareness levels of WHS and workers' compensation are raised.	Education and awareness in persons conducting a business or undertaking is advanced through the development and promotion of resources, and education and awareness campaigns, including National Safe Work Month.	Achieved
--	--	----------

Safe Work Australia's planned measures and targets for performance are listed in the PBS only. Section 27 of the *Safe Work Australia Act 2008* (SWA Act) provides that, despite section 35 of the PGPA Act, Safe Work Australia's Corporate Plan must only include the outcomes to be achieved by Safe Work Australia and the strategies that are to be followed to achieve these outcomes. Accordingly, performance and other information specified for inclusion in the Corporate Plan by the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) (section 16E) does not apply to the agency.

Performance results and analysis

This section outlines performance criteria targets, results, methodology and analysis related to Safe Work Australia's outcome.

Table 4: Performance measure 1

The activities identified in the Safe Work Australia Operational Plan are achieved

Reference: Portfolio Budget Statements 2025–26, Budget Related Paper No. 1.6, 25 March 2025, pp. 199–201

2025–26 target	2025–26 result	2024–25 result
75% of voting Safe Work Australia Members are satisfied with the achievements against the activities outlined in the <i>2025–26 Operational Plan</i> .	Achieved 100%	Achieved 100%

Methodology: Survey of voting Safe Work Australia Members, July 2026

Under section 4 of the SWA Act, Safe Work Australia is required to prepare an Operational Plan that outlines the activities it will undertake to achieve its outcomes for the year.

As part of the 2025–26 annual performance reporting cycle, a survey of the 14 voting Safe Work Australia Members was undertaken in July 2026. Voting Members were asked to rate their level of satisfaction with Safe Work Australia's achievements against the activities outlined in the *2025–26 Operational Plan*.

Of the 14 Members surveys issued, 14 responses (100%) indicated they were either satisfied or very satisfied with Safe Work Australia delivering on the activities identified in the *2025–26 Operational Plan*.

Respondents were satisfied that the agency delivered the activities identified in the *2025–26 Operational Plan*, acknowledging the agency's continued high level of collaboration and consultation, transparent processes and responsive engagement. Members highlighted the strong progress and structured approach to finalising high-priority work, including the implementation of the engineered stone prohibition, incident notification provisions, the development of new model WHS Regulations and Codes of Practice, addressing fatigue and infectious diseases and a new Code for the healthcare and social assistance industry.

Table 5: Performance measure 2

Safe Work Australia provides an inclusive tripartite forum for representatives of governments, workers and employers to collaborate on national WHS and workers’ compensation matters.

Reference: Portfolio Budget Statements 2025–26, Budget Related Paper No. 1.6, 25 March 2025, pp. 199–201

2025–26 target	2025–26 result	2024–25 result
Safe Work Australia meets the minimum number of legislated Safe Work Australia Members’ meetings and facilitates and engages in other workshops and fora.	Achieved	Achieved
Methodology: Count of relevant meetings and confirmation of quorum, and review of key forums and workshops where the agency participated, based on internal information requests.		

In 2025–26, Safe Work Australia Members meetings were convened on 4 occasions:

- 4 September 2025 (quorum met)
- 27 November 2025 (quorum met)
- 5 March 2026 (quorum met), and
- 11 June 2026 (quorum met).

In addition, 4 Members’ workshops were held, including a strategic planning workshop, 2 workshops on the Best Practice Review and one on improving workers’ compensation arrangements and national consistency:

- 4 September 2025
- 27 November 2025
- 5 March 2026, and
- 11 June 2026.

Further, Safe Work Australia’s 2 Strategic Issues Groups (SIGs), constituted under Section 60 of the SWA Act, met on the following occasions:

- SIG-WHS — 2 July 2025, 10 December 2025, 23 April 2026, and
- SIG-Workers’ Compensation — 22 July 2025, 6 November 2025, 24 March 2026, 16 June 2026.

Safe Work Australia is also represented on a number of other important fora, participates in various conferences/roundtables and meets regularly with key industry associations, business groups, unions and professional associations, as detailed in the Annual Report.

Table 6: Performance measure 3

The WHS regulatory framework is strengthened through evidence-based improvements to the model WHS laws, policies, guidance material and information.

Reference: Portfolio Budget Statements 2025–26, Budget Related Paper No. 1.6, 25 March 2025, pp. 199–201

2025–26 target	2025–26 result	2024–25 result
Safe Work Australia grows the evidence base for WHS and workers' compensation through compiling and publishing: • National dataset for compensation-based statistics • Traumatic Injury Fatalities dataset • Comparative Performance Monitoring dataset • National Return to Work survey • Quad bikes dataset, and • the prosecutions repository. Safe Work Australia delivers improvements to the model WHS laws, policies, guidance material and information by ensuring they are evidence-based, contemporary and developed through our tripartite arrangements.	Achieved	Achieved
Methodology: Confirmation of compilation of specified datasets; confirmation of publication of specified datasets.		

In 2025–26, Safe Work Australia grew the evidence based for WHS and workers' compensation by compiling and publishing data and analysis on work-related deaths, injuries and illnesses in the following collections:

1. National Dataset for Compensation-based Statistics, which provides information on workers' compensation claims — dashboard of 2023–24 data published 10 October 2025
2. Work-related Traumatic Injury Fatalities, which provides information on workers and bystanders fatally injured at work — published 10 October 2025. In addition, a published dashboard of preliminary fatalities is updated fortnightly
3. Jurisdictional comparison dashboard, which compares WHS and workers' compensation performance between jurisdictions — published 10 December 2025
4. *National Return to Work Survey* data — published 13 November 2025, through a snapshot of key findings, an analysis report, and a data dashboard
5. Quad Bike Fatalities, which reports on work-related and non-work-related quad bike fatalities in Australia — published fortnightly,
6. Key prosecutions repository – data compiled, and
7. Key Work Health and Safety Statistics Australia 2025 report — published on 16 October 2025.

Over the reporting period we achieved a range of other outcomes in this area, including:

- releasing a new digital hub for the *Australian Work Health and Safety Strategy 2023-2033* in June 2026, featuring a 2-year performance update and case studies developed in collaboration with Safe Work Australia Members highlighting practical prevention work underway across Australia
- delivering new data insights, including through implementation of a redesigned *National Return to Work Survey* and the collection of data from the *Australian Worker Exposure Survey*
- publishing a new hub and data dashboards for the Beta Occupational Hazards Dataset on 18 September 2025, helping users to interact with the data and learn more about the issues that cause or may lead to work-related injuries and illnesses
- producing new insights into WHS across Australia's regions through analysis of claims data published on the interactive data website, on 24 September 2025, and for truck drivers as part of our series of WHS profiles, on 26 November 2025
- publishing the *National Return to Work Strategy 2020-2030 Scorecard report 2026* and accompanying technical document update to the measurement framework in April 2026.
- compiling a range of new data on compliance and enforcement activities undertaken by jurisdictions, with accompanying analysis, to inform the Best Practice Review of the model WHS laws.

The agency also provided data to Members and other stakeholders and responded to more than 280 data requests and enquiries from Australian industry, unions, workers, government, and academic representatives. In addition, the agency entered into 13 new data sharing agreements with research institutions.

Enhancements to the agency's evidence base have informed key developments in the model WHS framework, policies and guidance material, including:

- updates to the model WHS Act to strengthen incident notification requirements and better capture serious work-related harm, including psychological injury, workplace violence and work-related suicide
- new model Codes of Practice on managing the risks of biological hazards at work, managing the risk of fatigue at work and the healthcare and social assistance industry
- new guidance material to help persons conducting a business or undertaking (PCBUs) manage risks associated with ground conditions, rooftop solar installation work, and gender-based violence in the construction industry, and
- the agency's review of the engineered stone prohibition.

Table 7: Performance measure 4

Education and awareness levels of WHS and workers' compensation are raised.

Reference: Portfolio Budget Statements 2025–26, Budget Related Paper No. 1.6, 25 March 2025, pp. 199–201

2025–26 target	2025–26 result	2024–25 result
Education and awareness in persons conducting a business or undertaking is advanced through the development and promotion of resources, and education and awareness campaigns, including National Safe Work Month.	Achieved	Achieved
Methodology: Confirmation of delivery of National Safe Work Month campaign; collection and confirmation of resources, education and campaigns developed and promoted.		

In 2025–26, Safe Work Australia delivered national communication campaigns and developed and promoted a range of resources, including guidance materials, data and research publications.

A range of education and awareness activities were delivered, leveraging the agency's websites, social media, traditional media and electronic direct mail to effectively engage target audiences, including:

- developing and delivering communications to launch a new digital Airborne Contaminants Hub to help employers understand their WHS duties to protect workers from exposure to airborne contaminants
- delivering awareness-raising communication and stakeholder engagement activities to prepare employers, workers and others for the transition from workplace exposure standards to workplace exposure limits
- delivering communications strategies to support the publication of a new model Code of Practice for managing the risks of respirable crystalline silica in the workplace. To support this, we also promoted the publication of additional resources to assist employers working with silica-containing materials
- publishing 10 public consultations and 3 targeted stakeholder surveys through the agency's Consultation Hub on a range of WHS and workers' compensation policy topics and delivering accompanying communication strategies to promote participation and awareness among key stakeholders. Consultation topics included the draft model Code of Practice on managing the risks of biological hazards at work, the Best Practice Review of the model WHS laws to strengthen and maintain harmonisation, and the Asbestos Framework Review
- delivering National Safe Work Month in October 2025, with the theme *Safety: every job, every day*
- releasing the Evidence Matters publication, which showcases the research and data that underpin our policy work

- developing and delivering a communication strategy for the publication of the new *Australian Work Health and Safety Strategy* digital hub
- using our social media platforms to make WHS and workers' compensation content and guidance, including information on psychosocial hazards, more accessible and understandable to a general audience
- developing and delivering communication strategies for a range of WHS and workers' compensation data publications, including the Key Work Health and Safety Statistics Australia 2025 report, the 2025 *National Return to Work Survey* results, and WHS data profiles on occupations such as truck drivers.

Part 4 — Our achievements

Key 2025-26 deliverables

Best Practice Review of the model work health and safety laws

In September 2024, work health and safety (WHS) ministers tasked Safe Work Australia with undertaking a best practice review of the model *Work Health and Safety Act 2011* (Cth) (WHS Act) and model WHS Regulations to consider best practice approaches in the context of strengthening and maintaining harmonisation of WHS laws.

On 1 September 2025, Safe Work Australia commenced the stakeholder consultation process to inform the review.

A discussion paper was published, inviting stakeholders to provide written feedback to the review: 118 responses were received, while 3 online surveys were also conducted to gain further insight from employers, workers and health and safety representatives (HSRs). In total, over 1,000 written responses (submissions and surveys) were received throughout the consultation process.

Between September 2025 and March 2026, Safe Work Australia held over 100 in-person and online meetings with stakeholders across the WHS system. This included in-person meetings in every capital city and 2 regional centres; and several site visits.

In March 2026, a consultation summary was released outlining the key themes and issues raised throughout the process. Overall, stakeholders reaffirmed their strong support for the model WHS laws and the broader harmonised approach to WHS. However, the consultation also highlighted increasing pressures, particularly around achieving national consistency, that are making it difficult to sustain the harmonisation objective. A recurring message was the need for jurisdictions to renew and maintain their commitment to harmonisation.

Unions, industry representatives and WHS professionals also consistently emphasised that the effectiveness of the model laws depends not only on legislative alignment but on harmonised compliance and enforcement practices across WHS regulators nationwide.

Emerging WHS challenges, including the impacts of artificial intelligence (AI) and climate change, were also raised as significant challenges requiring consideration by Safe Work Australia.

The final report is due to be provided to WHS ministers in August 2026.

Model Code of Practice: Managing the risks of biological hazards at work

In March 2026, Safe Work Australia published the model Code of Practice: *Managing the risks of biological hazards at work*. The model Code is a world-first and provides practical guidance to assist employers with protecting workers and others from exposure to biological hazards in their workplace.

Biological hazards, such as viruses, bacteria, parasites and some types of fungi (like mould), can be found in all industries and workplaces. Exposure to biological hazards can lead to injury, illness and disease. Such exposure may occur when biological hazards are directly involved in the work being performed (for example, farmers handling sick animals), arise from the work environment (for example, outdoor work in areas with mosquitoes), or be introduced into the workplace from the community (for example, communicable diseases like the common cold).

The model Code is broad in scope and considers all biological hazards, including those that are infectious (such as COVID-19) and those that are non-infectious (such as mould). This approach aligns with the International Labour Organization (ILO) Biological Hazards in the Working Environment Convention 2025, which calls on Member States to formulate national policies and adopt measures on occupational safety and health that include protection against biological hazards.

The model Code applies to any workplace where workers or other individuals may be exposed to biological hazards. It provides guidance on identifying hazards and implementing effective risk management controls.

While the types of biological hazards and controls that can be implemented vary by workplace, the model Code highlights that risk can be significantly reduced through the use of baseline controls. These include maintaining a clean workplace with good air quality, providing workers with training on hygiene practices and promoting vaccination against vaccine-preventable diseases.

The model Code was informed by extensive stakeholder consultation undertaken throughout 2025. This included targeted consultations with Safe Work Australia Members and other key stakeholder groups; and a public consultation process which engaged stakeholders from different sectors across Australia. Stakeholders consulted included WHS regulators, unions, workers, industry representatives, persons conducting a business or undertaking (PCBUs), government agencies and subject-matter experts.

Workplace exposure limits and the Airborne Contaminants Hub

In April 2024, following majority agreement by WHS ministers, Safe Work Australia announced the introduction of the new workplace exposure limits (WEL) for airborne contaminants, which will replace the current workplace exposure standards. The new WEL will come into effect on 1 December 2026.

To support the transition to the WEL, Safe Work Australia implemented a communication and stakeholder engagement program to raise awareness of the changes and support workplaces to prepare for implementation.

In July 2025, Safe Work Australia launched the Airborne Contaminants Hub, providing a central source of information, guidance and resources for employers, workers, regulators and technical experts preparing for the transition.

Throughout September and October 2025, Safe Work Australia published a series of animations to improve awareness of airborne contaminants, promote effective risk management, and explain the upcoming WEL. To support accessibility and reach priority audiences, these resources were also translated into Cantonese, Mandarin, Korean and Vietnamese.

In February 2026, Safe Work Australia published fact sheets explaining the changes to advisory notations and other technical requirements associated with airborne contaminants covered by the WEL.

A stakeholder pack for WHS regulators, occupational hygienists and WHS professionals, unions and industry bodies was published in June 2026 to promote consistent national messaging and help employers prepare for the WEL's commencement.

During the reporting period, Safe Work Australia also developed 2 key guidance documents on air monitoring and the WEL. These were tailored to 2 distinct audiences: PCBU's, including employers; and technical specialists who undertake air monitoring, such as occupational hygienists. This guidance was developed in consultation with a dedicated WEL working group comprising representatives from Safe Work Australia Members. Publication of these resources is scheduled ahead of the WEL commencing on 1 December 2026.

The Research Summit

The inaugural Research Summit 2025 was a significant milestone in the implementation of Safe Work Australia's new *Research and Evaluation Strategy* and its objectives of fostering thought leadership, strengthening the evidence base, and ensuring research delivers national value. It delivered on Safe Work Australia Members' direction to enhance its research function and build a stronger evidence base for WHS and workers' compensation policy and practice.

Held on 9 and 10 September 2025 in Canberra, the Summit brought together around 200 participants from academia, government, unions and industry to explore the question: *How do we work together to design and deliver research that supports safe and healthy work?* Over the 2 days, participants shared current evidence gaps and future research priorities in areas expected to shape the future of work, including climate change, new technologies, health effects of chemical exposure, and mental health. Discussions highlighted the need for stronger national collaboration, better access to and sharing of research and data, greater inclusion of under-represented worker voices, and more practical pathways for translating evidence into policy and workplace action.

Evaluation of the event and its outcomes indicate the Summit successfully achieved its strategic objectives, including fostering cross-disciplinary collaboration, identifying future research priorities, and facilitating knowledge sharing and networking. Participants reported high levels of engagement, with 93% valuing networking opportunities and 84% indicating the Summit supported cross-sector collaboration. The event also inspired future research activity, with 82% of participants reporting it generated new research ideas or directions. Reflecting the Summit's broader strategic impact, 90% of participants agreed it demonstrated Safe Work Australia's leadership in WHS research. Highlights from the Research Summit were published on Safe Work Australia's website: 'Research Summit 2025'.

As the first major event delivered under the new *Research and Evaluation Strategy*, the Summit established a strong foundation for ongoing collaboration and demonstrated Safe Work Australia's leadership across the national research ecosystem. It helped identify future research priorities, reinforced the need for a more coordinated approach to building the evidence base for WHS policy and practice, and informed the development of Safe Work Australia's *2026 Research and Evaluation Implementation Plan*.

Work health and safety policy

Asbestos Framework Review

The Asbestos Framework Review supports the implementation of Safe Work Australia's commitments under the *Asbestos National Strategic Plan (ANSP) 2024–2030*, which has been endorsed by all jurisdictions and aims to eliminate asbestos-related diseases in Australia. The plan focuses on practical measures to facilitate the safe removal of ageing asbestos-containing materials from the built environment.

In October 2025, Safe Work Australia Members agreed to the Review's Terms of Reference, which were subsequently published on Safe Work Australia's website. Safe Work Australia later developed a discussion paper, which was also endorsed by Safe Work Australia Members, and undertook public consultation between 25 February and 26 April 2026. During this period, Safe Work Australia received 89 submissions, including survey responses and written submissions, and held 18 stakeholder meetings.

A Reference Group was also established to provide advice to Safe Work Australia and Safe Work Australia Members. The Reference Group, comprising representatives from Safe Work Australia Members and other key stakeholders, met twice during the reporting period.

Safe Work Australia will develop recommendations for the final report, informed by consultation feedback, research and engagement with the Reference Group. The final report is expected to be considered by Safe Work Australia Members in November 2026.

Health and safety representatives: asbestos guidance

In January 2026, Safe Work Australia published guidance and a checklist to assist HSRs to exercise their powers and functions in relation to the management of asbestos-related risks in the workplace. These resources were developed by Safe Work Australia, in collaboration with the Asbestos and Silica Safety and Eradication Agency (ASSEA) and are an action item under the *ANSP 2024-2030*.

Managing the risk of fatigue

In September 2025, Safe Work Australia published the model Code of Practice: *Managing the risk of fatigue at work*.

The model Code provides practical guidance to PCBUs on how to eliminate fatigue-related risks at work so far as is reasonably practicable.

Fatigue is a state of physical, mental or emotional impairment that can affect health and reduce a person's ability to work safely. While the impact of fatigue on a person's ability to function safely at work is well understood, its long-term health effects have often been overlooked.

The development of the model Code was informed by broad public consultation undertaken by Safe Work Australia, which received over 100 submissions across industry, unions and the public, which informed the development of the model Code.

To support implementation of the model Code, Safe Work Australia also produced fact sheets for workers and small businesses and an infographic explaining why fatigue is a WHS issue.

Gender-based violence in the construction industry

In April 2026, Safe Work Australia published a range of resources to help employers identify, assess and manage the risks of gender-based violence in the construction industry.

The resources include practical case studies, posters and infographics. They cover prevention, reporting options and WHS duties and are designed to be easily shared awareness-raising tools on worksites.

These resources were developed by Safe Work Australia in collaboration with construction industry stakeholders to ensure they reflect specific WHS challenges experienced by female construction workers.

Incident notification

In December 2025, Safe Work Australia amended the model WHS Act to strengthen incident notification requirements and better capture serious work-related harm, including psychological injury, workplace violence and work-related suicide. The changes, when adopted by jurisdictions, will provide WHS regulators with greater visibility of incidents resulting in psychological injuries, allowing for timely investigations. To support implementation, Safe Work Australia also published a handbook and fact sheet with detailed guidance on notification requirements.

Elevating Work Platforms model Code of Practice

In December 2025, Safe Work Australia published the model Code of Practice: *Elevating work platforms*. The model Code provides practical guidance for PCBUs and other duty holders on managing WHS risks associated with the supply and use of elevating work platforms (EWPs). It complements Safe Work Australia's *Interactive guide on managing the risks associated with ground conditions*, published on 28 January 2026.

This work was initiated following Members' consideration in 2023 of the findings of a Queensland coronial inquest into a fatal EWP incident that occurred in 2015. In response, Safe Work Australia commissioned an expert study on assessing ground conditions for the set-up and operation of mobile plant.

Drawing on the findings of that study and existing EWP guidance materials, Members subsequently agreed to develop a model Code of Practice for EWPs. The Code was developed through a dedicated working group and informed by targeted stakeholder consultation, creating nationally consistent guidance to support the safe use of EWPs across Australian workplaces.

Healthcare and social assistance model Code of Practice

In March 2026, Safe Work Australia released the model Code of Practice: *Healthcare and social assistance industry*, including an online version, to enhance accessibility and usability for the sector's diverse workforce. This industry-focused code represents a new approach for model codes, covering risk management across a range of hazards commonly experienced in healthcare and social assistance workplaces. The online version provides the same guidance as the text-based model Code, which was published in July 2025 and developed in consultation with workers, unions, other industry stakeholders and Safe Work Australia Members.

Working safely around radiofrequency electromagnetic radiation

In August 2025, Safe Work Australia published an information sheet providing practical guidance for PCBU's on managing WHS risks for workers who may be exposed to radiofrequency electromagnetic radiation sources, particularly from radiofrequency transmitting antennas. The information sheet was developed based on existing SafeWork NSW guidance and adapted for a national audience with the assistance of Telstra, the Australian Mobile Telecommunications Association and the Australian Radiation Protection and Nuclear Safety Agency.

Managing the risks of rooftop solar installation work

In September 2025, Safe Work Australia updated the *Guide to managing the risks of rooftop solar installation work* to provide practical information to PCBU's and other duty holders on managing WHS risks associated with rooftop solar installation work. The update provided nationally consistent guidance to support the safe installation of solar batteries following the commencement of the Australian Government's Cheaper Home Batteries Program on 1 July 2025.

Managing the risks associated with ground conditions

In January 2026, Safe Work Australia published the *Interactive guide on managing the risks associated with ground conditions*. This interactive guide is aimed at people who operate, hire or work with mobile plant (such as mobile cranes) and seeks to improve understanding of how to manage WHS risks associated with using mobile plant on different ground conditions. The guide includes 3 scenario-based videos, interactive and visual exercises and supporting resources to illustrate key concepts when assessing ground conditions.

Silica Action Plan

In January 2026, Safe Work Australia published a *Silica Action Plan* outlining the key projects it is leading or co-leading under the *Silica National Strategic Plan (SNSP) 2024-2030*. The *SNSP 2024-2030* aims to eliminate silica-related disease in Australia. The *Silica Action Plan* covers the full duration of the *SNSP 2024-2030* and includes several activities already completed by Safe Work Australia.

The action plan can be found on our website under: 'Silica National Strategic Plan: Safe Work Australia Action Plan (Silica Action Plan)'.

Review of engineered stone prohibition — Implementation plan

Safe Work Australia's review of the engineered stone prohibition was published on 4 December 2025 following approval by the requisite majority of WHS ministers. On 30 January 2026, Safe Work Australia also published an implementation plan to support delivery of the review outcomes, following consultation with Safe Work Australia Members and ASSEA. Further information on the review of the engineered stone prohibition and Safe Work Australia's implementation plan can be found on our website.

Cranes

Safe Work Australia progressed improvements to crane licensing through a staged reform program. Phase 1 amendments to the model WHS Regulations were published, removing vehicle loading cranes, non-slewing mobile cranes and reach stackers from the scope of slewing mobile crane licences. The amendments also introduced a dogging qualification as a prerequisite for most crane licences. In addition, Safe Work Australia commenced development of a Regulatory Impact Statement to support further licensing reforms and conducted extensive consultation with industry representatives, workers, unions, training providers and government stakeholders to progress these reforms.

Quad bike safety

Between April and June 2026, Safe Work Australia undertook public consultation on a range of proposed regulatory and non-regulatory measures aimed at improving quad bike safety in the workplace. The proposed regulatory measures included mandatory helmet use, requirements for operator protection devices, restrictions on carrying passengers and the introduction of age-based restrictions. Supported by an economic impact analysis report, feedback from the public consultation will inform Member consideration of the options.

Workers' compensation

National Return to Work Strategy: activities

The *National Return to Work Strategy 2020–2030* was endorsed by WHS ministers and commenced on 1 January 2020. Its vision is to minimise the impact of work-related injury and illness and to enable workers to have a timely, safe and sustainable return to work. In 2025-26, Safe Work Australia progressed a range of work under the Strategy, including:

- publishing the *National Return to Work Survey 2025* Analytical Report, which presents data from workers and employers on their experiences with the workers' compensation process
- completing work to refine the strategy's measurement framework to improve how outcomes are measured and reported in the *Year 6 Scorecard*.

National Return to Work Strategy: mid-term review

In 2025-26, Safe Work Australia conducted and published the mid-term review of the *National Return to Work Strategy*. The review found broad recognition that, in its first 5 years, the Strategy had been effective at influencing, informing and guiding stakeholders' efforts to improve return to work outcomes. The Strategy remains fit for purpose, and its strategic outcomes and action areas remain appropriate and focused on key priorities.

National Return to Work Strategy: Year 6 Scorecard

During 2025-26, Safe Work Australia published the *Year 6 Scorecard* report, which assessed the Strategy's progress over the first 6 years towards its vision. Across years 4, 5 and 6, Safe Work Australia delivered a substantial program of national initiatives to support workers, employers and other stakeholders; strengthen the evidence base; and improve access to national data. While some performance indicators showed improvement, overall outcomes stagnated or declined, with injured workers less likely to perceive the workers' compensation process as fair, feel supported by their employer or feel positive about their ability to return to work.

National Return to Work Strategy: research

Research examining pathways to secondary psychological injury was published in February 2026, as part of the *National Return to Work Strategy*. Safe Work Australia commissioned Monash University to examine the key drivers that contribute to an injured worker developing a secondary psychological injury. Secondary psychological injury refers to new or worsening mental health symptoms that arise during a workers' compensation claim.

The research recommends developing a nationally consistent working definition of secondary psychological injury, consistent approaches to screening and better support for at-risk workers. Safe Work Australia will work with Members to apply the outcomes of the research.

The gig economy

The *National policy approach to workers' compensation and the gig economy* was published on 21 October 2025, following endorsement by the majority of WHS ministers. It responds to concerns that gig workers engaged on digital labour platforms are inadequately protected following a work-related injury or illness and sets out 5 principles to guide workers' compensation coverage for these workers. The principles allow workers' compensation schemes to implement changes in ways suited to their legislative and operational arrangements while promoting greater national consistency.

Comparison of workers' compensation arrangements in Australia and New Zealand 2025 (30th edition)

The *Comparison of workers' compensation arrangements in Australia and New Zealand 2025* report was published on 30 June 2026. This comprehensive biennial publication compares how each workers' compensation scheme addresses key issues, including coverage, benefits, return to work, self-insurance, common law, dispute resolution and cross-border arrangements. It provides a snapshot of arrangements across schemes in Australia and New Zealand as at 31 December 2025.

Evidence and research

Research

2026 Research and Evaluation Strategy work plan

In March 2026, Safe Work Australia published its 2026 research and evaluation work plan to support implementation of the *Research and Evaluation Strategy*.

The work plan builds on Safe Work Australia's ongoing research program, which underpins policy development and incorporates stakeholder insights, including from the Research Summit 2025.

The work plan covers enabling activities that establish the foundations for improved research collaboration in future years, alongside projects that develop evidence-informed policy and build partnerships across the research ecosystem to deliver outcomes with national benefit.

Sixteen Safe Work Australia led projects commenced this year, with 6 completed by 30 June and the remaining projects substantially progressed. Notable achievements include the Horizon Scanning and Evidence Mapping Research Project and 'Advancing the evidence: Safe Work Australia's 2026 research update webinar'.

Implementation of the *Research and Evaluation Strategy* will follow an annual cycle to ensure that future work plans remain flexible and responsive to emerging issues and evolving evidence needs. More information is available on the Safe Work Australia website: 'Research at Safe Work Australia'.

2026 research webinar — Advancing the evidence

Safe Work Australia hosted its 'Advancing the evidence: Safe Work Australia's 2026 research update webinar' on 20 May 2026. Building on the momentum of the Research Summit, the webinar provided a timely, accessible update for stakeholders across the sector and used an online format to support national reach and engagement.

The 90-minute webinar featured updates on research and evaluation activities underway at Safe Work Australia, followed by a structured panel discussion bringing together Safe Work Australia Members and research partners to explore how tripartism and multidisciplinary collaboration strengthens WHS and workers' compensation research.

The event attracted strong national interest, with 693 registrations and 352 viewers watching live on the day. Attendance demonstrated broad cross-sector representation across government, academia, industry, and worker representatives.

The webinar was well received by attendees, with 88% of respondents agreeing that the webinar content was relevant and useful; and 92% agreeing that, through the webinar, Safe Work Australia demonstrated leadership in WHS research.

The success of the webinar demonstrated that targeted research focused online events are an effective mechanism for sustaining stakeholder engagement between in-person events. The webinar recording was published on Safe Work Australia's website: 'Advancing the evidence: Safe Work Australia 2026 Research Update webinar'.

Horizon Scanning and Evidence Mapping Research Project

Safe Work Australia partnered with the Academy of the Social Sciences in Australia to map Australia's WHS and workers' compensation research landscape against the 5 initial focus areas of Safe Work Australia's *Research and Evaluation Strategy*.

The project used an innovative methodology that combined a taxonomy-based scoping review, case study led horizon scanning, and evidence mapping to provide a comprehensive overview of where the evidence base is well established, where it is emerging, and where there are opportunities to strengthen the evidence through future research.

Released in May 2026, the findings highlighted the depth and diversity of Australia's WHS and workers' compensation research capability, while identifying opportunities for greater coordination, collaboration and research translation.

Findings are presented through a suite of 10 reports, including an executive summary and technical overview, focus area reports and methodology reports; supporting broad use across government, academia, unions and industry. The reports are available on the Safe Work Australia website: 'Horizon Scan and Evidence Mapping Research Project'.

Dataset publication

Australian Work Health and Safety Strategy and National Return to Work Strategy progress reports

Regular performance updates are an important part of measuring the success of the *Australian Work Health and Safety Strategy 2023-2033* and the *National Return to Work Strategy 2020-2030*. These updates provide transparency, monitor progress against agreed targets, and highlight the outcomes the strategies are delivering.

The *Australian Work Health and Safety Strategy 2023-2033* sets a shared national vision of safe and healthy work for all and guides collaborative efforts of Safe Work Australia and its Members. In 2025-26, Safe Work Australia launched a new digital hub for the Strategy, bringing together key information on the Strategy and highlighting progress towards key targets. The new digital hub provides a central online space for:

- regular performance updates against national targets
- case studies developed in collaboration with Safe Work Australia Members, highlighting practical prevention work underway across Australia
- key policy documents and supporting resources related to the Strategy.

In June 2026, Safe Work Australia published a 2-year performance update outlining progress against the 6 quantitative-based targets set out in the *Australian Work Health and Safety Strategy 2023-2033*, which relate to reducing workplace fatalities, injuries and illness.

The Strategy's 2 action-based targets focus on strengthening prevention in 2 critical areas: exposure to harmful substances; and psychosocial hazards. Progress toward these targets is being tracked through a series of case studies showcasing prevention activities and achievements.

The aim of the *National Return to Work Strategy 2020-2030* is to reduce the impact of work-related injury and illness to help injured workers have a timely, safe and sustainable return to work. The Strategy creates a framework to develop research and national policies on return to work to facilitate shared insights and guide future policies in Australia.

In April 2026, Safe Work Australia published the *National Return to Work Strategy 2020-2030 Scorecard report 2026* and the *Update to the Methodology for the Measurement Framework*.

Truck driver snapshot

Truck drivers are consistently identified as the most at-risk occupation group in Australia, with drivers experiencing the highest rate of work-related injuries and fatalities over the last decade. The WHS profile, published in November 2025, examines the risks faced by truck drivers, highlighting how the nature of the work and its demands — long hours on the road, exposure to unpredictable environments, heavy vehicle operation and manual handling of heavy cargo and freight, as well as time pressures — all contribute significantly to the physical and psychosocial risk profile for this workforce.

Key insights include the following:

- **Fatality rates:** In the 10 years to 2023, more truck drivers died from work-related injuries than any other occupation in Australia. Nearly three-quarters (74%) of these fatalities were due to vehicle incidents.
- **Serious injury claims:** Truck drivers experience serious injuries from falls and muscular stress at rates 3 to 4 times higher than the average across all occupations.

Other WHS profiles are available for the nursing, care and support workforce; and electricians, apprentices and trainees. They provide valuable insights to help industry and regulators better understand and manage WHS risks for this critical workforce.

Workers' compensation claims and the most common mechanism of incident

In 2025–26, Safe Work Australia examined the mechanisms — the actions, exposures and events — that contribute to work-related harm. Guided by the *Australian Work Health and Safety Strategy 2023-2033* performance monitoring approach, a range of datasets were analysed to identify patterns and compare causes of serious injury claims and fatalities. These findings help to shape evidence and data-informed policies to make Australian workplaces safer and healthier.

According to the latest data, there were 146,700 serious claims in 2023-24p, and 188 traumatic workplace fatalities were recorded in the 2024 calendar year. The data revealed notable differences in the types of incidents driving these outcomes.

Vehicle incidents emerged as the leading cause of work-related deaths, accounting for 42% of all workplace fatalities in 2024, more than 3 times the proportion attributed to falls from a height (13%). Males make up 94% of vehicle-related deaths and older workers had an increased fatality risk in vehicle incidents.

For serious workers' compensation claims, body stressing was the most common mechanism, making up more than one-third of all serious claims in 2023-24p. It was also the most common mechanism across every major occupational group.

However, a third mechanism has begun to shape Australia's workplace landscape — mental stress. Mental stress claims were the most expensive and resulted in the longest time off work, driving lost productivity and significant personal impacts for affected workers. Although mental stress accounted for just 11% of serious claims in 2023-24p, the rate of these claims has grown rapidly.

Education and communications

In 2025–26, Safe Work Australia delivered a range of strategies and initiatives to support its education and communication function under the Act. Safe Work Australia delivered national communication campaigns; published and promoted WHS and workers' compensation guidance, data and research; and engaged with stakeholders and the community through our communication channels and public consultation processes.



National Work Safe Month 2025

Safe Work Australia has run the National Safe Work Month campaign every October since 2009. The campaign aims to build community awareness and knowledge of WHS and workers' compensation. It was developed in consultation with Safe Work Australia Members and is supported and shared by Members through their own jurisdictional initiatives.

In 2025, the National Safe Work Month theme, *Safety: every job, every day*, was developed to embed safety as a daily priority across all industries and workplaces. Each week of the campaign focused on a step in the risk assessment process used when evaluating workplace hazards and risks.

The campaign adopted an integrated communication strategy, delivering a range of resources to support workplaces, including a campaign kit, SafeTea resources and an activity kit with practical guidance and ideas for how workplaces could implement a WHS risk management approach. Social media, web content, stakeholder engagement and media outreach were key elements of the campaign.

The 2025 campaign performed strongly, exceeding targets for website, social media and media engagement. There were over 28,000 downloads of campaign resources, with the campaign-themed *Activity kit* being the most popular resource, with highly positive feedback received for being practical and easy to implement in workplaces.

Evidence Matters

In November 2025, Safe Work Australia published *Evidence Matters*, a new data and research publication highlighting work undertaken in 2025 and planned data and research activities for 2026.

The first edition brought together a range of articles on current and emerging WHS and workers' compensation evidence issues, including work-related psychological health and the use of data to understand and respond to changing WHS risks. It also highlighted how Safe Work Australia's research and data activities support our policy development work.

Community consultation and engagement

Safe Work Australia used our online community engagement platform, Consultation Hub, to seek feedback from stakeholders and the public across the following 13 projects:

1. Best Practice Review of model WHS laws
2. Asbestos Framework Review
3. Impact Analysis of Crane Licensing Review
4. Draft model Code of Practice: *Managing the risk of biological hazards at work*
5. Research Summit Event Feedback Survey
6. 2025 National Safe Work Month feedback survey
7. Communications Reference Group feedback survey
8. Improving the safety of earthmoving machinery used for lifting operations
9. Improving dispute resolution under the model work health and safety laws
10. Improving the safety of crane operations in the maritime sector
11. Improving the safety of quad bikes used in the workplace
12. Improving work health and safety workers using crowd platforms
13. Consultation on the regulation of welding processes.

Domestic and international engagement

One aspect of Safe Work Australia's collaboration function under the *Safe Work Australia Act 2008* (Cth) (SWA Act) is working with international bodies on WHS and workers' compensation policy matters of international importance.

The Safe Work Australia CEO represents Australia on the G20 Occupational Safety and Health (OSH) Expert Network. This forum enables G20 countries to share knowledge, expertise, and best practices in WHS to identify and coordinate global responses to policy and technical challenges.

Safe Work Australia also maintain regular engagement with their counterparts from other national organisations with responsibility for WHS policies, strategies and regulations. We also regularly participate in bilateral and multilateral international engagement opportunities. This engagement is essential in ensuring that Safe Work Australia's policy work is informed by global developments and emerging issues. They also provide opportunities to apply any lessons from international experience to Australia's national policy agenda.

World Day for Safety and Health at Work 2026

On 28 April 2026, World Day for Safety and Health at Work, Safe Work Australia presented at a webinar organised by the ILO, in partnership with the International Chair for Comparative Studies on Occupational Health and the University of Bordeaux.

Safe Work Australia's presentation focused on ensuring a healthy psychosocial working environment for all and highlighted Australia's approach to addressing psychosocial hazards in workplaces. The presentation shared how and why Australia added the management of psychosocial hazards into the model WHS laws, as well as key initiatives underway to guide future action.

Global Initiative for Safety, Health and Well-being for All Symposium

In July 2025, Safe Work Australia's CEO chaired the G20 Occupational Safety and Health Network's international workshop on global collaboration at the Global Initiative for Safety, Health and Well-being for All Symposium in Osaka, Japan.

The first session of the Symposium, 'From Fortaleza to Osaka — progress in OSH around the world', focused on international collaboration in WHS. Safe Work Australia's CEO highlighted Australia's efforts to manage psychosocial hazards, workplace harassment, the continuing emergence of new digital technologies, and the national ban on engineered stone benchtops.

The second session was an international collaboration forum examining regulatory best practice for mental health, harassment and workplace violence. During this session, the CEO discussed the importance of increasing awareness and understanding of psychological health in the workplace and outlined Australia's work to prevent psychological injury.

The Symposium generated significant interest in Australia's approach to advancing WHS, particularly in relation to psychosocial hazards. Participants were interested in Australia's regulatory framework, prevention initiatives and incident notification requirements, as well as broader efforts to create healthier and safer workplaces.

ILO Technical Working Group on OSH Statistics

The ILO is leading the revision and update of international statistical standards on OSH for consideration by the 22nd International Conference of Labour Statisticians in 2028. This work is supported by the Technical Working Group on Occupational Safety and Health Statistics.

One of the critical gaps identified in existing international standards is the limited availability of comparable, prevention-oriented statistics on exposure to hazards in the working environment, including chemical, physical, biological, ergonomic and psychosocial factors. Improving the collection and reporting of exposure statistics is essential for supporting prevention efforts, occupational disease surveillance, indicator development, and evidence-based OSH policy.

Safe Work Australia is part of a subgroup established under the Technical Working Group on Occupational Safety and Health Statistics to carry out targeted technical work on statistics related to workplace exposure to hazards.

The purpose of the subgroup is to provide technical advice and draft proposals to inform the revision of international OSH statistical standards, with a specific focus on the measurement, classification and use of statistics on exposure to hazards in the working environment, as a core pillar of a comprehensive and prevention-oriented OSH statistical system.

Delegation visits

In 2025-26, Safe Work Australia hosted a visit from the Korea Workers' Compensation and Welfare Service to share insights on Australia's workers' compensation policy, WHS regulatory framework and the use of data, research and evidence to inform policy.

Safe Work Australia also co-hosted visits from the Korea Occupational Safety and Health Agency with WorkSafe ACT to share approaches to WHS policy development and regulation.

In addition, Safe Work Australia and the Australian Government Department of Employment and Workplace Relations co-hosted a visit from the Japan Association of Occupational Safety Consultants to showcase Australia's WHS framework and to discuss Safe Work Australia's role, functions and contributions to national WHS policy.

These engagements strengthened international relationships and provided valuable opportunities to learn from other countries and share Australia's perspectives.

Part 5 — Our organisation

Achievements in organisational effectiveness

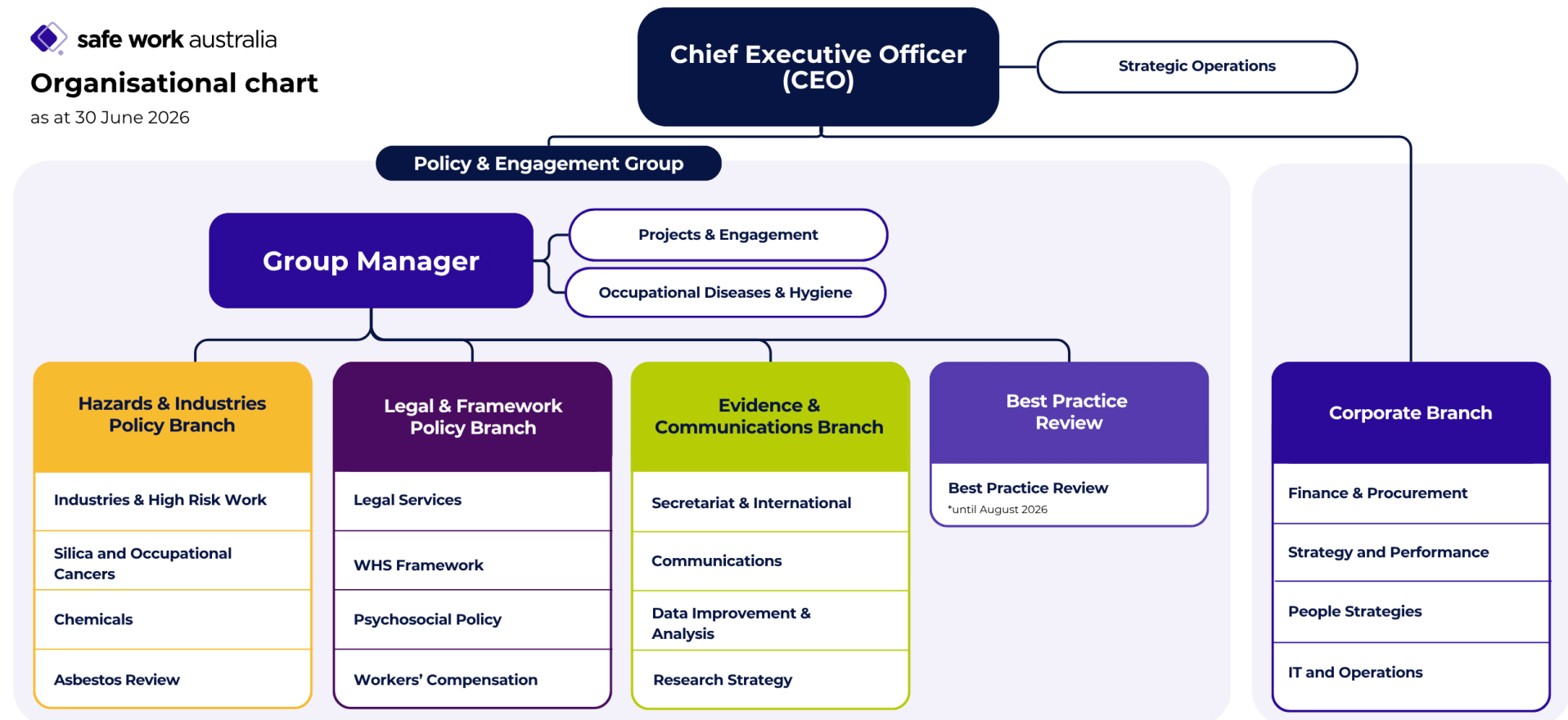
Our vision of healthier and safer workplaces drives our work and shapes how we respond to the ongoing and emerging challenges of keeping people safe at work.

Safe Work Australia staff are committed to advancing our vision, purpose and objectives. During the year, we continued to foster an engaged and collaborative workplace culture, with a strong focus on safety and wellbeing, capability development, and embedding diversity and inclusion across the organisation. We provide generous terms and conditions, access to flexible working arrangements and a range of health and wellbeing initiatives.

We are a small agency, but our work plays a significant role in the lives of working Australians, and their families, through preventing work-related death, injury and illness.

Organisational structure

 **safe work australia**
Organisational chart
 as at 30 June 2026



Human resources management

Staff management and workforce demographics

The Chief Executive Officer (CEO) of Safe Work Australia is a statutory appointment.

As of 30 June 2026, Safe Work Australia had 130 ongoing and non-ongoing staff, with an average staffing level of 112.2. Of this workforce:

- 92% are engaged on an ongoing basis
- 17% work in a part-time capacity.

Our current workforce profile reflects a range of diversity strengths, while also highlighting opportunities to further improve representation and inclusion. Diversity representation reported via the 2026 annual Australian Public Service (APS) Employee Census indicates:

- 3.0% First Nations representation
- 49% of our employees identify as having a non-Australian cultural background
- 24% of our employees identify as culturally and linguistically diverse (CALD)
- 15% of employees identify as having an ongoing disability
- 19% of employees identify as lesbian, gay, bisexual, transgender or gender diverse, and
- 46% of employees identify as having carer responsibilities.

As at 30 June 2026, 68% of our workforce identify as female. Female representation at the senior executive level is also high, with 62.5% representation including the CEO.

Appendix 5 — Our workforce profile — demographics and statistics provides detailed information about the workforce.

Remuneration and employment arrangements of SES and non-SES officers

Safe Work Australia's remuneration framework and terms and conditions of employment consist of an enterprise agreement for non-Senior Executive Service (SES) employees and individual section 24(1) determinations under the *Public Service Act 1999* (Cth) (PS Act) for SES employees.

The CEO's remuneration and terms and conditions are set by determinations made under section 7(3) and (4) of the *Remuneration Tribunal Act 1973* (Cth).

In accordance with the Safe Work Australia Enterprise Agreement 2024–2027, a 3.4% increase was applied to non-SES employee salaries and workplace responsibility allowances from 12 March 2026. SES employees also received a 3.4% increase in salaries from 12 March 2026.

As of 30 June 2026, there were 3 SES employees with a section 24(1) determination made under the PS Act. There were 16 employees with an individual flexibility arrangement in place.

As of 30 June 2026, there were no other highly paid staff at Safe Work Australia.

Appendix 7 — Allowances and non-remuneration benefits provides information on allowances and non-remuneration benefits for non-SES officers.

Table 8: Public Service Act 1999 employment arrangements current report period (2025–26)

	SES	Non-SES	Total
Enterprise agreement	4	123	127
Individual flexibility arrangements	0	16	16
Determinations under section 24(1) of the <i>Public Service Act 1999</i> (Cth)	3	0	3

Table 9: Public Service Act 1999 employment salary ranges by classification level (minimum/maximum) current report period (2025–26)

	Minimum salary (\$)	Maximum salary (\$)
SES 3	-	-
SES 2	308,123	349,043
SES 1	230,847	298,481
EL 2	153,296	188,577
EL 1	130,089	160,460
APS 6	105,833	116,737
APS 5	94,215	100,562
APS 4	85,303	91,782
APS 3	78,423	81,695
APS 2	70,231	74,879
APS 1	59,794	65,381
Other	-	-
Minimum/maximum range	59,794	349,043

Table 10: Key management personnel

Name	Position	Length of term
Marie Boland	Chief Executive Officer	Full year
Duncan Cambray	Group Manager	Part year
Angela Wallbank	Group Manager	Full year
Elmer Wiegold	Chief Operating Officer	Part year
Leanne Laajoki	Chief Operating Officer	Part year

Table 11: Information about remuneration for key management personnel

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		
Marie Boland	Chief Executive Officer	\$428,414	0	\$2,736	\$30,001	\$7,986			\$469,136
Duncan Cambray	Group Manager	\$93,742	0	\$996	\$20,091	\$1,715		\$35,816	\$152,359
Angela Wallbank	Group Manager	\$318,344	0	\$21,013	\$58,071	\$13,881			\$411,309
Elmer Wiegold	Chief Operating Officer	\$65,072	0	\$768	\$9,728	\$723			\$76,292
Leanne Laajoki	Chief Operating Officer	\$38,822	0	\$468	\$5,166	\$670			\$45,126
Total		\$944,394	0	\$25,981	\$123,057	\$24,975		\$35,816	\$1,154,222

Remuneration is calculated on an accruals basis and may include some accrual adjustments.

Base salary will vary based on number of weekdays in the reporting year and the amount of leave taken. Base salary includes annual leave benefits.

As of 30 June 2026, there were no other highly paid staff at Safe Work Australia.

Table 12: Information about remuneration for senior executives

		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	3	94,001	0	1,424	17,045	2,123	0	0	114,593
220,001–245,000	1	197,251	0	2,484	33,228	4,209	0	0	237,172
270,001–295,000	1	230,712	0	2,736	30,340	21,073	0	0	284,861

Diversity and inclusion

Safe Work Australia is committed to fostering a workplace where all employees feel respected, valued and included. This commitment is guided by our updated Diversity, Inclusion and Belonging Strategy 2026–2029, released in 2026, which sets the direction for strengthening an inclusive workplace culture and creating opportunities for all employees to contribute to a genuine sense of belonging.

A key enabler of this work is our employee-led Workplace Inclusion Network (WIN), which plays an important role in embedding diversity and inclusion across the organisation. The WIN meets regularly to champion inclusive practices, support diversity initiatives, celebrate days of significance, and build connections with external diversity networks, helping to raise awareness and strengthen inclusion in the way we work.

In 2026, we also commenced working with Reconciliation Australia to develop a Reflect Reconciliation Action Plan (RAP). To inform this work, we undertook a staff survey to better understand awareness of reconciliation across the organisation. The results demonstrated a strong desire among employees to learn, contribute and participate in reconciliation efforts. Our RAP will provide clear pathways and practical support to enable employees to engage in reconciliation with confidence, with development of the plan being led by our dedicated RAP Working Group.

To further support an inclusive workplace, Safe Work Australia continues to invest in partnerships and initiatives that reflect the diverse needs and experiences of our workforce. Throughout 2025-26, we maintained membership with key diversity organisations including the Diversity Council of Australia, Australian Network on Disability, Hidden Disabilities Sunflower, and Pride in Diversity. Additionally, we also introduced an employee-led Neurodiversity Forum to provide a dedicated space for connection, awareness and advocacy. We will continue to review our partnerships and initiatives to ensure they remain meaningful, fit for purpose and aligned with the needs of our employees and organisation. Further information on our disability reporting arrangements is available in *Appendix 6 — Disability reporting mechanism*.

Capability development

In 2026, we developed a Strategic Workforce Plan 2026–2027 to support the strengthening of our workforce capability, support workforce sustainability and ensure Safe Work Australia is well positioned to respond to emerging priorities and specialist needs. Our workforce plan outlines a targeted workforce strategy focused on 4 key objectives:

1. Building capability
2. Strengthening attraction and retention
3. Enabling strategic and flexible sourcing
4. Strengthening leadership pipeline and workforce sustainability.

These objectives are underpinned by a targeted set of initiatives to be delivered over the next 12 months.

Performance and development

Safe Work Australia is committed to a culture that promotes high performance and professional and personal growth. Our Performance and Development Scheme remains an ongoing, proactive process between managers and their employees, supported by regular discussion, continuous feedback and fit-for-purpose development. It provides a consistent, APS aligned approach to performance development across Safe Work Australia.

In 2026, we reviewed our Performance and Development policy and procedure, which centres on providing regular constructive and relevant feedback, builds capability, and sets clear expectations.

Learning and development

At Safe Work Australia, our people are our greatest asset. Through proactive learning and development initiatives, we are committed to supporting career progression and skills enhancement, building capability and fostering a culture of continuous improvement.

All employees are allocated an individual annual learning and development budget to support participation across a variety of professional and personal growth opportunities, aligned to their individual development needs.

In 2025–26, Safe Work Australia has:

- delivered SES 360-degree feedback in accordance with the SES Performance Framework, supporting executive development and reflective practice
- supported SES and Executive Level (EL) 2 participation in executive development programs
- delivered core APS management to APS 6 and EL 1 cohorts, supporting emerging and middle management expertise

- enhanced awareness of neurodiversity across Safe Work Australia, supporting understanding of neurodiversity, psychosocial safety and practical neuro-inclusion in the workplace
- provided access to relevant courses and training through the Australian Public Service Academy
- granted formal study assistance
- provided access to external conferences and other training programs.

Our Strategic Workforce Plan includes the development of a foundational capability model, which will be used to target future learning and development programs.

Safe Work Australia's graduate and entry-level programs

As part of a broader approach to attraction and retention, Safe Work Australia engages with entry-level programs, as appropriate, to offer pathways and opportunities for participants to launch a successful career with us. We will continue to consider participation in these programs and work collaboratively with other APS agencies to recruit talented and motivated individuals, based on agency requirements.

In February 2026, we had 5 employees complete the Australian Public Service Commission Graduate Development Program and one apprentice complete the Australian Government Indigenous Apprenticeships Program administered by Services Australia.

Work health and safety

Safe Work Australia is committed to providing and maintaining a safe and healthy workplace for all employees. This commitment is supported through strong governance arrangements, ongoing consultation, proactive risk management, and a range of initiatives designed to protect and promote the physical and psychological health, safety and wellbeing of our workforce.

Consultation

The Employee Consultative Forum (ECF) is Safe Work Australia's primary consultative mechanism for workplace matters and organisational decisions that affect employees. The ECF meets at least 4 times each year to discuss and consult on a broad range of workplace matters, including employment-related policies, workforce initiatives and work health and safety (WHS) issues.

To strengthen consultation and provide dedicated oversight of WHS matters, Safe Work Australia established a Health and Safety Committee as a subcommittee of the ECF. The Committee provides a dedicated forum for consultation, cooperation and participation on WHS issues, enabling more focused consideration of physical and psychosocial risks and workplace safety initiatives. A representative of the Committee participates in ECF meetings to provide updates, escalate significant issues where required, and support organisational decision-making on WHS matters.

Across 2025–26, our People Strategies team reviewed human resources (HR) and WHS policies to ensure they continued to align with organisational priorities and contemporary workforce practices.

Management of WHS risks

Safe Work Australia maintains a WHS Risk Register that captures activities and environments that may adversely impact the health, safety and wellbeing of our employees, contractors and visitors. We consult with employees, health and safety representatives, the Health and Safety Committee and the ECF to identify hazards, assess risks and implement measures to eliminate or minimise risks. Control measures are regularly reviewed to ensure they remain effective.

We are planning enhancements to the WHS Risk Register to ensure it remains a robust, responsive and comprehensive risk management tool. These improvements will strengthen its scope and support regular, systematic reviews of both physical and psychosocial risks, ensuring our approach keeps pace with our evolving work environment.

Workplace responsibility and support

A key strength of our WHS management system is the network of assigned and elected workplace responsibility roles that support employee safety and wellbeing. These include health and safety representatives, first aid officers, mental health first aid officers, harassment contact officers, a disability contact officer and emergency wardens.

Further to this, Safe Work Australia provides:

- access to an Employee Assistance Program for all employees and their immediate family
- workstation assessments for all new employees and when required for reasonable adjustment or as part of a rehabilitation return to work program
- voluntary influenza vaccinations
- appropriate training for employees undertaking workplace responsibility roles
- National Safe Work Month activities
- an early intervention program that reimburses employees for out-of-pocket expenses related to workplace injury, illness or impairment
- an employee-led Neurodiversity Forum that promotes neurodiversity, psychosocial safety and practical neuro-inclusion in the workplace
- support for employees who may be exposed to the risk of vicarious trauma through the work they undertake.

Rehabilitation and return to work

Where an employee experiences injury, illness or impairment, our Rehabilitation Management System provides a framework to support them to remain at work or return to work safely and sustainably. During 2025–26, we supported several employees through graduated return to work arrangements, early intervention measures and access to ergonomic equipment.

WHS incidents and worker's compensation

Under section 38 of the *Work Health and Safety Act 2011* (Cth) (WHS Act), Safe Work Australia is required to advise the Commonwealth WHS regulator, Comcare, of any notifiable incidents arising from the conduct of a business or undertaking that result in death, serious injury, serious illness or a dangerous incident.

During 2025–26, Safe Work Australia did not notify any incidents to Comcare. There were no new workers' compensation claims accepted by Comcare during this period.

Corporate governance framework

Safe Work Australia operates under the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act). This section outlines Safe Work Australia's legislative requirements, corporate governance and accountability processes, including procedures for risk management and fraud control.

Risk management

In 2025–26, Safe Work Australia managed risk in accordance with its obligations under section 16 of the PGPA Act and the Commonwealth Risk Management Policy.

To ensure our alignment with these frameworks, Safe Work Australia maintains a Risk Management Framework. This includes documentation such as a Risk Appetite Statement, a Risk Management Policy, a Risk Management Guide and risk assessment templates.

We continue to improve and integrate practical risk management into business operations and foster the creation of a positive risk culture.

Fraud and corruption control

Safe Work Australia complies with section 10 of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and the Commonwealth Fraud Control Framework by minimising the incidence of fraud through the development, implementation and regular review of its Fraud Control Plan and fraud risks. This is undertaken in the context of Safe Work Australia's Risk Management Framework.

We provide annual mandatory fraud awareness training to all staff through Safe Work Australia's online learning system. Safe Work Australia continues to remind staff of their responsibility for the prevention and detection of fraud against the Commonwealth through training, as part of the induction process for new starters and through internal communications.

Existing fraud controls are deemed to be operating effectively, with no incidents of fraud being identified during the 2025–26 reporting period.

Planning and reporting processes

Safe Work Australia's planning and reporting processes support corporate governance and are undertaken in line with our requirements. Our Corporate Plan and Operational Plan are high-level strategic documents developed with reference to the functions identified in our enabling legislation and the priorities agreed with Safe Work Australia Members and WHS ministers. These plans are supported at an operational level by our Project Management Framework, which includes an agency work plan. The work plan is reviewed and updated prior to and following each Safe Work Australia Members' meeting to support transparency and monitoring of progress in relation to agency projects. More broadly Safe Work Australia's Project Management Framework supports us to deliver high-quality work, improve decision-making and achieve positive WHS and workers' compensation outcomes.

We monitor our performance in delivering on the strategies, projects and activities identified in our plans and report regularly on our progress to Members. We also prepare our Annual Performance Statements, in accordance with the PGPA Act and our enabling legislation, which details our performance against our legislated outcome.

Business continuity management

Safe Work Australia conducts business continuity planning and reviews to ensure we remain prepared to respond quickly and effectively to an emergency situation.

Leadership, ethics and culture

All Safe Work Australia employees are required to uphold the APS Values and Employment Principles and the APS Code of Conduct in connection with their employment. New APS employees joining Safe Work Australia are required to undertake training on their integrity obligations and on the APS Values and Principles under the PS Act.

Safe Work Australia requires all its employees to undertake a variety of mandatory training modules each year to build fundamental capabilities and knowledge and ensure our staff are aware of key governance and legislative requirements within the APS.

In 2025–26, our mandatory training modules for all staff included:

- APS Foundations: Work Health and Safety
- Commonwealth Child Safe Framework
- APS Foundations: Security Awareness
- APS Foundations: Fraud Awareness
- APS Foundations: Privacy Awareness
- APS Foundations: Records Management

- Introduction to Risk
- Cultural Diversity — inclusive of First Nations cultural safety
- Workplace Behaviour — Discrimination, Bullying and Harassment
- Workplace Sexual Harassment: An Overview for Workers (APS 1–6)
- Workplace Sexual Harassment: An Overview for Employers and Managers (EL 1–SES)
- AI in Government Fundamentals
- Counter Foreign Interference.

Freedom of information

Safe Work Australia’s Information Publication Scheme statement, pursuant to Part II of the *Freedom of Information Act 1982* (Cth), is available on the Safe Work Australia website: ‘Information Publication Scheme’ (www.safeworkaustralia.gov.au/access-information/freedom-information/information-publication-scheme).

Public interest disclosure

In accordance with the *Public Interest Disclosure Act 2013* (Cth), Safe Work Australia has established effective internal procedures for facilitating and responding to public interest disclosures. These procedures are published on the Safe Work Australia website: ‘Safe Work Australia Procedure for Making and Dealing with Public Interest Disclosures’.

No public interest disclosures were made to either the CEO or an appointed authorised officer of Safe Work Australia in 2025–26.

Compliance with the Commonwealth Procurement Rules

Safe Work Australia’s approach to procuring goods and services, including consultancies, is consistent with, and reflects the principles of, the Commonwealth Procurement Rules.

Information on significant procurements expected to be undertaken is outlined in our annual procurement plan, available on AusTender.

Privacy

Safe Work Australia’s privacy framework is guided by our privacy policy, which sets out how we deal with personal information in respect of our functions and activities. Our privacy policy is available on the Safe Work Australia website: ‘Safe Work Australia Privacy Policy’.

The Privacy Commissioner may consider a privacy issue, including breach notifications and complaints, and issue a report or determination. In 2025–26, there were no complaints made to the Privacy Commissioner.

Safe Work Australia reported one notifiable data breach in relation to one individual under the Notifiable Data Breaches Scheme under the *Privacy Act 1988* (Cth) in 2025–26.

Safe Work Australia prepared a privacy management plan (PMP) for the year 2025–26 under the Privacy (Australian Government Agencies — Governance) APP Code 2017 (APP Code). Most of the actions under the 2025–26 PMP were successfully or partially achieved. Actions in the 2025–26 PMP which were either partially achieved or not achieved have been included in the 2026–27 PMP.

To comply with its obligations under the APP Code, Safe Work Australia has undertaken actions including updating the Personal Information Register, undertaking an annual review and update of its privacy governance materials and providing mandatory privacy training to staff.

In accordance with the APP Code, Safe Work Australia is required to establish a written Privacy Impact Assessment Register for all ‘high privacy risk’ projects or initiatives that involve new or changed ways of handling personal information. Where a project or initiative is not a ‘high privacy risk’ project, Safe Work Australia may also undertake a privacy impact assessment as a privacy best practice measure. Safe Work Australia maintains an up-to-date register of completed privacy impact assessments on our website: ‘Privacy Impact Assessment Register’. In 2025–26, Safe Work Australia listed no privacy impact assessments on the register.

Accountable Authority Instructions

Safe Work Australia maintains Accountable Authority Instructions (AAls) based on the Department of Finance’s model AAls; financial and human resources delegations; and policies, procedures and guidelines to reinforce delegations made by the CEO.

Internal accountability

Audit Committee

The Safe Work Australia Audit Committee operates in accordance with the requirements of the PGPA Act and section 17 of the PGPA Rule. The Audit Committee provides independent advice to the CEO of Safe Work Australia, as the agency's accountable authority. Topics the Audit Committee may provide oversight of include:

- financial reporting
- performance reporting
- systems of risk oversight and management
- systems of internal control.

Further detail on the Audit Committee's functions can be found in the Safe Work Australia Audit Committee Charter on the Safe Work Australia website: 'Safe Work Australia Audit Committee Charter' (www.safeworkaustralia.gov.au/doc/safe-work-australia-audit-committee-charter-2026).

The Audit Committee held 4 regular meetings during the financial year, in August and November 2025 and March and June 2026. Additionally, an Annual Special Meeting was held in September 2025 for the endorsement of Safe Work Australia's Financial Statements.

Audit Committee membership

Table 13: Audit Committee membership

Member	Qualifications, knowledge, skills and experience	Meetings attended/ held	Total annual remuneration (GST inclusive)
<i>Mr Mathew Ford</i> <i>Chair</i>	Mr Ford is the Chair of Safe Work Australia's Audit Committee. His tenure as Chair of the Committee began in February 2017. Mr Ford is a Certified Practising Accountant, holds a Bachelor of Business degree and currently works within the Australian Public Service. He has also worked in the Victorian Public Service in logistics and emergency management roles. Mr Ford has held several senior positions across various government portfolios in finance, HR, governance, procurement, risk, audit and assurance and strategy roles.	4/5	\$0.00
<i>Mr Geoff Knuckey</i> <i>Independent Member</i>	Mr Knuckey has served as an independent member of Safe Work Australia's Audit Committee for 5 years. Mr Knuckey holds a Bachelor of Economics, is a Fellow of the Institute of Chartered Accountants, a graduate of the Australian Institute of Company Directors and a Registered Company Auditor. Mr Knuckey has extensive audit committee experience and currently serves on numerous audit committees for both government and private sector entities. He has been a full-time company director and audit committee member since 2009 following his 32-year career with Ernst & Young.	5/5	\$15,950
<i>Ms Susan Ryan</i> <i>Independent Member</i>	Ms Ryan has served as an independent member of Safe Work Australia's Audit Committee for 2 years. Ms Ryan is a Chartered Accountant, holds a Diploma of Fraud Control and a Bachelor of Commerce, and is a member of the Australian Institute of Company Directors and the Institute of Internal Auditors (Australia). Ms Ryan has more than 25 years' experience in risk and advisory, audit and assurance roles, including in principal and managing director positions. She is the managing director for her own small consulting firm. She has held positions in the SES in 2 Australian Government agencies and serves as an independent audit and risk committee member on Commonwealth entity committees.	5/5	\$18,837.50

Internal audit

Safe Work Australia's internal audit function provides independent assurance that our frameworks, processes and operations are effective and efficient and in accordance with legislative requirements.

The proposed internal audit activity for the financial year was detailed in the 2025–26 Strategic Internal Audit Plan (SIAP). The SIAP is aligned to Safe Work Australia's role and strategies to achieve its outcome as defined in the *2025–29 Corporate Plan*. It is developed in partnership with the internal audit provider and the Chief Audit Executive utilising a risk-informed approach. The plan is then reviewed and endorsed by the Audit Committee and approved by the CEO.

To ensure effective oversight, the Strategy and Performance team provide regular updates to the Audit Committee on the status of work to implement recommendations arising from internal audits.

In 2025–26, Safe Work Australia's internal audit provider changed from Synergy Group to Protiviti Australia.

External accountability

Safe Work Australia and its activities were subject to the following external scrutiny during the reporting period.

Judicial decisions and decisions of administrative tribunals

There were no judicial decisions or decisions of administrative tribunals during the year that had, or may have, a significant impact on the Safe Work Australia's operations.

Commonwealth Ombudsman

There were no reports on Safe Work Australia during the reporting period by the Commonwealth Ombudsman or the Office of the Australian Information Commissioner.

Auditor-General

Safe Work Australia was subject to an audit by the Australian National Audit Office for the 2025–26 financial statements. No other audits were undertaken by the Auditor-General.

Parliamentary committees

No adverse reports on Safe Work Australia's operations were given in 2025–26 by a parliamentary committee.

Australian Privacy Commissioner

There were no decisions by the Australian Privacy Commissioner that involved Safe Work Australia or that had, or might have, a significant impact on Safe Work Australia's operations.

Part 6 – Financial performance

In 2025–26, Safe Work Australia reported an operating deficit of \$2.9 million (with a negative \$1.4 million impact on underlying cash), following a \$0.04 million surplus in 2024–25. Available cash in the Safe Work Australia Special Account was used to fund this deficit.

Safe Work Australia had a moderate increase in revenue in 2025–26, primarily due to indexation.

Expenses associated with delivering the Safe Work Australia Operational Plan increased in 2025–26. Activities which contributed to additional expenditure included:

- a Best Practice Review of the model WHS laws
- an Asbestos Framework Review as part of the *Asbestos National Strategic Plan 2024-2030*
- a range of initiatives under the *Research and Evaluation Strategy*.

At 30 June 2026, Safe Work Australia had a strong financial position and capacity to meet its obligations, with net assets of \$22.9 million largely made up of cash held in the Special Account.

Sustainable management of available resources to support implementation of agreed actions from the Best Practice Review will be a priority in 2026-27.

More detail is available in the Financial Statements. The Auditor-General issued an unmodified opinion on these statements.

Budget outlook

Total departmental annual appropriation revenue and state and territory government contributions are budgeted to increase from \$25.6 million in 2025–26 to \$26.5 million in 2026–27.

Asset management

In 2025–26, Safe Work Australia managed non-financial assets (excluding prepayments) with a gross value of \$9.6 million. These assets include long-term office leases recognised as right-of-use assets with gross value of \$9.2 million. Asset revaluation was conducted by an independent valuer during the financial year. All assets are subject to a stocktake to verify the accuracy of records. Assets are depreciated at rates applicable to the asset class.

Financial overview

Safe Work Australia is jointly funded by the Commonwealth, state and territory governments through the Intergovernmental Agreement for Regulatory and Operational Reform in Occupational Health and Safety and the *Safe Work Australia Act 2008* (Cth) (SWA Act). Commonwealth departmental appropriations and state and territory government contributions are held in the Safe Work Australia Special Account and used for the delivery of our functions as specified in the SWA Act.

Safe Work Australia does not receive any administered funding.

Purchasing

Safe Work Australia's approach to purchasing and procurement is consistent with the principles of the Commonwealth Procurement Rules (CPRs). Our approach is set out in Accountable Authority Instructions, a procurement policy and internal guidance material.

During 2025–26, Safe Work Australia used established procurement methods, including mandatory panels and non-mandatory panels, open and limited tendering, and the Commonwealth Contracting Suite.

Strategic Commissioning Framework

Safe Work Australia outsources minimal core work in line with the limited circumstances provided under the APS Strategic Commissioning Framework.

In 2025–26, Safe Work Australia formalised its definition of 'core work' consistent with our legislative functions under the SWA Act. Core work for Safe Work Australia includes select job roles within the Policy, Legal and Parliamentary, Communications and Engagement, Data and Research, and Accounting and Finance job families.

Exempt contracts

Safe Work Australia had no contracts or standing offers with a value greater than \$10,000 (inclusive of GST) that were exempt from being published on AusTender during 2025–26.

Australian National Audit Office access clause

All contracts with a value of \$100,000 (inclusive of GST) or more entered during 2025–26 included an Australian National Audit Office access clause.

Support of Small and Medium Enterprises

Safe Work Australia supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprise (SME) and Small Enterprise participation statistics are available on the Department of Finance's website (<http://finance.gov.au/>).

Safe Work Australia's activities to support SMEs include:

- complying with the Commonwealth Procurement Framework
- mandatory use of the Commonwealth Contracting Suite for all low-risk procurements valued under \$200,000 (inclusive of GST) where a mandatory panel does not apply
- implementing the Indigenous Procurement Policy, noting many Indigenous businesses are also SMEs
- complying with the government's Supplier Pay On-Time or Pay Interest Policy
- using credit cards for procurements valued below \$10,000 (inclusive of GST)
- communicating in clear, simple language and presenting information in accessible formats
- using electronic invoicing arrangements.

Grants

We manage our grant programs in accordance with the Australian Government's legislative framework and the Commonwealth Grants Rules and Principles.

Information on grants awarded by Safe Work Australia is available on the Australian Government GrantConnect website (<http://grants.gov.au/>). No new grants were awarded in 2025–26.

Legal costs

Information required by the *Legal Services Directions 2017* on Safe Work Australia's legal services expenditure will be made available on the Safe Work Australia website (www.safeworkaustralia.gov.au) by 30 October 2026.

Reportable consultancy contracts

Safe Work Australia engages consultants when expertise required is not available internally or when independent advice is needed. Decisions to engage consultants are made in accordance with the PGPA Act and related regulations, including the CPRs and internal policies.

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 (tenders.gov.au).

During 2025–26, total reportable consultancy expenditure was \$2.5 million as disclosed in Table 14 below. There were 17 new reportable consultancy contracts entered into involving total actual expenditure of \$0.7 million (GST inclusive). In addition, 11 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$1.8 million (GST inclusive). Consultants mainly provided management advisory services.

Table 14: Expenditure on reportable consultancy contracts current report period (2025–26)

	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	17	761
Ongoing contracts entered into during a previous reporting period	11	1,770
Total	28	2,531

The total actual expenditure for consultancy contracts differs from the Financial Statements due to the treatment of GST and accruals.

Table 15 below lists the 5 organisations that received the largest share of reportable consultancy contract expenditure during the reporting year.

Table 151: Organisations receiving a share of reportable consultancy contract expenditure current report period (2025–26)

Name of organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
The Social Research Centre Pty Ltd	91 096 153 212	975
Monash University	12 377 614 012	300
Wallis Consulting Group Pty Ltd	76 105 146 174	204
Gartner Australasia Pty Ltd CEB Global Ltd	69 003 708 601	134
Ernst & Young	75 288 172 749	116

Reportable non-consultancy contracts

Non-consultancy contracts include all procurement-related contracts not deemed to be a consultancy.

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 (tenders.gov.au).

During 2025–26, total reportable non-consultancy contract expenditure was \$4.9 million as disclosed in Table 16 below. There were 35 new reportable non-consultancy contracts entered into involving total actual expenditure of \$2.6 million (GST inclusive). In addition, 36 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$2.3 million (GST inclusive).

Table 16: Expenditure on reportable non-consultancy contracts current report period (2025–26)

	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	35	2,617
Ongoing contracts entered into during a previous reporting period	36	2,345
Total	71	4,962

The total actual expenditure reported for non-consultancy contracts differs from the Financial Statements due to the treatment of GST and accruals.

Table 17 below lists the 5 organisations that received the largest share of reportable non-consultancy contract expenditure during the reporting year.

Table 17: Organisations receiving a share of reportable non-consultancy contract expenditure current report period (2025–26)

Name of organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
Cushman & Wakefield Pty Ltd	77 074 196 991	1,526
Australian Institute Health Welfare	16 515 245 497	727
Babylon Data Pty Ltd	87 655 901 723	351
KPMG Australia Technology Solution	29 606 612 962	307
Monash University	12 377 614 012	273

Entity resource statement and expenses by outcome

Entity resource statement

	Actual available appropriation for 2025-26 \$'000 (a)	Payments made 2025-26 \$'000 (b)	Balance remaining 2025-26 \$'000 (c)
Departmental			
Annual appropriations	12,974	12,974	0
Annual appropriations - other services - non-operating	-	-	-
Total departmental annual appropriations	12,974	12,974	0
Departmental special appropriations	-	-	-
Total special appropriations	-	-	-
Special Accounts ¹	55,759	28,304	27,455
Total Special Accounts	55,759	28,304	27,455
Less departmental appropriations drawn from annual appropriation and credited to special accounts	12,974	12,974	0
Total departmental resourcing	55,759	28,304	27,455
Total resourcing and payments for Safe Work Australia	55,759	28,304	27,455

¹ Excludes trust moneys held in Services for Other Entities and Trust Moneys (SOETM) and other special accounts.

Expenses by outcome

Expenses for outcome 1: Healthier, safer and more productive workplaces through improvements to Australian work health and safety and workers' compensation arrangements.	Budget	Actual Expenses	Variation
	2025–26 '000 (a)	2025–26 \$'000 (b)	2025–26 \$'000 (a) – (b)
Program 1.1: Reform of and improvements to Australian work health and safety and workers' compensation arrangements			
Departmental appropriation	12,694	12,670	24
s74 External Revenue	–	–	–
Special appropriations	–	–	–
Special accounts	11,850	15,314	-3,464
Expenses not requiring appropriation in the Budget year ¹	949	689	260
Departmental total	25,493	28,673	-3,180
Total expenses for Outcome 1	25,493	28,673	-3,180
Average Staffing Level (number)	101	112	-11

¹ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses and audit fees.



INDEPENDENT AUDITOR'S REPORT

To the Minister for Employment and Workplace Relations

Opinion

In my opinion, the financial statements of the Safe Work Australia (the Entity) for the year ended 30 June 2026:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2026 and its financial performance and cash flows for the year then ended.

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

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cashflow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

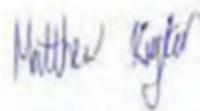
My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that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

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

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

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

Australian National Audit Office



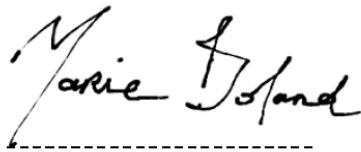
Matthew Rigter
Executive Director
Delegate of the Auditor-General

Canberra
19/08/2026

Statement by the Accountable Authority and Chief Financial Officer

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

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



Marie Boland
Chief Executive Officer

17 August 2026



Gareth Appleton
Chief Financial Officer

17 August 2026

Financial Statements

Statement of Comprehensive income

For the period ended 30 June 2026

		2026	2025	Original Budget
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	18,930	16,928	17,061
Suppliers	1.1B	8,024	6,563	7,521
Depreciation and amortisation	2.2A	1,697	1,631	889
Finance cost	1.1C	22	32	22
Impairment loss on financial instruments		-	1	-
Total expenses		28,673	25,155	25,493
Own-source income				
Own-source revenue				
Sale of goods and rendering of services	1.2A	12,974	12,712	13,001
Other revenue	1.2B	92	81	60
Total own-source revenue		13,066	12,793	13,061
Gains				
Other gains	1.2C	19	122	-
Total gains		19	122	
Total own-source income		13,085	12,915	13,061
Net cost of service		(15,588)	(12,240)	(12,432)
Revenue from Government	1.2D	12,670	12,276	12,694
Surplus/(Deficit) on continuing operations		(2,918)	36	262
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		366	242	-
Total other comprehensive income		366	242	-
Total comprehensive income		(2,552)	278	262

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

Statement of Financial Position*As at 30 June 2026*

		2026	2025	Original Budget
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash	2.1A	27,455	28,887	28,621
Trade and other receivables	2.1B	139	977	208
Total financial assets		27,594	29,864	28,829
Non-financial assets				
Buildings ¹	2.2A	2,170	3,354	2,982
Plant and equipment	2.2A	206	353	541
Computer software	2.2A	262	-	-
Prepayments		418	185	140
Total non-financial assets		3,056	3,892	3,663
Total assets		30,650	33,756	32,492
LIABILITIES				
Payables				
Suppliers	2.3A	770	1,544	1,414
Other payables	2.3B	740	578	273
Total payables		1,510	2,122	1,687
Interest bearing liabilities				
Leases	2.4A	1,756	2,856	1,764
Total include interest bearing liabilities		1,756	2,856	1,764
Provisions				
Employee provisions	4.1A	4,498	3,644	3,467
Other provisions		-	-	400
Total provisions		4,498	3,644	3,867
Total liabilities		7,764	8,622	7,318
Net assets		22,886	25,134	25,174
EQUITY				
Contributed equity		6,957	6,653	6,957
Reserves		2,950	2,584	2,342
Retained surplus		12,979	15,897	15,875
Total equity		22,886	25,134	25,174

1. A right-of-use asset for the lease of office space is included in Buildings. The carrying value of the lease liability as at 30 June 2026 is \$1.4 million.

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

Statement of Changes in Equity
For the period ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY				
Opening balance				
Balance carried forward from previous period		6,653	6,357	6,653
Contributions by owners				
Departmental capital budget		304	296	304
Closing balance as at 30 June		6,957	6,653	6,957
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		2,584	2,342	2,342
Comprehensive income				
Change in revaluation reserve		366	242	-
Closing balance as at 30 June		2,950	2,584	2,342
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		15,897	15,861	15,613
Comprehensive income				
Surplus/(Deficit) for the period		(2,918)	36	262
Total comprehensive income		(2,918)	36	262
Closing balance as at 30 June		12,979	15,897	15,875
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period		25,134	24,560	24,608
Comprehensive income				
Surplus/(Deficit) for the period		(2,918)	36	262
Change in Asset Revaluation Reserve		366	242	-
Total comprehensive income		(2,552)	278	262
Contributions by owners				
Departmental capital budget		304	296	304
Closing balance as at 30 June		22,886	25,134	25,174

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

Accounting Policy

Departmental capital budgets

Amounts appropriated which are designated as departmental capital budgets are recognised directly in contributed equity in that year.

Cashflow Statement*For the period ended 30 June 2026*

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		12,670	12,276	12,694
Sale of goods and rendering of services		13,880	13,165	13,001
GST received		-	-	1,191
Other		18	97	-
Total cash received		26,568	25,538	26,886
Cash used				
Employees		18,548	17,154	17,061
Suppliers		7,762	6,363	7,641
GST paid		610	706	779
Other		-	-	14
Interest payments on lease liabilities		22	32	22
Total cash used		26,942	24,255	25,517
Net cash from operating activities		(374)	1,283	1,369
INVESTING ACTIVITIES				
Cash used				
Purchase of non-financial assets		262	77	304
Total cash used		262	77	304
Net cash used by investing activities		(262)	(77)	(304)
FINANCING ACTIVITIES				
Cash received				
Departmental capital budget		304	296	304
Total cash received		304	296	304
Cash used				
Principal payments of lease liabilities		1,100	1,045	1,084
Total cash used		1,100	1,045	1,084
Net cash used by financing activities		(796)	(749)	(780)
Net increase (decrease) in cash held		(1,432)	457	285
Cash at the beginning of the reporting period		28,887	28,430	28,336
Cash at the end of the reporting period	2.1A	27,455	28,887	28,621

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

Budget variance commentary

For the period ended 30 June 2026

Safe Work Australia's original budget estimates for the reporting period were published in the 2025-26 Employment and Workplace Relations Portfolio Budget Statements.

The below commentary provides explanations for significant variances (that are greater than +/- \$0.5m and +/- 10% of the original budget for a line item) between Safe Work Australia's original budget and the actual financial performance and position for the financial year.

Explanation of significant variances	Affected line items	Variance Amount
<u>2025-26 Operational Plan</u> Increased employee levels associated with best practice review of model laws and the management of asbestos in the model work health and safety framework.	- Employee benefits – Statement of Comprehensive Income - Employee provisions – Statement of Financial Position - Employees – Cashflow Statement	\$1.9 million \$1.0 million \$1.5 million
<u>Other variances</u> - Recognition of additional depreciation in right-of-use asset that was not incorporated in the original budget. - Variation in the timing of cash payments to suppliers across financial years. - GST received budget was not required as GST was net payable.	- Depreciation – Statement of Comprehensive Income - Buildings – Statement of Financial Position - Payables – Suppliers – Statement of Financial Position - GST received – Cashflow statement	\$0.8 million (\$0.8 million) (\$0.6 million) (\$1.2 million)

Overview

Objectives of Safe Work Australia

Safe Work Australia is responsible for delivering national work health and safety and workers' compensation policy, evidence and communication initiatives. Safe Work Australia was established as a statutory agency by the *Safe Work Australia Act 2008* (Cth).

The Basis of Preparation

The financial statements are general purpose financial statements as required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- (a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- (b) Australian Accounting Standards and Interpretations.

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

Significant Accounting Judgements and Estimates

Safe Work Australia has made assumptions or estimates that have had a significant impact on the amounts recorded in the following areas:

Balance	Nature of significant accounting judgements and estimates
Fair value of buildings, plant and equipment	Assessed at market value or depreciated replacement cost as determined by an independent valuer at least once every three years and subject to management assessment in between.
Employee provisions	Long service leave provisions are adjusted in accordance with the Department of Finance issued Long Service Leave Model. Annual Leave provisions involve assumptions on patterns of leave claims and payouts.

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

New Accounting Standards

There were no new accounting standards that had an impact on these statements.

Taxation

Safe Work Australia is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

Events After the Reporting Period

There were no subsequent events that had the potential to significantly affect the ongoing structure and financial activities of Safe Work Australia.

Financial performance

This section analyses the financial performance of Safe Work Australia for the year ended 30 June 2026

1.1 Expenses

	2026 \$'000	2025 \$'000
1.1A: Employee Benefits		
Wages and salaries	13,526	11,895
Leave and other entitlements	2,795	2,847
Superannuation		
Defined contribution plans	2,032	1,720
Defined benefit plans	526	456
Separation and redundancies	51	10
Total employee benefits	18,930	16,928

Accounting Policy

Accounting policies for employee related expenses are contained in Note 4.1A Employee Provisions.

1.1B: Suppliers

Goods and services supplied or rendered

Consultants	2,661	1,277
Contractors	1,597	1,327
Corporate costs	1,130	1,149
Other	687	642
IT Services	590	473
Legal	325	545
Property costs	311	210
Recruitment and training	277	389
Travel	173	222
Subscriptions	148	192
Total goods and services supplied or rendered	7,899	6,426

Goods supplied	50	71
Services rendered	7,849	6,355
Total goods and services supplied or rendered	7,899	6,426

Other suppliers

Workers' compensation expenses	125	137
Total other suppliers	125	137
Total suppliers	8,024	6,563

The categories of goods and services supplied or rendered have been adjusted to report the most material items. The 'Other' category has been restated for 2025.

1.1C: Finance costs

Interest on lease liabilities	22	32
Total finance costs	22	32

1.2 Own-Source Revenue and Gains

	2026	2025
	\$'000	\$'000
<u>1.2A: Sale of Goods and Rendering of Services</u>		
State and territory contributions	12,974	12,712
Total sale of goods and rendering of services	12,974	12,712

Accounting policy

State and territory contributions are recognised over the course of the year as work is completed. All contributions are recognised as earned by the reporting date. Contribution amounts are received in accordance with the Inter-Governmental Agreement for Regulation and Operational Reform in Occupational Health and Safety.

1.2B: Other Revenue

Resources received free of charge – Remuneration of auditors	73	70
Resources received free of charge – Other	19	-
Other	-	11
Total other revenue	92	81

Accounting policy

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

1.2C: Other Gains

Other	19	122
Total other gains	19	122

1.2D: Revenue from Government

Departmental appropriations	12,670	12,276
Total revenue from Government	12,670	12,276

Accounting policy

Amounts appropriated from departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when Safe Work Australia gains control of the appropriation. Appropriations receivable are recognised at their nominal amounts.

Financial position

This section analyses Safe Work Australia's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and relationships section.

2.1 Financial Assets

	2026 \$'000	2025 \$'000
2.1A: Cash		
Cash at hand	1,409	807
Cash in the Official Public Account	26,046	28,080
Total cash	27,455	28,887

Accounting policy

Cash is recognised at its nominal amount and forms part of the Safe Work Australia Special Account balance stated at Note 3.2. Cash includes Cash on hand and Cash in the Official Public Account.

2.1B: Trade and other receivables

Goods and services receivables

Goods and services	35	945
Total goods and services receivables	35	945

Other receivables

GST receivable	104	33
Total other receivables	104	33
Total trade and other receivables (gross)	139	978

Less expected credit loss allowance	-	(1)
--	---	-----

Total trade and other receivables (net)	139	977
--	------------	------------

Credit terms for goods and services were within 30 days (2025: 30 days).

Accounting policy

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

Trade and other receivables are assessed for impairment at the end of each reporting period. An assessment is made using the simplified approach for trade and other receivables which measures the loss allowance as the amount equal to the lifetime credit losses. SWA has used historical experience to determine the estimated future losses.

2.2 Non-Financial Assets

2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment for 2026

	Buildings \$'000	Plant and equipment \$'000	Computer Software \$'000	Total \$'000
As at 1 July 2025				
Gross book value	9,182	384	-	9,566
Accumulated depreciation, amortisation and impairment	(5,828)	(31)	-	(5,859)
Total as at 1 July 2025	3,354	353	-	3,707
Additions				
Purchased or Internally Developed	-	-	262	262
Revaluations of non-financial and intangible assets ¹	366	-	-	366
Depreciation and amortisation	(540)	(147)	-	(687)
Depreciation on right-of-use assets	(1,010)	-	-	(1,010)
Total as at 30 June 2026	2,170	206	262	2,638
Total as at 30 June 2026 represented by				
Gross book value	8,903	384	262	9,549
Accumulated depreciation, amortisation and impairment	(6,733)	(178)	-	(6,911)
Total as at 30 June 2026	2,170	206	262	2,638
Carrying amount of right-of-use assets	1,447	-	-	1,447

1. Revaluations are conducted in accordance with the revaluation policy stated at Note 2.2. A materiality review of valuations was performed by a qualified valuer (Jones Lang LaSalle Advisory Services Pty Ltd) as at 31 May 2026.

Accounting policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

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

Asset recognition threshold

Purchases of buildings, plant and equipment are initially recognised at cost in the statement of financial position, except for purchases costing less than the thresholds listed below for each class of assets, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Leasehold Improvements: \$20,000

Plant and Equipment: \$2,000

Accounting policy (continued)**Leased Right of Use (ROU) Assets**

Leased ROU assets are capitalised at the commencement date of the lease and are comprised of the initial lease liability amount and initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright but included in the same column as where the corresponding underlying assets would be presented.

Following initial application, an impairment review is undertaken for any ROU lease asset that shows indicators of impairment and an impairment loss is recognised against any ROU lease asset that is impaired. Leased ROU assets continue to be measured at cost after initial recognition in the Australian Commonwealth agency, General Government Sector and Whole of Government financial statements.

Depreciation

Depreciable buildings, plant and equipment assets are consumed over their estimated useful lives using the straight-line method of depreciation down to their estimated residual values.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future, reporting periods, as appropriate.

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

	2026	2025
Leasehold Improvements	Lease term until 2027	Lease term until 2027
Plant and Equipment	3 to 20 years	3 to 20 years

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

Revaluations

Following initial recognition plant and equipment are carried at fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not materially differ from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. During 2025-26 Jones Lang LaSalle Advisory Services Pty Ltd completed a materiality review of valuations to ensure that reported asset values reflect observable market values.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus / deficit. Revaluation decrements for a class of assets are recognised directly in the surplus / deficit except to the extent that they reversed a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is offset against the gross carrying amount of the asset and the asset is restated to the revalued amount.

Impairment

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

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

De-recognition

An item of plant and equipment is de-recognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

The entity's intangibles comprise internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. As at 30 June 2026, intangible assets included work-in-progress carried at cost.

2.3 Payables

	2026	2025
	\$'000	\$'000
<u>2.3A: Suppliers</u>		
Trade creditors and accruals	770	1,544
Total suppliers	770	1,544
<u>2.3B: Other Payables</u>		
Salaries and wages	620	491
Superannuation	102	76
Other	18	11
Total other payables	740	578

Settlement terms for suppliers are usually made net 20 days from receipt of Invoices.

2.4 Leases

<u>2.4A: Leases</u>		
Lease liabilities	1,756	2,856
Total leases	1,756	2,856
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	1,165	1,122
Between 1 to 5 years	603	1,768
Total Leases - undiscounted cash flow	1,768	2,890
Less future interest on lease liabilities	(12)	(34)
Total leases	1,756	2,856

The above lease disclosures should be read in conjunction with the accompanying Note 2.2.

The maturity analysis has been extended to reconcile undiscounted lease cash flows to discounted cash flows.

As a lessee, Safe Work Australia recognises a right-of-use asset and lease liability in relation to its leased office space. The lease term ends December 2027. The agreement includes fixed lease payments only with an annual rent increase of 3.85% each year.

Accounting policy

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

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

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Funding

3.1 Appropriations

3.1A: Annual Appropriations

Annual appropriations for 2026

	Annual Appropriation \$'000	Total appropriation \$'000	Appropriation applied in 2026 (current and prior years) \$'000	Variance \$'000
Departmental				
Ordinary annual services	12,670	12,670	12,670	-
Capital budget ¹	304	304	304	-
Total departmental	12,974	12,974	12,974	-

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

Annual appropriations for 2025

	Annual Appropriation \$'000	Total appropriation \$'000	Appropriation applied in 2025 (current and prior years) \$'000	Variance \$'000
Departmental				
Ordinary annual services	12,276	12,276	12,276	-
Capital budget ¹	296	296	296	-
Total departmental	12,572	12,572	12,572	-

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

Safe Work Australia did not receive special appropriations in 2025-26 (2025: Nil).

3.2 Special Accounts

Recoverable GST Exclusive	Safe Work Australia Special Account	
	2026 \$'000	2025 \$'000
Balance brought forward from previous period	28,887	28,430
Increases		
Appropriation credited to special account	12,670	12,276
Capital injection - departmental capital budget	304	296
Revenue from services	13,880	11,891
Other receipts	18	97
Total increases	26,872	24,560
Available for payments	55,759	52,990
Decreases		
Payment made to suppliers	9,756	6,949
Payment made to employees	18,548	17,154
Total decreases	28,304	24,103
Total balance carried to the next period	27,455	28,887
Balance represented by:		
Cash held in entity bank accounts	1,409	807
Cash held in the Official Public Account	26,046	28,080
Total balance carried to the next period	27,455	28,887

The Safe Work Australia Special Account was established in accordance with section 64 of the *Safe Work Australia Act 2008* to provide a source of finance to resource Safe Work Australia. The appropriation authority to draw money from the Consolidated Revenue Fund is section 80 of the *Public Governance, Performance and Accountability Act 2013*.

3.3 Net Cash Appropriation Arrangements

	2026 \$'000	2025 \$'000
3.3A: Net Cash Appropriation Arrangements		
Total comprehensive surplus/deficit - as per the Statement of Comprehensive Income	(2,918)	36
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) ¹	687	621
Plus: depreciation of right-of-use assets ²	1,010	1,010
Less: lease principal repayments ²	(1,100)	(1,045)
Net Cash Operating Surplus	(2,321)	622

- From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation / amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity appropriations and / or departmental capital budgets. Capital budgets are appropriated in the period when cash payment for capital expenditure is required.
- The inclusion of depreciation / amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

People and relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

4.1 Employee Provisions

	2026 \$'000	2025 \$'000
4.1A: Employee Provisions		
Leave	4,498	3,644
Total employee provisions	4,498	3,644
Employee provisions expected to be settled		
No more than 12 months	1,826	1,479
More than 12 months	2,672	2,165
Total employee provisions	4,498	3,644

Accounting policy

Employee provisions include annual and long service leave. No provision is made for personal leave which is non-vesting.

Liabilities for short-term employee benefits and termination benefits expected within 12 months of the end of reporting period are measured at their nominal amounts.

Leave

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the entity's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined using the Long Service Leave Liability Model issued by the Department of Finance. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and redundancy

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

Superannuation

The entity's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or other superannuation funds held outside the Australian Government.

CSS and PSS are defined benefit schemes for the Australian Government, PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

Safe Work Australia makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. Safe Work Australia accounts for the contributions as if they were contributions to defined contribution plans. The liability for superannuation recognised as at 30 June represents outstanding contributions.

4.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of Safe Work Australia, directly or indirectly. Safe Work Australia has determined the key management personnel to be the Chief Executive Officer, Group Managers, and Chief Operating Officer. Key management personnel remuneration is reported in the table below:

	2026 \$'000	2025 \$'000
Short-term employee benefits	970	1,039
Post-employment benefits	123	123
Other long-term employee benefits	25	24
Termination benefits	36	-
Total key management personnel remuneration expenses¹	1,154	1,186

There are five key management personnel included in the above table (2025: 3). The increase in key management personnel in 2025-26 reflects a change in the management structure of the agency. The reduction in key management personnel expenses reflects the part-year tenure of some appointments.

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by Safe Work Australia.

4.3 Related Party Disclosures

Related party relationships:

Safe Work Australia is an Australian Government controlled entity. Related parties to Safe Work Australia are key management personnel, their close family members, the Portfolio and Cabinet Ministers, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Considering relationships with related entities, and transactions entered into during the reporting period by Safe Work Australia, it has been determined that there are no related party transactions to be disclosed.

Managing uncertainties

This section analyses how Safe Work Australia manages financial risks within its operating environment.

5.1 Contingent Assets and Liabilities

At 30 June 2026, Safe Work Australia had no contingent assets or contingent liabilities. Safe Work Australia is unaware of any quantifiable, unquantifiable or significant remote contingencies.

Accounting policy

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of an asset or liability or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

5.2 Financial Instruments

	2026 \$'000	2025 \$'000
5.2A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash	27,455	28,887
Goods and other receivables	35	945
Total financial assets at amortised cost	27,490	29,832
Total financial assets	27,490	29,832
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers	770	1,544
Total financial liabilities measured at amortised cost	770	1,544
Total financial liabilities	770	1,544

Accounting policy

The classification and measurement of financial assets under AASB 9 is determined by Safe Work Australia's business model for managing its financial assets and the contractual cash flow characteristics of those assets.

Financial assets

Safe Work Australia's financial assets are comprised of trade and other receivables that are held for the purposes of collecting the contractual cash flows.

Safe Work Australia classifies its financial assets as 'financial assets at amortised cost'.

Safe Work Australia derived no interest income from financial assets in either the current or prior year.

Financial liabilities

Financial liabilities are also measured at amortised cost.

Impairment

Safe Work Australia has assessed the trade receivables at the reporting date to determine whether any indicators of impairment exist in accordance with the requirements of AASB *Financial Instruments*.

5.3 Fair Value Measurement

5.3A: Fair Value Measurements

	2026 \$'000	2025 \$'000
Non-financial assets measured at fair value		
Buildings – Leasehold Improvements	723	897
Plant and equipment	206	353
Total non-financial assets measured at fair value	929	1,250
Non-financial assets carried at cost		
Buildings – Right-of-use assets	1,447	2,457
Computer software – Work-in-progress	262	-
Prepayments	418	185
Total non-financial assets at cost	2,127	2,642
Total non-financial assets in the Statement of Financial Position	3,056	3,892

The fair value measurements have been extended to reconcile with total non-financial assets in the Statement of Financial Position. Non-financial assets carried at cost have been added for 2025.

Accounting policy

An annual assessment is undertaken to determine whether the carrying amount of assets which are not carried at cost differed materially from the fair value.

Carrying amounts are reviewed every year to determine if an independent valuation is required. The regularity of independent valuations depends on the volatility of movement in the market value for the relevant assets. A materiality review of valuations was performed during the reporting period by Jones Lang LaSalle Advisory Services Pty Ltd, an independent valuer.

Other information

5.4 Current / Non-current Distinction for Assets and Liabilities

	2026 \$'000	2025 \$'000
6.1A: Current/Non-current Distinction for Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash	27,455	28,887
Trade and other receivables	139	977
Prepayments	400	185
Total no more than 12 months	27,994	30,049
More than 12 months		
Buildings	2,170	3,354
Plant and equipment	206	353
Intangible	262	-
Prepayments	18	-
Total more than 12 months	2,656	3,707
Total assets	30,650	33,756
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	770	1,544
Other payables	740	578
Leases	1,154	1,122
Employee provisions	1,826	1,479
Total no more than 12 months	4,490	4,723
More than 12 months		
Leases	602	1,734
Employee provisions	2,672	2,165
Total more than 12 months	3,274	3,899
Total liabilities	7,764	8,622

Part 7 — Appendices

Appendix 1 — 2025–29 Corporate Plan

Safe Work Australia was established under the *Safe Work Australia Act 2008* (Cth) (the SWA Act) and, as a non-corporate Commonwealth entity, operates in accordance with the Public Governance, Performance and Accountability Act 2013 (Cth). However, where the requirements of the two Acts are inconsistent, the SWA Act prevails¹.

Our Corporate Plan covers a four-year period from 2025–2029, and, consistent with section 27(2) of the SWA Act, deals only with the outcome to be achieved and the strategies to be followed to achieve that outcome. Notwithstanding the four-year outlook of the Corporate Plan, the intended outcome and strategies are reviewed and updated annually.

Safe Work Australia’s outcome

Consistent with our 2025–26 Portfolio Budget Statements, the outcome intended from our Corporate Plan is healthier, safer and more productive workplaces through improvements in Australian work health and safety and workers’ compensation arrangements.

Strategies to achieve our outcome

The strategies we implement to achieve our outcome are developed in consultation with Safe Work Australia Members and agreed by work health and safety (WHS) ministers.

Our strategies for 2025–2029

- Collaborate with the wider work, health and safety and workers’ compensation ecosystem to ensure diverse perspectives inform the work we do
- Drive regulatory change to protect workers from exposure to harmful substances, including respirable crystalline silica and asbestos
- Support a harmonised approach to the model WHS laws, including through undertaking a best practice review of the model WHS laws
- Respond to emerging WHS issues as work and workplaces continue to evolve
- Monitor the progress of and drive actions in the Australian Work Health and Safety Strategy 2023–2033

¹ Section 27(1) of the SWA Act outlines the requirement for the CEO to prepare a Corporate Plan under s 35 of the PGPA Act. However, s 27(2) of the SWA Act says that despite that section, the draft Corporate Plan must deal only with the outcomes to be achieved by Safe Work Australia and the strategies that are to be followed by Safe Work Australia to achieve those outcomes. It follows that the only requirements that may be dealt with in the corporate plan are those outlined in s 27(2) of the SWA Act.

- Support the *National Return to Work Strategy 2020–2030* and the actions to improve return to work outcomes for workers with a work-related injury or illness
- Support the collection, analysis and dissemination of national WHS and workers' compensation data that will address identified knowledge gaps with practical and actionable outcomes
- Significantly enhance our research capability to ensure our policy advice on WHS and workers' compensation is future focussed, and that the model WHS legislative framework remains current and can adapt to new technologies, industries, and ways of working

The strategies we implement are designed to:

- achieve reductions in the incidence of work-related death, injury and illness
- improve outcomes for injured workers and their employers
- use our collective influence to increase knowledge and awareness of WHS and workers' compensation, and
- ensure robust and useful WHS and workers' compensation research, analysis and data.

Our functions

In developing these strategies, we are guided by Safe Work Australia's functions conferred by the SWA Act.

These functions include:

- developing, evaluating and, if necessary, revising national work health and safety and workers' compensation policies and strategies
- monitoring and improving the model work health and safety legislative framework and developing supportive work health and safety materials
- improving consistency in national workers' compensation arrangements
- collecting, analysing and publishing national data
- conducting and publishing research
- developing national education and communication strategies and initiatives
- working collaboratively with the Commonwealth, states and territories, and other national and international bodies, and
- advising WHS ministers on national work health and safety and workers' compensation policy matters.

In performing these functions, we also have regard to the objectives of the *Australian Work Health and Safety Strategy 2023–2033* and the *National Return to Work Strategy 2020–2030*. In addition, we monitor and respond to new and emerging WHS risks as they arise.

In progressing these strategies, and in collaboration with our Members and stakeholders, we will continue to build awareness to encourage safe, healthy workplaces, ensure Australia's national WHS and workers' compensation frameworks are world-leading and drive improvements in Australian WHS and workers' compensation arrangements.

The *Safe Work Australia 2025-26 Operational Plan* provides further detail on the specific activities we will undertake in 2025-26 in support of these strategies.

Our performance in delivering on the strategies identified in this plan will be measured against the performance measures and planned performance results included in the 2025-26 Safe Work Australia Portfolio Budget Statements and reported in the Safe Work Australia Annual Report.

Appendix 2 – 2025-26 Operational Plan

Legislative context

Safe Work Australia was established under the *Safe Work Australia Act 2008* (Cth) (the SWA Act). In accordance with the SWA Act, this operational plan details the activities to be undertaken by Safe Work Australia and the planned expenditure for the year. Further, it is consistent with, and supports, the strategies in the Safe Work Australia Corporate Plan 2025–2029.

Our purpose

Safe Work Australia has an important national role to achieve significant and continuous reductions in the incidence of work-related death, injury and illness and to improve outcomes for injured workers and their employers.

It is a tripartite forum representing the interests of the Commonwealth, states and territories, as well as workers and employers in Australia to:

- **collaborate** on national work health and safety (WHS) and workers' compensation policy matters
- **lead** the development of evidence-based policy and supporting education and strategies, and
- **promote** consistency in work health and safety and workers' compensation arrangements.

This collaborative model recognises that national WHS and workers' compensation outcomes are improved when all relevant views and interests are considered. This plan describes the activities to be undertaken by Safe Work Australia in performing its statutory functions during 2025–26. Safe Work Australia will receive total agency funding of \$25.99 million for the financial year.

The activities we will undertake in 2025–2026

The activities we will undertake in 2025–26 support the strategies outlined in the *Safe Work Australia 2025–2029 Corporate Plan* and reflect the priorities agreed by Safe Work Australia Members and include:

- a best practice review of the model WHS laws in the context of seeking to maintain and strengthen a harmonised approach
- continuing to support implementation of the engineered stone prohibition including finalising a review of the prohibition to ensure it is operating effectively and preparing new guidance materials on managing risks of respirable crystalline silica in the workplace
- supporting the transition to the new workplace exposure limits, including updates to the model WHS laws, guidance and model codes of practice
- subject to agreement of WHS ministers, updating the model WHS laws to improve incident notification requirements, as well as developing guidance material to support the new requirements

- developing detailed advice on how practical dispute resolution processes under the model WHS laws could be improved for consideration of WHS ministers
- delivering the inaugural research summit focused on national, innovative, and future focused research in WHS and workers' compensation, as well as progress actions under the Agency's new *Research and Evaluation Strategy*
- collecting new data through the Australian Worker Exposure Survey
- progressing Safe Work Australia's contribution to delivery of the Asbestos National Strategic Plan 2024-2030 and Silica National Strategic Plan 2024-2030
- introducing a range of improvements to crane licensing through a phased approach, and in consultation with key stakeholders
- developing guidance and other measures to address gender-based violence in the workplace, particularly in the construction industry
- supporting the initiatives in the *National Return to Work Strategy 2020–2030* to improve return to work outcomes for workers with a work-related injury or illness, including undertaking the *National Return to Work Survey* to understand the outcomes and experiences of injured workers as they return to work
- continuously assessing new and emerging business models, industries and hazards to identify if there is a need for changes to the model WHS framework
- developing and implementing communication strategies that increase awareness of WHS fundamentals, including communication activities to support the transition to the new workplace exposure limits and to provide practical advice about the risks of working with crystalline silica substances; and
- developing new model WHS Regulations and model Codes of Practice for WHS ministers to consider, including model Codes of Practice and guidance on crystalline silica substances, fatigue, biological hazards, healthcare and social assistance, and elevated work platforms

In addition to these key activities, we will also continue performing our core activities by:

- developing accessible, effective and practical material to support the model WHS legislative framework to aid understanding and compliance, particularly for small business
- advising WHS ministers on national policy matters and initiatives relating to WHS and workers' compensation
- monitoring the progress of and driving actions in the *Australian Work Health and Safety Strategy 2023–2033*
- developing proposals to improve workers' compensation arrangements, and to promote national consistency
- collecting, analysing, and disseminating high quality evidence
- undertake and publish research to inform the development and evaluation of WHS and workers' compensation policies and strategies

- developing and implementing national education and communication strategies and initiatives to increase awareness and support improvements in WHS outcomes and workers' compensation arrangements
- delivering new data insights and fostering innovative and high-quality evidence to improve national work health and safety outcomes and workers' compensation arrangements, and
- collaborating with our national and international counterparts.

How we will measure our performance

Our performance in delivering the activities identified in this plan will be measured against the performance criteria and targets included in the Safe Work Australia 2025-26 Portfolio Budget Statements and reported in the Safe Work Australia Annual Report.

Appendix 3 — Advertising

Safe Work Australia did not undertake paid advertising in 2025–26.

Appendix 4 — Ecologically sustainable development and environmental performance and APS Net Zero Emissions Policy

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) requires government organisations to report annually on their environmental performance and contribution to ecologically sustainable development.

Safe Work Australia's environmental policy outlines its commitment to minimising the environmental impact of its operations. We do this by:

- effective use of electricity by using energy-efficient office machinery
- using energy-efficient computer monitors
- using low-wattage lights in the office
- operating lighting via motion sensors to reduce energy consumption
- operating a paper, plastic, glass and cardboard recycling program
- recycling toner cartridges and waste toner
- reducing paper usage by centralising printers and setting them to double-sided printing as a default
- using office paper that is carbon neutral, is recycled or has an environmental sustainability rating.

Our building achieved a National Australian Built Environment Rating System (NABERS) rating of 5.5 in the reporting period.

APS Net Zero

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*, all 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 2025–26 financial year. The greenhouse gas emissions reported are calculated on the basis of carbon dioxide equivalents (CO₂-e) and in line with the 2025–26 Emissions Reporting Framework. This is consistent with a whole-of-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.

Table 18: Greenhouse gas emissions inventory — location-based method, 2025–26

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	n/a	51.04	2.40	53.44
Natural gas	0.00	n/a	0.00	0.00
Solid waste	0.00	n/a	0.27	0.27
Refrigerants*	0.00	n/a	n/a	0.00
Fleet and other vehicles	0.00	n/a	0.00	0.00
Domestic commercial flights	n/a	n/a	27.27	27.27
Domestic hire car	n/a	n/a	0.11	0.11
Domestic travel accommodation	n/a	n/a	9.14	9.14
Other energy	0.00	n/a	0.00	0.00
Total t CO₂-e	0.00	51.04	39.19	90.23

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = carbon dioxide equivalent.

* Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2025–26 emissions reporting. Refer to the Emissions Reporting Framework for more details.

Table 19: Electricity greenhouse gas emissions 2025–26

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Location-based electricity emissions	51.04	2.40	53.44	79,749.65
Market-based electricity emissions	1.55	0.21	1.76	1,906.02
Total renewable electricity consumed ¹	n/a	n/a	n/a	77,843.63
<i>Renewable Power Percentage ²</i>	n/a	n/a	n/a	13,788.72
<i>Jurisdictional Renewable Power Percentage ³</i>	n/a	n/a	n/a	64,054.92
<i>GreenPower</i>	n/a	n/a	n/a	0.00
<i>Large-scale generation certificates</i>	n/a	n/a	n/a	0.00

Note: The table above presents emissions related to electricity usage using both location-based and market-based accounting methods. CO₂-e = carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

¹ Excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs).

² The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

³ The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP)

Appendix 5 — Our workforce profile — demographics and statistics

Management of human resources — all ongoing and non-ongoing

Table 20: All ongoing employees as at 30 June 2026

	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	0	0	0	5	1	6	0	0	0	0	0	0	0	0	0	6
Qld	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
SA	2	0	2	2	4	6	0	0	0	0	0	0	0	0	0	8
Tas	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Vic	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	2
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	30	4	34	56	10	66	0	0	0	0	0	0	1	0	1	101
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	33	4	37	65	16	81	0	0	0	0	0	0	1	0	1	119

Table 21: All non-ongoing employees as at 30 June 2026

	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	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Qld	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SA	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	2	0	2	4	2	6	0	0	0	0	0	0	0	0	0	8
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	0	3	6	2	8	0	0	0	0	0	0	0	0	0	11

Table 22: All ongoing employees previous 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	0	0	0	6	0	6	0	0	0	0	0	0	0	0	0	6
Qld	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SA	1	0	1	2	2	4	0	0	0	0	0	0	0	0	0	5
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	29	2	31	51	15	66	0	0	0	0	0	0	1	0	1	98
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	31	2	33	60	17	77	0	0	0	0	0	0	1	0	1	111

Table 23: All non-ongoing employees previous 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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	3	0	3	1	1	2	0	0	0	0	0	0	0	0	0	5
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	0	3	1	1	2	0	0	0	0	0	0	0	0	0	5

Management of human resources — Public Service Act 1999 ongoing and non-ongoing employees (2025–26)

Table 24: Public Service Act 1999 ongoing employees current as at 30 June 2026

	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	1	0	1	0	0	0	0	0	0	0	0	0	1
SES 1	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	6
EL 2	5	1	6	12	3	15	0	0	0	0	0	0	0	0	0	21
EL 1	13	2	15	26	8	34	0	0	0	0	0	0	1	0	1	50
APS 6	9	0	9	13	4	17	0	0	0	0	0	0	0	0	0	26
APS 5	3	1	4	8	1	9	0	0	0	0	0	0	0	0	0	13
APS 4	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	2
APS 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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
Total	33	4	37	65	16	81	0	0	0	0	0	0	1	0	1	119

Table 25: Public Service Act 1999 non-ongoing employees as at 30 June 2026

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 1	1	0	1	1	1	2	0	0	0	0	0	0	0	0	0	3
APS 6	1	0	1	2	1	3	0	0	0	0	0	0	0	0	0	4
APS 5	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	2
APS 4	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
APS 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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
Total	3	0	3	6	2	8	0	0	0	0	0	0	0	0	0	11

Table 26: Public Service Act 1999 ongoing employees previous 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	1	0	1	0	0	0	0	0	0	0	0	0	1
SES 1	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	3
EL 2	5	0	5	9	2	11	0	0	0	0	0	0	0	0	0	16
EL 1	13	1	14	17	10	27	0	0	0	0	0	0	1	0	1	42
APS 6	5	0	5	17	3	20	0	0	0	0	0	0	0	0	0	25
APS 5	5	0	5	6	1	7	0	0	0	0	0	0	0	0	0	12
APS 4	2	1	3	7	1	8	0	0	0	0	0	0	0	0	0	11
APS 3	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
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
Total	31	2	33	60	17	77	0	0	0	0	0	0	1	0	1	111

Table 27: Public Service Act 1999 non-ongoing employees previous 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	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
EL 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 5	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
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
Total	3	0	3	1	1	2	0	0	0	0	0	0	0	0	0	5

Management of human resources — Public Service Act 1999 employees by full-time and part-time status (2025–26)

Table 28: Public Service Act 1999 employees by full-time and part-time status as at 30 June 2026

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non-ongoing	
SES 3	0	0	0	0	0	0	0
SES 2	1	0	1	0	0	0	1
SES 1	6	0	6	0	0	0	6
EL 2	17	4	21	1	0	1	22
EL 1	40	10	50	2	1	3	53
APS 6	22	4	26	3	1	4	30
APS 5	11	2	13	2	0	2	15
APS 4	2	0	2	1	0	1	3
APS 3	10	0	1	0	0	0	0
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	99	20	119	9	2	11	130

Management of human resources — Public Service Act 1999 employment type by location (2025–26)

Table 29: Public Service Act 1999 employment type by location as at 30 June 2026

	Ongoing	Non-ongoing	Total
NSW	6	1	7
Qld	1	0	1
SA	8	2	10
Tas	1	0	1
Vic	2	0	2
WA	0	0	0
ACT	101	8	109
NT	0	0	0
External territories	0	0	0
Overseas	0	0	0
Total	119	11	130

Table 30: Public Service Act 1999 employment type by location previous report period (2024–25)

	Ongoing	Non-ongoing	Total
NSW	6	0	6
Qld	0	0	0
SA	5	0	5
Tas	0	0	0
Vic	2	0	2
WA	0	0	0
ACT	98	5	103
NT	0	0	0
External territories	0	0	0
Overseas	0	0	0
Total	111	5	116

Australian Public Service Act Indigenous Employment Current Report Period 2025-26

Table 31: Public Service Act 1999 Indigenous employment current report period (2024–25)

	Total
Ongoing	3
Non-ongoing	0
Total	3

Appendix 6 — Disability reporting mechanism

Australia's Disability Strategy 2021–2031 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.

Safe Work Australia will continue to contribute to the above strategy through:

- agency annual reports
- the annual State of the Service report
- updates to the APS contribution to the *Australia's Disability Strategy*
- contributions to the final evaluation of the strategy, to be completed in July 2026.

Appendix 7 — Allowances and non-remuneration benefits

Allowances and non-remuneration benefits provided to non-SES employees under the Safe Work Australia *Enterprise Agreement 2024-2027* include:

- access to flexible working conditions, including hybrid work, compressed working hours and flex time. Executive-level employees receive time off in lieu
- paid Christmas close-down period
- salary packaging
- annual health and wellbeing reimbursement to improve our staff health, fitness or wellbeing
- voluntary influenza vaccinations
- generous support for professional and personal development, including studies assistance
- access to an Employee Assistance Program for employees and their immediate families
- appropriate training to employees for agency capability uplift
- various leave provisions (including National Aborigines and Islanders Day Observance Committee (NAIDOC), First Nations Ceremonial leave and cultural leave)
- community language allowance (including First Nations and Australian Sign Language (AUSLAN) languages)
- various workplace responsibility allowances.

Part 8 — References

Acronyms and abbreviations

AAIs	Accountable Authority Instructions
ACT	Australian Capital Territory
ACTU	Australian Council of Trade Unions
AGARG	Federal Safety Commissioner’s Australian Government Agency Reference Group
AI	artificial intelligence
AIWF	The AI Employment and Workplaces Forum
ANAO	Australian National Audit Office
ANSP	Asbestos National Strategic Plan
ANU	Australian National University
APP Code	Privacy (Australian Government Agencies — Governance) APP Code 2027
APS	Australian Public Service
ASSEA	Asbestos and Silica Safety and Eradication Agency
ASSEC	Asbestos and Silica Safety and Eradication Council
AUSLAN	Australian Sign Language
AWU	Australian Workers’ Union
CALD	Culturally and linguistically diverse
CEO	Chief Executive Officer
CFO	Chief Finance Officer
COO	Chief Operating Officer
Corporate Plan	<i>Safe Work Australia 2025–2029 Corporate Plan</i>
CO2-e	Carbon dioxide equivalents
CPRs	Commonwealth Procurement Rules
CPSU	Community and Public Sector Union
CRG	Communications Reference Group
Cth	Commonwealth
DEWR	Department of Employment and Workplace Relations
ECF	Employee Consultative Forum
EL	Executive Level

Enterprise Agreement	<i>Safe Work Australia Enterprise Agreement 2024–2027</i>
EWP	Elevating work platform
FIPAA	Fellow of the Institute of Public Administration Australia
FOI Act	<i>Freedom of Information Act 1982 (Cth)</i>
G20	Group of 20
GDP	Gross Domestic Product
GST	goods and services tax
HR	Human resources
HSRs	Health and safety representatives
HWCA	Heads of Workers’ Compensation Authorities
HWSA	Heads of Workplace Safety Authorities
ILO	International Labour Organization
IPAA	Institute of Public Administration Australia
IT	information technology
JRPP	Jurisdictional Renewable Power Percentage
LGC	Large-scale Generation Certificates
MHWA	Mentally Healthy Workplaces Australia
MoU	memorandum of understanding
MP	Member of Parliament
NAIDOC	National Aborigines and Islanders Day Observance Committee
NABERS	National Australian Built Environment Rating System
NSW	New South Wales
NT	Northern Territory
Operational Plan	<i>Safe Work Australia 2025–26 Operational Plan</i>
OSH	occupational safety and health
PBS	Portfolio Budget Statements
PCBU	person conducting a business or undertaking
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PMP	Privacy Management Plan
PSM	Public Service Medal

PS Act	<i>Public Service Act 1999 (Cth)</i>
Qld	Queensland
RAP	Reconciliation Action Plan
RET	Renewable Energy Target
RPP	Renewable Power Percentage
SA	South Australia
SES	Senior Executive Service
SIAP	Strategic Internal Audit Plan
SIG	Strategic Issues Group
SME	Small and Medium Enterprise
SNSP	Silica National Strategic Plan
SOETM	Services for Other Entities and Trust Moneys
SRC Act	<i>Safety, Rehabilitation and Compensation Act 1988 (Cth)</i>
SRCC	Safety, Rehabilitation and Compensation Commission
SWA	Safe Work Australia
SWA Act	<i>Safe Work Australia Act 2008 (Cth)</i>
TAFE	Technical and Further Education
Tas	Tasmania
VET	vocational education and training
Vic	Victoria
WA	Western Australia
WEL	Workplace exposure limits
WHS	Work health and safety
WHS Act	<i>Work Health and Safety Act 2011 (Cth)</i>
WIN	Workplace Inclusion Network

Glossary of terms

accountable authority	Under the <i>Public Governance, Performance and Accountability Act 2013</i> (Cth), the accountable authority is the person or group of persons responsible for, and control over, each Commonwealth entity's operations.
Airborne Contaminants Hub	The Airborne Contaminants Hub is a recently published online location containing resources and information on the workplace exposure limits. Information on this page can help individuals understand more about airborne contaminants, how to manage them and changes to workplace exposure standards (to become the workplace exposure limits).
Annual Performance Statements	A requirement under the <i>Public Governance, Performance and Accountability Act 2013</i> (Cth), taking effect from 1 July 2015. The statements are designed to provide a line of sight between planned non-financial performance outlined in the agency's planning documents and actual performance over the reporting period.
Asbestos Framework Review	The Asbestos Framework Review is designed to assess how asbestos risks are managed and how asbestos-containing materials are safely removed. It will look at possible changes to the model WHS Regulations and related Codes of Practice.
Australian Worker Exposure Survey	The <i>Australian Worker Exposure Survey</i> asks Australians about the work they do and their experiences in the workplace. It provides a clear picture of how workers across the country are exposed to different hazards and the results will help guide targeted improvement actions.
Australian Work Health and Safety Strategy 2022–2033	The <i>Australian Work Health and Safety Strategy 2023–2033</i> (replacing the 2012–2022 Australian strategy) is a framework to help improve WHS in Australia. Its vision is healthy, safe and productive working lives. It promotes collaboration between the Commonwealth, state and territory governments, industry, unions and other organisations to reach the vision.
AusTender	The Australian Government procurement portal through which Safe Work Australia and other Commonwealth entities publish procurement opportunities and contract information, enabling suppliers and the public to access procurement-related information.

Best Practice Review of the model WHS laws	As requested by WHS ministers, Safe Work Australia will be undertaking a Best Practice Review of the model WHS laws. The Best Practice Review examines and makes recommendations on whether the model WHS Act and model WHS Regulations continue to incorporate a best practice approach that achieves the object of the model WHS Act within the context of strengthening and maintaining harmonisation.
Comcare	Comcare is the national work health and safety regulator and workers' compensation authority. The Comcare scheme provides a system for WHS, rehabilitation and workers' compensation for the Australian Government and self-insured licensees.
Corporate governance	Corporate governance refers to the set of rules, relationships, systems, and processes within an organisation by which authority is exercised and controlled. It encompasses the mechanisms by which companies and those in control are held accountable.
Corporate Plan	Safe Work Australia is required by the <i>Safe Work Australia Act 2008</i> (Cth) each year to prepare a corporate plan covering a 4-year period which deals only with the outcomes to be achieved by Safe Work Australia and the strategies that are to be followed to achieve those outcomes.
duty holder	A duty holder is any person who owes a work health and safety duty under the WHS Act, including a person conducting a business or undertaking, a designer, a manufacturer, an importer, a supplier, an installer of products or plant used at work (upstream duty holder), an officer and a worker.
G20	The Group of 20 is the premier international forum for cooperation on global economic governance. The members of the G20 are Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, the Republic of Korea, Mexico, Russia, Saudi Arabia, South Africa, Turkey, the United Kingdom, the United States and the European Union.
gig economy	The gig economy is a situation where a person (gig worker) is hired through an app or website to undertake a role for a third party.
interdepartmental committee	An interdepartmental committee is a common governance body for cross-agency taskforces, where senior executives from representative agencies may discuss work and provide input on shared or cross-cutting deliverables.

model Codes of Practice	Model Codes of Practice are practical guides to achieving the standards of health, safety and welfare required under the WHS Act and the WHS Regulations in a jurisdiction. To have legal effect in a jurisdiction a model Code of Practice must be approved as a code of practice in that jurisdiction.
model WHS Act	The model WHS Act establishes WHS duties requiring the elimination or minimisation of risks arising from work and provides for worker consultation, representation and participation relating to WHS matters. It enables compliance with and enforcement of the model WHS laws through the regulator and provides for the making of model WHS Regulations and Codes of Practice to support the objectives of the model WHS Act.
model WHS framework	Any model WHS Act, model WHS Regulations or model Codes of Practice relating to WHS, as amended from time to time, developed by Safe Work Australia for adoption by the Commonwealth, the states and the territories.
model WHS laws	The model WHS laws consist of the model WHS Act, supported by model WHS Regulations, model Codes of Practice and a National Compliance and Enforcement Policy.
model WHS Regulations	The model WHS Regulations specify the way in which some duties under the model WHS Act must be met by setting out detailed requirements that must be applied to specific work activities and hazards. The model WHS Regulations also prescribe procedural or administrative requirements to support the model WHS Act (for example, requiring licences for specific activities and the keeping of records).
<i>National Return to Work Strategy 2020–2030</i>	The <i>National Return to Work Strategy</i> is a national strategy to drive and leverage national action to improve return to work outcomes for workers with a work-related injury or illness. It promotes collaboration between the Commonwealth, state and territory governments, industry, unions and other organisations to achieve the vision of minimising the impact of work-related injury and illness and enabling workers to have a timely, safe and durable return to work.
National Safe Work Month	National Safe Work Month occurs every October and is an opportunity for employers across Australia to renew their commitment to safe and healthy workplaces.
non-corporate Commonwealth entity	Non-corporate Commonwealth entities are legally and financially part of the Commonwealth. They are established under power that comes from the Constitution, usually through legislation and the exercise of executive power. Safe Work Australia is a non-corporate Commonwealth entity.

Operational Plan	Safe Work Australia’s Operational Plan describes the activities Safe Work Australia will undertake in performing its statutory functions during a financial year. The activities give effect to the strategies outlined in the Corporate Plan.
performance measures	Performance measures are the specific qualitative and/or quantitative indicators, targets or assessments that a Commonwealth entity uses to measure and assess its performance in achieving its purposes. Performance measures provide a basis for evaluating the effectiveness, efficiency, outputs, outcomes and impact of an entity’s activities, and support accountability to the Parliament and the public through the Commonwealth Performance Framework
PBS	Portfolio Budget Statements (PBS) are budget-related papers detailing budget initiatives and explanations of appropriations specified by outcome and program by each agency within a portfolio.
Research and Evaluation Strategy	The <i>Research and Evaluation Strategy</i> is Safe Work Australia’s framework for identifying research priorities, strengthening the national evidence base, and guiding collaborative research and evaluation activities to improve WHS and workers’ compensation outcomes across Australia.
special account	A special account is a special appropriation established under the PGPA framework that may be used by Commonwealth entities, including Safe Work Australia where applicable, to manage funding for defined purposes with separate accounting and reporting arrangements. Funds credited to a special account may only be used for the purposes specified in the account’s establishing legislation or determination.
statutory appointment	A statutory appointment is the formal appointment of an individual to a legislated position established under an Act of Parliament, with functions, powers, responsibilities and tenure defined by law.
Strategic Commissioning Framework	The Strategic Commissioning Framework guides decisions about what work should be delivered internally or externally and how resources are allocated to achieve strategic objectives, build capability and deliver value for money.
Safe Work Australia Members	Safe Work Australia Members are individuals appointed under the <i>Safe Work Australia Act 2008</i> (Cth) to the governing body of Safe Work Australia. Members represent Commonwealth, state and territory governments, employer interests and worker interests, and are responsible for providing oversight and direction on national WHS and workers’ compensation policy matters

tripartite body	A tripartite body comprises representatives of government, employers and workers who jointly contribute to governance, consultation and policy development. Safe Work Australia is an example of a tripartite Commonwealth entity.
WHS ministers	WHS ministers are the Commonwealth, state and territory ministers with responsibility for WHS.
WHS regulators	WHS regulators enforce WHS laws and provide advice on the WHS regulations in their jurisdictions.
workers' compensation authorities	Workers' compensation authorities are responsible for the regulation and administration of workers' compensation in their jurisdiction.
workplace exposure standards	A workplace exposure standard for a particular chemical sets out the legal concentration limit of that chemical that must not be exceeded. The workplace exposure standards will be replaced by the workplace exposure limits.
workplace exposure limits	Workplace exposure limits are the maximum concentration of an airborne hazardous substance that workers may be exposed to in the workplace. Safe Work Australia sets these limits to help protect workers' health and ensure exposure to airborne contaminants is kept at safe levels.

List of requirements

Non-corporate Commonwealth entities

PGPA Rule Reference	Description	Requirement	Page Number
17AD(g)	Letter of transmittal		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	3
17AD(h)	Aids to access		
17AJ(a)	Table of contents (print only).	Mandatory	4-7
17AJ(b)	Alphabetical index (print only).	Mandatory	144-156
17AJ(c)	Glossary of abbreviations and acronyms.	Mandatory	128
17AJ(d)	List of requirements.	Mandatory	136
17AJ(e)	Details of contact officer.	Mandatory	157
17AJ(f)	Entity's website address.	Mandatory	157
17AJ(g)	Electronic address of report.	Mandatory	157
17AD(a)	Review by accountable authority		
17AD(a)	A review by the accountable authority of the entity.	Mandatory	34
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	A description of the role and functions of the entity.	Mandatory	13-15
17AE(1)(a)(ii)	A description of the organisational structure of the entity.	Mandatory	18
17AE(1)(a)(iii)	A description of the outcomes and programmes administered by the entity.	Mandatory	14
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan.	Mandatory	8
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	14
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority	Mandatory	14

PGPA Rule Reference	Description	Requirement	Page Number
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	14
17AE(1)(b)	An outline of the structure of the portfolio of the entity.	Portfolio departments - mandatory	n/a
17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory	n/a
17AD(c)	Report on the Performance of the entity Annual performance Statements		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	34
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)	A discussion and analysis of the entity's financial performance.	Mandatory	78-106
17AF(1)(b)	A table summarising the total resources and total payments of the entity.	Mandatory	83
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory	n/a
17AD(d)	Management and Accountability Corporate Governance		
17AG(2)(a)	Information on compliance with section 10 (fraud and corruption systems)	Mandatory	
17AG(2)(b)(i)	A certification by accountable authority that fraud and corruption risk assessments have	Mandatory	

PGPA Rule Reference	Description	Requirement	Page Number
	been conducted and fraud and corruption control plans have been prepared.		
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory	3
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory	3
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	70-73
17AG(2)(d) – (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory	n/a
Audit Committee			
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	74
17AG(2A)(b)	The name of each member of the entity's audit committee.	Mandatory	75
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	75
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	75
17AG(2A)(e)	The remuneration of each member of the entity's audit committee.	Mandatory	75
External Scrutiny			
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	77

PGPA Rule Reference	Description	Requirement	Page Number
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory	77
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory	77
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory	n/a
Management of Human Resources			
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	62-65
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees, (b) statistics on part-time employees, (c) statistics on gender, (d) statistics on staff location	Mandatory	116-125
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: • Statistics on staffing classification level; • Statistics on full-time employees; • Statistics on part-time employees; • Statistics on gender; • Statistics on staff location; • Statistics on employees who identify as Indigenous.	Mandatory	116-125
17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act</i> 1999.	Mandatory	63

PGPA Rule Reference	Description	Requirement	Page Number
17AG(4)(c)(i)	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory	63
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level.	Mandatory	63
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees.	Mandatory	127
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory	n/a
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory	n/a
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory	n/a
17AG(4)(d)(iv)	Information on aggregate amount of performance payments.	If applicable, Mandatory	n/a
Assets Management			
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory	n/a
Purchasing			
17AG(6)	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory	79
Reportable consultancy contracts			
17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	80-81
17AG(7)(b)	A statement that "During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy	Mandatory	81

PGPA Rule Reference	Description	Requirement	Page Number
	contracts were active during the period, involving total actual expenditure of \$[specified million]”.		
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	80-81
17AG(7)(d)	A statement that “Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.”	Mandatory	80
Reportable non-consultancy contracts			
17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	82
17AG(7A)(b)	A statement that “Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.”	Mandatory	82
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	80-82
Australian National Audit Office Access Clauses			
17AG(8)	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the	If applicable, n/a Mandatory	

PGPA Rule Reference	Description	Requirement	Page Number
	Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.		
Exempt contracts			
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, n/a Mandatory	
Small business			
17AG(10)(a)	A statement that "[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."	Mandatory	80
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	80
17AG(10)(c)	If the entity is considered by the Department administered by the Finance Minister as material in nature – a statement that "[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."	If applicable, n/a Mandatory	
Financial Statements			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	88-91

PGPA Rule Reference	Description	Requirement	Page Number
Executive Remuneration			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory	64-65
Other Mandatory Information			
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”	If applicable, n/a Mandatory	
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, 113 Mandatory	
17AH(1)(b)	A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”	If applicable, 80 Mandatory	
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	126
17AH(1)(d)	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	72
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, n/a mandatory	
17AH(2)	Information required by other legislation	Mandatory	114

Alphabetical index

A

- abbreviations 128–30
- accountability
 - external 77
 - internal 74–6
- accountable authority 14, 131
 - Instructions (AAls) 73
 - review by 10–12, 136
 - Statement 87
- Acknowledgement of Country 2
- acronyms 128–30
- administrative tribunal decisions 77
- advertising 113, 143
- aged care sector 11
- AI Employment and Workplaces Forum 33
- airborne contaminant exposure
 - Australian Worker Exposure Survey 27, 111, 133
 - limits see workplace exposure limits (WEL)
- Airborne Contaminants Hub 30, 41, 45, 131
- allowances 63, 127
- Anderson, Jody 20
- annual performance statements 34–42, 131
 - requirements for 137
 - statement of preparation 34
- Appleton, Gareth 87
- APS Code of Conduct 71
- APS Net Zero Emissions Policy 114
- APS Values and Employment Principles 71
- artificial intelligence (AI) 11
 - AI Employment and Workplaces Forum 33
- Asbestos Advisory Committee 33
- Asbestos and Silica Safety and Eradication Agency (ASSEA) 24
 - health and safety representatives, guidance for 47
 - Senior Implementation Forum 32
- Asbestos Diseases Society of South Australia 33
- Asbestos Framework Review 17, 26, 41, 46–7, 131
 - community consultation 57
- asbestos hazard management 17
 - health and safety representatives, guidance for 47
- Asbestos National Strategic Plan 2024–2030 17, 26, 32, 33, 46, 111, 131
- asset management 78, 140
- audit
 - independent auditor’s report 85–6
 - internal 76
- Audit Committee 74–6, 138

- membership 75
- Auditor-General 77
- AusTender 72, 79, 80, 84, 131
- Australian Chamber of Commerce and Industry 24
- Australian Competition and Consumer Commission
 - memorandum of understanding with 15
- Australian Council of Trade Unions (ACTU) 23, 24
- Australian Government Agency Reference Group (AGARG) 32
- Australian Government Building and Construction WHS Accreditation Scheme
 - advice to 32
- Australian Industry Group 25
- Australian National Audit Office (ANAO)
 - access clause 79
- Australian Network on Disability 66
- Australian Public Service Commission (APSC)
 - Graduate Development Program 68
- Australian Work Health and Safety Strategy 2023–2033* 54
 - action-based targets 54
 - digital hub 40, 42, 54
 - progress report 53–4
- Australian Worker Exposure Survey 27, 111, 133
- Australia’s Disability Strategy 2021–2031 126
- awareness campaigns 41

B

- Barnaart, Kerry 29
- Best Practice Review of model WHS laws 12, 16, 26, 41, 43, 110, 132
 - community consultation 57
 - final report 43
 - stakeholder consultation 43
- Beta Occupational Hazards Dataset 40
- biological hazards 11, 46
 - model Code of Practice 11, 40, 46
- Black, Veronica 28
- Boland, Marie (CEO) 5, 20, 34, 63
 - accountable authority 16, 87
 - remuneration 64
 - year in review 10–12
- Brown, Clarence 28
- budget outlook 78
- budget variance commentary 92
- Buick, Megan 29
- business continuity management 71

C

- Cambray, Duncan 63, 64
- capability development 67–8
- Chair 16–17, 19, 20

- chemical labelling 32
- Cheong, Peggy 23
- Chief Executive Officer 16, 19, 61
 - accountable authority 16, 87
 - Accountable Authority Instructions (AAIs) 73
 - year in review 10–12
- Chief Financial Officer's Statement 87
- climate change 11
- Codes of Practice, model 11, 40, 133
 - community consultation 57
 - development 27
 - Elevating work platforms 48
 - Healthcare and social assistance 11, 48
 - Managing risk of biological hazards at work 11, 40, 44
 - respirable crystalline silica 27, 41
- collaboration 110
- Comcare 29, 70, 132
- Commonwealth Ombudsman 77
- Commonwealth Procurement Rules (CPRs) 72, 79, 80
- communications 56–7
- Communications Reference Group (CRG) 30, 57
- Community and Public Sector Union 24
- community consultation and engagement 41, 57
- community impact 9
- community language allowance 127
- Comparative Performance Monitoring dataset 36, 39
- consultancy contracts 80–1, 140
- consultation 41
 - community and stakeholders 41, 43, 57
 - employees 68–9
- Consultation Hub 41, 57
- contact details 145
- contracts 79–81
 - ANAO access clause 79
 - consultancy 80–1
 - exempt 79
 - expenditure 81
 - non-consultancy 82
 - organisations 81
 - purchasing and procurement 79
 - requirements for report 141–2
- contributing roles 30–3
- Corporate Branch 61
- corporate governance 70–3, 132, 137
- Corporate Plan 2025–2029 13, 14, 36, 71, 107, 132
 - outcome 107
 - strategies 107–8

- SWA functions 108–9
- crane licensing 50
 - community consultation 57
- crowd platforms 57
- crystalline silica 41, 107
 - Code of Practice 27, 41
 - guidance materials 26, 27, 110, 111
- culture 71
- D
- data 40
 - communication strategies 42
 - dashboards 40
 - jurisdictional comparison dashboard 39
 - Key Work Health and Safety Statistics Australia 42
 - publication 42, 53–5
- datasets 36, 39, 53–5
 - Comparative Performance Monitoring (CPM) 36, 39
 - most common mechanism of incident 55
 - publication 53–4
 - quad bike fatalities 36, 39
 - traumatic injury fatalities 36, 39
 - truck drivers 42, 54–5
 - workers' compensation claims 55
- Davidson, Damian 29
- de Hoog, Elizabeth 28
- deaths see fatalities
- delegation visits 59
- Department of Employment and Workplace Relations 18
- Department of Finance
 - model AAls 73
 - Service Delivery Office 15
 - SME participation statistics 80, 142
- Devereux-Martyn, Zie 28
- digital technologies 11
- disability care support 11
- disability reporting 66, 126
- dispute resolution processes 111
- diversity and inclusion 60, 66
- E
- early intervention program 69
- ecologically sustainable development 114
- education and communications 36, 41, 56–7
 - learning and development initiatives 67–8
 - staff training modules 71–2
- elevating work platforms (EWPs)
 - model Code of Practice 48

- Employee Assistance Program 69
- Employee Consultative Forum (ECF) 68–9
- employees see staff
- Employment and Workplace Relations portfolio 18
- employment arrangements 62–5
- engineered stone prohibition 26, 40, 50
 - implementation plan 50
 - review 50
- enquiries 145
- Enterprise Agreement 2024–2027 63
- environmental performance 114–15
- ethics 71
- evidence see *also* research
 - base 40
 - high quality 111
 - Horizon Scanning and Evidence Mapping Research Project 53
 - webinar: Advancing the evidence 52–3
- Evidence and Communications Branch 61
- evidence-based improvements 36, 39
- Evidence Matters* publication 41, 57
- expenditure 80–2
- expenses by outcome 84
- exposure limits see workplace exposure limits (WEL)
- Exposure Survey see Australian Worker Exposure Survey
- external accountability 77, 138

F

- Farrell, Glenn 22
- fatalities
 - Quad Bike Fatalities dataset 36, 39
 - Traumatic Injury Fatalities dataset 36, 39
 - truck drivers 54
- fatigue risk management 47
- Federal Safety Commissioner 32
 - Australian Government Agency Reference Group (AGARG) 32
- financial performance 78–106
 - Accountable Authority and CFO Statement 87
 - expenses by outcome 84
 - financial statements 88–106
 - independent auditor’s report 85–6
 - overview 79–82
 - requirements for report 137
 - resource statement 83
- financial statements 88–106
 - budget variances 92
 - financial position 96–9
 - funding 100–1
 - people and relationships 102–3

- requirements for 142
- uncertainties 104–5
- First Nations Australians
 - community language allowance 127
 - Indigenous Apprenticeships Program 68
 - Indigenous Procurement Policy 80
 - leave provisions 127
 - Reconciliation Action Plan (RAP) 66
- First Responder Mental Health Working Group 32
- Ford, Matthew 75
- Fox, Andrea 21
- fraud and corruption control 70
- freedom of information 72
- functions 13, 108–9
- funding 14, 100–1

- G
- G20 Occupational Safety and Health (OSH) group 20, 30
 - Expert Network 58
- gender-based violence 27, 111
 - construction industry 47–8, 111
- gig economy 17, 51, 132
 - workers' compensation, national policy on 17, 51
- Gillingham, Kevin 29
- Global Initiative for Safety, Health and Wellbeing for All Symposium 10, 30, 58
- glossary 131–5
- governance structure 18
- Graduate Development Program 68
- grants 80
- greenhouse gas emissions 114, 115
- ground conditions, risk management 49
- guidance materials 10, 26, 36, 40, 41, 110

- H
- harmonisation of WHS laws 17
- Hazards and Industries Policy Branch 61
- Heads of Workers' Compensation Authorities (HWCA) 20, 31
- Heads of Workplace Safety Authorities (HWSA) 20, 31
- health and safety representatives 69
 - asbestos guidance 47
- healthcare and social assistance industry
 - Code of Practice 11, 48
 - work-related injury or illness 11
- Henderson, Cathy 21
- Hidden Disabilities Sunflower 66
- Hillhouse, Janene 29
- human resources *see also* staff
 - management 62–5, 116

requirements for report 138–9

I

importance of work 8

incident notification 40, 48

inclusive tripartite forum 35, 38

independent auditor's report 85–6

Indigenous Apprenticeships Program 68

Indigenous Procurement Policy 80

influenza vaccinations 69

Information Publication Scheme (IPS) 72

information technology 15

Ingerman, Clare 29

interdepartmental committee 132

Right to Repair 33

internal accountability 74–6

international engagement 10, 58–9

International Labour Organization (ILO) 20

Biological Hazards in the Working Environment Convention 2025 44

Technical Working Group on OSH Statistics 59

World Day for Safety and Health at Work 58

J

Japan

Association of Occupational Safety and Health Consultants 10, 59

Global Initiative for Safety, Health and Wellbeing for All Symposium 10, 30, 58

Jenkin, Sam 28

Jones, Samantha 29

judicial decisions 77

jurisdictional comparison dashboard 39

K

Kenchington-Evans, Jack 29

key 2025–26 deliverables 43–6

Key Work Health and Safety Statistics Australia 42

King, Claire 28

Knuckey, Geoff 75

Korean Occupational Safety and Health Agency 10, 59

Korean Workers' Compensation and Welfare Service 10, 59

L

Laajoki, Leanne 63, 64

leadership 71, 110

learning and development 67–8

Legal and Framework Policy Branch 61

legal costs 80

letter of transmittal 3, 136

list of requirements 136–43

Low, Jennifer 28

Lukins, Ellen 23, 28, 29

M

Maher, Tony 16–17, 20

Martin, Bronwyn 29

McELholum, Daniel 28

McKinley, Bruce 29

meetings of members 16, 28–9

members 16, 19

memoranda of understanding (MoUs) 15

Mentally Healthy Workplaces Australia 31

Establishment Partner Committee 31

model WHS laws 133

Best Practice Review 12, 16, 26, 41, 43

community consultation 57

model WHS Regulations 111, 133

Motor Vehicle Service and Repair Information Sharing Scheme 33

N

National Dataset for Compensation-based Statistics (NDS) 36, 39

National policy approach to workers' compensation and the gig economy 17, 51

National Return to Work Strategy 2020–2030 27, 50, 54, 111, 133

activities 50

mid-term review 51

progress reports 53, 54

refining measurement framework 50

research, 51

Year 6 Scorecard 40, 50, 51, 54

National Return to Work Survey 27, 36, 39, 111

communication strategy 42

publication of 2025 analytical report 50

redesign 40

Scorecard Report 2026 40

National Safe Work Month 30, 36, 41, 56, 69, 133

theme 41, 56

Neurodiversity Forum 69

New Zealand

Comparison of workers' compensation arrangements in Australia and New Zealand 2025 52

non-consultancy contracts 82, 141

non-remuneration benefits 63, 127

North, Sally 22

notifiable data breach 73

notification duties 70

O

O'Brien, Liam 23, 28

Operational Plan 13, 14, 35, 71, 110–12, 134

- activities 37, 110–12
- budget variances 92
- legislative context 110
- measuring performance 37, 112
- purpose of SWA 110
- organisational effectiveness 60
- organisational structure 61
- outcome statement 35
- outsourcing key functions 15
- P
- parliamentary committees 77
- Payne, Melissa 24
- performance 34–42
 - overview 35–6
 - results and analysis 37–42
 - statements 34–42
- Performance and Development Scheme 67
- performance measures 36–41, 134
- Pfeffer, Brett 28
- Philipson, Beth 28
- planning processes 71
- Portfolio Budget Statements (PBS) 14, 35
 - budget variances 92
 - performance measures 36–41
- Pride in Diversity 66
- priorities 110
- privacy 72–3
 - APP Code 73
 - management plan 73
 - notifiable data breach 73
 - policy 72
- Privacy Commissioner 72, 77
- Privacy Impact Assessment Register 73
- procurement 72, 79
 - Commonwealth Procurement Rules (CPRs) 72, 79, 80
 - Indigenous Procurement Policy 80
 - purchasing 79
 - requirements for report 140–2
 - SMEs, supporting 80
- Project Management Framework 71
- prosecutions repository 36, 39
- psychological injury 40, 48, 51, 58
- psychosocial hazards 11, 59
 - guidance materials 59, 62
 - social media, information on 42
- public interest disclosure 72
- purchasing 79, 140

purpose 8, 110

Q

Quad Bike Fatalities dataset 36, 39

quad bike safety 50, 57

R

Radcliff, Elizabeth 24

radiofrequency electromagnetic radiation 49

Reconciliation Action Plan (RAP) 66

reference groups 30

Asbestos Framework Review 47

rehabilitation and return to work 70

remuneration 62–5

allowances 63

key management personnel 63–4

requirements for report 143

salary ranges 63

senior executives 65

reporting processes 71

research 52–3, 111

Evidence Matters publication 41, 57

Horizon Scanning and Evidence Mapping Research Project 53

National Return to Work Strategy 51

projects 52

webinar: Advancing the evidence 52–3

Research and Evaluation Strategy 11, 26, 45, 46, 52, 111, 134

Research Summit 11, 26, 30, 45–6, 111

community consultation 57

resource statement 83

Respect@Work Council 20, 31

return to work outcomes, improving 27, 108, 111

revenue 78, 88, 95, 101

Right to Repair interdepartmental committee 33

Rishworth, Amanda 18

risk management 70

biological hazards 11, 40, 46

crystalline silica 41, 107, 110

fatigue 47

framework 70

fraud control 70

ground conditions 49

guidance material 40

radiofrequency electromagnetic radiation 49

solar installation work 49

role 13

rooftop solar panel installation, risk management 49

Rowbotham, Brendan 29

Ryan, Susan 75

S

Safe Work Australia Act 2008 (Cth) 36

Safety, Rehabilitation and Compensation Commission (SRCC) 20, 31

SafeWork NSW 21

SafeWork SA 22

Schorer, Janet 21

SIG-WHS 27, 28

SIG-Workers' Compensation 27, 29

Silica Action Plan 49

Silica Advisory Committee 33

Silica National Strategic Plan 2024–2030 26, 32, 49, 111

small and medium enterprises (SMEs)

- supporting 80

social media 42

solar installation, risk management 49

Sostarko, Rebecca 24, 28, 29

special account 78, 79, 83, 134

staff

- allowances 63, 127

- capability development 67–8

- consultation 68–9

- disability reporting 66, 126

- diversity and inclusion 60, 66

- employment arrangements 62–5

- management 62–5, 116

- non-remuneration benefits 63, 127

- privacy training 73

- remuneration 62–5

- requirements for report 138–9

- training modules 71–2

- work health and safety 68–70

- workforce demographics 62, 116–24

stakeholder consultation 41, 43, 57

statistics *see also* datasets

- ILO Technical Working Group on OSH Statistics 59

Strategic Commissioning Framework 79, 134

Strategic Internal Audit Plan (SIAP) 76

Strategic Issues Groups (SIGs) 27, 38

- SIG-WHS 27, 28

- SIG-Workers' Compensation 27, 29

Sullivan, Rebecca 28

T

Technical Working Group on OSH Statistics 59

Thredgold, Leigh 25, 28

Tosh, Nate 29

training modules 71–2

Traumatic Injury Fatalities dataset 36, 39

tripartite body 11, 13, 135

truck drivers

fatality rates 54

serious injury claims 54

WHS data profile 42, 54–5

U

UN Sub-Committee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals 32

V

vicarious trauma support 69

violence *see* workplace violence

vision 8

W

Wallbank, Angela 28, 29, 63, 64

website 145

welding process regulation 57

WHS laws

Best Practice Review 12, 16, 26, 41, 43

community consultation 57

compliance and enforcement 40, 43

harmonisation 107

Regulations, developing new 111

Wiegold, Elmer 63, 64

work health and safety (WHS) 68–9

consultation 68–9

incidents 70

policy 10, 46–50

promoting 110

Risk Register 69

Strategic Issues Group 27, 28

SWA role 13

workplace responsibility and support 69

Work Health and Safety Act 2011 (Cth)

Best Practice Review 12, 16, 26, 41, 43

work-related injury or illness

data on issues leading to 40

economic impact 8

healthcare and social assistance industry 11

minimising impact of 50, 54

return to work outcomes, improving 27, 108, 111

statistics 8

truck drivers 54

workers' compensation 50–2

- claims dataset 55
- Comparison of workers' compensation arrangements in Australia and New Zealand 2025* 52
- gig workers 17, 51
- most common mechanism of incident 55
- Strategic Issues Group 27, 29
- SWA role 13
- workforce demographics 62, 116–24
 - APS non-ongoing employees current report period 121
 - APS non-ongoing employees previous report period 123
 - APS ongoing employees current report period 120
 - APS ongoing employees previous report period 122
 - employment type by location 125
 - full-time and part-time 124
 - non-ongoing employees current report period 117
 - non-ongoing employees previous report period 119
 - ongoing employees current report period 116
 - ongoing employees previous report period 118
- workplace exposure limits (WEL) 45, 135
 - awareness-raising 43
 - replacing WES 45
 - transition to 26, 27, 30, 43, 110
- workplace exposure standards (WES) 135
 - limits (WEL) replacing 45
- Workplace Inclusion Network (WIN) 66
- Workplace Relations Group 20
- workplace responsibility and support 69
- workplace violence
 - construction industry 47–8, 111
 - gender-based violence 27, 47–8, 111
- WorkSafe NT 23
- WorkSafe Victoria 21
- WorkSafe WA 22
- World Day for Safety and Health at Work 58
- Y
- year in review 10–12

Further information

Contact Officer:

Director, Strategy and Performance
Safe Work Australia
2 Phillip Law Street, Canberra, ACT 2601
GPO Box 641, Canberra, ACT 2601
Email: StrategyandPerformance@swa.gov.au

Other information and contact details are available on the Safe Work Australia website www.swa.gov.au

This report is available electronically at www.transparency.gov.au

ISSN 1838-059X (print)
ISSN 2652-2888 (online)

Creative commons

With the exception of the Safe Work Australia logo, this copyright work is licensed under a **Creative Commons Attribution 4.0 International Licence**. **To view a copy of this licence, visit creativecommons.org/licenses.**

In essence, you are free to copy, communicate and adapt the work, even commercially, as long as you attribute the work to Safe Work Australia (but not in any way that suggests Safe Work Australia endorses you or your use of the work) and abide by the other licence terms. The report must be attributed as the Safe Work Australia Annual Report 2025–26.

If you have any enquiries regarding the licence and any use of this publication, please contact:

Copyright Officer
Safe Work Australia
GPO Box 641, Canberra, ACT 2601
Email: info@swa.gov.au

Design: Safe Work Australia

Edited by: Apricot Zebra Pty Ltd

Printed by: Elect Printing